

THE ECOLOGY OF RECRUITMENT AND SELECTION OF PERSONNEL AND THE QUEST FOR EFFICIENCY IN THE DELTA STATE CIVIL SERVICE

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ABSTRACT: *The role of modern government have increased in volume and completely over the years. It is more so because the enormous responsibility of making a larger number of the citizenry comfortable rest squarely on the government. This symbiotic social contract between government and the people had always compelled every government to employ qualified and competent personnel into its service. This paper examines the problematic of the influences of ecological factors which tend to undermine the consideration of merit principles in the recruitment and selection process. Combining the content analysis with focused group discussion methods, the paper rely on the Weberian bureaucratic model prescription to guide the Delta state Civil Service out of the recruitment and selection process bedeviled by primordial sentiments. Among other things, the paper recommends a dis-emphasis on the prevailing principles that promotes mediocrity as against age-old philosophy of excellence, competence and qualification that facilitate improved implementation of government policies and programmes.*

KEYWORDS: Ecology, Recruitment and Selection, Civil Service, Efficiency and effectiveness.

INTRODUCTION

The civil service at whatever level of consideration (federal, State and Local government) remains the vital instrument or structure for the rapid socio-economic development of any nation. It is more so in developing countries like Nigeria, where after the attainment of independence in 1960, the government still occupies the most significant position as the dominant instrument of change. Cases in point show that the government has become the major employer of labour, the major principal for the provision of infrastructure and social services, a major player for the growth and development of industries, amongst other functions (Ezeani 2006:190). In the face of the indispensability of the civil service as the bedrock for execution of government policies and programmes in Nigeria, it is disturbing to note that the recruitment and selection system is bedeviled by factors that are hindering and stilling the climate of meritocracy that is critical to actualizing the potency of the civil service; in engineering administrative efficiency, organizational effectiveness and socio-economic development. Adamolekun (2006:75), for instance, aptly highlighted the problems of quota system, political party loyalty, ethnicity, corruption, statism and localism. The overriding influence of these identified factors has led to almost intractable situation of dismay and unproductive state of affairs in the civil service. Onah (2006:13) writes in corroborating the assertion that,

Recruitment, selection and placement of service personnel are politicized and this tend to breed indiscipline and indolence in the establishment. In effect, top administrators and political office

holders perceive public office appointments as opportunity to reward or compensate relations and loyalist by filling existing vacancies irrationally in the public offices within their sphere of authority.

The concomitant consequences of this untoward practice against the merit philosophy is the up-holding of mediocrity as standard performance. In the foregoing circumstances, the politicians who politicize the selection process are therefore left with the control of the whole of policy initiation, formulation and in most cases implementation devoid of the critical inputs of a well selected crop of civil servants (Adebayo 2008:10). The civil service therefore is occupied with docile personnel whose faith is determined by politicians, right from the point of entry through the career ladder. It is therefore difficult for these caliber of civil servants to protect the profession against the overriding influence of the political leaders. Thus, their docility results in inefficiency and ineffectiveness.

The Nigerian civil service system from which the Delta State civil service takes cue, emphasizes uniformly, standardization and transparency in selection of competent employees. Despite these emphases, difficult, it is common knowledge that the recruitment and selection process lacks equity and transparency, making it (Babura 2003:42). The recruitment and selection process therefore requires monitoring and re-examinations of these perennial problems and their negative impacts on the already stifling civil service. This paper with a view to bringing to the fore, why it is difficult to overcome them, even when it is established that these problems are the common sources of underdevelopment of the civil service. This is to create a solid basis for Nigerian civil service commissions to make standard and objective recruitment decisions by appointing the right applicants into the service and accurately marching them with position classification. We will further attempt to justify the logic of our quest for efficiency and effectiveness in the face of these identified environmental factors; thus, ensuring a merit pruned mechanism in recruitment and selection process that will meet our quest for efficiency and effectiveness in the various civil service of the country.

Statement of the Problem

A credible, competent and an efficient civil service, is that which fulfils its contractual obligations to the people. The criteria of efficiently and a sustained capacity to satisfy the desires of the people is a function of the quality of personnel that are employed and saddled with such enormous responsibilities. Tyagi, (2004:397) writes that the civil service in France, Britain and Canada have risen beyond sentiments to filling their bureaucracies with qualitative personnel and have successively aided their political class in implementing their contractual obligations to the people. Thus, it is arguable that the good life that is enjoyed in these developed societies is a product of good governance supported by an efficient public service system. The exemplary situation that obtains in developed bureaucracies is a sharp contrast to the Nigerian situation. It is observed that the recruitment process is fraught with such criteria that negate the criterion of efficiency. The scenario of indiscriminate consideration of (ethnic/tribal sentiments, religion, federal character principle and other primordial factors) in the process of recruitment and selection, had undermined the quest for merit, thereby making efficiency and effectiveness difficult to achieve in the civil service.

The Delta State Civil Service System which is a replica of the Nigeria Federal Service System emphasizes uniformity, standardization, transparency and merit (FGPSR, 2008:020102). Despite this emphasis, it is clear that its recruitment process lacks merit, making it difficult to recruit

the best qualified personnel for available jobs in the service. In almost ten years of democratic governance, Nigeria and Delta State in Particular, have experienced policy failure culminating in poor execution and abandonment of projects. Al – Gazali (2006:15) succinctly argued that,

The problem is precisely that of re-examining these identified factors with a view to establishing why recruiting bodies cannot resist these primordial tendencies of ethnicity, federal character principle, religions influence and party loyalty that have almost rubbished the recruitment and selection processing Nigeria and Delta State in particular. This study is to provide adequate answers to the above articulated and selection as a tool to employ competent personnel into the Civil service; irrespective of the diversities of ethnic groups and other primordial tendencies that are inherent in the recruitment and selection environment.

Policy failure cannot be totally left at the doorstep of the politicians, but also with the supposed professional Civil Servants who no longer possess the requisite skills required to aid the inexperienced political office holders, as a result of neglected merit considerations in the recruitment and selection process.

Objectives of the Study

The broad objective of this study is to critically examine those factors that inhibit the smooth working of recruitment and selection principle as a tool for personnel management in the Delta State Civil Service. The specific objectives of this study border on the following considerations;

- (i) That a proper implementation of the recruitment and selection principle would become a veritable tool for the Delta State government to fulfill its contractual responsibilities to the people.
- (ii) That the application of the principles of recruitment and selection would become a potent factor for the Delta State government to employ and retain competent officers in Civil Service.
- (iii) Recommend a workable template that would be effective in the process of implementing a credible recruitment and selection exercise in the Delta State Civil Service.

Significance of the Study

The significance of this study is presented as follows:

- (i) The study will present a roadmap for the Civil Service to embark on a credible recruitment and selection exercise
- (ii) The study will contribute to knowledge in the field of personnel management
- (iii) The study will become significant in the sense that the public will become both an active player and a beneficiary of government policies and programmes through proper implementation of programmes by competent officers.
- (iv) The study will become significant to business practitioners because it will provide them with better ways of managing employees.

Research Questions

Based on the above stated problems and objectives, the following research questions have been raised which this study provide relevant answers, namely;

- (1) Has ethnic consideration in recruitment and selection any direct relationship with the current state of inefficiency and ineffectiveness in the Delta State Civil Service?
- (2) Can be Delta State Civil Service stick to merit to merit in its recruitment and selection exercise in the face of these inhibiting factors of ethnicity, religion, quota system and other primordial influences?
- (3) Is there a prospect of implementing a credible recruitment and selection policy that would be devoid of these identified problems?

Definition of Concepts

The definition of certain terms or concepts used in this study has been provided in order to establish certain degree of clarity of meaning to our readers. This is necessary in order to check possible confusion and misunderstanding of our semantic intentions by our readers. Thus, the following terms have been defined as they apply to this study

- (i) **Ecology:** It was first used in biology to refer to the interactions between living, non-living species and their environment. Sociologists were later to talk about “Social ecology” to describe human habitations. Demographers also use “human ecology” to describe interactions between people as population and environment. Because, Public Administration to its environment. Therefore, ecology here refers largely to factors which though are eternal to Public bureaucracies, impinge upon them and affect the efficiency and effectiveness of goal attainments (Obi 2008:52).

It is a network of political, economic, socio-cultural, legal and physical subsystem, which are in dynamic relationship with the operations of public sector organizations.

- (ii) **Recruitment and Selection:** the term recruitment and selection are often erroneously interchangeably used one another. In this study, these terms are used separately to mean the attempts made to employ the right quality of personnel into an organization. Recruitment in its merit means the examination of vacancy, consideration of all sources of suitable candidates, making contacts with these candidates and attracting applications from them. While selection is the assessment of the candidates, by various methods and making a choice followed by offer of employment.

It is the process of sorting out and eliminating those applicants judged unqualified to meet the job and organization’s requirements.

- (iii) **Civil Service:** this refers to a body of employed and trained bureaucrats in the specialist function of assisting the executive in policy formulation and implementation geared towards fulfilling the government’s developmental obligations to the people.

- (iv) **Efficiency and Effectiveness:** These concepts are used synonymously since they are abstract measures of performance. Thus, it is the ratio of output (useful work performed) to the input (total resources) expended and the general extent to which an organization realizes its goals. These concepts therefore provide useful indicators of ability of an organization to survive its environment (Ekong, 1980:20). But while efficiency relates to the speed, accuracy and appropriateness of task performed in the attainment of the stated goals of the organization.

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Literature Review

A study of this nature that examines the factors that are responsible for a stifling civil service as a result of questionable recruitment and selection processes, cannot be accomplished without an indepth understanding of the conceptual and environmental factors that influence the two components of recruitment and selection, resulting in the diminishing trend of effectiveness and efficiency. In Nigeria today, the process of recruitment and selection have been tied to the dictates of the character of the Nigerian federation; resulting in what we have today as managing diversity in public offices and the problem of forced unity. In view of these problems, literature are reviewed along this line.

Examining the place of Ecological factors in the implementation of Recruitment and Selection Policy in the Delta State Civil Service

The place of the civil service in modern government is so crucial that the personnel engaged must be competent. This will facilitate the delivery of quality services to the citizenry. Cole (2002:172) writes that the importance of having efficient and effective procedures for recruitment and selection can hardly be exaggerated. If public sector organizations (Civil Service) are able to find and employ staff who consistently qualify and fulfill their roles and are capable of taking on increased responsibility, they are immeasurably better placed to deal with the opportunities and threats arising from their operating environment (basu 1994:16).

Recruitment and selection of personnel for the Civil Service is one of the crucial tasks of modern government and lies in the heart of the problem of personnel or human resources management. The Federal and State Civil Service Commissions are responsible or serve as recruitment agents for the Civil Services in Nigeria. The Civil Service emphasizes uniformity, standardization and transparency in recruiting competent applicants, despite these emphasis, it has been convincingly argued that the recruitment and selection process lack equity and transparency; therefore plunging the service in its current state of inefficiency and ineffectiveness. This has made scholars and practitioners of personnel studies to raise questions whether the recruiting bodies clearly understand the true meaning of objective recruitment and selection procedures. If they do, why then are they easily swallowed by the ecological factors without exerting any influence. It therefore becomes relevant to attempt some classical definitions of recruitment and selection. These working definitions will no doubt us in determining critical areas where these recruiting authorities deviate and why it is difficult to mitigate those factors that impinge on their efforts to ensure objective implementation of recruitment and selection policy.

Graham (1990:163) defines “recruitment as the first step in the process of filling a vacancy which includes with the examination of the vacancy, the consideration of all sources of suitable candidates, making contacts with those candidates and attracting application form them”. In the opinion of beach (1980:202), “Recruitment is the development and maintenance of adequate manpower source”. In other words, recruitment is to crate a large pool of persons who are willing and available to work for a particular organization. Selection on other hand, is the second stage in the process of filling a vacancy Croft (1996:93) sees selection process as a human resources management tool which seeks to assess candidates in order to choose the most suitable person. According to Osuji (1985:80).

The few definitions provided above clearly characterize what an effective and ideal recruitment and selection must entail. Thus, the only criterion that supports effective recruitment and selection is adequate job analysis, manpower planning, job description and job specification rather than extraneous variables of ethnic affiliation, religious biogotry, federal character principle that dictate the essence of hiring of personnel identified factors. Thus, making it to recruit staff that are not qualified, thereby faced with problem of inefficiency in service delivery. The scenario has made scholars and practitioners to be weary of the recruiting bodies who inspite of the universally unraveled negative effects of biased recruitments, continue to conduct recruitment exercises using these identified factors. The inefficiency and ineffectiveness arising from poor recruitment process has moved human resources practitioners and scholars to pose two critical questions.

- i) Does the recruiting authorities understand the meaning and purposes of recruitment and selection
- ii) Why is it difficult to practice the ideal principles guiding the procedures of recruitment and selection?

Analysis of these Identified variables and their Effects

Socio-cultural variables that exist in a country can constitute a hindrance to development (Civil Service). In order to understand any society, it is important to know its social structures, namely, family structure, religious sects, political parties and social classes. These parameters affect and have affected recruitment and selection process in the prevailing in the prevailing administrative system of the Delta State Civil Service. According to Akindele, (1971:223) one of the most fascinating features of Nigeria, but one with a pervasive influence on the political and administrative order of the nation, is what some have called “a federal society” where the significant diversities are geographically concentrated. Estimate of the number of ethnic/tribal groups in Nigeria range between 250 and 300. In terms of the political significance, these multitude of ethnic/cultural groupings provided the basis on which the federal system of government was introduced. It is therefore observable that significant administrative posses such as recruitment and promotion are influenced by considerations for ethnic representation and national integration. This is often attained at the expense of the basic requirements for knowledge, competence experience and efficiency which are the hall marks of ideal public service. This is clear departure from the ideal Weberian construct of bureaucracy. It is on this premise that we designed this section of the work to discussing some of these identified variables.

(i) Lack of Independence of Recruiting Bodies

The Nigerian civil service whether at the federal or the state level has been undergoing gradual and systematic reforms and restructuring since May 29th, 1999 after decades of military era (Babaru 2003). As part of the reforms, section 153(1) of the 1999 Constitution of the Federal Republic of Nigeria has vested in the Federal Civil Commission (FCSC) the powers to appoint persons to the offices in the federal civil service and the state civil service commissions similar power to appoint persons to the offices in the state civil service. These powers include to recruit, dismiss, discipline and control persons holding such offices. These commissions are also empowered according to section 170 of the 1999 constitution to delegate any of the powers and functions in order to guard against possible delays and allow for the devolution of administrative powers in view of critical role the commission is expected to play as a regulatory authority of the Civil Service (Biobele 2007:145). Though, the commission delegates powers to ministries and extra ministerial departments to recruit junior staff to posts grade GL01 – 06, it has the reserved rights to exclusively appoint the entry grade of senior staff on GL 07 – 10, after due advertisement (PSR, 2008: Rule 020101).

Section 158 (1) of the 1999 Constitution provides clearly for the independence of the Commission in the exercise of its Constitutional powers and functions from the direction or control of any other authority or person along with other federal or state executive bodies. In theory, the Constitution protects the independence of the Commission but in practice, it is common place that members and friends. These influences combine to impinge, on the independence of the Commission and further discourages suitable candidates from competing for appointments into the Civil Service which has an impact on the principle of merit and equal opportunity. (Osisioma and Osisioma 2009:36). In the Delta State Civil Service, experience has shown that members of the Civil Service Commissions. Post primary Education Board, as well as Local Government Service Commission are appointed into office by the executive, it becomes extremely difficult to reject compiled lists of candidates from higher executive authorities at the detriment of best qualified candidates.

Babogun, (2006:6) in his view argues that these compelling lists of candidates foisted on the Commission by Governors, Legislators, Kinsmen and religious godfathers are never unconnected with pressures from the environment. Thus, even when these leaders are not oblivious of the negative effects of this forced recruitment, it is difficult to curb. Another problem associated with lack of independence of the Civil Service Commission is that recruitment is induced to the system when vacancies do not exist as a result of these pressures, from the environment. The independence of the recruiting authorities especially at the ministries and extra-ministerial levels contributes to one of the reasons why the system is having excess staff at that level. With these problems in the system, the Commission cannot recruit the right numbers and quality of people, at the right places and time.

(ii) The Federal Character principle or Quota System

The multiplicity of ethnic nationality that formed the Nigerian Union had forced the government to establish, the Federal character Commission with the mandate of working out an equitable formula for the distribution of all cadres of posts in the public service of the federation and of the states. Federal character Principle is a quota system and quotas are seen by employers as an unsavory strategy for rectifying the effect of past or present unfair discrimination (Cascio, 1986:202). The major problem associated with the principle is that, it

sacrifices merit in favour of quota. For instance according to Gladden (1998:12) the principle will lead to a disappointment, stating that the country's image is at stake if the Federal Character Principle is not limited to minimum acceptable standards. One of the touted reasons why the principle is considered more important than merit in Civil Service recruitment is because those in disadvantaged areas, mainly the northern parts in case of the federal Civil Service as argued by (Olowu 1997:32) are the political leaders of the country, who wield ethnic and religious sentiments. This made it quite possible for them to use their position to protect their region using the principle. Another instance is traced to the Northern Governors Forum (NGF) of 2007. In one of their meetings, Governor, Muazu Babangida Alliu of Niger State strongly argued that one of the problems facing the northern region is educational backwardness. Despite their backwardness, what we find is that, people from the north are significantly placed in the federal Civil Service because of the federal character principle. This situation has also pervaded the Delta state civil service since 1999 when the recruiting bodies always argued for balanced or even spread in their recruitment exercises, which had always promoted mediocrity in the service. Thus, we are arguing in this study that, this principle of federal character (even spread) if allowed to persist without a more stringent control will continue to breed mediocrity, indolence and inefficiency in the service.

(iii) Ethnicity and other Primordial Factors

Ethnicity among other factors has been identified as one of the major influences on the further diminishing in dependence of the recruiting bodies. It is an indispensable fact that every leader is a product of a particular ethnic group. But beyond that, it has been proven beyond doubt that popular development can only be achieved through the development of civil identity, which is in conflict with ethnic differentiation. Between 1999, and 2009, results of our focused group discussion have revealed that lists of ethnic based applicants are compiled by honourable members representing various constituencies' and submitted to the Commission for employment. Civil commissioners, Directors in the ministries, Advisers and Special Advisers as well as various Local Government Chairman of the ruling Peoples Democratic Party and Board Executives also present lists of candidates to the Commission for employment.

It is discovered that the first criterion to be considered in compiling these lists is ethnic cleavage. These candidates are employed without passing them through the rigour of selection. It is arguably correct to manage the diversity of ethnic plurality in the state through balanced recruitment. But the worrisome dimension is the undue pressure from the executive to recruit every candidate submitted to them by the executive without scrutiny. The concomitant effect of this unwholesome recruitment practice is the placement of incompetent employee that will be inefficient. The above articulated scenario inspired Epelle (2006:16) to write that.

Some of these employees cannot write ordinary memos but cannot be disciplined because their godfathers are behind them. Thus, the Commission becomes handicapped because of the highly touted superiority of the political leaders over the administrative leaders. Sometimes, ethnicity is combined with material influence of the recruiting officers. Our focused group discussion also revealed that depending on which officer is involved, intending applicants pay between One Hundred thousand Naira (₦100,000.00) and Four Hundred naira (₦400,000.00) to secure placements. And once this is done, their appointment is assured even without presentation of original certificates of qualifications. These classes of employees who secure appointments after payment of such large sums of money attempt to influence their posting to juicy ministries

(offices where contracts are awarded) (Sanusi 2006:4-5). It will be unethical to argue that these classes of employees will be focused, dedicated and efficient. Because, at entry point, they saw their recruitment as investment thus, rather than pursuing merit in the service, they will be pursuing money.

According to Abbah (1997:28) efficiency in the Civil Service can only be achieved when, recruitment and selection is geared towards developing civil Identity in the staff employed. Thus, we must implement a recruitment policy that is devoid of ethnic consideration, money induced recruitment, party loyalty, religious bigotry; all of which make the Civil Service Commission and other recruiting bodies not to be independent in performing its statutory role of recruiting competent staff for the civil service.

Theoretical Framework

According to Awambar and Ijeoma (1998:18), the application or adoption of theoretical frameworks to the analysis of any phenomena be it social, political or developmental, is crucial in any research endeavours. This is because theoretical framework serve as a basket to filter the variables of study and present them for possible compassion. In this study therefore, the Marx Weber bureaucratic theory, otherwise refers to as the Weberian ideal bureaucratic model was adopted to explain the recruitment and selection process with a view to using its characteristic recommendations to measure the identified factors inherent in the process of recruitment and selection in Delta State. This enabled us present a clearer understanding of our thesis.

Applicability of the Ideal type bureaucratic Theory to Recruitment and Selection process in Delta State.

According to Thompson (1983:28), the Weberian Ideal bureaucratic theory thrives on the Legal Rational Authority notion and has become a dominant practice in institutions of modern society. This authority structure is called “Legal” because authority is exercised by means of a system of rules and procedures. Thus, to uphold all the prescribed features of bureaucracy as postulated by Weber, the staff must be selected on the basis of merit and are regulatory trained.

The critical assumption of Weber’s ideal bureaucratic theory are well embedded in its features of specialization of labour, defined hierarchical structure,, defined responsibility and authority, system of rules and procedures, impersonality of reaction, recruitment based on merit as opposed to patronage, discipline and written records. By way of analysis, the ideal type bureaucratic theory assumes that order, i.e. prescribed procedures, recruitment and selection based on merit rather than patronage will engender competence, efficiency and overall development. It is our contention in this study that an employee who is recruited base on merit may tend to specialize, be impersonal, keep good official records as opposed to those recruited based on patronage.

The Delta state civil service has over the years been criticized of implementing its recruitment and selection policy based on patronage. It has been identified that, ethnicity, religion, party loyalty and other primordial factors had always influenced the independence of the civil service commission and other recruiting bodies. Thus, the productivity or output of any bureaucracy is a product of its personnel. Much as the ideal bureaucratic theory is criticized, its universal applicability increases by the day as more develop0ing nations appreciates its utility. Much as

we agree with Mouzelis (1968:28), that the utility and universality of the ideal bureaucratic theory be applied with caution, its critical features are universally accepted as a precursor to achieving, order, efficiency and development in modern and emerging societies. In this study therefore, we attempt to situate the sustained accusation of the civil services poor recruitment and selection practices in its non-strict application of the characteristics of the ideal type bureaucratic theory. Specifically, the recruitment of personnel based on merit can only become a culture when the recruiting bodies proactively adopt the Weberian recommendations as it relates to recruitment and selection. Thus, we believe that with strict adherence to the Weberian ideal bureaucratic theory recommendations in implementing recruitment and selection policies, will help to solve the problem of indolence, incompetence and dwindling efficiency in the civil service.

CONCLUSION

The realization of the fact that the roles of modern governments have grown beyond the traditional functions of ensuring peace and order to making policies that ensure provisions of wide range of goods and services as well as social, political and economic wellbeing of the citizenry has been found to be hampered by poor recruitment and selection methods. It therefore, beholds the recruitment institutions of government to apply standard methods to employ the right and best qualified men into the Civil Service not minding the identified environmental factors or tribe (Ethnicity, religion, Federal character principle, corruption, etc). These qualified persons would help to facilitate improved formulation and implementation of government policies and programmes which will give satisfaction to all citizens, it will also help to mobilize mass support for government actions.

Even if it has to be argued that Webers model of legal rational bureaucracy appears rigid for a society like Delta state with multiplicity of idiosyncrasies, its utility for standard measurement remains the best for institutional capacity building and development. Thus, its tenets, competence and qualification required to standardize recruitment processes must not be over emphasized. What is required therefore is strict and total dis-emphasis on the prevailing on the prevailing principles that promotes primordialism as against the age-old philosophy of excellence and qualification.

RECOMMENDATIONS

Based on the above findings and conclusion, the paper recommends the following strategies for improving on the recruitment and selection process to ensure merit in the midst of ecological influences identified in the state.

1. The Federal Government in conjunction with the state government to enact a law that must ensure that recruitments into the Civil Service is done by private independent body (Specialists), which will be unknown to the applicants.
2. To consider some degree of representativeness without downplaying the strength of merit, the Federal character principle (geographical spread) should be applied only at the

lowest category of grade levels (01 – 06) while grade levels 07 and above be based strictly on merit.

3. Recruitment exercises should be carried out based on the results of well articulated job analysis. That is human resource needs backed by well defined jobs description and specification to avoid keeping excess staff in the system.
4. The civil service commission in conjunction with heads of ministries and extra-ministerial departments should re-design personnel requirements to match position classifications.
5. To think out a new way of recruitment which will ignore the attempts derived by the Nigerian state to justify the need to consider such tendencies as quota system, religion, and other primordial influences, which are in the final analysis promote mediocrity in the civil service.

The immediate priority of this paper therefore is to engineer the need to re-examine the reliability and validity of the extent employee selection process and the adverse influences of the identified ecological factors.

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