



## Review

# Problems and prospects of civil service system in Nigeria's fourth republic

AKINOLA, AKINTUNDE BUKOLA

Department of Public Administration, The Polytechnic, Ibadan, Oyo State, Nigeria.

Author Email: [bukolaakinola70@yahoo.com](mailto:bukolaakinola70@yahoo.com)

Received 1 May 2017; Accepted 13 June, 2017

The Nigerian fourth republic poses the problem of adjustment for the higher cadre of the country's civil service. Civil service under the prolonged military regime had for the best part, combined political and bureaucratic roles. The return to democratic administration in 1999 implied the shedding of the role of policy articulation. The presidential democracy also imposes additional context for political restructuring by the civil service. This paper examines some hindrances to achieving effective and

efficient civil service in Nigeria despite the successes recorded over the period. It is however the position of this paper that there is a need for fundamental overhaul of civil service system in Nigeria in order to meet the developmental needs and the challenges of the modern world.

**Key words:** Civil service system, republic, democracy, development.

## INTRODUCTION

The civil service plays a vital role in formulation, implementation, evaluation and review of government policies and programmes. Whether the chief executive of a government is an Emperor, King, President, Prime Minister, Duke, Governor or Mayor, that government cannot function without some form of civil service. A competent and motivated civil service is a prerequisite for maintenance of good governance, production and distribution of public goods and services, fiscal management and sustainability, efficient and effective performance of any government. It is incontestable fact that the concern for effective and efficient resources management in the public sector is universal and historical. This is more emphatic particularly in a developing economy like Nigeria where there are acute scarcity of human and natural resources and the ever increasing demands for public expenditure. In this context of public administration, the civil service is the admini-

strative arm of government, an agent, an organ and machinery of government in the governance and developmental processes of any country in the world. Hence, the effectiveness of a government is to a large extent determined by the efficiency and competence of its civil service. The Nigerian civil service is a product of colonialism, established as an instrument for expediently implementing the administrative structure and activities of the British Colonialist from the late 19<sup>th</sup> century (Adamolekun, 1993).

With the emergence of the modern state, the civil service in developing countries evolved not only to formulate policies but also to effectively implement them. In other words, the civil service is often associated with the effective and efficient management of development policies and programmes. In this connection, it is seen as the main, but not the only instrument by which development activities in developing countries are

implemented (Esman, 1988). The role of the civil service as an instrument in a polity's socio-economic and political development is incontestable. In some parts of the world, however, the civil service is a branch of government which is usually grouped with the executive, and without which government cannot function. Civil service is usually understood as a subset of the wider public service. This subset consists of government ministries, departments and agencies, including people who advise on, develop and implement government policies and programmes, and those who manage day to day activities.

All over the world, the civil service seems unable to cope with the prevailing ideological, political and economic changes as well as the management innovations. In other parts of the world, especially in Africa, weakness of the civil service is considered as one of the fundamental causes of socio-political upheavals and economic crises (Beetseh, 2014). Cognisant to this fact, over the last decade, many countries are introducing primary changes in the structure and operation of their civil service systems.

Nigeria, as part of her general political and economic restructuring programmes, is undertaking comprehensive measures to restructure her civil service. In Nigeria, the civil service which constitute the hub through which the government implement its policies and programmes is bedeviled with ethical and accountability problems which has over the years constituted a significant drag on the overall growth and development of the Nigerian state (Beetseh, 2014).

Conventionally, political leaders usually determine the policies in any nation. Such leaders outline the political economic and social directions for the country. It is important for these policies to be properly articulated and implemented for meaningful results. The civil service is the main instrument through which government implements and administers public policies and programmes. This function usually derives from the constitution and the laws of the land (Olagboye, 2005). However, the way and manner civil service in a particular state is managed determines its performance. Thus, civil service has prominent roles to play in service delivery. The development achieved in many countries of the world can be attributed to the ability of their civil service to effectively translate the policies of their political leaders into concrete service

This study, therefore aims at identifying the prevalent problems and contributions of civil service to socio-economic and political system in Nigeria's fourth republic. The findings and recommendations of this study will help to identify the problems confronting civil service system in the implementation of decisions and policies of the federal government of Nigeria in the fourth republic. The study will also be significant to the general public because it covers issues on public administration which is important to every citizen of a nation as it concerns the condition of a society.

## CONCEPTUAL AND THEORETICAL FRAMEWORKS

Traditionally, civil service refers to the body of appointed officials who carry out the functions of government under the direction of the Head of Government. This is true in democracies, dictatorship, monarchies and republics alike. According to Encarta World English Dictionary (1999) "Civil service constitutes all government departments of a state and the people who work in them". Specifically, Civil service has been described as an institution which has the pivotal role of carrying out and advising on government policies (Bande, 2001). The civil service in the word of Adamolekun, (2002) and Okafor (2005) is also seen as an apparatus of government designed to implement the decision of political leaders. Political leaders make policy, the civil service executes it and if the civil service lack the capacity to implement the policies of the political leadership, those policies, however well intended will not be implemented in an effective manner.

The Federal Civil Service Handbook (1997) is more emphatic. It describes civil service as a body or organ which enjoys continuity of existence. Its members are not limited to a short term of office. Civil servants according to the Handbook command a pool of experience and know-how for implementing government policies. It recognizes that while the civil service is the instrument of the government of the day, the service and its members are not permitted under the law to be partisan of any political party. The civil servant is also required to assist in formulating and implementing the policies approved by the government irrespective of its personal or private opinions or attitudes towards such policies. Another feature of civil service is that it is continuous irrespective of the type of government in power, whether military or democratic regime.

The civil service according to the 1999 constitution, section 318, and sub section 1 is: service of the federation (state) in a civil capacity, staff of the office of the President, Governor, the Vice President, Deputy Governor, a Ministry or department of the federation (state), assigned with the responsibility for any business of the government of the federation (state), (FRN, 1999).

The civil service has recently come to be regarded as modern institution bequeathed to mankind in the process of revolutionizing an efficient way of organizing any large human organization. It is in this respect that the civil service is defined as a bureaucracy (Anazodo et al., 2012).

The civil service can also be seen as a complex organization with a body of seemingly permanent officials appointed in a capacity to assist the political executives in the formulation, execution and implementation of the government policies in Ministries and Extra-Ministerial Departments within which the specific government works are carried out. Civil service is the administrative bureaucracy which occupies an essential position in the

political system of nations. Throughout the world, the contributions of civil service in promoting sustainable and equitable economic growth are receiving increasing attention. Igbuzor, (1998) stated that the East Asia experience has underscored the critical contributions of the civil service in fostering rapid development. The new Encyclopedia Britannica (2004) defines civil service as the body of government officials who are employed in civil occupations that are neither political nor judicial. Ogundiya, (2007) opined that civil service refers to employers selected and promoted on the basis of a merit and seniority system, which may include examination. The World Book Encyclopedia (2004) also notes that the civil service consists of people employed by the state to run the public service of a country. Anazodo, (2009) argues that civil service in Nigeria comprises of workers in the various ministries or departments apart from those who hold political appointments. With the emergence of the modern state, civil service in post-colonial African countries evolved not only to formulate policies but also to effectively implement them. In this regard, the civil service is an institution saddle with the responsibility of designing, formulating and implementing public policy and discharge government functions and development programmes in an effective and efficient way. According to Olaopa, (2008) the term Civil Service although commonly used is usually misunderstood and so often misused as it really has no standard definition, domestic law, practices and conventions, influence its definition considerably. Ezeani, (2006) defines civil service as the administrative machine within which the work of government is carried out. The success of any government's initiative is directly and crucially dependent on the willingness and ability of the civil service to execute the policies. According to Bodunde, (2009) the basic role of the civil service and civil servant are to assist government in the formulation of policy by providing the necessary data, implement the decision of government, within rules and regulations, without fear or favour. Civil service is an institution made up of a body of people employed and paid by the government to execute the laws, plans and policies of government (Akpomuovire, 2007). The civil service is a unique body that is well placed to play a major role in the effective functioning of any government. It is the administrative apparatus which occupies an essential position in the political system (Anazodo et al, 2012). Civil Service is however the nerve-centre of governmental management. Thus, it is an important conditioning factor or determinant of the success or failure of any government development policy or strategy. The civil service according to Ipinlaiye, (2001) is normally used when referring to the body of men and women employed in a civil capacity and non political career basis by the Federal and State governments primarily to render and faithfully give effect to their decisions and implementation. From the above concepts, the characteristics of the civil service as stated

by Jinadu and Aminu (2015) are as follows:

- (a) It has to be non-partisan to enable it serve any government of the day.
- (b) It has to be made up of experienced men and women with the technical and professional know-how to enable it implement government policies.
- (c) It has to be orderly and also ensure that orderly administration of the country is continuous.
- (d) The civil service is indispensable since it continues the traditional role of keeping the functions of government running no matter what changes occur in the administration of the country.
- (e) It operates under rules which guide its conduct.
- (f) The civil service is an entity but operates in hives of activities, divided between Ministries and Departments. Each Ministry or Department has its set functions and goals.

This study seeks to understand the problems and prospects of civil service system in Nigeria during the Fourth republic. Based on this, the study is situated within the ambit of New Public Management theory. This is because new public management theory is the transition from process and procedure to an arrangement that is workable, practicable and result oriented. The theory places emphasis on good governance as a result of the recent globalisation of the economy, technological innovation and democratization (Shah, 2006). New public management theory is a relentless movement in the direction of greater transparency in resource allocation, decentralization of management authority and performance management through service quality (Pollit, 1996). New public management theory therefore captures the basis of institutional and organization restructuring as an attempt to raise its performance by improving the quality of service delivery. It is result focused rather than the process of result. The theory is concerned primarily with how to deliver public goods efficiently and equitably (Shah, 2006). Jones and Thompson, (1999) interpret new management into five categories, they are restructuring to focus on core competence, reengineering of work process, radical organization reinvention, realignment by introducing activity based costing and responsibility budgeting, rethinking by reconceptualising public sector bureaucracies or learning organizations. They focus on models of new public management and conceptualized four forms of model as follows: efficiency model, downsizing and decentralization model, management of change model and public service orientation to change model. These models are developed to engender effective service delivery. Also, Larbi (1998) observes that new public management theory centers on accountability, transparency, democratization and citizens participation. The new public management theory was an effort to improve government service delivery to

the citizenry because of the expectations of the people. In many developing countries of Latin America, Asia and Africa, the new public management was a paradigm shift from autocracy to democracy in the down of political pluralism. New public management becomes an avenue through which democratic governance will transform into better governance that will lead to public policies that are technically efficient and effective and also responsive to the needs of large sections of the citizenry (Shah, 2006).

New public management has captured vividly the reason for the procedure without result of civil service operation in Nigeria during the fourth republic. The various civil service reforms in Nigeria did not consider the option of new public management as alternative to excessiveness, therefore, policies were very good on paper and implementation and workability remain a tall dream. The civil service in Nigeria is still being explainable using the old bureaucracy that depends on degree of rigidity of rules, formal structuring and inefficiency, which inadvertently affect implementation of laws, policies and decisions at all levels of government during the fourth republic (Lawal and Abe, 2011).

## **DEVELOPMENT OF CIVIL SERVICE SYSTEM IN NIGERIA**

The origin of civil service in Nigeria dates back to the pre-colonial era and its evolution as a field of practice is usually traced from the colonial period, which lasted from 1900 to 1960 (Nwosu, 1985). Before the colonial civil service, the three Nigerian regions, Northern, Eastern and Western, had traditional mechanism for administering themselves under three dominant societies, Hausa in the north, Igbo in the east and Yoruba in the west (Nwosu, 1985). The Hausa traditional civil service system was centrally structured, and the Emir was the supreme head of the system with uncontrollable power. This exclusive right to bureaucratically control a specific jurisdiction helped emirate in formulating and administering laws, protecting citizens from external forces and collecting taxes from them to operate government (Ovaga, 2014).

Prior to the colonialism in Nigeria, Igbo traditional civil service system in the eastern region was participatory and segmented in nature. There was no central or consolidated political authority bestowed on chiefs or kings, as was done during colonial era and in contemporary times. But a number of villages formed political communities in which no single individual had supreme authority, as was the case in the Hausa traditional system. The Igbo administrative structure was community or group based, and a council of elders performed civil service duties. Each group usually included heads of families, titled men, warlords, heads of secret societies, and age grades to mention but a few (Mutiullah, 2014). Generally civil service system in the

traditional Igbo required the commitment of every member of the village bureaucratic community (Mutiullah, 2014).

The Yoruba system was not only divided into different political kingdoms, but its political sub systems were classified as chiefdoms. During this period, there was no common traditional leadership in Yoruba kingdom. The administrative head of kingdom was referred to as the Oba and various and crucial decisions were made by the Oba and his council. Therefore, the civil service duties were performed by village chieftains under the Oba leadership. Nonetheless, Yoruba pre-colonial civil service system outsourced the implementation of certain decisions of the council to the ogboni society (Nwosu, 1985).

The contemporary civil service system in Nigeria originated from British colonial administration. According to Nigerian public administration scholars (Okoli 1980; Adamolekun, 1986; Adeosun, 2012), British Colonialist under the leadership of Lord Lugard administratively unified the then Northern and Southern protectorates including the Lagos colony in 1914 as a part of the colonial service. The Europeans vested themselves with all the executive, judicial, and legislative powers and later incorporated traditional rulers into the power structure through a system of indirect rule.

To solve the problems in the implementation of a centralized budgetary system, the three regional governance structures were created in 1946 along with a revenue commission. These regions, in turn, created their own civil services following the adoption of a federal system in 1954 and the creation of a public service commission at the centre. At independence in 1960, both the federal and regional services coalesced in advancing the establishment of a career civil service within their jurisdictions (Anazodo et al., 2012).

In October 1963, Nigeria adopted a new constitution and proclaimed itself as a federal republic. Moreover, it altered the British sphere of influence in the country, and in the same year created a fourth region, the Midwest. Although, the civil service that emerged after independence became more involved in formulating and executing public programmes and economic development policies, the unequal distribution of political power on the basis of ethnicity, and regional composition resulted in uneven socio-economic development. This is because both the elected and appointed government officials were more interested in bringing home the bacon to their respective regions. The politics of regional affiliation has deprived Nigeria of a national character and a sense of national interest as well as brought other issues such as zoning federal character and quota system into the lexicon of Nigerian civil service (Mukoro, 2005).

The socio-economic problems of Nigeria in the 1960s may be seen as the consequences of weak federal and strong regional governments (Adamolekun and Ayo, 1989);

the regional civil services provided better opportunities for development than the national government. These issues had compelled every regime since post-independence to experiment with different types of civil service reforms or government organizational restructuring measures. In its 2010 report, the United Nations Economic Commission for Africa acknowledged that Nigerian civil service system has experienced three political influences, the colonial, military and civilian, each of these provided distinct legacies (Omitola, 2012).

For instance, political neutrality, anonymity and impartiality are attributes transmitted from colonial rule. Some of these transmitted attributes were not retained under the military governments. For example, there was a clear absence of the colonial legacy because higher civil servants, as confidential advisers to ministers dominated the public policy making process between 1967 and 1975, whereas the role of civil servants became irrelevant between 1975 and 1979 (Adamolekun, 1986, Adebayo 1985 and United Nations Economic Commission for Africa, 2010).

Moreover, between 1979 and national 1983, the government experienced shifts from military to civilian rule and between 1984 and 1999, the Nigerian civil service system operated under military regimes that culminated in the series of civil service reforms which affected the structure and operation of civil system Nigeria during the recent times. Since 1999 when the Fourth republic commenced, various efficiency of the civil service at different levels of government in Nigeria. civilian administrations have been showing commitment to the reforms effectiveness and

#### **PROBLEMS OF CIVIL SERVICE IN NIGERIA'S FOURTH REPUBLIC**

Generally, the Nigeria Civil Service is structured in line with British style of civil service system. The civil service in Nigeria is divided into administrative class, executive class, professional class, clerical class and messengerial class that function as a catalyst for crystallizing the shared goals of the society and as a machinery of public policy formulation and implementation.

Beside the contributions of civil service to national development and democratic stability in Nigeria especially during the Fourth republic, the civil service has been plagued by numerous problems. The major problem of civil service in Nigeria during the fourth republic is politicisation.

The Nigerian civil service over the years had been politicized to the extent that most top officials openly supported the government of the day. Therefore, the introduction of the quota system of recruitment and promotion adherence to the federal-character principle, and the constant interference of the government in the day to day operation of the civil service, especially through frequent changes in top officials and massive

purges, meant that political factors rather than merit alone played a major role in the civil service (Mutuallah, 2014). Eme and Ugwu, (2011) noted that the enthronement of federal character principle of recruitment and other spoils system techniques have sacrificed efficiency and effectiveness in the Nigerian civil service. Subsequent observation by Salisu, (2001) posits that considerable political interference in the process of personnel administration had led to improper delegation of power, ineffective supervision and corruption in the Nigerian civil service in recent time. Hence according to him, result in official apathy that has so far culminated into unauthorized and unreasonable absenteeism, lateness and idleness and particularly poor workmanship in the Nigerian civil service.

Moreover, strong institutions cannot emerge from current situation of Nigerian civil service where top echelons of these bureaucracies are handpicked on the basis of ethnicity, religion and class. The undesirable elements within and outside the civil service tend to politicize the activities of state by reading meanings and prejudice on government policies and programmes on the basis of primordial, religious, ethnic and regional sentiments., For instance, the recent government policy that limit the tenure of permanent secretaries to eight years regardless of age as a person or in service, has generated a lot of controversy as the affected officials used religion, ethnic and parochial sentiments to fight back.

Also, Nigeria civil service during the fourth republic faced myriads of problems that have also made it difficult for the system to function effectively as agent of development. One of these problems is poor remuneration. Despite the increment in salary, the civil service salary in Nigeria is still very low. Because of the low salary, most civil servants engage in sharp practices, most of them keep business letter headed papers, invoices, receipts of other companies owned by them and this affects their contribution to development.

Another problem with the civil service system in Nigeria in the fourth republic is the high level of corruption. Corruption is a major problem limiting public bureaucracies in Nigeria. Corrupt practices occur in nearly all ministries, departments and agencies where virtually all members of the upper and lower levels of the bureaucracy are involved (Okotoni, 2003). Graft and corruption include bribery, extortion and nepotism are characterised by the subordination of public interests to private aims and violations of the norms of duty and welfare, accompanied by secrecy, betrayal, deception and a callous disregard for any consequences suffered by the public. The public consider graft and corruption to be widespread and persistent in Nigerian civil service (Ogunrotifa, 2012). Actually, corruption has become more or less a permanent problem in Nigerian civil service. Bureaucratic corruption in Nigeria continues to grow in leaps and bounds. Therefore, many civil servants have

defrauded and embezzled government money earmarked for developmental purposes. Most of them would demand for money before rendering their statutory duties to the members of the public. This made development difficult through civil service (Omotosho, 2001). Currently, the Nigerian civil service is fraught with the following problems and discontents, such as lack of measurable objectives, inadequate evaluations, mismanagement of time, inadequate facilities, disorganization, personnel management and over centralization.

### **CONTRIBUTIONS OF CIVIL SERVICE TO SOCIO-ECONOMIC AND POLITICAL DEVELOPMENT OF NIGERIA'S FOURTH REPUBLIC**

The Fourth Republic started on 29<sup>th</sup> of May, 1999. Since the commencement of the Forth Republic, the Obasanjo civilian administration showed a commitment to the re-organisation and restructuring of civil service taking place at different levels of the services such as stamping out corruption, promotion of ethics, integrity and professionalism. Therefore various innovations that were put in place include the establishment of anti corruption bodies like the Economic and Financial Crimes Commission (EFCC), Independent Corrupt Practice Commission (ICPC) and Due Process Unit in the presidency. In terms of structural changes in the civil service, the Budget Office was separated from the Federal Ministry of Finance while the Department of Administration and Supplies was put in charge of awarding contracts and Department of Finance and Accounts was in charge of payment of contracts (Omitola, 2012). This arrangement was meant to allow for transparency in the handling of activities of different departments of government.

Another major contribution to the development of the civil service in Nigeria during the fourth republic was the monetization of benefits in the civil service by Obasanjo civilian administration. This involves converting all the fringe benefits of civil servants into cash. These benefit made available by government to civil servants include the provision of free accommodation and its maintenance, furniture, transportation and chauffeur driven vehicles, payments for utilities in the official residences or quarters, meal subsidy, domestic servants allowance, leave grant and reimbursement of medical expenses (The Comet, 2004). The essence of monetisation was to reduce the financial cost of governance and to reduce wastage associated with careless spending of government money.

Introduction of contributory pension scheme was another contribution to the socio-economic well being of the civil service in Nigeria during the fourth republic. The need for the pension reform came as a way of finding a lasting solution to the problem of pension payment in the public sector. The Pension Reform Act which gives legal

backing to the contributory pension scheme is aimed at allowing for monthly deduction from workers' salaries from July, 2004 (The Punch, 2009). The objective therefore is to involve public servants by contributing a percentage of their current salary to a fund that will eventually become their pension at their retirement. It is believed that the new pension scheme will allow for consistency, reliability and availability of fund for pensioners as at when due. According to Omitola, (2012) some advantages are expected to accrue from the new pension scheme. First, the new pension scheme is promoting certainty as government and individual contribute to a pension fund. Second, money is saved as it allows for a large pool of money to develop the economy. Third, the savings culture is enhanced and in terms of government policy assists in mopping excess funds in the system, thereby checking inflation. It therefore allows individual civil servants to concentrate on their jobs.

### **CONCLUSION**

Having identified the problems in the Nigerian civil service during the fourth republic and also described some of the contributions of the civil service to the socio-economic and political development, what Nigeria needs now is to adopt "a new style of management" bearing in mind her socio-economic environment. Also, the implementation strategy and monitoring systems of the civil service are to be taken seriously so that the Nigerian civil service could be service and result-oriented geared towards the achievement of the nation's socio-economic development. The appointment into civil service should be made attractive in all respects, and accorded greater recognition and responsibility. Civil servants should be motivated to stimulate them to effective efforts, because individual productivity capacity depends very largely on one's level of commitment, hard work, creativity and disposition among the civil servants. In addition, the civil servants should be trained and retrained on regular basis if the stock of mental tools and professional techniques are not to become obsolete. Such training should be deliberately planned, made compulsory and geared towards the achievement of specialisation and professionalism. Also, promotion should be based on merit, while outstanding performance with concrete achievement should attract preferment. The merit principle is to preserve objectivity, rationality and consistency in handling personnel matters in the loyalty and commitment of career civil servants. Therefore, the use of modern equipment such as computers should be encouraged and developed across board. Civil servants should be trained for this modern equipment to enhance greater productivity. Finally, for the Nigerian government to succeed, the civil service should be organized in such a way to be in fore-front of the national change process,

initiating, guiding and managing change. Above all, the neutrality of the civil service should be guarded jealously.

## REFERENCES

- Adamolekun L (1986). *Politics and Administration in Nigeria*, Ibadan, Spectrum Books Ltd.
- Adamolekun L, Ayo SB (1989). The Evolution of the Nigerian Federal Administration system, *Publius: The Journal of Federalism*, 19(1):157-176.
- Adamolekun L (1993). A note on Civil Service Personnel Policy Reform in Sub-Sahara Africa, *International Journal of Public Sector Management*, 6(3):34-46.
- Adamolekun L (2002). Governance Context and Reorientation of Government, In Adamolekun, L (ed). *Main Public Administration in Africa Issues and Selected Country Studies*, Ibadan, Spectrum Books Ltd
- Adebayo A (2000). *Principles and Practice of Public Administration in Nigeria*, Ibadan, Spectrum Books Ltd.
- Adeosun AB (2012). Nigeria @50: The Role of Good Governance and Effective Public Administration toward Achieving Economic Growth and Stability in Fledging Democracy. *International Journal of Politics and Good Governance*, 3 (3.3):1-17.
- Akpomuovire, M. (2007). The Ecology of Recruitment and Selection of Personnel in the Federal Civil Service of Nigeria. *Journal of Humanities and Ecology* 171(1), pg 18-32.
- Anazodo RO (2009). *Civil Service in Nigeria: An Analysis of its Bureaucratic Effectiveness*, Onitsha: Abbot Books Ltd.
- Anazodo RO, Okoye JC, Chukwuemeka EO (2012). Civil Service Reforms in Nigeria: The Journey So Far in Service Delivery. *An American Journal of Social and Management Sciences*, 3(1):17-29.
- Bande TM (2001). *Managing Diversity in the Civil Service: A Brief Examination of the Nigerian Case*. A Paper Presented at United Nations Group Meeting. New York. May 3<sup>rd</sup>-4<sup>th</sup>.
- Beetseh K (2014). Challenges of Ethics and Accountability in Nigerian Civil Service, *Journal of Poverty Investment and Development*, vol 3.
- Bodunde D (2009). The Civil Service and Vision 2020, *The Nation*, Wednesday, September 9, pg 32.
- Eme OE, Ugwu SC (2011). Developmental State Bureaucracy in Nigeria. Restructuring for Effectiveness (1999-2007). *Arabian Journal of Business and Management Review*, 1(4):44-54.
- Encarta World English Dictionary (1999) International Students Edition.
- Esman MJ (1988). Development Assistance in Public Administration: Requiem or Renewal. *Public Administration Review*, 40:426-431.
- Ezeani O (2006). *Fundamentals of Public Administration*, Enugu, Snaap press Ltd.
- FRN (1997). *Federal Civil Service Handbook*, Abuja, Government Printers.
- FRN (1999). *The constitution of the Federal Republic of Nigeria*, Abuja, Government Printers.
- Igbuzor OM (1998). Reflections on Allison Ayida's Proposal on the Reform of the Nigerian Civil Service. *The Nigerian Social Scientist*, Vol 4:8.
- Ipinlaiye O (2001). The Nigerian Civil Service: An Insider's View, In Omotosho, F. (ed) *Contemporary Issues in Public Administration*, Lagos, Bolabay Publications.
- Jinadu BM, Aminu MM (2015). Public Service in Nigeria: An Overview of Functions and Code of Conduct. *Global Journal of Politics and Law Research* 3(1), 61-69.
- Jones L, Thompson F (1999). *Public Management: Institutional renewal for the Twenty-First century*, Stanford, CT, JAI press.
- Larbi G (1998). Management Decentralisation in practice. A Comparison of Public Health and Water Resources in Ghana, In Munougue, M. et al (eds), *Beyond the New Public Management: Changing Ideas and Practices in Governance*, Ghana, Blackwell Publishing.
- Lawal T, Abe O (2011). The Civil Service and Sustainable Development in Nigeria, *Journal of Sustainable Development in Africa*, 13(4):388.
- Mukoro A (2005). The Impact of the Environment on Nigeria's Public Administration. *Journal of Human Ecology*, 17(2):117-122.
- Mutiullah AO (2014). *Revisiting Public Administration with Advanced Attitude*, Ibadan, Omotosho Printer.
- Nwosu HN (1985). *Political Authority and the Nigerian Civil Service*, Enugu, Fourth Dimension Publisher.
- Ogundiya IS (2007). Minimizing the cost of governance in Nigeria through Civil Service Reforms: Rightsizing, Downsizing or Retrenchment. In A. S. Akpotor et al (eds), *Cost of Governance in Nigeria: An Evaluative Analysis*. Ekpoma, Ambrose Alli University press.
- Ogunrotifa AB (2012). Weberian Bureaucracy and its problems in Nigeria. Proposing Democratic Centralism in the Management of Public Institutions. *Asian Journal of Research in Social Science & Humanities*, vol 2(10).
- Okafor EE (2005). Public Bureaucracy and Development in Nigeria. A critical review of impediments to civil service delivery. *CODESRIA Bulletin*, Nos 3-4.
- Okoli FC (1980). The dilemma of premature bureaucratisation in the new states of Africa: The case of Nigeria, *African Studies Review*, 23(2) pg1-16.
- Okotoni MO (2003). Problems and Prospects of Nigerian Bureaucracy, *Journal of Social Sciences*, 7(3) pg 223-229.
- Olagboye D (2005). *Inside the Nigerian Civil Service*, Ibadan, Daily Graphics Nigeria Ltd.
- Olaopa T (2008). *Theory and Practice of Public Administration and Civil Service Reforms in Nigeria*, Ibadan, Spectrum Books Ltd.
- Omitola BO (2012). Nigerian Public Service Reforms and the Forth Republic Experience: Challenges and Prospects. *Journal of Alternative Perspectives in the Social Sciences*, vol 5 1, pg 142-154.
- Omotosho F (2001). The Nigerian Civil Service: An Outsiders View. In Omotosho F. (ed) *Contemporary issues in Public Administration*, Lagos, Bolabay Publications.
- Ovaga OH (2014). An Assessment of the Militating Factors against Effective Local Government System in Nigeria. *Journal of Liberal Studies*, 15(1).
- Pollit C (1996). The New Public Management in Western Countries and its Evaluation, *News and Comment Magazine*, Vol 5, No 1, June.
- Salisu M (2001). Incentives Structure, Civil Service Efficiency and the Hidden Economy in Nigeria, In Kayiri-Mugerwa (ed) *Reforming Africa's Institutions*, Helsinki, UNU/WIDER Publication.
- Shah A (2006). *Local Governance in Developing Countries* (ed), Washington DC; World Bank.
- The Comet* (2004). Lagos, June 2.
- The Encyclopedia Britannica* (2004). Pg 32-64
- The Punch* (2009). Lagos, February 13.
- The World Book of Encyclopedia* (2004). Pg 43-87
- UNECA, (2010). *Innovation and Best Practices in Public Sector Reforms. The case of Civil Service in Ghana, Kenya, Nigeria and South Africa*, Addis Ababa, Ethiopia.