



**PEOPLE MANAGEMENT FACTORS MILITATING AGAINST PUBLIC  
SERVANTS' PROFESSIONALISM IN NIGERIA**

**By**

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**Thesis submitted in fulfilment of the requirements for the degree**

**Doctor of Technology: Human Resource Management**

**In the Faculty of Business and Management Sciences**

**At Cape Peninsula University of Technology**

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Cape Town

**10 March 2016**

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## **DECLARATION**

I, Omolayo Christiana Kappo-Abidemi, declare that the contents of this thesis represent my own unaided work, and the thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

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**Signed**

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**Date**

## ABSTRACT

The Nigerian public service has been perceived over the years as not delivering its services effectively and in most cases leadership has been assumed to be the problem. However, from the perspective of human resource management (HRM) this study seeks to examine the people management practices that could have contributed to this ineffectiveness. It has been observed that the importance of people as the most important element of productivity cannot be underestimated, because machines can be replaced, money can be recovered but diligent, competent and professional employees are an organisational asset that cannot easily be replaced. The professional employee is described as the one with the right skills, knowledge, qualifications and attitudes that support organisational effectiveness.

The study was carried out at the Administrative Staff College of Nigeria where all public servants from Grades 07 or above in Nigeria are expected to attend at least one course before the end of their careers. Questionnaires were administered to about one thousand, one hundred (1,100) randomly selected participants while four hundred and seventy six (476) useable ones were retrieved. Likewise, a focus group discussion was held with three different groups. Quantitative data collected was cleaned and coded appropriately for the Statistical Program for Social Science (SPSS) and used to generate descriptive statistics. Recordings of focus group discussions were also transcribed and organised into themes according to the discussion content.

All research objectives were achieved relying on both qualitative and quantitative data output. Various statistical analyses were used for the quantitative analysis and factor correlation showed that organisational culture, organisational climate, human resource retention and development, employment relations climate and exit management have significant relationship with professionalism at various levels. Other statistical measures (t-Test and Analysis of Variance) were adopted to determine the relationship of demographic variable and it was shown that age, work grade level and work experience have significant relationship with professionalism. Employee resourcing (recruitment and selection) was also found to have a significant effect on professionalism, having been statistically analysed using ANOVA. Likewise, all qualitative themes acknowledged the significance of the people management role in public servants' professionalism.

The study was concluded with the recommendation that the proper application of people management functions and practices will enhance professionalism and competency in Nigerian public servants, if people management issues are handled and addressed by qualified HRM practitioners.

## ACKNOWLEDGEMENTS

### **I wish to thank:**

- God for His faithfulness every step of the way. He gave the needed wisdom, knowledge, strength and understanding to complete the study.
- My wonderful supervisors, Prof. Charles Allen-Ile and Prof. Chux Iwu are both appreciated for making me sweat and shed tears when needed to complete the study. Your thorough but gentle way of correcting my mistakes and guiding me along the right path is highly commendable.
- The entire staff members of the Department of Human Resource Management CPU are highly appreciated, Prof. Braam Rust, Liiza Gie, Karin Jonck, Shilangene Mgudlwa, Frances de Klerk, Michelle and others. Thanks for roles played towards accomplishing this at one time or the other, and above all, sound academic training.
- My dearest husband Dr Mautin Abidemi Paul Kappo. Thanks for always seeing beyond the ordinary and for taking the lead as I embarked on this journey. More so, for encouraging me to follow your lead despite all the odds. Your love and support has been so encouraging. You are certainly the best.
- To all my friends who supported this facet of my life financially, physically and spiritually; Pastor & Mrs Segun Adelana, Prof. Oluwafemi Oguntibeju, Pastor & Mrs Robert Akande, Dr John Poole, Dr Marshall Keyster, Nnenna Ukandu, Tayo Rufai, Toyin Akande, Dr Anthony Ojekale, Dr & Mrs Raimi, Idowu Seriki, Pastor & Dr Olaoye and many others too numerous to mention. You are all highly appreciated and your contributions are valuable. Any omitted name is not intentional. My apologies!
- My siblings, Isaac & Joy Olanipekun, Segun & Rachael Olanipekun, Sola & Damola Olanipekun, Daniel & Grace Fagbenro, Samson & Kenny Olanipekun, Janet & Mike Adebayo. Thanks for your support and prayers for your baby sister.
- My in-laws, Talent Kappo, Pastor & Mrs Koku, Elizabeth Kappo, Bimpe Kappo, Eniola Kappo, Pedepo Babalola. I am very grateful for your love and understanding. Prof. & Mrs Bolaji-Thomas, thanks for your selflessness. You have set the standard

and encouraged as many as possible in the family to follow. Grandma Kappo, you are appreciated for your love and prayers.

- The entire management of the Administrative Staff College of Nigeria (ASCON) are appreciated for the opportunity given to carry out the study in the institution and for creating an enabling environment for the research to thrive.
- Special thanks to Mr Emmanuel Segbenu Kappo for all the support given and the role played in the course of data collection, especially your hospitality. May God richly reward you.
- My parents, Chief & Mrs Samuel Olanipekun, for believing in education and hard work. Following the path you showed us though hectic, was fulfilling. Daddy, may your gentle soul continue to rest in peace. Mummy, even though you are aged and weak I can feel the strength of your prayers. I am so proud to be your daughter.
- Lastly, my little blessed angels, Daniel Olamide and Daniela Oludemilade. My sincere apologies for depriving you that quality mummy and kids' time, while staying glued to my computer, and for yelling and screaming at you instead of giving appropriate responses to your sweet and angelic voices, while taking out my doctorate frustrations on you. Thanks so much for your understanding. Love you two lots.
- The financial assistance of the Centre for Postgraduate Studies (CPGS) of Cape Peninsula University of Technology and Walter Sisulu University towards this research work is greatly acknowledged.

## DEDICATION

This work is dedicated to the Almighty God, ancient of days, the giver of wisdom

and

My dearest husband: Dr Mautin Abidemi Paul Kappo

*“But God hath chosen the foolish things of the world to confound the wise; and God hath chosen the weak things of the world to confound the things which are mighty; And base things of the world, and things which are despised, hath God chosen, yea, and things which are not, to bring to nought things that are”*

*(1 Cor. 1: 27-28 KJV).*

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## CHAPTER ONE

### OVERVIEW OF THE RESEARCH

#### 1.1 Introduction

The role of human resource management (HRM) in the organisation has gradually changed from the orthodox ‘personnel management’ of clerical and administrative duties, to a much wider one incorporating employee resourcing, human resource development and retention, maintenance of organisational behaviour, employment relationship management, as well as exit management (Balatbat, 2010: 6; Kumar and Mishra, 2011: 1). These changing roles have made HRM to be more popular and efficient in the day-to-day administration of the workplace. It is possible that the changing roles of HRM can have negative or positive consequence on professionalism depending on people management strategies adopted as well as the involvement of experts.

The concept of public servant professionalism is yet to be defined in literature. Professionalism is, however, defined in the context of various professions such as law, medicine, nursing, and teaching. In these definitions of professionalism among various disciplines, the words ‘knowledge’, ‘skill’, ‘competence’, ‘attitude’ and ‘expertise’ are consistent. (Argyriades, 2010: 3; Beaton, 2010: 1; Brandsen and Honingh, 2011: 4). Argyriades (2010: 5) describes professionalism based on the concepts of competence, knowledge and skills acquired through intensive study and practice as well as the practical application of knowledge to uphold an organisational code of conduct. The relationship between people management variables and the Nigerian public servants’ knowledge, skill, competence is examined. In order to examine professionalism within an organisation especially in the public service there should be a framework that states the expected standard in the form of mission, vision and strategies put in place to achieve them (ICSC, 2011). According to Henderson (2011: 2) HRM practically means the “management of people at work” therefore, “human resource management” and “people management” will be used interchangeably in the study.

This chapter provides a background to the study of the Nigerian public service with specific focus on a privileged population of students of the ASCON College. The chapter also addresses the research questions and research objectives that are pertinent to the study. It also

includes a brief review of the literature, the methodology, the data collection and analysis, the ethical considerations, research delineation, and the expected outcomes of the study.

## **1.2 Background to the study**

Most employees find themselves in situations where their productive potential has been limited by the organisation or the working environment (Sehgal, 2012). Various managerial factors such as faulty recruitment processes could contribute to these limitations (Briggs, 2007: 142). Organisations could also find themselves in a similar situation by employing incompetent employees. However, the process can be stress-free and achieve its purpose if the HRM department is staffed by professionals who are given the opportunity to do their jobs without interference. Performance and the output of staff within the organisation are determined by the human resource management practices adopted. Therefore, the human resource is a major factor of creation and production in society and in the workplace (Fatile, Adejuwon and Kehinde, 2011: 114; Isife, Ogakwu, Eze and Njoku, 2000: 7). There are many factors that contribute to the success of an organisation, but the importance of human resources cannot be overlooked because they coordinate and control every other resource (Anyim, Ikemefuna, and Mbah, 2011: 1; Briggs, 2007: 143; Gberevbie, 2010: 1447).

For some reason, priority has been placed on other factors of production by employers who believe that labour is always readily available and replaceable (Balogun, 2003: 8). From recruitment of the workforce into the organisation up until retirement, it is in the best interests of the organisation to nurture and show interest in the development of employees in order to enjoy their maximum potential. Anyim, et al (2011: 1) argue that the proper alignment of employees' aspirations with the organisational goals and objectives through the use of human resource planning, management and development will boost their morale and make them feel that they are valued as assets within the organisation. Balogun (2003: 7) and Nwanolue and Iwuoha (2012: 56) believe that one of the major factors that contributed to economic and social development in Nigeria during the colonial era was the maximum recognition and utility of competent human resources. This was later neglected. The effects of disregarding human resources and their development extended to every area of nation-building activities, especially the public service, which was basically the power house of national development (Aroge and Hassan, 2011: 228).

Nigeria public servants are reported to be among the least paid public servants' in Africa, regardless of the persistent increase in the cost of living and the political leaders' acquisition



of wealth at their expense (Obi and Iduh, 2011: 13). Conditions of service are also not pleasant. Employees are not given the necessary equipment and support to discharge their duties accordingly. This has resulted in a brain-drain whereby competent-professionals have sought better opportunities elsewhere; some outside of the country and others in private organisations or private practise in order to realise their full potential (Adefusika, 2010: 2). Some of the impacts and values of HRM as identified by Belcourt (2003: 8) include:

- Enabling a manager to recognise employees' contributions to the success and failure of the organisation in order to ensure that rewards are given accordingly.
- Labour costs such as pay, benefits, turnover and absenteeism are major expenses within an organisation and these require competent personnel to handle them otherwise an organisation can end up with huge financial crises as a result of inappropriate monitoring or negligence.
- It will enforce an organisation's compliance with the legal provisions of the employer-employee relationship. Default can result in long drawn-out legal battles that may result in financial wastage and tarnish the organisation's corporate image.
- Consistent monitoring of HR benchmarks to improvement and progress in HR activities.
- Availability of information for resources sharing will.
- Evaluation of HR activities to align these closer to other line functions.

Therefore, it has been shown that measurements and the impact of HR within the organisation as well as the importance of managing people within the organisation cannot be underestimated. This study is aimed at investigating people management/human resource management factors influencing public servants' professionalism in term of their work output. Also, it investigates whether acquired skills, knowledge and competence are properly managed and reflect in Nigerian public servants' work output.

### **1.3 Overview of the Nigerian public service**

The Nigerian Civil Service has been in existence since 1900. It was created during the British colonisation to oversee the administration of the southern and northern parts of Nigeria until 1954 when the service was unified. It was named the Public Service Commission (PSC) and, after independence in 1960, was renamed the Federal Civil Service Commission (Gberevbie, 2010: 147; Lawal and Oluwatoyin, 2011: 389; Nwanolue and Iwuoha, 2012: 12). The Civil Service Commission exists both at Federal and State levels. The Federal Civil Service is

controlled by the Federal government and is responsible for all the federal ministries and parastatals, while the State-owned Civil Service Commission is controlled by the state governments and is responsible for the administration of all state owned ministries and parastatals.

Nigeria's public service is divided into three categories, namely; the civil service that consists of federal and state ministries, as well as local government councils; secondly, learning institutions, research institutions and other higher education systems; and lastly, parastatals which are federal and state institutions such as the Nigerian Police, Nigerian Railway Corporation, Housing Corporation, Port Authorities, Sea and Air, Crude Oil and Solid Mineral Ventures, Transport Corporations, Nigeria Postal Service, Banking Industry, Federal Waste Management and other federal and state parastatals (Aroge and Hassan, 2011: 228; Olaopa, 2013). These organisations are set up to provide essential services to the public with little or no profit. Some are solely owned by the state, and others are partly owned with a minority or majority of the shares belonging to the state (Aroge and Hassan, 2011: 228). The public service is responsible for the transformation of governmental ideas and policies into tangible programmes for social and economic transformation and the public servants are people/government employees employed for the purpose of planning and managing the state (Dada, 2006, Isa, 2012: 1; Oyelaran-Oyeyinka, 2006).

Appointment into the PSC is either by recruitment, transfer, or secondment (DESA, 2004: 9). Factors that determine appointment into the public service are the vacancy of a post which should be declared by ministries to the Commission through the Head of Service. Qualifications and skills needed for the vacant post will be on the principle of 'federal character'. The federal character principle is used by the Nigerian government to bridge the historical, ethnic inequality in the Nigerian public sector. It ensures that all ethnic groups are equally represented in the Ministries, Departments and Agencies (MDAs) and provides measures whereby ethnic and regional domination is avoided in the public service (Akinwale, 2014: 4; Mustapha, 2007: 1). The appointment of junior officers from Grade Levels 1-6 in the Civil Service is delegated to individual MDAs while the appointment of senior staff, Grade Level 7-17, is done by the PSC. Grade Levels 13-17 officers are regarded as management staff and they are appointed by the PSC in consultation with Head of the Federal Civil Service Commission (DESA, 2004: 11; Briggs, 2007: 145). Human Resource Management issues such as training and manpower development are handled by the Office of the Head of

Service (Emma and Eme, 2011: 25). Currently there are twenty-seven ministries being overseen by the Civil Service Commission and they all have various parastatals attached to them. Most of the ministries have headquarters located in the Federal Capital Territory, Abuja, with outlets in the states while a few have their headquarters in various states of the federation.

The Civil Service Commission is the executive body that is responsible for the appointment and transfer of employees within ministries and parastatals. The Public Service Commission gives equal opportunity to citizens to compete for vacancies in government service while selected candidates are given an equal opportunity to advance their careers from recruitment to retirement based on their job classifications, qualifications and levels (Briggs, 2007: 144). The development of the effectiveness and competence of a public servant begins from the time of recruitment, selection and their placement in the organisation. The importance of public servants cannot be underestimated in terms of the social and economic development of nation building, which is why recruitment and the welfare of public servants should be handled by competent and trained personnel (Briggs, 2007: 145).

Various reform commissions and initiatives have been experimented with within the Nigerian public service in order to ensure effectiveness and efficiency in the way that public servants discharge their duties. According to Olaopa (2013) the basic aim of public service reform initiatives is to align government policies with available human and material resources. However, most initiatives to encourage professionalism and effectiveness in the Nigerian Public Service could not achieve these objectives because of the poor implementation of the commission's recommendations or sometimes the insincerity of the motives behind the establishment of the commission. Reform programmes were often threatened, and failed, owing to insincere motives with which they were instituted. Also, political influences contributed to the failure of the exercises (Agara and Olarinmoye, 2009: 012; David, Alao, Atere, and Ndem, 2012: 2; Mukoro, 2003). According to Anyim et al (2011: 65); David, et al (2012: 2); and Nwanolue and Iwuoha (2012: 18) about fourteen commissions have been instituted to review the public service system since its establishment in 1954 up until the present. A number of the commissions were instituted before and after independence.

### **1.3.1 Pre-Independent Reforms**

A reform exercise embarked on by the colonial administration to restructure the civil service before independence focused on various issues that the colonial masters felt were imperative

for the smooth running of their administration. The following commissions were set up at various times to discuss emerging issues raised by workers:

Tudor Davies Commission, 1945: This commission was set up as a result of a nationwide strike that lasted for forty-five working days in 1945. All economic activities were paralysed as a result of the government's failure to respond to the workers' demands for reviewing their cost of living. The Nigeria Railway Union led the strike and protest. Government was forced to set up a commission that was led by Tudor Davies, in order to discuss and deliberate on the workers' demands (Salawu, Hassan and Adefeso, 2010: 63). The outcome of the commission's deliberations gave birth to wage payments according to cost of living standards and the establishment of a forum for collective bargaining between union and employers as well as the creation of a trade union federation. The commission also established a public service senior cadre which resulted in the service being classified as 'Junior' and 'Senior' service. However, subsequent commissions around the same period, especially the 'Miller Commission 1947' brought about payment according to the geographical location of workers. This gave preference to public servants working within Lagos to be earning more than their colleagues outside Lagos. The reason for this was that the cost of living within Lagos was perceived higher than other geographical locations in the federation. The payment of wage according to the cost of living brought about some dispute at the discriminatory payments between rural and urban workers.

Gorsuch Commission, 1955 - The issue of public servant classification into two categories was reviewed by this commission. The commission argued that there was an imbalance in such categorisation which left out the middle class public servants. The commission then resolved that a grading system should be introduced based on the then prevailing educational qualifications. As a result of the recommendation, the civil service ranking was categorised into four major divisions (Olaopa, 2013), namely sub-clerical and sub-technical, clerical and technical, executive and higher technical, and administrative and professional. Also, the Gorsuch commission basically agitated for a truly Nigerian civil service whereby indigenous professionals were recommended to handle the affairs of civil service in order to provide basic amenities to the colonised populace (Olaopa, 2014a). The Commission indeed promoted the professionalisation of the civil service. Other commissions and committees such as; Hunt Committee 1934, Bridge Committee 1942, Harragin Commission 1946, the Smaller Commission 1946, the Foot Commission 1948, and the Phillipson-Adebo

Commission 1953, made their contributions towards the establishment of the Nigerian civil service with purely indigenous officers. Various reforms and restructuring of the civil service in 1954 gave way to the creation of the Federal Public Service Commission that became responsible for the appointment, promotion, discipline and dismissal of junior officers (Ogunrotifa, 2012: 7)

The Mbanefo Commission was established afterwards to discuss the wages and salary according to divisions recommended by Gorsuch Commission of 1955, irrespective of their geographical location. Conditions of service of civil servants were also deliberated on by the commission which actually revealed that the indigenous civil servants were not in the top ranking cadre of the service. The revelation led to the appointment of a committee that was to promote 'Nigerianisation of the civil service' that supported the elevation of qualified and unqualified Nigerians to the top ranks of permanent secretaries and deputy permanent secretaries (Okorie and Onwe, 2014: 39). Expatriates and professionals were lost due to this innovation, with fingers pointing at the quota system which seemed to have overridden merit and thus leading to the emergence of another critical problem in the public service (Olaopa, 2013). The inexperienced indigenous civil servants that had been upgraded had to find a way of managing the service through consultation. As a result of this Newns Commission (1956) was established to create proper channels of consultation. This was done by using the British system whereby the Ministers served as the political heads of ministries and liaised with permanent secretaries who are career officers for decision-making (Olaopa, 2014a). The civil service restructuring and Nigerianisation was still in progress when the country gained her independence in 1960 and various other reforms were implemented after the independence based on emerging trends in the service.

### **1.3.2 Post-independence Reforms**

As a result of on-going restructuring programme in the public service that started with replacing the foreign expatriates and professionals with indigenous ones before independence, lots of reform exercises were embarked on by different administrations (both military and political) after independence. All commission set up to address one issue or the other in public service from 1960 until the present are referred to as post-independence reforms. Some of the reform exercises were the aftermath of the civil war, retrenchment owing to the Structural Adjustment Programme (SAP), the impact of the increase of oil

revenue, increased demand for state creation and representation that had devalued the public services (Adegoroye, 2005: 3; Nwanolue and Iwuoha, 2012: 12).

Morgan Commission 1964: The commission was set up to address the grievances of the junior workers as a result of a general strike embarked on by this category of worker in 1963. It was observed by the commission that the grading system recommended by the Gorsuch Commission in 1955 was faulty and did not properly address the indigenous public servants' remuneration. Therefore, the commission reviewed the junior workers' wages and introduced a minimum wage for all public servants (Ogunrotifa, 2012: 13). After the recommendations of Morgan Commission, the Eldwood Commission was established in 1966 to review the grading system. The commission was called the Eldwood Grading Team. The commission reviewed the grading system established by the colonial master whereby the foreign expatriates were placed above the indigenous ones, disregarding their qualifications and job descriptions. The Eldwood Grading Team normalised all grades and public servants were graded according to their qualifications and duties performed and payment was also made accordingly (Olaopa, 2013; Ogunrotifa, 2012: 13).

However, it was later observed that the public service lacked senior staff who should be professionals and experts. The Adebo Commission of 1971 was set up to investigate and make recommendations. The findings revealed that the remuneration packages at all levels were relatively low (Ogunrotifa, 2012: 14). It was recommended that wages and salaries should be reviewed at all levels of public and privately owned institutions. The Commission also reviewed the role of the Public Service Commission, the structure of the civil service as well as conditions of service and the training arrangement (Adewumi and Idowu, 2012: 113). The recommendations were accepted and the Udoji Public Service Review Commission 1974 was set up to implement the recommendations.

Apart from the implementation of the Adebo Commission recommendations, the Udoji Panel was tasked with the responsibility of restructuring the entire public service right from recruitment to retirement (Anazodo, Okoye, and Chukwuemeka, 2012: 22). The Udoji Commission was on a mission to create an effective and efficient workforce in the public service whereby merit would be the basis for recruitment and promotion would be based on performance and competence. This agenda was well mapped out and executed before the abrupt reduction of the workforce in 1975 that killed the morale of the remaining ones (Ogunrotifa, 2012: 15). The commission was actually the first to view the concept of

professionalism by recommending that the service should adopt a “New Style Public Service” based on producing results that were capable of meeting developmental challenges (Anazodo et al, 2012: 23). Unified grading and salary structures were also recommended irrespective of the workers’ geographical location. Another commission was set up in 1981 as a result of university staff discontentment with the Unified Grading and Salary Structure (UGSS) because the operational structure was claimed to be different from the public service. The commission was named the Presidential Commission on Salaries and Conditions of Service of University Staff (Cookery Commission). It was recommended by the commission that university staff should be excluded from UGSS. Likewise, the Onosode Commission was also set up in the same year to deliberate on the parastatals’ agitation to be excluded from UGSS because their structure was perceived to be different to that of the public service.

However, it was observed by Adewumi and Idowu (2012: 114) that most of the reform exercises embarked on in Nigeria were established to suit the purposes of the governmental administration that commissioned them. In 1985 the Dotun Philips Commission was commissioned to review the existing structure of the public service. The outcome of the Commission’s deliberation was that most of the senior career positions in the public service became politicised. Appointment into the position of permanent secretary became a political affair and no longer a permanent post. Their tenure in office was determined by the government that appointed them (Ogunrotifa, 2012: 15). The Commission also proposed that individual ministries should be responsible for the appointment, promotion and retirement of their staff and the Civil service became professionalised by giving officers the opportunity to advance their career in their chosen ministries. The ministers were made to assume the responsibility of chief executive and the accounting officer of their respective ministries. This made them unaccountable to anybody and corruption was basically encouraged (Anazodo et al, 2012: 23).

The Ayida Panel Review 1994 was set up by General Sani Abacha to review the Dotun Philip commission recommendation of having the minister as both executive director and accounting officer of the ministries. The panel returned the Civil Service to the constitutional guidelines and principles as well as the civil service rules, whereby it was stipulated that the minister should continue to be the head of a ministry and responsible for its direction and the permanent secretary should be the accounting officer (Ogunrotifa, 2012: 17). The permanent secretary position was recommended to be reinstated in the ministry as a career officer,

MDAs were also recommended to be structured according to their functions and objectives, with the establishment of professional and unprofessional cadres contrary to UGSS classification. The panel recommended that ministries should be permitted to have their various departments that run their internal affairs but personnel management issues were to be restricted to the Federal Civil Service Commission with delegated power to ministries. Proving that human resource management issues in Nigeria public service were centralised and consultative had to be done before getting the needed attention. Financially related issues were advised to be resolved by adhering to the public service financial rules and regulations. Recruitment was expected to be based on merit and the federal character principle, but promotion was strictly restricted to merit. Issues such as retirement age were also deliberated on and it was concluded that public servants should be made to retire at the age of sixty irrespective of their years of service (Ogunrotifa, 2012: 18).

Various other committees and commissions have also been set up since the dawn of the new democratic dispensation. In the years 1999-2007, during the regime of President Olusegun Obasanjo, panels were set up to review the age-long pension policy that had subjected the retirees to much hardship due to unpaid pension and gratuities. The National Pension Commission suggested that the management of pension funds should be privatised and a new approach whereby both employees and employers would be contributing towards employees' pension instituted. A monetisation policy was also introduced where most of the government-owned properties occupied by public servants were sold to the occupants in order to save the government the cost of maintenance. MDAs were also restructured in all ministries, parastatals and agencies perceived to be carrying out similar functions were merged. The after effects of the merging exercise led to the down-sizing of the public service because it was observed that many employees were actually performing the same duty in the same department. The public service was assumed to be over-populated, therefore strategic measures of determining the actual number of personnel needed to carry out a task effectively were adopted in order to retain needed skills and get rid of the excesses (Emma and Eme, 2011).

Public service rules and financial regulations were also reviewed and updated by the Public Service Reform Committee. Emphasis was placed on accountability but this, together with the eradication of redundancy, only lasted until the end of the administrative tenure that introduced it. Shortly after the tenure of that administration some of the workers who were



laid off found their way back into the service and continued their usual practice (Ogunrotifa, 2012: 24). The Stephen Oransaye Panel 2010-2011 was set up by the administration of Umar Yar'adua in order to continue the restructuring exercise embarked on by his predecessor. The panel reported that promotion in the public service was slow because the top-ranking officers were not retiring and opportunities were not being created for upcoming officers. Therefore, it was proposed that permanent secretaries and directors should only have one term of four years in office. A second term of another four years (eight years in total) could be considered based on outstanding performance, after which they were due to retire. Another proposition of the panel was that some of the MDAs should be merged, abolished or privatised because of their irrelevant or overlapping duties (Ogunrotifa, 2012).

Actually most of the commissions were established for the same reason, which was to consider wage increases/amendments and the improvement of public servants' conditions of service. The basic content of most commission's reports emphasised the remuneration system, the conditions of employment and service and the assurance of efficiency and effectiveness in delivering services to the public. Above all, merit was recommended as the major criteria for appointment and promotion by Udoji and the 1988 Civil Service Reform Commission. Having considered the content of various commissions that were established to restructure the Nigeria Civil Service, one would think that the public service would be well-equipped with trained professionals, but the situation was actually contrary. In fact, the public servants were often referred to as inefficient, corrupt and deadwood (Adewumi and Idowu, 2012: 113; Esu and Inyang, 2009: 99; Emma and Eme, 2011: 25). One of the major reasons why the commissions failed was that the problems identified and solutions provided did not have human resource management expert input (Adewumi and Idowu, 2012: 115; Inyang and Akaegbu, 2014: 92). Also, as observed by (Aminu, 2008: 9) most of the commissions emphasised an increase in wages and salaries as well as improvements in the conditions of living, without any reference to productivity and performance in order to justify the various increments.

As part of the current restructuring processes, civil service operations are guided by the 1999 constitution of the Federal Government of Nigeria (Department of Economics and Social Affairs, 2004: 9), and the constitution has empowered the Federal Civil Service Commission to appoint, promote, discipline, and dismiss junior civil servants (Briggs, 2007: 145; Nwanuole and Iwuoha, 2012: 17). The current restructuring process amendments include.

- Revision of rules, regulations and procedures in civil service to accentuate government concern for discipline and proper conduct and practice by public servants in accordance with the rules planned to enhance fairness, accountability and good governance.
- Implementation a policy whereby public servants are posted to where they will maintain and develop their professional skills and promote professionalism.
- Transfer skills and experience within the service.
- Correction of distortions created in staff placement from the 1988 reform.
- Coordination of training policies and programmes.
- Improvement of Staff welfare and development.
- Promotion of cordial and mutual relationships between political office holders and civil servants.
- Innovations for recruitment, promotion, and discipline, which are being inculcated into the civil service are being introduced.

The Administrative Staff College of Nigeria (ASCON) is one of the major training institutions established for the purpose of public servants' development and training in order to achieve the effectiveness and efficiency needed to discharge their duties (Aroge and Hassan, 2011: 228). ASCON was established in 1973 by the federal government to provide management training for the development of senior executives in the public and private sectors of the Nigerian economy (ASCON ACT, 1972). The institution is one of the parastatals under the office of the head of civil service of the federation and is responsible for capacity-building and human development, especially among the public servants from federal and state ministries, parastatals, and agencies. This is to ensure uniformity in the administrative systems of the state as well as to increase staff efficiency and effectiveness. Pepple (2009: 7) admits that staff development through on-the-job training is one of the essential tools for professional skills development, effective job performance, and the achievement of strategic goals. The proper implementation and administration of the training provided at ASCON could enhance skills and professional development for public servants. Therefore, the basic aim of this study is to analyse the people management factors militating against public servants professionalism in Nigeria using public servants attending training programmes at ASCON and also to propose a framework that will incorporate all human resource management function variables into a professionalism structure for Nigerian public service.

#### **1.4 Statement of the research problem**

Over the years, Nigeria's public service professionals' conduct has always been inconsistent. It changes with different administrations and their different ideas of governing (Anazodo et al, 2012: 24; Musa, 2001: 3; SIGMA, 1997). For an organisation to function effectively, the following attributes should be consistently in place: right people in the right place, right combination of skills, employees displaying the right attitudes and behaviour and there should be the appropriate development of employees (Anyadike, 2013: 58). A functional public service should be consistent and progressive in outputs irrespective of changes in administration. Professional civil servants should be able to manage the administrative change in such a way that it will not affect their work output. These attributes were found wanting in Nigeria public service and could be one of the reasons why professional outputs are in shamble.

Akindele, Asaolu, and Oladele, (2005: 340) confirmed that Nigeria's public service is characterised by inefficiency and corruption and this not only recently but almost since its inception at independence. One of the reasons for this is that most civil servants who were supposed to be working with executive officers to execute their mandate are unprofessional and incompetent (Esu and Inyang, 2009: 99; Nwanolue and Iwuoha, 2012: 12). There should be boundaries and descriptions of duties between executives and career civil servants. According to Bello, Otohinoyi, and Akume (2011: 180), and Ogunleye-Adetona (2010: 209) Nigeria has more than enough natural and human resources to be categorised as one of the developed nations, but these resources have been incapacitated by corruption and the misplacement of human resources. Professional output has been affected by a quota system and a federal character, which has been given preference over merit. Also, constant interference by the government in the day-to-day running of the public service has led to the replacement of top officials at will instead of applying principles of merit that had played a major role in the public service's professionalisation (Nwanolue & Iwuoha, 2012: 20).

The ability of employees to make significant contributions to the public service goals could be amended by revisiting and re-enforcing the proper application of human resource management policies (Eme and Emeh, 2012: 36; SIGMA, 1997: 4). Therefore, the ability of public servants to deliver their duties professionally through the proper application of the following human resource management practices and functions; employee resourcing, human resource retention and development, organisational culture and climate, industrial relations

and retirement plans will be examined. Essentially, the study focuses on how the aforementioned people management factors affect the public servants' professionalism in carrying out their duties. Some other problems that are also related to the professionalism of public servants in terms of people management are also given attention in order to fully understand and resolve the problem. The major focus of this study is to undertake a critical analysis of people management factors militating against professionalism in the Nigerian public service through the following specific issues:

- The recruitment and selection process of Nigerian public servants and its relationship with professionalism
- The employee retention and development policy in Nigerian public service in relation to professionalism
- Organisational culture and climate practices among Nigerian public servants in relation to professionalism
- The industrial relations system and its effect on public servants' professionalism
- The retirement policy and its effect on public servants' professionalism

These people management factors are essential in day-to-day administration of public service as well as in human resource management so as to ensure a reliable and professional personnel needed to fulfil the mandate of public service. Hence, if the procedure of people management is faulty, organisational output will also be defective.

### **1.5 Research question**

A report on professionalism and the ethics of the public service written by SIGMA (1997) shows that several countries are experiencing some form of unprofessional practice from their public servants and as a result development projects are slow while government institutions remain weak in such countries. These institutions can be rebuilt to enhance public trust if the human resource management policies are implemented. Therefore, the study has chosen to examine people management factors affecting public servants' professionalism in Nigeria.

**Main question:** How do human resource management factors affect professionalism amongst Nigeria's public servants?

**Sub questions:**

- How do demographic variables (age, gender, educational qualification, work experience, years of experience, ministry and position occupied in the ministry) affect professionalism?
- What is the relationship between employees resourcing on professionalism?
- Is there a relationship between professionalism and employee retention?
- Does public service culture determine employees' level of professionalism?
- How does the public service climate affect employees' professionalism?
- How does the industrial relations climate affect public service employees' professionalism?
- What are the effects of the exit management scheme on public servants' professionalism?
- What suggestions can be made to enhance the professionalism of the Nigerian public service?

**1.6 Research objectives**

The main objective of this research is to examine certain human resource management factors affecting public servants' professionalism in Nigeria. Other related objectives are also examined in order to critically analyse and assess the situation. These include:

- To determine the relationship between demographic variables and Nigeria's public servants' professionalism.
- To examine the relationship between employee resourcing and professionalism.
- To explore the relationship between public service culture on Nigeria's public servants' professionalism.
- To examine the relationship between public service climate and the professionalism of Nigeria's public servants.
- To investigate the relationship between human resource retention and development schemes and the public service employees' professionalism.
- To examine the relationship between employment relations and Nigeria's public service employees' professionalism.
- To evaluate the relationship between the exit management scheme on employees' professionalism.

- To propose a professionalism framework through the use of human resource management functions for Nigeria's public servants.

### **1.7 Significance of the research**

Nigeria is the most populated country in African continent with population of over one hundred and forty million (140 million). The country is endowed with natural resources such as crude oil and agricultural products as well as human capacities in every profession. Despite these physical and natural resources the country is classified as a developing country and still rely on foreign aids (Adewale, 2011). The public service ought to be responsible for making policies that will promote positive integration of natural resources into sustainable and positive economic development. However, these are not possible without professional mind-set that place the right people in the right position within the public service to oversee its affairs. The essence of this study to the HR practitioners especially in Nigeria is to ensure that the international guideline, strategy and standard of HR profession is strictly adhered to in practice in order to ensure that their impact is felt within the organisation (ICSC,2011). Likewise scholars have to work together to ensure that the standards are aligned to the actual practice just like the promotion of HR standard in South Africa (SABPP, 2013). Examination of effective alignment of skill, knowledge and competence to people management in appropriate order will enhance professionalism. Critical to both management scholarship and practice is the need for highly competent and knowledgeable human resource to perform optimally. The Nigerian public service is fraught with narratives of incompetence and crass lack of professionalism. Therefore, this study examines the various processes undertaken by the Nigerian public service to manage its employees as well as the effects and consequences on the public servants outputs in term of skills, competencies, attitude and knowledge.

A study of this nature has value not only in its capacity to add to the body of knowledge on human resource practices, but more significantly, brings together the concepts of people management, professionalism and public service at such a time that the Nigerian public service seems to be acutely striving to garner an improved reputation. Beyond all these, the study provides an enormous opportunity for further engagement of the concepts of professionalism and human resource management and the relationship between them. In essence, the study is expected to contribute to existing knowledge and understanding of human resource management/people management by aligning the practice to the public servant's knowledge, skills and attitude needed in practising their profession.

## **1.8 Preliminary review of literature**

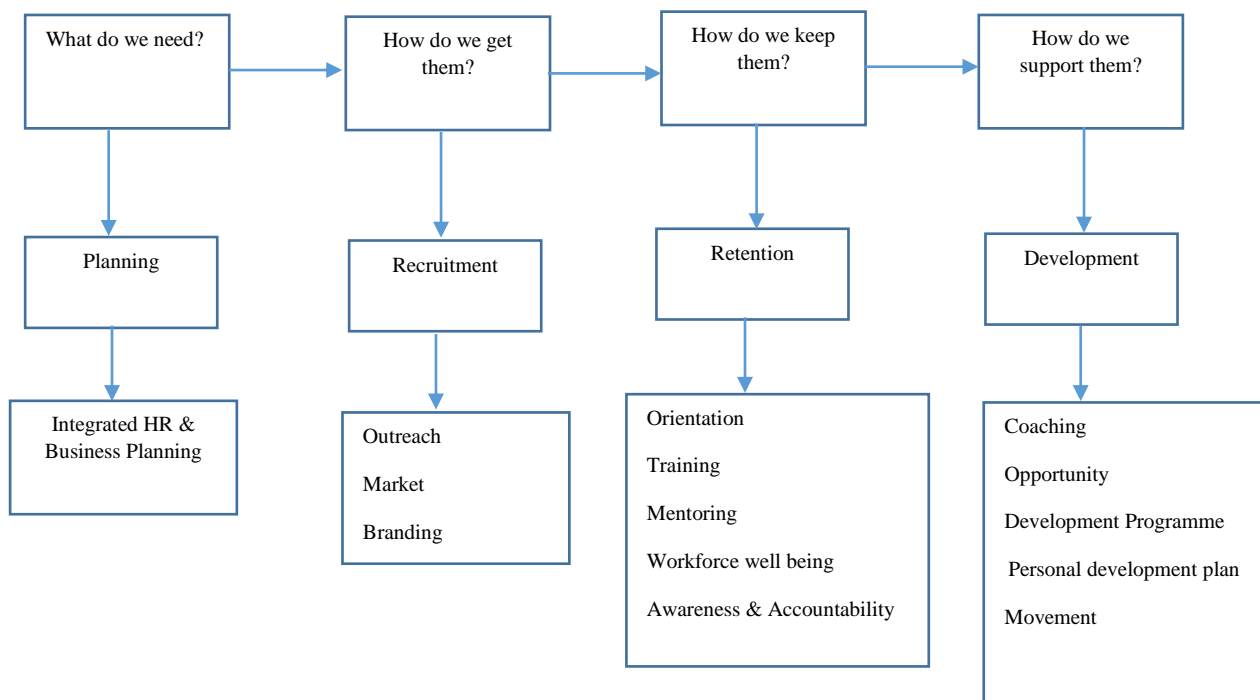
Professionalism is described as the competence and expertise of trained personnel, rather than a layperson, in the practice of an activity (Issa, 2011: 5). The concept of professionalism in the public service is described by Agara and Olarinmoye (2009: 12) as the value with which public servants are expected to carry out the activities of the public service, and professionalism on the part of public servants is their ability to deliver, and this is assessed based on their skills and the availability of tools and equipment (Issa, 2011: 8). Also, Adegoroye (2005) describes professionalism as how well a public servant performs his functions and duties and manifests his behaviour at work, especially in a regular effort to improve, reinforce, and update his knowledge and refine the skills that are necessary to carry out his task to enhance output and productivity. Agara and Olarinmoye (2009: 12) further emphasise the level of expertise behaviour and performance which is expected from public servants and as it was designated in the civil service rule that was inscribed in the Civil Service Handbook. This handbook serves as a guideline for the expected behaviour of public servants and the manner in which they are expected to carry out their duties to portray competence and expertise. Therefore, personnel should be given independent power to make decisions in order to showcase this professional competency, knowledge, expertise and capability. Every public service department should be led by professionally qualified and experienced person in order to manage the departmental resources efficiently (Eme and Emeh, 2012: 46).

‘Public Service’ is referred to as services that government delivers to the public in the form of utilities such as financial institutions, health, education, good roads, electricity, and so on (Oyelaran-Oyeyinka, 2006). Nigeria’s public relies on the government for the provision of these basic social amenities which is why the influence of government on the people cannot be overlooked (Ogunrin and Erhijakpor, 2009: 52). The government entrusts public servants with the proper delivery of these services to the public through various ministries and parastatals. The major responsibility of civil servants is to transform government programmes into actions (Isaa, 2012: 1). Nigeria’s public service comprises twenty-one independent state civil service units, combined local government service, and all federal and state agencies, including parastatals and corporations, but they are all guided by the same ethics (Nwanolue and Iwuoha, 2012: 13). The scope of the Code of Ethics in government business includes values in employees’, discipline, honesty, industry, fairness, courage, transparency, neutrality, and impartiality, among others, and in the way they discharge their duties. This is

referred to as ‘public service ethics’ and all facets are interconnected with professionalism (Agara and Olarinmoye, 2009: 11; Ssonko, 2010: 7).

Various definitions of human resource management explain its roles in relation to people within the organisation. The overall idea of human resource management is the planned, consistent, and all-inclusive approach to management and development of an organisation’s employees. Every aspect of the process is completely integrated into the overall management of the organisation (Fajana, Owoyemi, Elegbede, and Gbajumo-Sheriff, 2011: 58). Human resource management is a premeditated and organised approach to managing people in such a way that would increase their motivation and involvement towards meeting the organisation’s objectives. Also, human resource planning is the involvement of management in the careful analysis of existing workforce job requirements, as well as developing people who will operate the structures of the organisation in future in order to ensure that the organisation’s objectives are achieved (Onah, 2012). Figure 1.1 depicts how human resources management and planning interact with the organisational goals and objectives

**Figure 1.1: The continuum of human Resource management**



**Source: Correctional Service Canada Strategic plan for Human Resource Management 2009-2010**

The continuum explains the various strategies adopted by a Correctional Service Department in Canada in order to align their human resource management practices to the overall



organisational objective. The workforce skill needed is identified through proper 'planning' in line with the core business and available human resources. The identified gaps will give an indication of 'recruitment' needed of manpower for short and long-term purposes. The recruited workforce will be used to fill the identified skill gap in order to justify the purpose. The process of keeping the workforce within the organisation and ensuring they are happy is referred to as 'retention' and the ability to equip them to suit the aims and objectives of the organisation is called 'development'. In order for a public service to fulfil its set objectives, planning of the workforce needed should be accurately done in order to get competent personnel who can be developed professionally to deliver government mandates to people effectively. The model further explains the expected processes of accomplishing the desired result. The processes are interwoven right from the planning stage through to development and recruitment.

Proper incorporation of human resource management and planning in an organisation will enhance professionalisation of the workforce and create better outputs. Olaopa (2011: 4) reckons that to build an organisation with professional employees requires the recruitment of personnel who are interested in the organisational objectives and enjoy what they do, and are committed to constant training and education. Human resource management has a great impact on managing employees' careers professionally as well as their attitude towards work from recruitment, selection, reward, training, appraisal, and planning towards organisational goals (Fajana et al, 2011: 60). The application of human resource management functions and policies that will result in the development of excellence and competence in the public service requires cooperation between human resource managers and line managers in order to be able to incorporate the management of people into the management of other resources in the organisation (Kumar and Mishra, 2011: 7; Olaopa, 2011; Onah, 2012).

The first set of Nigerians was recruited into the civil service in 1957 under the leadership of Sir Ralph Gray (the English Secretary) with the intention that the indigenous civil servants would build on the inherited civil service traditional culture and service, but along the way the service lost direction through political patronage and its effectiveness further deteriorated through the influence of the military and corrupt democratic leaders (Musa, 2001: 2; Nwanolue and Iwuoha, 2012: 16). Indigenous civil servants who were recruited replaced the ethics of recruitment on merit with a federal character system and a geopolitical representation of recruitment and appointment which eventually compromised the principles

of professionalism, efficiency, merit, experience, loyalty and career tenure, all of which should guide the public service (Mukoro, 2005: 32).

The public service is expected to give its employees a non-discriminatory and conducive work environment that guarantees their safety. This environment should provide mobility in the public service, recruitment based on the principle of merit, equality, presence of a performance culture and the right to leave, social security, and retirement benefits. It also should entail ethical conduct, rights within a consistent and corresponding pay system and remuneration matched with performance (Issa, 2011: 8). The guidelines for appointment, promotion and discipline in the civil service are stated in the Civil Service Guideline Handbook (Agara and Olarinmoye, 2009: 012). The book serves as a Memorandum of Agreement between the employee of the public service and the employers, who are basically ministers and directors of ministries/extra ministries and Heads of the Civil Service.

Olaopa (2011: 1) reckons that the progress of the public service relies on how well public servants are trained to carry out their duties to provide services that will enhance its quality for the public, whilst delivering the public from age-long poverty, disease, bad governance, and a captured developmental state. The professional development of public servants should depend on efficient and effective performances, which will reduce the political partiality of some public servants, and encourage them to treat all citizens impartially and equitably in accordance with the law (UNDESA, 2000). United Nations Department of Economic and Social Affairs (UNDESA) commented that the colonial administrative system that was inherited by most African countries was inadequate and was based on their intended traditional values to rule the African nations, and was efficient and effective then. A few African nations such as Malawi and Morocco have embraced modern human resource management practices to improve civil servant professionalism and to correct the inadequacies created. Therefore, professionalism can be promoted in public service by providing valued principles of human resource management functions and planning (UNDESA, 2000).

Professionalism requires a strong organisational restructure that is devoid of political interference. According to Mukoro (2005: 31), Nwanuola and Iwuoha (2012: 56) and Onyishi, Eme, and Emeh (2012: 36), good organisational structure does not guarantee good performance and good professionals, but professionalism and good performance output could be earned through sound and quality staff. Professionalism should be enhanced through the

application of human resource management which involves the pursuit of excellence and competence with the achievement of a practical link between knowledge and theory to serve the public purpose (Olaopa, 2011: 5).

One of the sources of the problem with professionalism in Nigeria's public service could be traced to the centralisation of human resource management functions which led to unsystematic recruitment, appointment and placement of staff within ministries that prevented the public servants from functioning professionally (Abah, 2012). Inyang and Akaegbu (2014: 90) and Isa (2012: 4) reckon that the current human resource management structure of the public service is weak and faulty because it is not managed by professional HRM practitioners. Therefore, in conjunction with the World Bank, intervention plans are being established to review and professionalise the current system. Also, misconduct, which emerged as a result of inappropriate incorporation and lack of clear understanding of the concept of human resource management functions in the organisation by public servants' right from their recruitment will be reviewed. In addition, involvement of public servants in politics has also manipulated the due process of people management (Ssonko, 2010).

In this new dispensation of work, where almost all employees are well-educated, every manager should be people-oriented, and be able to acknowledge that 'people importance' in the organisation cannot be underestimated. Without an adequate, skilled and well-motivated workforce operating within a sound human resource management programme, development is not possible (Onah, 2012). A manager or an employee, whether in the private or public sector who underrates the role and importance of people in goal achievement, can be neither effective nor efficient. Human resource management is seen as the design of official systems in an organisation to ensure the effective and efficient use of human talent to accomplish organisational goals. It is also seen as a set of organisational activities directed at attracting, developing, and maintaining an effective workforce (Onah, 2012). The professionalisation of public servants in Nigeria is militated against by the misapplication of HRM functions, for example, the introduction of the federal character system which replaced appointments based on merit as well as the centralisation of recruitment, promotion, and discipline within the Federal Civil Service Commission, which does not represent the sincere needs of all public service ministries and parastatals (Abah, 2012). The role of human resource management in an organisation is to establish and uphold sound relations at all levels and to secure the

effective use of personnel by guaranteeing conditions of employment for personnel, and the social satisfaction that they tend to seek within their working environment.

Major functions of human resource management are the selection and recruitment of human resources, planning of organisation human resources, organising training and developmental programmes for employees, analyses of work-related behaviour, appraising employees' performance, wage and salary administration, compensation management, creation of a safe working environment, collective bargaining, maintaining industrial relations and the performance of legal duties (Kumar and Mishra, 2011: 1). These were also commented on by Van der Westhuizen (2005: 147) who maintained that the major reason for managing people in the public sector is to ensure the success of the organisation through people. Also, effective utilisation, personnel training, discipline, and the promotion of staff in the public sectors are the responsibility of public managers with guidance and intervention from the human resource manager. It was further stated that the functions of HRM are not restricted to a certain department, but across the whole organisation, which means that the centralisation of the activities of HRM in Nigeria's public service is a form of restricting its duties because there is no way that centralised HRM can perform all of its functions evenly in all the ministries and parastatals since there will be some forms of irregularity and misappropriation (Olaopa, 2011). The quality of human resources in public service is essential in delivering government mandate. Also, human resource management is important for human capital development as well as for the improvement of employees' knowledge, skills and productivity (Kanayo, 2013: 121).

Lawal and Oluwatoyin (2011: 3867) and African Training and Research Centre in Administration for Development (2000: 2) observe that since independence there have been false motives by different military and political governments in handling performance and professionalism in the civil service. The motives yielded no results until 1999 when the Federal Government regime showed real interest in development and in the restructuring of the civil service and its civil servants by training and retraining personnel with the aim of the public service being operated by people whose training, experience, and mental state of mind are in accordance with the needs and ambitions of the government and its people. Lawal and Oluwatoyin (2011: 390) further note that the current government has not really made any move to improve on the structure that was established in 1999 except for the promise of a wage increment which has also not materialised. Once again, this shows that one of the

problems that faces the professionalism of Nigeria's public servants' is the inconsistency in governmental decisions and the continuity of ideas.

Adegoroye (2005) acknowledges the role played by the Obasanjo regime in 1999-2007 to attend to civil servants who are not ethically, professionally, and technically competent through the use of human resource management tools. Some staff conduct that was perceived to have been a hindrance to professionalism was dealt with in the rightsizing and downsizing exercise thus: officers who were considered inefficient in the overall performance of their duties, officers with substandard behaviour, officers without entry qualifications, officers without the required skills to enter into their cadres and who had not improved themselves since joining the Service and officers who had failed the promotion examination on three consecutive occasions were dismissed. Also, part of the restructuring programme was the posting of officers to departments and ministries to suit their qualifications and work experience (Adegoroye, 2005).

Aroge and Hassan (2011: 229) mention that most employees failed in their duties because the required training to function properly was not identified and seen as the responsibility of management. Training and developmental terms were often misused and misinterpreted within the organisation concept. Training is instruction in the basic skills and the knowledge needed by employees to perform primary tasks in which they have been employed, while development is the ability to improve on the basic training to be able to perform other relevant tasks in the organisation and which may lead to the acquisition of better rank within the organisation (Ndulue, 2012: 74). Therefore, in the course of developing an individual in an organisation there should always be reference to the background training that the person had in terms of skills and qualifications in order to develop the right candidate for a better career path. If there is no background skill then the person should first be trained in a particular skill, or be given formal training in the area that he is interested. It has been shown that the lack of proper training and motivation has made most public servants view their work as a means of earning daily living rather than as an interesting career path (Ndulue, 2012: 74).

Ramlall, (2003: 63) showed that 86% of organisations find it difficult to attract new employees while 56% could not retain their employees which means organisations must gear their strategies to retain their valuable employees and try as much as possible to entice new employees in order for these organisations to survive the competitive environment in which they operate. Nwokocha and Iheriohanma (2012: 198) further buttress the fact that every

economy relies on the knowledge, capacity and competence of its human resources for development, which is why organisations must hold on to their valuable employees in order to meet their targeted goals. Some employee-retaining strategies are job satisfaction, training, reward strategies, and supervisor support. Most private organisations have used these strategies to retain their valuable employees.

The public service seems to care less about retaining their employees because it is crowded with employees who are more concerned about job security rather than job satisfaction, and from an economic perspective it looks like the only organisation that can provide that in recent times is government business (Gberevie, 2010: 1453). No wonder El-Rufai (2011) said that the Nigerian public service is now the employer of dull, lazy, and unmotivated people, people with no career goals and who actually seem not to understand what job satisfaction means but are only interested in earning a living rather than making a difference in the society through their profession. Moti and Vambe (2011) explained that the lack of a proper performance appraisal system in the Nigerian public service makes it difficult to identify its weaknesses, strengths, opportunities, and threats (SWOT). This actually makes it difficult to understand which particular area of the public service behaviour requires special attention and which area is actually adding value to the organisation. It is essential for the organisation to care about their employees' attitudes to work and the reason for such attitudes (Singh, Chauhan, Agrawal, and Kapoor, 2011: 9).

Employment relations policy is also another bottleneck in the Nigerian public service administration system. Over the years there has not been a clear distinction made on the role of each of the parties in the relationship. The introduction of different reforms in Nigerian Labour Law has more or less rendered the labour unions' involvement in collective bargaining redundant (Akinwale, 2011: 7). Employment relations is about proper interaction between employer and employees. The Nigerian government has virtually created a situation where the unions/labour cannot really exercise their civil right to emphasise their demands and this is contrary to the International Labour Organisation expectations (Anyim, Elegbede and Gbajumo-Sheriff, 2011: 64). A lack of proper avenues for employee to exercise their rights and voice their grievances is demoralising and could lead to ineffectiveness in carrying out their jobs.

Furthermore, fear of their fate after retiring from the service is one of the reasons why most employees do not perform at their best (Oparanma, 2011: 30). Eme and Ugwu (2011: 1)

mentioned some officers in charge of pension funds and gratuities even go as far as asking elderly (pensioners) citizens for bribes before their files are processed. Failure to do so results in their files going missing and consequently, they do not get paid. Also, the fear of the unknown has made some staff members who are due for retirement lower their age records as well as years of service, in order to still remain employed, even when they are no longer productive (Nyong and Duze, 2011: 109).

In light of this background, insight is given about some of the factors that seem to be militating against professionalism amongst public servants and why all attempted efforts to restore effectiveness and efficiency through human resource management in the service has not been working. Ukpata and Olukotun, (2008: 086) are of the opinion that the government should rather focus firstly on changing the attitudes of its employees before attempting structural changes. This infers that the restructuring programme should first focus on the employee before the organisation. This study considered certain practices of human resource management and their functions such as employee resourcing, retention and development of employees, employment relations management issues, organisational culture and climate, and employee exit management in the Nigerian Public Service all of which have tended to hinder the professionalism of its employees over the years. It also sought possible ways of implementation that could result in the effective performance of staff.

### **1.9 Research methodology**

A mixed method research approach was adopted for this study. Angell and Townsend (2011) describe the approach as the type of research in which the researcher combines elements of both quantitative and qualitative approaches (i.e qualitative and quantitative viewpoints, data collection, analysis and inference techniques) for the purpose of providing data that would not otherwise be obtainable when using only the primary method. This method was adopted to find multiple viewpoints, perspectives, standpoints, and positions of Nigerian public servants on how human resource management policies could enhance professionalism.

### **1.10 Data collection and analysis**

Quantitative data were collected by using a questionnaire. It was collected primarily from course participants and administered randomly. The quantitative questionnaire mainly comprised closed-ended questions with response sets for participants to choose from. According to Sukamolson (2007) the questionnaire is suitable for collecting information from a large number of research participants and it also goes far and wide to reach participants,

irrespective of where they are. The questionnaire contents were divided into various sections including personal information from participants as well as responses to general questions relating to the study. Responses were provided for the questions in order to make it easier and more accessible to participants. The information that was gathered quantitatively analysed, while data was filtered, cleaned, coded, and analysed by using SPSS software. Tables and graphs were used to present and analyse the various statistics.

The qualitative data was collected using questions that were discussed by the focus groups. The focus groups consisted of about eight to ten people at different times. Various people management issues that affect professionalism in Nigeria public service were discussed. A tape-recorder was used to record various individual opinions on the issue. The responses were used to validate the quantitative data response.

### **1.11 Ethical considerations**

In accordance with the Cape Peninsula University of Technology's Faculty of Business' ethical standards, participants were briefed about the questionnaire's content and its purpose. Information supplied was kept confidential and only used for research purposes. The goal was that no one should experience unpleasant consequences from the research activities (Cooper and Schindler, 2006: 118). In order to protect the interests and rights of all the respondents, the questionnaire did not require names. A consent letter (see Appendix C) was provided by ASCON to allow the researcher to conduct the research at their premises and to distribute the questionnaire to participants as long as their daily activities were not disrupted. The research proceeded after ethical approval was granted by the Faculty of Business, Cape Peninsula University of Technology (Clearance certificate No/2013FREC137; see Appendix D).

### **1.12 Scope of study**

The study focused on Nigeria's public service and its employees. The public services that took part in the study comprised ministries, extra-ministries, agencies, parastatals and learning institutions. The criterion for inclusion was that employees from these government organisations were studying at ASCON during the time of research..

### **1.13 Expected outcome**

It was the intention of the study to design a framework that could be deployed in enhancing professionalism of public servants in Nigeria, specifically for the Administrative Staff College of Nigeria (ASCON). The framework could then serve as a module for all public



servants attending ASCON courses. The framework emphasises the practices of human resource management functions in ministries and agencies and how their implementation would affect professionalism.

The effect of other variables on professionalism were also covered in the framework, therefore, the organisation will be able to draw their conclusions on what has to be changed, improved, and introduced into the organisation in order to improve professionalism.

#### **1.14 Structure of the thesis**

The thesis is divided into seven chapters. Chapter One gives an overview of the entire thesis, while Chapter Two is an extensive review of literature. Research methodology is discussed in Chapter Three. Analysis of data is provided in Chapter Four, the analysed data is discussed in Chapter Five, and professionalism framework is given in Chapter Six using some important people management factors identified in the study. Conclusion and recommendations are provided in Chapter seven.

#### **1.15 Chapter summary**

The basic aim of this study was to examine various human resource factors that are militating against Nigeria's public servants' professionalism, and to suggest a framework for public servants' professionalism. The research problem, research questions and various other objectives have been discussed in this chapter. Likewise, the chapter gives a brief overview of Nigerian public service structure, literature was also reviewed briefly, and overview of methodology and data collection was presented in the chapter as well. Lastly, scope of research, ethical consideration and structure of the thesis is discussed.

## **CHAPTER TWO**

### **THEORETICAL FRAMEWORK FOR THE STUDY**

#### **2.1 Introduction**

This chapter explains the basic concepts of professionalism, various theories contributing to employees' professionalism, relationship between professionalism and human resource management/people management practices with reference to Nigeria. Professionalism has been defined in various contexts of professions with some consistency in the definitions and meanings such as knowledge, competence, associations, expertise, closure, status, schooling, attitude, and skill (Schinkel and Noordegraaf, 2011). The importance of these qualities in the attainment of professionalism and its relationship with human resource management functions and practices will be examined in order to ascertain their effect on the public service profession. Various theories and critiques have been previously established on professionalism and these will be rationalised alongside the study objectives and questions with emphasis on Nigeria's public service/servants.

#### **2.2 The structure of the public service in Nigeria**

The Nigerian Public Service was inherited from the British colony. Nigerians who were employed in the public service during British rule simply assisted the government in their public administration and in taming of the people in order to obey the colonial laws and orders (Adegoroye, 2006: 4; Duke, 2010: 67; Okotoni, 2001: 224; Omitola, 2012: 77). Immediately after independence, the people who were employed to help the colonial administrator became the first set of Nigeria Civil Servants and their duties changed rapidly from simply helping the colonial administration to that of being the administrator themselves (Ibori, 2014: 5; Inyang and Akaegbu, 2014: 90). This change, though seemingly sudden and unexpected but they were able to meet the expected standard of effectiveness set by their colonial masters owing to a training that de-emphasised allegiance to any political formation (Adegoroye, 2006: 4; Nwanolue and Iwuoha, 2012: 2; Omitola, 2012: 78).

However, colonial administrators were in the business of enriching their home country (Britain) at the expense of their colony. Their administration was not accountable and transparent to the indigenous co-workers or to their colony. When the indigenous civil servants took over after independence nothing was done to change that and they continued with the mentality of acquiring wealth for themselves at the expense of the public (Anazodo et al, 2012: 18; Lawal and Oluwatoyin, 2011: 389; Omar, 2004: 2). This implied that both

good and bad administrative occurrences in the Nigerian Civil Service are an offshoot of colonisation (Ayodele and Bolaji, 2007: 107; Kwaghga, 2014: 2; Okotoni, 2001: 223).

While Imhonopi and Urim (2011: 239) and Olatunji and Ugoji (2013: 79) on the other hand blamed the attitude of Nigerian public servants on the way waged-employment was introduced by the colonial master, they also described it as forcing indigenous people into slavery and taking away their freedom. Nnonyelu (2012: 17) further clarified that forced employment in the formal workplace is not limited to the Nigerian public service alone as earlier generations of employees were subjected to injustices and deplorable working condition at the hand of capitalists and which resulted in industrial revolution. Long after colonisation ended it still lingered on in peoples' minds and transferred from one generation to the next. Actually, this might have led to one of the reasons why the first generation civil servants abused their office.

Despite the colonial mentality that was imbibed by the civil service, it has been the major bedrock of unity and rehabilitation during various governmental phases and crises that the nation has gone through such as military regime, civil war, and other ethnic and religious crisis (Ogunrotifa, 2012: 8; Okotoni, 2001: 224). However, over the years the inherent values of efficiency, effectiveness, and patriotism began to erode away in the public service as the country began to expand and various ethnic groups demanding rights and recognition as well as political, economic and religious uprising (Adegoroye, 2006: 4; Isa, 2012: 2; Lawal and Oluwatoyin, 2011: 385). Political purging of experienced civil servants in the 1975 and 1988 Civil Service Reform without proper procedure of transferring acquired skills and knowledge to the upcoming ones for continuity of purpose also created a vacuum in the service. The remaining civil servants, after the purge, began to yield to the dictates of government in order to keep their jobs. Basic knowledge and professional ethics of the job were disregarded due to their inexperience and all courtesy diminished (Omitola, 2012: 80). As a result of the purging the military set up a panel to discuss the way forward and the improvement of service delivery. The committee made some recommendations relating to professionalisation of civil servants through training and a unified salary grading structure and so on.

However, the recommendations did not produce the expected results due to improper or non-implementation (Ogunrotifa, 2012). Also, twenty-nine years of military rule in Nigeria changed all the ethics, values, integrity and efficiency the public servants could have had left from the British colony and cluttered up professional ethics. Military leaders did not

following any protocol or due procedure or process in the public service. All professional public servants were rendered incapacitated and were made to dance to the tune of the dictators (Akindele, Asaolu, and Oladele, 2005: 337; Isa, 2012: 2; Musa, 2001: 3).

Usually, public service progress is measured in terms of how well the public servants are trained to carry out their duties and the reflection of those duties on the public life (Olaopa, 2011: 2). From earlier discussion in Chapter One, it sounds as though it has already been concluded that the public servants in Nigeria are not professionals but by merely looking at their questionable output in term of service delivery, one can only resort to such conclusion (Adegoroye, 2006: 7; Anyim, Ufodiama, and Olusanya, 2013: 132; Lawal and Oluwatoyin, 2011). This study examined various factors that have led to such output, especially people-management related factors.

The Nigeria public servants are categorised according to their grade levels and also according to their various functions and responsibility within the commission. Officers' grade levels are categorised thus:

**Table 2.1: Nigeria Public officer grade levels**

Positions	Grade Levels
Chief Executive Officer	GL 14
Assistant Chief Executive Officer	GL 13
Principal Executive Officer 1	GL 12
Principal Executive Officer 2	GL 10
Senior Executive Officer	GL 9
Higher Executive Officer	GL 8
Executive Officer	GL 7
Junior staffs	GL 1-6

Source: Federal Republic of Nigeria official Gazette, 2009: 2

These levels can be attained through recruitment, appointment, promotion and secondment by recommendation of the appropriate committee at all levels. However, there was no involvement of human resource management departments/personnel in these processes, which to some extent makes the effectiveness of the process questionable. According to Inyang and Akaegbu (2014: 90) human resource management in the Nigerian Public Service is still under general administrative departments and headed by a deputy director, which means there is no distinctive practice or administration of people management. Anyim et al, (2013: 134) reckon that the presence of human resource management practitioners/department within an organisation (MDAs) will promote written standards,

ethical training, performance appraisal, whistle blowing and discipline. Therefore, the absence of such department equates to the absence of such facilities within the organisation or to the defective implementation of it. HRM practices have great influence on individual performance. Its importance in building a strong and dependable workforce cannot be overlooked (Vathanophas and Thai-ngam, 2007: 45).

Also, the grade levels of all Federal Public Servants are generalised across all ministries and extra ministries. The official gazette, civil service rule and civil service handbook are generalised guidelines for service in the Nigerian public service, and therefore there is no specific job description/design for employees in accordance with the department/ministry and specific jobs (Anyim et al, 2013: 139). Having highlighted some of the obvious discrepancies exhibited currently by the Nigerian public servants the study searched for some of the people management factors that are responsible for such output by examining the activities of the 'institution' and relating it to employees' professionalism. The study participants were Grade Levels 7-17 public servants which are executive officers responsible for decision making in the public service and also qualified to attend training courses at ASCON.

### **2.3 An examination of the concept of 'professionalism' in relation to people management**

Professionalism cannot be discussed in isolation; it has corporate with task performance, efficiency, effectiveness, objectivity, integrity, identity and consistency (United Nations, 1997: 6). Beaton (2010) describes professionalism as the combination of knowledge, skills, trustworthiness and selflessness found in those who commit themselves to a life of service to others. Thompson (2000: 7) perceives professionalism as the body of specialist knowledge which acts as a basis for professional expertise embodies with a commitment to high standards, acceptance of collective and personal responsibility, usage of knowledge to seek maximum effectiveness, adherence to values and principles that guide professional practice and a degree of autonomous judgement rather than bureaucratic rule. Sundin and Hedman (2005) suggest that professionalism theory focuses on the relationship between occupational groups, theoretical knowledge, especially the application of knowledge to occupational practise. Hence, the importance of the occupational group cannot be overlooked in the definition and conceptual framework of professionalism because it is actually the basis of the existence of individual professionals. From the perspective of the sociologists, teacher,

lawyer and other professionals, an occupation can be termed as a profession if it possesses the following qualities, amongst others:

- The use of skills based on theoretical knowledge, and the consistent application of theoretical knowledge to a situation.
- Education and training in those skills endorsed by examination and upgrading of knowledge through education and training.
- A code of professional conduct oriented towards ‘public good’ and right attitude towards delivery of service.
- A powerful, professional organisation that constantly aligns its codes towards general workplace needs through proper consultation with stakeholders (Picciotto, 2011: 168; Whitty, 2006: 2)

There are some terms that are consistent in the course of various definitions of professionalism based on perceptions and the context of the field of study. This study examined some of the definitions and theories of professionalism that are relevant in the context of this research as well as other theories that could enhance employees’ professionalism.

### **2.3.1 Van Ruler theory of professionalism**

Van Ruler (2005) proposed four models for professionalism theory, which are Knowledge Model, Status Model, Competition Model, and Personality Model. These models competently explain the theories and importance of professionalism and professionalisation, which is why the study also used these models. Each of the models is briefly discussed as part of the theoretical analysis of the principle of professionalism.

#### **{a} Knowledge model**

This model explains professionalism within the context of an organised group of experts that apply abstract knowledge to particular cases in practice. The Knowledge Model of professionalism explains the stage at which individuals are undergoing training in a specialised field of study and the association of such field of study to its professional body through an institution. This stage requires recruitment and screening of members into the professional bodies by the already established practitioners in that field and which may require the ability to write and pass the professional exams. The ability of the new entrants to

apply the established theories and methods of the occupation directly to a group of tasks will facilitate the professional acceptance and this creates an infrastructure for identity and expertise (Beaton, 2010: 7; Van Ruler, 2005: 162). Also, the process of acquiring knowledge about a profession requires some training from the established professionals in that field to guide and give the correct required guidance (Maclellan and Soden, 2003). IFL (2009: 3) conclusively describes the role of individuals in professionalism as being a member of a professional body as well as having the individual perception of this level of knowledge and the competency displayed in carrying out ones duty. Therefore, knowledge of ones occupation is one of the major criteria of professionalism.

Knowledge can be acquired from various sources; formal knowledge which is relevant to the workplace can be acquired through education and training. Fundamental education leads to employment while training helps employees to update their fundamental knowledge and develops employees for a better position within the organisation. Agabi and Ogah (2010: 153) admit that human resource development in a developing country is associated with the quality and relevance of education given to citizens and the only means by which the nation can develop. Therefore, there should be a relationship between individual fundamental knowledge and the job/position occupied within an organisation and this is the only way whereby employees can display professional knowledge and ability (International Union of Architects, 1999). Employees might have acquired some basic knowledge before being employed by an organisation but learning in the modern workplace is an on-going exercise facilitated by the human resource management/development department of the organisation through formal or informal processes such as training, coaching, mentoring and team-work (Silverman, 2003: 3). As much as the educational knowledge is important, it is not just enough without workplace competencies such as good communication skills, problem-solving skills, good interpersonal relationship skills, and the ability to function as an individual and in a team (OECD, 2001: 99).

However, Lester (1995: 1) argued that existing knowledge and competence are not enough to characterise someone as professional but also the ability to construct and reconstruct knowledge and skills continuously as required by the job. This is practically possible based on individual aspiration as well as the organisational input into the development of the employee through constant learning and application of the acquired knowledge as needed in the workplace (Silverman, 2003: 3). Kini (n.d) describes professionalism as the embodiment

of continuous learning, dedication and commitment to excellence, which is the basis for steady knowledge and competence. According to Hirsh (2006: 1) knowledgeable workers are an asset to any organisation and cannot be easily replaced and are very hard to find in the labour market. Most organisations develop such personnel through long and hard training sessions and hold tightly onto them. Unfortunately, Agabi and Ogah (2010: 154) reckon the National Manpower Board that is responsible for the development of educational structures and aligning them to workplace needs in Nigeria is dysfunctional due to negligence and improper management.

### **{b} Status model**

Beaton (2010: 7) explains that it is expected of a professional to be associated with higher social and economic ranks, which means that being a professional means to be part of an elite, but, with the availability of wide range of information in this modern generation, knowledge is rapidly increasing and professionals in various fields are increasing. Despite the availability of information at the fingertips nowadays, which actually is the basis for knowledge, the status model of professionalism is about autonomy and class. This model recommends professional licensing before practising. The status model is not about the well-being of the society as a whole but it is about safeguarding the interests of the professional group and which includes exclusiveness, autonomy, and status in order to be popular and well-paid (Van Ruler, 2005: 162). The basis of acquiring and developing knowledge for the Status Model of professionalism is to gain status, power, and autonomy for its professional group.

Fournier (1999: 282) further describes this model in the context of autonomy as an attempt by professionals to subject the public and other occupations to their dictates. It is also seen as a means of promoting expertise and raising the status and prestige of certain practices. Existence of professional bodies will set standards and codes of conduct for their members within which the profession will be guided and monitored.

### **{c} Competition model**

This model focuses on individual professional relationship with clients. It is observed by this model that though the fundamental knowledge and professional status of an individual are important, the basic assessment of their professionalism actually depends on their client's opinion. According to Zacharias (1995), professionalism is explained as the representation and protection of client interests first before that of the organisation or personal professional



interest. Van Ruler (2005: 163) further clarified that the prioritising of client interest has nothing to do with the association of experts or job demarcation but rather with individual competencies. Fournier (1999: 285) stated that professionals should conduct themselves in an appropriate way and present themselves in the legitimate and worthy manner of their profession when dealing with clients, state, and market. Existence and survival of a profession rely on clients' dependence and trust. As much as professionally established client dependence and trust, there should be constant consultation to maintain the relationship. The basis of this model is on professional competency, which is knowledge, skills, and the ability of individuals to solve problems or address situations in a better manner than competitors.

#### **{d} Personality model**

The practical application of scientific and theoretical knowledge is highly recommended and useful in this model. Professionals are expected to be able to reason and act beyond the knowledge acquired scientifically when dealing with clients. Years of experience, as well as the capability to think and reason out of the box are of major importance in order to be categorised as a professionals according to the Personality Model. According to Kini (n.d), the attributes of professionals' behaviours are, being committed and approachable, knowledge of the subject, good attitudes, innovative, good appearance, good communication and etiquette.

This implies that being a professional public servant goes beyond being in the paid employment of the government. It requires a life of commitment and dedication on the part of employee as well as the employer in order to give the best service possible to the public. The public service comprises various professionals who are in the paid employment of the government. Beaton (2010: 3) reckons that every kind of occupation should be protected by some professional guild to ensure that their members are acting in accordance with the ethics of their profession and that they deliver quality goods and services to their clients. Professionals should have specific knowledge and expertise and belong to a close community of people with similar knowledge. The close community must be legal and, both as an individual and at the community level, a professional should be able to use discretion to manage their professional affairs (Brandsen and Honingh, 2011:4).

#### **2.3.2 Zigilo theory of professionalism**

Zigilo (2013) formulated a professionalism theory which he admitted is open to criticism and improvement. The theory is applicable to the concept of this study in the sense that it relates

'professionalism' to the way that four wings are essential for a butterfly to fly: so is "professionalism" to professionals. These proposed, essential wings are; professional skill, communicative skill, awareness of role, and personal character and are needed to exhibit professionalism. The theory also suggests that one of the skills can be well-developed and trained to actually spur the others into effectiveness. Therefore, the professionalism traits proposed by this theory are explained thus:

**{a} Professional skill**

Employers are always faced with talent shortages in terms of candidates with required skills to carry out the job as expected. Having a university degree or qualification does not only guarantee professional skill but the involvement of professional bodies in setting up standards as well as the development of professional training, will enhance future generations of workers to be well-equipped with the necessary and required skills in the workplace (SHRM, 2008; Zigilo, 2013). Hence, it is proposed by this theory that being an active member of a professional body is a vital tool in developing professionalism as well as a competent worker.

**{b} Communicative skill**

Effective communication skill is needed to enhance good working relationships with co-workers, supervisors, managers, and customer as well. An employee who is well enriched in this skill will make a valuable contribution to the organisational objectives and goals. Even organisational clients will refer to such employee as a professional (Alabama Cooperative Extension System, 1998). According to Zigilo (2013), different professions requires their own unique communication skills. Inappropriate use of words can cause work-place rifts and can make an organisation lose valuable clients. Also, good usage of words through advertisements, clients and organisation relationships, among colleagues, as well as a superior relationship with his/her subordinates, can solve bigger problems easily and create professional employees.

**{c} Awareness of role**

Professionalism is described as a career-long process of reflection and growth, an ongoing process whereby individuals continually enhance their understanding of their profession. Therefore, it is essential for the organisation to provide training that will rescue their workers from their confusion as well as enlighten them about the organisations' expectation every step of the way. Zigilo (2013) acknowledges that a professional who does not get the

necessary support and encouragement from his employer will be underperforming as well as misrepresenting what such profession stands to represent.

Going by IFL's (2009: 3) description of professionals as the way and manner by which a job is done, the public perception of the way a job is done also describes if the job is handled by a professional or not. Therefore, it is recommended that both the organisation as well as professional bodies should constantly be supportive and remind their members of their expectations and the purpose for which they have been employed.

#### **{d} Personal character**

As much as the employers, professional bodies, communities and society have a significant role to play in enhancing professionalism, individual commitment to continuously improving their skills and knowledge also contributes immensely to professionalism (IFL, 2009: 4). It was further emphasised by IFL (2009: 7) that the accurate acquisition and demonstration of updated skill and knowledge of any profession shows great competence on the part of any professional. Zigilo (2013) explained that the personal perceptions of an individual are also important in their professional attitude: The character of an employee can make or break the organisational output in terms of client relations as well as products.

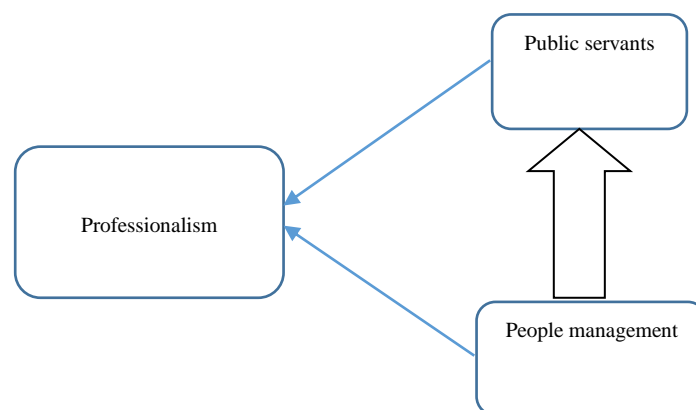
Both the Van Ruler and Zigilo's theories were perfect for this study in the sense that the study looked into competence-based professionalism with emphasis on the public servant. A number of writers (Ndambuki, 2011:3; Rodriguez, Patel, Bright, Gregory and Gowing, 2002: 310; Vathanophas and Thai-ngam, 2007: 46) describe competency as an assessable pattern of knowledge, skill, abilities, behaviours, and other characteristics that an individual needs to perform work roles or occupational tasks successfully. This is an embodiment of Armstrong's (2000:1) and IFL's (2009: 5) explanation of professionalism as the pursuit of excellence based on knowledge, competence, and skill. Lester (1995: 1) further explains that professionalism goes beyond showcasing already existing knowledge and competence but is the ability of an individual to actually exhibit the skill, knowledge, competence and expertise when needed. Organisations have a bigger role to play in nurturing employees' knowledge and skill through appropriate job design with reasonable workloads in order to retain such talent within the organisation. Through proper job description and achievable workloads, employees can display their competence, which is the stepping-stone towards the establishment of professionalism (Hirsh, 2006: 6; Hyland, 1993: 6). Adegoroye (2005:6) similarly describe professionalism as how skilful and how well public servants perform their

duties and functions as well as being the manifestation of good behaviour at work with constant effort for self-improvement by updating knowledge and skills that are needed for work in order to enhance output and productivity. Therefore, professionalism will be explained as concept that comprises various contexts in occupation. Based on the literature analysed above, this study is going to emphasise competence-based professionalism which is centred around the knowledge, skill, expertise and behaviour that is continuously expected of a professional in carrying out their job effectively and efficiently (Vathanophas and Thaingam, 2007: 45).

#### 2.4 Human resource management functions as a moderating factor in professionalism

Most literature associates the term professionalisation to professions such as medicine, teaching, and law. This is no longer the case as many other disciplines begin to gain traction in terms of professionalisation. For instance, public administration has awakened much curiosity regarding the way and manner by which public servants' duties are being discharged (Adegroye, 2005: 1; Brandsen and Honingh, 2011). Clients are asking questions about how competent and professional the public servants are. This is why this researcher has embarked on this study to examine some HRM related factors militating against public servants' professionalism. Therefore, this study regards a public servant as one, irrespective of his level, who works in government with the objective of delivering services to the public. The diagram below will give an illustration of the theoretical structure for this chapter.

Figure 2.1: Structural illustration of the study



The structure is the diagrammatic illustration of the study, which examines people management/human resource management practices (will be used interchangeably), relationships and their effects on public servants' professionalism.

According to Anyim et al (2013:134) and Fagbemi (n.d: 48) the main concern of the human resource management department within the organisation is the development of employee skills and knowledge towards the achievement of organisational goals and objectives as well as the deployment of related policies as and when needed. In order for the HRM department to perform this role successfully the complete strategic approach of having the right people in the right place with the right skills, continuous development of employee skills and knowledge and encouraging employees to have the right attitude in deploying their duties at all-time, has to be promoted within the organisation (Anyadike, 2013: 59). These are considered as technical or basic HRM practices according to Way and Thacher (2001) that will give birth to strategic HRM, which is the contribution of the HRM department/personnel toward the achievement of the organisation's overall objectives. Caliskan (2010: 102) reckons that for any organisation to meet its targeted plan and goal, preference should be given to human resources because they are the only factor of production that can aid other factors in complying with the organisational goals. Considering the importance of human resources within the organisation, HRM has a lot to contribute to the effectiveness and efficiency of public servants in various ways such as setting consistent standards for appointment, development, performance and retirement as well as ensure that employees are aware of and abide by the policies.

However, public service is described as the government's life blood, the reason being that government policies and plans are implemented based on the courage and passion of public servants (Akindele et al, 2005: 336; Gebrekidan, 2011:1; Wahhab, 2009: 2). In order to have passionate and courageous public servants to deliver the government's ideas effectively, the civil service must consist of professionals who are willing to:

- Engage in continuous investigation and a nonstop quest for insight and understanding of issues relating to the public service.
- Constantly learn in terms of training and re-training in order to deliver an up-to-date service.
- Involve themselves in a team-working environment to get jobs done.
- See themselves responsible to customers. Their mission should be to solve problems and add value in any case for customers.
- Have quality and up-to-date education.

Also, they will be expected to discharge their duties in accordance with the professional guidelines, ethics and principles. Public servants operating within the context of professional ethics and public service ethics such as loyalty, neutrality, transparency, diligence, punctuality, effectiveness, impartiality and other values depending on the country, are regarded as professional (Pope, 2000; Ssonko, 2010: 7; UNDESA, 2000: 3). The result of having a public service that possesses all the qualities of professionalism is evidenced in public servants who have the highest professional quality and behaviour that puts public interest first. They will be public servants who strive for effective and efficient performance. They will be employees who are neutral and do not owe allegiance to any political party. They will be employees who are willing to learn constantly, are honest and intelligent, who protect a national image that will attract foreign investment and who support the building of good governance and democracy (Gebrekidan, 2011: 5).

According to Ssonko (2010: 11), human resource management professionals are saddled with the responsibility of giving employees, as well as the management boards, clear directions and guidelines on professionalism in the public service. These guidelines are described as the rules and the practices that are put in place to guide, enforce, and manage expected standards knowledge, skills, and behaviour in the public service (Omar, 2004: 3). The Personnel Management Department of the Nigerian civil service was actually created with the aim of public servant professionalism during the Public Service Review Commission (Udoji Report) of 1974. The commission emphasised two basic things, among others, as the basis for professionalism in the Nigerian civil service. These were specialisation of an administrative officer in one particular job and advancement through it. This would enable them to acquire the needed expertise and experience over the years. Secondly, there should be the training of civil servants through various means in order to improve their skills (Akindele et al, 2005: 339). Along the line, through various government transitions and the introduction of various reform schemes, the Personnel Management Department became dormant and lost direction. Existing civil servants became idle while new ones were employed without knowing what was expected of them. The civil service became a means of financial survival rather than a career. Staff were just drawing a salary without actually working for the pay yet they were complaining of not getting enough. For professionalism to be well-grounded in the public service, good work should be nurtured and poor performance should be corrected using the same measure for all employees (UNDESA, 2000: 6).

On the other hand, however, professionalism cannot be enhanced when the public servants basic needs are not met by their employers. An underpaid employee will definitely look for other means of making ends meet even at the expense of his employer (Onyejeli, 2011: 3). This might actually lead to absenteeism, labour turnover, low productivity and performance. In any case, the human resource management department is always the first port of call for many applicants as well as when there are disputes over wages and working conditions. Therefore it is important for the human resource management to be professionalised in the public service so that the HR managers can promote professionalism across the public sector (Muwanga, 2011: 2).

It was earlier mentioned that this research has adopted competence-based professionalism for the study because competence and professionalism seem to be accessing the same values in the employee. Brewster, Fardale and van Ommeren (2000: 2) describe competence as the measurement of future performance based on the record from the past performance and professionalism is acquired through designation and the acquisition of competencies. In order to be regarded as a professional person, knowledge required skills in an appropriate manner should have been obtained. Just like Macaulay and Lawton (2006: 702) described “competence and virtue,” competence and professionalism are closely related. Competence symbolises certain virtues, whereas professionalism entails competence in order to be implemented successfully. Rodrigues, Patel, Bright, Gregory and Gowing (2002: 309) mentioned that the only way that individual competence can be acknowledged is through the standard of their performance and high performance can be attained through in-depth knowledge and understanding of the basic job content as well as the willingness and motivation to perform.

The overall output of an employee, as seen and observed by customer and community, is characterised as professionalism. Professional standard are set by professional bodies in such a way that they deem fit for whoever is able to carry out his/her duties as a member of that professional guild. The inability to perform as expected by employer and professional associates will portray such an individual as incompetent to practise the profession. Therefore, professional bodies set out expected knowledge, skills and attitudes essential to the practice of the profession as well as guiding principle and policies for the practice. Any form of derailment from the set principle and ethics is unprofessional and may attract some penalty. The public service being the employer of public servants, should set a professional

standard by which the competence of its employees will be determined at all levels through job design and description and proper monitoring by HRM (Lester, 2013: 1; Vathanophas and Thai-ngam, 2007: 45).

## **2.5 Human resource management functions as practiced in public service**

It was mentioned by ASP-HRMnet (2010: 9) that the management of human resources is one of the major weakness of African public administration. The absence of the services of professional human resources management sections in the public service could lead to high staff turnover, inappropriate employment, court cases, and the payment of unfair salaries. Therefore, attention to human resource management and the alignment of its functions to service delivery in the public service will enhance success in its administration, especially in African countries (HR Professional Standards Workbook, 2005: 4; Van der Westhuizen, 2005: 142). The Public Service Charter that was adopted by all African countries at Windhoek, Namibia in 2001 stipulated that quality, efficiency, and effective service delivery through the use of available resources were the major characteristics that should define public service. It further emphasised the relationship between the public service and its employees and described public servants professionalism as the ability of employees to deliver in term of skills, abilities, and the availability of tools and equipment. Also, for the public service to encourage professionalism amongst its employees the charter recommended that:

- Ethical conduct should be promoted.
- There should be non-discrimination of public servants in term of gender, race, and ethnic group.
- The public service should provide a safe working environment for its employees.
- Employees' rights to leave, social security, and retirement benefits should not be denied.
- The civil service recruitment process should be based on merit, equality, and non-discrimination.
- Employees should have the right to a just and equitable remuneration that corresponds to performance's
- A performance culture should be encouraged.



- The working environment should be conducive for the application of new knowledge within the available resources.
- Mobility in public service be encouraged
- Public service continuity should be ensured (Issa, 2011: 9).

Human resource management has not really been given priority in most of the African countries', public services, as it is commonly categorised as one of the general administrative duties and in most cases handled by administrative generalists (ASP-HRMnet, 2010: 5). This has been one of the reasons why the above listed strategy to enhance professionalism in public servants has not fully materialised. Human resources have been classified as one of the most important instruments for productivity and development in any organisation, therefore, its management and administration should not be left in the hands of generalist administrators. Human resources management and development in any organisation (public or private) should be handled by experts in order to ensure proper coordination and management in alignment with the organisational goals and objectives because it is a vital instrument needed in developing employees' competencies (Appah, Tebepah, and Soreh, 2012: 246; Dada, 2006: 2).

The management and development of people in an organisation should be given precedence above other resources because employees facilitate the effective and efficient usage of other resources (Claliskan, 2010: 102). Although the Nigeria's HRM central objective and policy states that the public service should be run by people whose training, experience, motivation, and mental state of mind positively supports the needs and ambitions of government and the people they serve, all traits of human resource management professionalism in the Nigerian public service are defective despite the various reform attempts by the government (African Training and Research Centre in Administration for Development, 2000: 3). The statistical analysis of Nigerian public servants by DESA (2004: 10) showed that the public service consists mainly of lower level cadres (such as clerks, drivers, typist, security personnel, cooks and so on). Below is the breakdown of the analysis:

**Table 2.2: Breakdown of the analysis of the Nigerian public service**

Distribution according to qualification		Distribution according to grade levels	
University graduates	19.1%	Grade level 15 and above	01.4%
Graduates of other tertiary institutions	14.5%	Grade level 07-14	33.3%
Others including lower cadre staff	66.4%	Grade level 01-06	65.3%

Source: DESA, 2004: 10

This shows that the majority of the public service employees are unskilled or under-qualified and this is testimony to the reason why the reform process seems not to be accomplishing its purpose. Before employees can be recommended for on-job training there should be some preliminary education on which the training will develop or improve. The Nigerian public service appears to be the employer of dull, lazy, and unmotivated members of the society (Anyim et al, 2013: 139). In fact, the Federal Civil Service Commission and office of Head of Civil Service were described as useless, ineffective, and morally flexible considering the way appointments, promotion examinations, promotions, postings, and discipline are being handled in the public service (El-Rufai, 2011; Lawanson and Adeoye, 2013: 190). Whitton (2001: 12) reckoned that any organisation that fails to implement adequate leadership training to manage its employees and impose effective disciplinary measure should expect uncontrollable levels of corruption and unprofessional and incompetent output from its employees. Having expressed the state of affairs of the Nigerian public service and how the situation has affected public servant professionalism, this study critically examine the role of the HRM functions based on effective and efficient management of people in the public service and its effect on employees' professionalism:

## **2.6 Employee resourcing**

The process of staffing (recruitment, selection, retention, and dismissal), performance (appraisal and performance management), administration (policy development, procedural development, and documentation), and change management in an organisation is referred to as employee resourcing (ER) (Iles, 2009:14). ER is actually the basic process of recruiting employees and settling them to know and work towards the aims, goals, and objectives of the organisation. The ER process in an organisation must be preceded by proper manpower planning in order to ensure that all departments in the organisation have effective and efficient personnel at all times. This will give the organisation the needed lead when to recruit, promote, and dismiss (Sanusi, 2002). The process enables the HRM department to know the human capacity of an organisation. Manpower planning will also enhance future

planning regarding human resources in the organisation while also preventing skill shortages and the overlapping of employees (Anyadike, 2013: 56; Duggan and Horton, 2004).

The Nigerian public service has been the major employer of labour since independence with about three million employees in both state and federal public service (El-Rufai, 2011; Lawal and Oluwatoyin, 2011: 385; Mukoro, 2005: 31). Despite the large number of employees, the public service seems to be full of unskilled labour, considering that about 65% of the total employees are lower cadre officers with educational qualification not beyond Ordinary National Diploma level (DESA, 2004; El-Rufai, 2011; Ogunrotifa, 2012). Meanwhile, it has been shown that the unemployment rate among Nigerian university graduates is increasing on a yearly basis (Akinyemi, Ofem, and Ikuenomore, 2012: 258). How come the public service could not absorb some of these graduates to replace the ageing, unproductive, and unskilled workforce (El-Rufai, 2011)?

Basically, employment into the service is determined by vacancies, qualifications and the federal character principle (geographical and ethnic representation) (Briggs, 2007; Gberevie, 2010). Appointment into the Nigerian Civil Service is done either by recruitment, secondment, or transfer (DESA, 2004: 9). Recruitment of lower cadre officers (Grade level 01- Grade level 06) has been delegated to ministries, departments and agencies (Briggs, 2007: 145). The result of this delegation is an uncontrolled recruitment process and an overpopulated, unskilled workforce. Promotion of effective recruitment (devoid of sentiment and political interference) plays a vital role in workplace competency and labour force effectiveness (Olatunji and Ugoji, 2013). Recruitment is the process of attracting and selecting the best candidates to fill the appropriate posts in the work place with the use of 'tools' like applications forms and resumes, interviews, reference checks, and tests to know and determine candidate knowledge, skill, attitude, competency, and ability (Briggs, 2007: 142; Tiemo and Arubayi, 2012: 210). Mukoro (2005) stated that recruitment exercises should clearly state the actual vacant position, pay, and method of promotion. Actually, the recruitment exercise should be based on candidate merit but the contrary is the case in the Nigerian Public Service due to political, environmental, and social factors. The Federal Character Principle has been chosen over merit. It has been observed that the result of Federal Character Principle of recruitment has had a serious negative consequence on effectiveness and efficiency of the Nigerian Civil Service (Olatunji and Ugoji, 2013: 83). In order to ensure proper management of money, men, machinery, methods, and materials, qualified people

should be recruited for both managerial and non-managerial positions. This will enhance development and the maintenance of a qualified and well-informed workforce (Sanusi and Martadha, 2011: 30).

Workers who are appointed based on ethnic reasons instead of merit tend to be inefficient and this will result in absenteeism, lateness, idleness, poor workmanship, and a weak institution (public service) (Ogunrotifa, 2012: 10). Besides, Mustapha (2005: 6) clearly stated that there are inequalities in regional educational accessibilities and qualifications in Nigeria, which could be a basis where the Federal Character Principle is actually a weak and sentimental system to adopt for recruitment into the public service. The north-west, north-east, and north-central that happened to have majority ethnic groups compared to the south-west, south-east, and south-south were somehow resistant towards western education when it was introduced. Even now, some groups in that region still contend against it, for example Boko Haram. Therefore, the region is not as educated as the southern part of the country yet the federal character principle advocates that the north should be equally represented at all levels of the Federal Civil Service. This principle is one of the major problems facing public servants' professionalism in Nigeria (Gberevie, 2010: 1449; Igwe, 2012).

Also, since recruitment of the lower cadres is faulty, and most of the staff are not well-educated, it is difficult to promote unqualified personnel to the next level, which means some of the staff will remain at the same level throughout their careers (Briggs, 2007: 147). The external appointment into senior positions will be almost impossible because the workforce has been overpopulated with unprofessional staff at the lower level. It has been shown that most of the graduates who are employed, did not go through the proper recruitment process, which makes it difficult to prove their competencies in whatever skill they claim to possess (Igwe, 2012). According to Ejumudo (2012) and Mukoro (2012: 32) the standard procedure to follow in any recruitment process should be the advertisement of the vacant post internally and if need be, externally, with basic details such as job conditions, job description, and expected key performance areas. This should be followed by the acknowledgement of receipt of applications to all applicants within a reasonable time, unbiased recruitment and the selection of qualified applicants for interviews, giving every candidate equal opportunity during the interviews, avoiding discrimination in terms of gender, race/ethnicity, age, disability or criminal record and the handing of an appointment letter to the approved

candidate. Following this due procedure will definitely lead to the appointment of the best candidate for the vacant post.

Essentially, Olatunji and Ugoji (2013: 80) reckon that failure or success of an organisation depends on its recruitment processes. Influencing recruitment processes in any form such as the popular practice of 'god-fatherism' (giving slots to some political leaders in appointment to MDAs) and favouritism (Not considering merit but ethnicity and familiarity) in Nigeria will only make the employees dance to the tune of whoever it was that influenced their appointment. Evidence is in the 2010 scandal of job slots given to the president, the president's mother, the president's wife, the political leaders and directors in the Nigerian Immigration Service recruitment headed by Mrs Rose Chinyere Uzoma without advertising the vacant posts (Anon 1, 2012) and some other instances of nepotism and corruption in recruitment scandals in MDAs all over the country and some instances of nepotism and favouritism that have become almost impossible to curb (Abubakar and Hassan, 2013). In a nutshell, the recruitment, selection, and placement process in the Nigerian Public Service has not been following the due procedure for employee resourcing. In fact, Igwe (2012) claimed that some of the public servants actually forged the certificates or qualifications they presented for employment and those qualifications were not verified. Makinde (2005) emphasised that inadequate human resource process contributed immensely to the failure of various governmental projects, meaning that putting people without the right qualifications to manage a project is tantamount to failure of the project even before it begins.

Having recruited and selected the right people for vacant positions, it is the responsibility of the organisations' human resource management and the line managers to ensure that new employees are well-received in the workplace and properly inducted into their new job and working environment (Anyandike, 2013: 60). This will prevent the new employee making costly mistakes and enable new employees to understand the objectives, scope, programmes, problems, policies and structures of the organisation. It will allow the employees to gain self-confidence and perform better (Akinyele, 2007). Despite these obvious advantages of induction and the mentoring of new employees' the Nigerian public service still perceives it as a waste of resources since it was generally assumed that the employees were recruited based on merit. They were expected to have all required skills and expertise needed to perform their jobs (Okotoni and Erero, 2005: 1). The kind of induction and mentoring programme required for new employees is cost effective. In fact, it requires little or no cost at

all. The employees should be guided by older, efficient employees doing related work in the same department for few days and should always have the assurance that there is someone to ask when he/she is struggling with anything. Formal training can follow after employees know their way around the job and the environment.

## **2.7 Human resource retention and development**

There is always a tendency for employees to move to a job with better pay and better conditions of service at any time such opportunity comes up, but it is the duty of the organisation to put all measures in place to ensure that employees resist such movements (Oldham and Hackman, 1981). Retaining the best workforce does not come cheaply but it is actually cheaper than the cost of losing them (Ndulue, 2012: 73). Human resources are the most important source of a competitive advantage for any organisation. The way and manner by which employees are managed in an organisation will determine the failure or success of such organisation. Having effective and efficient human resources in an organisation will improve the output quality and reduce absenteeism, employees' turnover, and job dissatisfaction (Ayanda and Sani, 2010: 142; Okeudo, 2012: 57; Vathanophas and Thaingam, 2007: 45).

Employee retention is described as strategies adopted by employers to keep their best workforce for organisational performance using various measures such as job satisfaction with rewards, performance pay, employee training, career development, creation of social community in the workplace, job security, high level of wage rate, organisational image, participative decision-making, and information sharing (Gbervie, 2010: 1450). Before organisations could think of retaining and giving so much responsibility to employees there should have been investment on such employees over the years in term of training and development which would also make the employee feel indebted to the organisation (Sanusi, 2002). Development was depicted as building on the knowledge and skills of employees so as to prepare them for new challenges and responsibilities (Ndulue, 2012: 74). This involves training, education, and career development, which will give employees the basic understanding needed to carry out their duties.

Human resource development is responsible for the expansion of a number of educated, skilled, and experienced people who will be useful for economic and social development. This involves the societal investment in education as well as the organisational investment in

employees' training (Appah, Tebepah, and Soreh, 2012: 246). It has been discovered that a functional human resource development in an organisation help employees to:

- Improve capability required to function in their current and future job responsibilities.
- Develop individual capability as well as the discovery and expansion of their potential for both personal and organisational development.
- Development of organisational interpersonal relationships that will enhance professionalism.

In the light of above listed functions of HRD, Vathanophas and Thai-ngam (2007: 46) also reckon that HRD should encourage competency development by forming opportunities within the organisation for employees to develop their competencies for self-benefit and for the benefit of others. Therefore, it is the responsibility (in term of finances and encouragement) of the PSC to ensure that its employees are given opportunities to be constantly trained and developed in order to improve the needed skills and knowledge to do their jobs effectively.

The Nigerian public service has a compromising basis for accessing its employee performances but the actual performance expectations are not clearly stated. Over the years the Nigerian public service performance has been measured based on overall output of the whole organisation. Individual employee performance has been given little or no consideration (Dogarawa, 2011: 213). Even the restructuring programme embarked on by the elected president in this fourth republic placed more emphasis on the collective assessment of the public service rather than an individual public servant performance and assessment (Adegoroye, 2006: 14). It will be difficult to assess the Nigerian public servants collectively if individual performance is not considered. Actually assessing individual employees could be a little complicated in the Nigerian public service because of the way the work is structured, whereby employees could be deployed to work in different departments of the same ministry within a year.

Meanwhile, actual performance appraisal is expected from the immediate supervisor to evaluate employees once or at most twice in a year (Dogarawa, 2011: 213). The question now is how one determines the immediate superior who is to appraise employees when they have been transferred inter-departmentally. It could have been better if employee performance is appraised at different times by different superiors in all the departments in which they have to

work. In fact this will help the NPS to know exactly where the employee was able to put in his/her best performance and should help their placement in the MDAs.

Apart from the internal evaluation of Nigerian Public Servants' performance, public servants should also be assessed based on the level of competency displayed in carrying out their duties. According to Tongo (2011) the public perception of Nigerian public service is that the workers' performances is inefficient and of a low standard as a result of a lack of motivation and proper incentive measures, Arowolo (2012: 42) contends that performance assessment in the context of public service ethics is supposed to enhance professionalism and employee motivation. It has been observed in the public service ethics that when employees are given a free hand to use their initiative with necessary support instead of undue pressure from political leaders and partisans, they tend to put in their best (Arowolo, 2012: 42). This is why Agburu (2012: 258) classified performance, rewards and incentives as part of a wage and salary scheme that can be categorised as good, if the following characteristics are possessed in its administration:

- Wages and salaries are paid at prevailing rates in the local market and industry to ensure the organisational competitiveness in retaining their employees.
- There is equity in the internal structure of wage payment.
- Individual performance is recognised.
- Individual incentives are implemented

Incentives should be organised in such a way that they are easy to administer. Results should reflect individual ability, access to the reward systems with reward equated with expected efforts. The factors needed for the achievement of this objective should be left in employees' control.

Arowolo (2012: 39) also opined that some of the factors that enhance good performance are; availability of work facilities, a pleasant work environment, capacity building, cordial work relationships, a team building spirit, performance appraisals, assurance of rewards and discipline. It is actually clarified that performance management, a reward system, motivation, remuneration, and an incentive assessment are interwoven and they are actually a powerful force in employee retention and development (Anazodo et al., 2012; Okonjo-Iwela and Osafo-Kwaako, 2007; Snoek, 2014).



## **2.8 Organisational behaviour**

Human life is basically embedded in an organisational structure right from birth and it is a little complicated to separate the work structure from the environmental structure because both are somehow interwoven. Irrespective of individual perceptions of culture and organisation there is a valid relationship between the two and trying to separate them might actually have a negative consequence (Aluko, 2003: 165). People from different backgrounds act differently based on their cultures, values, beliefs, attitudes and norms. These factors have an effect on employees' behaviours and personalities even in the workplace (Wallace, Hunt, and Richards, 1999: 549). Likewise, it determines individual motives, perceptions and expectations for working (Alkahtani, Abu-Jarad, Sulaiman and Nikbin, 2011: 71). Environmental influence is also a major factor that influences effectiveness and efficiency of organisational culture and behaviours.

It also has a great influence on performance. Irrespective of the expected behaviour or culture developed by an organisation, it must be in the context of the environment in which they are operating (Nwokocha and Uremadu, 2012: 112; Udegbe, Afobunor, and Udegbe, 2012: 51). Hekman, Steensma, Bigley and Hereford (2009: 1325) also reckon that there are times when a professional body requires members to take certain responsibilities which contradict the organisational requirements and which are actually not in line with human resource management policies. Human resource management is responsible for bridging the gap between professional ethics and the responsibility of the employee and aligning it to the expected organisational responsibility and behaviour of the employee in order to avoid a conflict of interest. This actually requires understanding of all other external and internal cultures that are likely to impact on the operations of the organisation (Aycan and Kanungo, 2000: 194). Establishment of such relationships will ensure that employees are able to relate emotionally with the organisation as well as with the job in such a way that will enhance effectiveness (Olapegba and Onuoha, 2013: 74). Based on this analysis of embedded culture that leads to expected behaviour with an organisation (Ozdem, 2012; 47) the definition of organisational behaviour as the employees' ability to work/perform better than the set standard with commitment towards achieving the organisational objective, is justified.

Meanwhile, Aluko (2003: 165) classifies culture into material and non-material items, which are knowledge, motivation, languages, morals, philosophy, values, ethos, ideology and other behavioural traits exhibited at work. Both material and non-material items of culture are

contributing factors to the long-term output of the organisation as well as to that of the employee. Therefore, individual and organisational expectations in terms of work behaviour must be aligned in order to create a professional atmosphere in the workplace. Al-Zawahreh and Al-Madi (2012: 158) reckon that there are various factors that motivate people to work and one of them is what is regarded as 'equity theory' as explained in the Adams, Maslow, and Herzberg theories of motivation which clarify the role expected to be played by employers (organisation) and the individual (employee) in order to strike a balance between work input and output. Input can be categorised as the skills, knowledge, attitudes and competence displayed by employees in carrying out their duty while output is what is given in return for using those qualities. If for any reason employees feel that whatever is given in return in terms of wages, salaries, promotion, bonuses and so on is not fair compared to the efforts (skills, knowledge, competence) displayed and what co-workers within the same organisation with the same input are getting, it might result in poor performance (Hofmans, 2012: 475). It does not matter if it is above or below the deserved compensation for in as much as there is a perception of unfairness in the output system, it will have a negative result (Al-Zawahreh and Al-Madi, 2012: 158). HRM is expected to take into consideration equity theory when dealing with employees and playing out its role within the organisation.

One of the perceived levels of inequity within the Nigerian public service is the disparity between remuneration and conditions of service between ministries and parastatals' employees, federal and state employees, private and public employees, political leaders and public servants (Agba and Ushie, 2013: 2). As much as the factors considered for payment and allowances have been reconciled across all sections, the disparities in the monetary values are still enormous, even amongst employees with the same qualifications, level, skills and work responsibilities (Adamu, 2014; Agburu, 2012: 262). The result of this inconsistency has led to much industrial action and protest from public servants (especially civil servants), who have been the lowest paid public servants over the years, but until now no permanent solution has been established (DESA, 2004: 11). It was also established by Card, Mas, Moretti, and Saez, (2011: 1) that employees seem to be more concerned when there is an obvious disparity in their pay ranking rather than pay level, meaning that employees do consider what their colleagues with the same qualifications and job responsibilities earn before concluding that the organisation/employer is unfair/fair towards them and this may result in negative behaviour and output within the organisation which amounts to being

unprofessional. Monetary and financial compensation is actually a powerful tool that stimulates work-related behaviour (Salawu et al, 2010: 61).

Job requirements, work conditions, relationships with colleagues and superiors, the physical environment, and organisational features are identified as contributing factors in the employees' behaviours at work. These factors also link to professional fulfilment as a result of people's expectation of work (Balan, Ciucurel, Mihai, and Ionescu, 2008: 97). It was further observed that the management of human resources in the workplace has a great effect on professional output and job satisfaction of employees. All organisations have a set of expected behaviour, language, principles, and theories that are the norms amongst its employees and any departure from expected standards of such norms could have a negative effect on all levels of the organisation from decision-making processes, through productivity to financial costs (Appelbaun, Laconi, and Matousek, 2007: 587). Therefore, it is the responsibility of the organisational managers and leaders to ensure that all organisational principles, norms and values are adhered to at all times and there is consistency in application of the standards.

Fernandez, Cho and Perry (2010: 309) describe different roles that managers and leaders have to play in the organisation to ensure that standard goals and plans are set in such a way that they are achievable for all parties. Also knowledge, skill, trait, style and behaviour are put into perspective in order to determine leadership effectiveness within the organisation. The behaviour and strategies of the leader is one of the factors that empowers employees to realise goals collectively and individually within the organisation.

Balan, Ciucurel, Mihai, and Ionescu (2008: 97) reckon that the situation of work such as wage-level, relationship with superiors and colleagues, organisational features, and physical environment can affect an employee's entire life, even life outside the organisation. Therefore, it is acknowledged that both individual characteristics and the management of human resources in the workplace have a bigger role to play in employee job satisfaction. Human resource management is saddled with the responsibility of speaking out for employees as well as aligning their personal dreams and expectations to those of the organisation and ensuring that both parties are happy and achieve their goals (Schein, 2010: 7). The duty of aligning organisational objective with employees' goals requires rich knowledge of the pay and the benefit system, industrial relations management, the training and development structures and appropriate talent management skills that will enhance an

effective study of the situation thus leading to the application of adequate intervention that will create an encouraging working environment that promotes professionalism.

‘Organisational climate’ is the description of the general well-being of employees within the organisation. It has been shown that a happy employee is more productive and professional than an unhappy one. Some psychological factors that contribute and determine employee happiness in the workplace are positive emotions, professional development, the realisation of life-purpose, and self-acceptance. Actualisation of these factors will result in general life satisfaction, successful and healthy ageing, organisational citizenship behaviour, improved work performance, and organisational trust (Bahrami, Taheri, Montazeralfaraj, and Tafti, 2013: 62). An organisation culture, climate and structure that give priority to employees’ wellness will also enjoy their commitment and loyalty.

Various effects of organisational culture, climate, structure, and leadership on employee productivity and professionalism in different workplaces in Nigeria examined by Kwaghga, (2014: 2) and Olapegba and Onuoha, (2013: 75) show that inappropriate structures, implementation, and management of principle/policy of organisational behaviour has led to a wastage of human and material resources, a high level of corruption, a lack of accountability and cynicism, among other things. In the globalisation era, where the organisation operates in a very competitive environment, it is essential to have a quality workforce that will promote and protect the organisations’ motive to have an edge over its competitors. Unfortunately, any organisation with a track record of mentioned consequences of organisational behaviours may not be reckoned with as a global force and may find it difficult to retain valuable and professional employees.

## **2.9 Employment relations management**

The employment process in public service is quite different from employment in any other organisation in the sense that beyond the ordinary relationship between employer and employee within the context of the employment contract, public servants have to go as far as fulfilling the political will of their employer, manage and make decisions on behalf of the state, and sustain the public service (Sarmavicius, 2006: 2). In order to be able to balance these duties special caution and skill is required in industrial relations, which is a branch of human resource management in order to achieve the desired result. The essence of employment relations is to create a harmonious working environment and relationships between employees and employers and to ensure that the relationship operates in the context

of government created standards (Abbot, 2006: 188; Osamwonyi and Ugiagbe, 2013: 231). In the case of the public service, the government that should have been regulating the relationship is now the employer, which makes it somewhat complicated.

There are three basic theories guiding employment relations in the workplace namely: Pluralist, Marxist, and Unitary theory. Budd, Gomez, and Meltz (2004: 1) and Venter and Levy (2014: 9) opined that pluralist theory is relatively the best and most widely acceptable, the reason being that it encourages involvement of trade unions (workers' representative) in the bargaining process and the enforcement of the employers' authority over the employee is reduced to minimum. The approach is described as the employee and employer relationship that determines terms and conditions of employment through negotiation, collective bargaining and amicable conflict resolution between both parties through their representatives (Aborisade, 2008). Pluralist theory respects and put into consideration the opinions of all stakeholders in employment relations such as government, trade unions, employers' organisations, consumer associations, professional bodies and so on. Trade unions are also recognised as a stakeholders in politically, economically, and socially related issues that are likely to affect employment relations (Budd et al, 2004: 3).

The Marxist theory was propagated by Karl Marx as a direct involvement of individual worker and trade unions in controlling state resources in such a way that employees will be reasonably compensated, enjoy maximum job satisfaction. The employer will also enjoy minimum labour cost (Okey and Onyishi, 2011: 4). Beyond work related-issues, trade unions or workers should also be involved in economic, political and social decision-making of the state (Venter and Levy, 2014: 10). Marxist theory represents continuous contention between the employers/capitalist and employees about the ownership of resources and which always results in political and social unrest. The role of the state in the Marxist approach is not clearly identified, but it emphasises more about joint ownership of resources by everybody (socialist) which should be promoted by the state rather than supporting any party (Okey and Onyishi, 2011: 3). However, Unitary theory is about the domineering power/authority of employers over employees. Employers have the economic power and determine what percentage of such will be given to employees for their services while opportunities are not given for negotiation. This approach seems to favour employers but it is very disastrous and creates much industrial unrest and is characterised by industrial action (Venter and Levy, 2014: 10). There are various factors such as job insecurity, communication, remuneration and

poor working condition which can lead to industrial conflict and an inappropriate usage and understanding of industrial relations which can have serious consequences on employee and employer output.

Contrary to general assumptions that the pluralist theory of industrial relations is the best, Nigeria's case has been to combine usage and application of all theories. The practice is inconsistent. The situation determines which approach is used most of the time, especially in public service. Sometimes government will negotiate with the unions and on other occasions union activities and existence will be criminalised. In such cases where union activities were criminalised, various tools were used to intimidate and oppress the members and leaders and in the cases where negotiation took place, there have been many unfulfilled promises (Akinwale, 2011: 8; Nnonyelu, 2012: 22; Okaka and Eriaguna, 2011: 187). There have also been cases of divide and rule, where the union leaders would be bribed and would turn against their own and indirectly support employer/government. Okey and Onyishi (2010: 18) actually describe the Nigerian trade union style as interventionist whereby the state usually has the final say or interferes in every employment relations and trade union related issue. Part of the divide and rule measures of the government to destabilise trade unions in Nigeria was the Trade Union Act Amendment of 2005 whereby a new trade union federation was established. Membership of trade unions became voluntary, and strikes were criminalised. The first two amendments mentioned here would have been an improvement on the age-long monopoly power of Nigerian Labour Congress (NLC) and the mandatory payment of union dues by public servants if it had not been introduced based on political motives of the government to unsettle the union and criminalise strikes (Akinwale, 2011: 3). Also, the removal of union dues right from their source rendered unions financially incapacitated and made it increasingly difficult to maintain their administrative systems.

According to Onyejeli (2011: 3) Nigerian public servants represent some of the lowest paid workers in Africa despite the continued increase in inflation rate. Most of the time the government has unilaterally decided and declared a national minimum wage without consultation. Basically, wages are expected to be determined based on mutual agreement and negotiation between employees and employers considering factors such as the living and working conditions of employees and the economic situation (i.e interest rate, inflation rate, and cost of living). Most industrial action in Nigeria occur as a result of wage disputes leading to unprofessional behaviour such as an irregular schooling system due to

teacher/educator strikes at all levels of study, decreased economic and developmental growth in terms of productivity, employees engaging in other personal activities to make up for their lost income, and the deterioration of the health of the populace due to health worker strike action (Agba and Ushie, 2013: 1). According to Akinwale (2011: 6) the weak incentive system in the Nigerian public service does not encourage good performance by employees and has resulted in a bad work ethic and poor service delivery by MDAs which have been characterised by corruption.

Okey and Onyishi (2010: 11) mentioned that even the job grading system in Nigeria was established through the colonial administrative order and it has never been reviewed nor collectively debated amongst all stakeholders since then. This has led to irregular and an inconsistent job grading system and is causing much workplace discontent in Nigeria. Despite employees' unhappiness about a number of things in the organisation, the collective bargaining and dispute resolution machinery put in place are so dysfunctional that the employees never get any tangible resolution and then end up more frustrated than they were before seeking an intervention (Anyim, Chidi and Ogunyomi, 2012: 2). Apart from collective measures put in place to address workplace-related issues, individual employee needs and happiness are given little or no consideration. The collective bargaining system should have promoted professional standards, mutual interests and service to the public, the sharing of occupational skills and experience amongst employees and employers and an avenue to address grievances before they turned to disputes if constantly adhered to and if prevailing circumstances such as the political climate and mutual understanding among stakeholders were in the right order (Anyim, Ekwoaba, and Shonuga, 2013: 62; Anyim, Osekola and Olusiji, 2011: 64).

There is legislation with consequences guiding occupational health and safety in Nigeria but for whatever reasons, organisations are not complying with those rules. There have been many occupational related accidents that happened as a result of employers' negligence or exploitation and those employers were never brought to justice. The public service is liable in two ways: (a) Responsible for the legislation (b) Ensuring compliance of all parties involved through the Ministry of Employment, Productivity and Labour provisions. In the circumstances where the employer happens to be the lawmaker, the cases die a natural death. Such a situation could be very demoralising for employees knowing that if anything happens to them in the course of carrying out their duty, their loved ones might not be catered for or

knowing that they are working in dangerous terrain but their employers have done nothing to insure their life. Insecurity and occupational hazards can result in nonchalant and unprofessional attitudes to work (Ale, 2008; Idubor and Oisamoje, 2013: 154). Kalejaiye (2013: 18) mentioned that institutions were created by the Federal Ministry of Health to train managers, health inspectors, medical officers, and safety officers on how to maintain and promote workplace health and welfare. Also, legal provisions were made by the Federal Ministry of Employment, Labour and Productivity (Ministry responsible for labour and employment related affairs) whereby responsibility of all parties involved in employment relations towards workplace health and safety were highlighted in order to ensure a clean, ventilated, lightened, conducive, and danger-free workplace environment (Employee Compensation Act, 2010). However, the Act does not cover or make provision for any illness or accident that does not happen as a result of a workplace hazard. Despite all tactics and methods introduced to solve workplace related issues such as wage disputes and compensation, it seems that they have all failed due to improper implementation and follow-up. According to Okaka and Eriaguna (2011: 190) most of the employees of the Federal Ministry of Employment, Labour and Productivity are not skilled enough to handle dispute resolution and other responsibility bestowed on them because they are not professional in such areas and are recruited as a result of the recruitment defaults that have been earlier mentioned.

Workplace injuries are not properly documented because many are not reported. As a result the casualties are not appropriately compensated, wage issues are not adequately resolved and the settlement of one wage dispute is the beginning of another. The holistic human resource management approach is where employees' welfare in each and every MDAs will be monitored, discussed, negotiated and implemented through, and by, human resource management practitioners (Salawu et al, 2010: 65). The human resource management will be responsible for job design, job description and job grading and wage and conditions of service will be assigned accordingly. This will ensure that the right people with the right skills that are employed for the job are adequately compensated, instead of unprofessional and incompetent employees who only care about their wages, even when they cannot do the job. Grobler, Warnich, Carrell, Elbert, and Hatfield (2006: 559) believe that performance within the organisation should be from the top management downward. If the people who are employed to negotiate or settle disputes for the workers are not skilled to do their job then the organisation/nation will always experience industrial disputes.



## **2.10 Exit management**

This is a process that should have been part of the original plan of the organisation right from the onset and employees should be made aware of the procedure right from the time of their signing the employment contract. Apparently many organisations, as well as employees, have failed in putting exit or retirement into perspective while entering into employment relationships.

Irrespective of circumstances that surround employee exit, employment contracts must come to an end at some point and it should be a painless and exciting one if all plans were accurate. There have been many retirement-related pains and grievances in Nigeria due to the non-payment of pensions and gratuities as they ought to have been paid. These have led to an over-populated public service because older employees are falsifying their birth certificates so as to remain in the service due to fear of the pain and uncertainty related to the collection of these pensions (Adegbayi, 2005: 2). The actual official retirement age in Nigeria is 60 years, or after 35 years of service, after which employees are entitled to claim whatever they have contributed over the years in the form of pension and gratuity. Employees who wish to embark on voluntary retirement can also claim they have worked for the government for more than 15 years (Eme and Ugwu, 2011: 2; Obi n.d, 2). Gratuity is the lump sum paid to a retiree immediately after retirement, while pension is a monthly sustenance allowance until death. Many factors such as the ever increasing cost of living that continuously requires wage and salary adjustments, incompetent staff, poor recording systems, and an overpopulated work force plus ghost workers, contribute to the overwhelming burden of pension payments (Samuel, 2013: 12804).

There have many pension reform acts in Nigeria starting from 1946 until the 2004 one, but according to different reports they all have their flaws and practically failed because they were established based on decrees and without due consultation with the appropriate stakeholders. There is hardly any literature that elaborates the role that human resource management can play to ease the pension administration discrepancies in Nigeria. However, problems encountered from the non-involvement of human resource management are not limited to Nigeria alone. Countries such as Chile, Canada, and Britain have their own share of pension hiccups (Casey and Dostal, 2008). However, Fapounda (2013; 26) reckons that the proper implementation of a pension scheme in an organisation is a powerful tool for boosting employee morale and increasing productivity as well as attracting societal goodwill. In order

words, fear of the unknown can lead employees into unprofessional practice such as stealing, absenteeism, late coming, and corrupt practices while at work in order to safeguard their supposed interests at retirement. Human resource management is about protecting and promoting employees' interests in order to ensure that they are happy and working towards the achievement of the organisational goal. The HRM department is expected to play an active role in planning employee retirement in order to provide a suitable approach and time for both parties (Davies, Dhingra and Stephenson, 2013: 5).

The recently introduced pension scheme, which seems to be a solution for all previous shortcomings, is expected to be a contributory pension style whereby both employer and employee will be contributing towards a pension savings account of their choice in a privately owned pension fund. The scheme is yet to manifest its full purpose because employees who have less than five years' service are excluded from benefiting from the scheme. The new scheme was only introduced in 2004 and many unresolved issues need to be addressed first before attending to emerging cases. Unfortunately, the failed Pension Commission (PENCOM) is still assigned to oversee the implementation of the new process (Adebayo and Dada, 2012: 30).

### **2.11 Chapter summary**

In this chapter, the vital relationship between human resource management practices and employee professionalism have been discussed. Some of the people management issues that went wrong in the Nigerian Public Service from inception were also uncovered in the course of reviewing the literature. The next chapter will discuss various measures that were adopted to develop instruments and collect data for the study.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter explains various approaches by which information was collected for the study. The population from which the sample was drawn is also discussed together with the sample size and units, the data collection process and instrument reliability and validity. Various statistical instruments and techniques adopted and reasons for their adoption are also discussed.

This is an empirical study of the people management factors militating against Nigerian public servants' professionalism. The primary data were collected using a questionnaire. Various authors were also consulted to serve as a study basis and provide secondary data for human resource management, public service ethics, codes of conduct and professionalism.

#### **3.2 Study population**

The research participants were drawn from the 2013 set of public servants' who had attended training/courses at the Administrative Staff College of Nigeria (ASCON). The Nigerian Public Service Act only permits officers from Grade Level 7 or above to participate in training, short courses, or further studies at the institution. Therefore, the participants in this research were selected public servants from Grade Level 7 and above who attended training course. Almost all governmental institutions (ministry, parastatals, agencies, and departments) were represented. The majority of the participants were from the federal institutions. Banerjee and Chaudhury (2010) and Sekaran and Bougie (2013: 242) describe the population as the entire group from which information is expected to be determined. The target population of this study was the entire population of Nigerian public servants, with special focus on ASCON delegates who are basically senior staff ranging from grade levels 7-17. The actual population of the study consisted of the privileged public servants attending courses at ASCON in 2013 and the sample was randomly selected from these set of participants.

#### **3.3 Sample size**

The ASCON delegates that participated in the study were strictly public servants because the focus of the study was to address people management factors affecting public servants professionalism. Stratified random sampling of probability sampling method was adopted whereby the delegates were divided into two groups namely public servants delegates and

private organisation delegates. Research sample was randomly selected from the public servants delegate. Availability and willingness of participants are also considered for inclusion. Creswell, Ebersohn, Ivankova, Jasen, Nieuwenhuis, Pietersen, Plano Clark and van der Westhuizen, 2014 describe stratified sampling as the method of sampling whereby the population is divided into number of equal and non-overlapping group. Every course participant at ASCON in 2013 had equal opportunity of being selected to participate in the study. Participants represented the entire ASCON public servants' delgate opinions about the research study (Ahmed, 2009; Sekaran and Bougie, 2013: 256). The questionnaire was administered randomly to all public servants studying at ASCON during the period the research took place. One thousand (1000) questionnaires were administered to participants. Out of this, only five hundred and forty-five (545) were returned. Four hundred and seventy-nine (479), 47.9% were considered useable. ASCON management indicated that close to one thousand five hundred public servants attend ASCON's programme annually. This, according to Sekaran and Bougie (2013: 268), is a fair sample. These authors are of the opinion that a sample size of 306 (three hundred and six) is expected for a population of 1500 (one thousand and five hundred). There is therefore some justification for the sample size, meaning that the number of useable questionnaires available for quantitative data analysis is acceptable.

Also, three different groups that consisted of about eight to twelve people each were met at different times for focus group discussion. The groups were limited to three due to time constraints and availability of delegates as at the time the focus group discussion was held. The group discussions were done to elaborate on the quantitative results, the response was more detailed and explicit (Creswell et al, 2014). The discussion was recorded using tape recorder and was latter transcribed according to the research theme.

### **3.4 Research instrument and design**

This empirical study described people management factors militating against public servants' professionalism in Nigeria and its objectives were to determine the relationship between public servants' professionalism and people management factors. Two different instruments that would give an accurate description of the prevailing situation of the Nigerian public servants' professionalism and people management were designed to collect data for this study. Both instruments (quantitative and qualitative questionnaires) served their purposes and covered vital areas that could enhance better understanding of the content of the study (Bryman, Bell, Hirschsohn, Dos Santos, Du Toit, Masenge, Van Aardt and Wagner, 2014).

The first instrument was a questionnaire with closed and open-ended questionnaire items. The first section (Demographic) covered the personal details of the participants such as gender, age, academic qualification, years of experience at work, and work grade level. The other parts of the demographic details of the participant consisted of open-ended questions that requested data for academic discipline, professional status, the name of the participant ministry/parastatal, and job title. The demographic part served the purpose of confirming various areas of the study, such as:

- Ensuring that the participant was actually a public servant.
- Age representation of the research participants would enhance knowledge of the workforce age.
- One of the traits of professionalism is membership of a professional body. This would help the researcher to determine public servants' involvement in their professional association.
- Academic qualification and discipline would help to determine participants' knowledge and skills.
- Other questions such as work experience would determine the participants' experience relating to the content of study.

The research item part of the questionnaire asked questions about people management in the public service ranging from employee resourcing, human resource retention and development, organisational culture, organisational climate, employment relations and exit management in the Nigerian system. This part also covered some questions that would determine professionalism. Likert scale options were given to various statements that were developed based on the research study in order to ascertain the participants' response to the subject. Likert scale provides an ordinal measure of respondent's attitude that shows their level of agreement or disagreement with the statement (Creswell et al 2014: 167; Morgan and Harmon, 2001: 3).

The second instrument used was an open-ended questionnaire which was administered in the form of a focus group discussion. The participants were interviewed in groups of 8-12. The questions also covered such as professionalism and people management variables that were mentioned in quantitative instrument. A research study with combined elements of

quantitative and qualitative methods for the purpose of collecting and analysing data in a study is referred to as 'mixed method' research (Creswell, 2006: 5; Johnson et al, 2007: 123). The usage of both the qualitative and quantitative approach enhanced understanding from both the researcher's and the participants' perspectives. The focus group discussion covered most of the issues that had been quantitatively analysed in the questionnaire. All the sessions were recorded and transcribed. The outcome/responses obtained were used to authenticate or to rule out the quantitative questionnaire responses. Focus group participants' were also ASCON delegates for 2013 and it was ensured that they are all public servants.

### **3.5 Reliability and validity of instrument**

Reliability is defined as the degree to which research results are consistent over time and an accurate representation of the population studied as well as the ability to reproduce the result using the same methodology (Golafshani, 2003: 598). Also, Sekaran and Bougie (2013: 25) describe reliability as test of consistency of a research measuring instrument, while validity is described as how well the instrument designed or used actually measures the concept its was designed to measure. However, consistency of an instrument does not guarantee accuracy of result. According to Babbie and Mouton (2010: 120) accuracy of a research outcome depends on various factors such as participants' mood, questions asked, environmental influence, and interpretation of research outcome and so on. Over the years the questionnaire has proven to be a most suitable instrument for data collection for various reasons. These include:

- A large number of participants are involved;
- The time frame of data collection: Interviews take longer. Unlike questionnaires where participants can respond to numerous questions (using Likert type questionnaire) without wasting a lot of time.

According to Sivo, Saunders, Chang, and Jiang (2006: 352) questionnaires are comparatively easier to administer and efficiently gather large amounts of data at low cost, which is why it was considered more efficient and reliable for this study. The focus group interviews were also chosen in order to save time and have a large number of interviewees under the same roof. Focus group interviews enable different opinions to be heard and countered without intimidation because all participants remain anonymous. These two ways of using the questionnaire (quantitative) and the interview (qualitative) for data collection have been used over the years and accurate result have been achieved from their usage. Therefore, it was

concluded that they were the most reliable means of getting the expected results for this research.

Furthermore, before the commencement of the actual data collection, the electronic copy of the questionnaire was emailed to the institution's (ASCON) management for a pilot study. It was also shown to other major stakeholders in the study such as supervisors, a statistician, and the Faculty of Business, CPUT Research Ethics Committee. This was done in order to improve on the quality of the research instrument by using stakeholder input to make necessary adjustments before the actual data collection. Thabane et al (2010: 1) describe a pilot study as the preliminary try-out before investigation, which further clarifies the cost, time, resources and management of the actual research before rolling it out. In the course of the pilot study, some objections were raised by the stakeholders and research participants. These were taken into consideration before the final instrument was sent out.

After the final data collection, the responses were captured in a SPSS file. Cronbach's Alpha was used to run a reliability test for quantitative data which was estimated between 0.745 and 0.592 (See appendix H). This is considered to be within the statistically acceptable reliability range. The range of Cronbach's Alpha for reliability is determined between 0 and 1. Any test result from 0.5 and above is considered to be reliable (Gliem and Gliem, 2003: 87; Tavakol and Dennick, 2011: 53). Bashir, Afzal, and Azeem (2008: 36), Golafshani (2003: 599) and Sekaran and Bougie (2013: 292) explain reliability as a measurement of consistency and stability using Cronbach's Alpha as a reliability coefficient to determine how well research items are positively correlated. The closer the Cronbach's Alpha is to 1, the higher the internal consistency and the more reliable the measurement. Once the instrument reliability has been established, it will also validate the development of the instrument and the way it serves its purpose in the research.

### **3.6 Data collection procedure and method**

The procedure for collecting data for this study was determined by the nature of the research as well as by the research population. The Nigerian public service, as earlier explained, comprises all core ministries/extra ministries, civil service, agencies, parastatals, and departments. There are about one hundred (100) MDAs with about three million employees (El-Rufai, 2011). Considering the population of the public servants and large number of government institutions in Nigeria, it would be difficult to get representatives from all MDAs. A common ground was decided as a better chance of meeting a reasonable

percentage of the total population that would produce representatives from almost all MDAs. ASCON is one of the training institutions for public servants in Nigeria as well as one of the approved centres for promotion assessment for all public servants (Federal Republic of Nigeria Official Gazette, 2009: 6). In fact it is mandatory that a public servant should attend at least a course at the institution before attaining a particular level in the commission. The institution confirmed that about one thousand, two hundred (1,200) public servants were trained annually.

The researcher approached the management team of ASCON stating the research intent with a letter from the supervisor/institution to confirm that this was an on-going study that needed the institution's assistance for data collection. After a lengthy discussion and explanation of the research scope, the institution consented to the administration of the questionnaire on their course participants but all research participants were to remain anonymous. This included the focus group members. Therefore, a consent letter was given by the institution, ASCON, approving of data collection from the public servants attending courses in the institution. The research data was collected over a period of six months, the reason being that the institution runs various courses at various times, both short and long courses. In order to have a wide range of participants the questionnaire was given to different sets of participants while they were attending the courses. Detailed literature on professionalism and public service ethics was consulted for the secondary source of information. Having critically studied and observed the current and past situation, it gave insight into the conduct of public servants around the world, as well as the current situation of the Nigerian public service and its employees. The findings brought about a decision that the questionnaire and interview method would be appropriate to collect data for the research (Sapsford and Jupp, 2006: 58).

The researcher also engaged participants in focus group discussions where the research content was discussed under the various contexts of the variables. Bird (2009: 1307) describes the questionnaire as an appropriate instrument for acquiring information on participants' social characteristics, current and past attitudes, and their belief in respect to the study content. Considering the fact that the questionnaire would reach more participants it was concluded that it was one of the appropriate instruments to be used for data collection in this study. The focus group discussion was also adopted for data collection in this research in order to eradicate various complications that might arise in the analysis of the quantitative questionnaire data as well as for the purpose of validating the quantitative data responses.



Hussein (2009: 2) defines the mixed research methods as a situation whereby multiple methods, mainly quantitative and qualitative, are employed in studying the same phenomenon for the purpose of increasing study reliability. The usage of various means of data collection in research is referred to as mixed method and it is appropriate for this study because:

- One method may not be able to provide the required information.
- The variation will establish the validity of the data.
- It will ensure that there will be no 'gap' in the data collected.
- It will give answers from different perspectives.
- It will validate or over-rule the researchers' initial assumptions. (Bulsara n.d)

### **3.6 Data analysis**

Various appropriate statistical measures were used to analyse the collected data. The statistical data collected was used to draw conclusions about the whole population's understanding of people management factors militating against Nigerian public servants' professionalism. According to Babbie and Mouton (2001: 475) and Sapsford and Jupp (2006: 211), this kind of statistical conclusion is referred to as inferential statistics. Inferential statistics is used to draw conclusions about the research findings and relate them to the whole population of study, which will give an indication about the level of doubt with which the research finding should be treated. Therefore, inferential statistics such as chi-square, t-Test, ANOVA, Coefficient of Correlation and Coefficient of Determination have been used in this study to determine the relationship and connection between all variables.

Sekaran and Bougie (2013: 305) stated that Univariate Statistical Techniques are used when two-variables are being examined. The t-Test for independent groups is a statistical test that compares the means of two different samples of participants to test their similarities and differences in order to draw conclusions. Brace, Kemp, and Snelgar (2000: 73) further explain t-Test as a means of comparing performance among two participants and it is appropriately used when data are parametric and attained using independent group consent. The confidence interval for t-Test is determined at 95% or 99%, which corresponds to 0.05 or 0.01 to prove the level at which confidence should be shown in the research output. The t-

Test examines the significant difference or relationship between two means, preferably for ratio or interval data.

Chi-square could also be used for the same purpose but it basically compares the observed frequency (the distribution of frequency of data collected in the study) to expected frequency (what we anticipated to occur by chance) in order to determine the level of significance or relationship between statistical variables (Adeyemi, 2009: 48; Babbie and Mouton, 2001: 482; Brace, Kemp, and Snelgar, 2000: 92). Analysis of variance (ANOVA) is used to determine the level of significance of variables with three or more groups to compare (Sapsford and Jupp, 1996: 248). This was necessary for the determination of all research objectives and for the development of a professionalism model for people management in the public service.

Lastly, coefficient of correlation is used to evaluate the similarities between all the variables. Coefficient of correlation is established within the value range of -1 to +1 to determine the amount of information common between the variables (Abdi, 2007: 1). A value of -1 shows that the measurements are measuring the same thing but one measurement is contrary to the other, 0 indicates that the measurements have nothing in common, and +1 shows that the measurement are measuring the same thing. The square correlation produces the numbers of common variables amongst the variables, which is called the coefficient of determination.

### **3.7 Ethical considerations**

There are various ethical issues that a researcher must take into consideration when embarking on a research journey, especially if the study involves humans and environments. This requires that the moral integrity is of high standards in the course of conducting the research for the findings to be considered trustworthy and valid (Mollet, 2011). The CPUT Ethical Committee reviewed the research proposal and the questionnaire to check if the study would at any point be harmful to the participants. A letter of consent from the participating institution was also required in order to ensure that the institution was aware of such intent to carry out the study by the researcher at that time. Both institutions studied the proposal and the questionnaire content and written approval was given to the researcher to go ahead with the study. Participants were also advised to withdraw from the research if at any time they felt that they were no longer willing to participate in the study. This was written as part of the content of the questionnaire. Participation was voluntary and no reward in any form was given to any participant. Anonymity was promised to the participants for security reasons.

### **3.8 Chapter summary**

The chapter has given a detailed overview of the processes undertaken to develop the research instrument as well as those of data collection. The next chapter presents the analysis of data collected quantitatively and qualitatively.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

#### **4.1 Introduction**

All data collected both quantitatively and qualitatively are presented, analysed and interpreted in this chapter. The analysis was done according to the stated objectives in Chapter One while results are interpreted accordingly.

The questionnaire for the quantitative data was covered in Part A of the instrument and Part B covered the qualitative part of the questionnaire that was the transcribing of the focus group discussions. Various statistical analyses were adopted for the objectives under quantitative analysis due to variations in the way the research instrument was designed but all contents were descriptively analysed. Different variables in the questionnaire and which were used to examine people management **relationship with** professionalism are presented in tabular form. The data are presented using different types of scale.

The data was cleaned and coded, in order to check inaccuracy or uncompleted data so as to improve the quality through correcting mistakes by discarding the questionnaire or other applicable means of corrections (Chapman, 2005: 1). Out of almost one thousand (1000) questionnaire copies given to participants only five hundred and forty-five (545) were returned. In the course of cleaning the data four hundred and seventy-nine (479) were found to be useable. The 479 questionnaires form the basis upon which the research data were analysed and interpreted. After the data had been properly cleaned, it was coded for easy and meaningful input into SPSS (Statistical Package for the Social Science). All questionnaire items were given numerical values in order to enhance its analysis on SPSS.

The numerical data from SPSS is presented and analysed using tables and graphs, while the interpretation will explain the t-test, analysis of variance (ANOVA), chi-square, and factor correlation. Data will be presented and interpreted according to the objectives of research using questionnaire content. The findings of the study are thus presented below.

#### **4.2 Part A: Quantitative data analysis**

##### **4.2.1 Participants' demographic data**

There are ten research items used to examine the professionalism and competence level of the participants on how their jobs are done, with or without assistance, the support received from

ministry, management and colleague, and to what extent the working environment is conducive for them to carry out their duties effectively and efficiently. The ten items generated a Cronbach alpha of 0.782 (see appendix H) for professionalism.

**Table 4.1: Analysis of gender of research participants**

	Frequency	Percentage
Male	297	62%
Female	177	37%
Missing	5	1%
Total	479	100%

Table 4.1 above presents the distribution of participants' according to gender; 62% of the participants were male, while 37% were female. One per cent of the participants did not indicate if they were male or female. This is an indication that more males participated in the study.

**Table 4.2: Descriptive table for research participants' age**

Age	Frequency	Percentage
21-25 years	7	1.5%
26-30 years	59	12.3%
31-35 years	59	12.3%
36-40 years	102	21.3%
41 years above	249	52.0%
Missing	3	0.6%
Total	479	100%

The majority of the participants were older than 41 years (52%), while the next category of participants were within the age of 36-40 years (21.3%), followed by employees within the age of 31-35 years (12.3%) with 26-30 years participants making 12.3% of the total research population. The lowest comprised those within the age range of 21-25 years (1.5%). This actually shows that the majority of the NPS participating at ASCON course are aged or that the younger ones are not permitted or qualified to attend the training courses such as the one where the researcher met the participants. Moreover 0.6% of the participant failed to indicate their age.

**Table 4.3: Highest educational qualification of participants**

Academic qualification	Frequency	Percentage
HND/ Bachelor's degree	306	63.9%
Masters	99	20.7%
PhD	5	1.0%
Other (if possible mention the name of the degree)	45	9.4%
Missing	24	5.0%
Total	479	100%

The majority (63.9%) of the participants hold a Higher National Diploma or Bachelor's degree while 20.7% have a Masters' degree in various disciplines. Nine percent (9.4%) have qualifications that were obtained outside universities and polytechnics within or outside of the country, and 1% possessed a PhD degree, while 5% did not specify any academic qualification.

**Table 4.4: Work grade level of participants**

Grade level	Frequency	Percentage
Grade level 7-8	151	31.5%
Grade level 9-10	166	34.7%
Grade level 11-12	26	5.4%
Grade level 13-14	55	11.5%
Grade level 15-17	70	14.6%
Missing	11	2.3%
Total	479	479

Table 4.4 is the analyses of the work grade level of participants. The majority of the participants are NPS staff within grade levels 9-10 (34.7%), followed by grade levels 7-8 with 31.5% of the participants, while grade levels 13-14 and 15-17 are 11.5% and 14.6% respectively. About 2.3% of participants did not mention their work grade levels within the public service. Given the fact that majority of the participants are within the job grade levels 7-8 and 9-10, as well as the statistical analysis of the participants age which showed that the majority of research participants are above 41 years old, questions will be raised about the criteria and conditions attached to promotion in NPS. This will be evaluated or investigated as well in the course of analysis and discussion.

Table (4.5) below presents the years of experience and this is also a deciding factor in actually verifying the concerns raised about the Nigerian public servants workforce and work grade level.

**Table 4.5: Participants' years of work experience**

Years of experience	Frequency	Percentage
1-5 years	117	24.4%
6-10 years	63	13.2%
11-15 years	72	15.0%
16-20 years	56	11.7%
21 years or above	167	34.9%
Missing	4	0.8%
Total	479	100%

Table 4.5 shows that 34.9% of the participants have been in the PS for over 21 years, 24.4% joined the service within the last five years, 15.0% have been working 11-15 years, 11.7% have 16-20 years of experience, and 13.2% have 6-10years working experience. Meanwhile 0.8% of the participants failed to mention their years of experience.

**Table 4.6: Participants' professional body membership**

Professional body member	Frequency	Percentage
Yes	196	41.6 %
No	275	58.4 %
Total	471	100 %

As shown in Table 4.6 above, the majority (58.4 %) of the participants are not members of any professional bodies, while 41.6 % are members of a professional body. The relationship between professionalism and membership of professional body will be examined later in the study.

*Objective 1: Determination of effect of demographic variables on Nigeria's Public Servants' professionalism*

**{i} t-Test analysis of gender relationship with professionalism**

Basically, the first objective of the study was to examine the relationship between demographic variables, (gender, age, educational qualification, academic discipline, job description) and professionalism. Different statistical methods were used due to disparity in the way the questions were set. The gender relationship is better examined using the t-Test since only two groups –male and female are compared. T-test examines if there is any

statistical difference between the means of two tested groups. Table (Table 4.7) is the t-test analysis of all the research variables using gender.

**Table 4.7: t-Test distribution for gender**

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Professionalism	Male	296	2.38	.594	.035
	Female	176	2.46	.612	.046
Human resource retention and development	Male	296	2.86	.512	.030
	Female	176	2.97	.569	.043
Organisational culture	Male	291	2.56	.833	.049
	Female	173	2.64	.924	.070
Organisational climate	Male	290	2.44	.842	.049
	Female	173	2.46	.913	.069
Employment relations management	Male	290	2.33	.619	.036
	Female	173	2.33	.618	.047
Employee exit management	Male	284	2.80	1.030	.061
	Female	171	2.64	1.065	.081

The table showed that there is no obvious difference in the means of 'Male' and 'Female' when attending to professionalism related questions. The statistical breakdown of respondent responses related to professionalism is therefore analysed in Table 4.8 below.



**Table 4.8: Chi-square distribution of effect of gender on professionalism**

Questionnaire Variables		Response categories obtained					Chi-square
		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree	
Q21. Outstanding performance is always rewarded	Male	34 (11.7%)	91 (31.5%)	29 (10.0%)	97 (33.4%)	39 (13.4%)	.764
	Female	15 (8.9%)	57 (33.9%)	13 (7.7%)	61 (36.4%)	22 (13.1%)	
Q25. Every promotion comes with more responsibility	Male	71 (24.5%)	164 (56.6%)	10 (3.4%)	34 (11.7%)	11 (3.8%)	.093
	Female	30 (18.3%)	93 (56.3%)	13 (7.9%)	17 (10.5%)	11 (6.7%)	
Q28. I have opportunity for on-going learning and development to expand my skills	Male	79 (27.2%)	163 (56.2%)	8 (2.8%)	26 (9.0%)	14 (4.8%)	.329
	Female	46 (26.9%)	87 (50.9%)	10 (5.8%)	15 (8.8%)	13 (7.6%)	
Q30. I have acquired new skills/qualifications during my period of working with this ministry/parastatal	Male	63 (21.7%)	165 (56.9%)	3 (1.0%)	37 (12.8%)	22 (7.6%)	.411
	Female	37 (21.6%)	91 (53.3%)	6 (3.5%)	25 (14.6%)	12 (7.0%)	
Q33. The ministry/parastatals support employees' professional development	Male	59 (20.3%)	137 (47.2%)	21 (7.3%)	48 (16.6%)	25 (8.6%)	.478
	Female	36 (21.3%)	90 (53.3%)	9 (5.3%)	19 (11.2%)	15 (8.9%)	
Q35. My manager is competent and manages all departmental resources well	Male	68 (23.5%)	152 (52.6%)	17 (5.9%)	35 (12.1%)	17 (5.9%)	.030
	Female	24 (14.2%)	88 (52.1%)	15 (8.9%)	22 (13.0%)	20 (11.8%)	
Q36. The current management and leadership team ensures that department delivers its services efficiently and effectively	Male	56 (19.4%)	181 (62.6%)	11 (3.8%)	27 (9.4%)	14 (4.8%)	.761
	Female	38 (22.3%)	97 (56.7%)	6 (3.5%)	20 (11.7%)	10 (5.8%)	

Level of significance is determined at  $p \geq 0.05$

Considering the gender distribution of participants discussed in Table 4.1, which shows that there are more male participants than the female participants, there is no significant difference in the way both genders responded to questions that are professionalism related. Question 21 in the Table 4.8 above shows that 46.7% and 45.9% of the male and female respondents respectively, agreed that outstanding performance is always rewarded in their

ministries, while 46.8% and 49.4% of male and female respondents also disagreed, although only 458 people from the population sample responded to the question. In response to Q25, male (81.1%) and female (74.5%) agreed that whenever they were promoted it always came with more responsibility, while 15.5% (male) and 17.1% (female) disagreed. Responding to Q28, 83.4% and 77.8% of male and female respondents agreed that they had opportunity for on-going learning and development needed for the expansion of their skills, while 13.8% and 16.4% disagreed.

A large percentage of both male (78.6%) and female (74.8%) agreed to the facts that they have acquired new skills/qualifications since they started working for their ministry/parastatal, they are supported by their ministry/parastatal for professional development (male, 67.5% and female, 74.6%), managers are competent and manage departmental resources very well (male, 76.1% and female, 66.3%), and leaders ensure that services are delivered effectively and efficiently (male, 82% and female, 78.9%).

The relationship of gender with human resource management variables was also tested using Levene's Test of Equality of Variance to examine if gender had the same relationship that it had on professionalism on the other variables of study. It appears from the table (Table 4.9) that gender has a significant relationship with human resource retention and development in the Nigerian Public Service delegates because the p-value is determined at 0.021 which is less than the acceptable value of 0.05. Factors that could have been responsible for this significant relationship with gender opinion about retention and development of employees in NPS will be examined in the next chapter.

**Table 4.9: Independent samples test for all research variables**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	p-value	T	df	p-value (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Professionalism	Equal variances assumed	.130	.718	-1.426	470	.155	-.082	.057	-.194	.031
	Equal variances not assumed			-1.415	359.100	.158	-.082	.058	-.195	.032
Human resource retention and development	Equal variances assumed	2.492	.115	-2.320	470	.021	-.118	.051	-.218	-.018
	Equal variances not assumed			-2.258	337.436	.025	-.118	.052	-.221	-.015

Organisational culture	Equal variances assumed	2.183	.140	-.985	462	.325	-.082	.083	-.246	.082
	Equal variances not assumed			-.959	332.474	.338	-.082	.086	-.250	.086
Organisational climate	Equal variances assumed	1.482	.224	-.209	461	.834	-.017	.083	-.182	.147
	Equal variances not assumed			-.205	339.096	.838	-.017	.085	-.185	.150
Employment Relations Management	Equal variances assumed	.140	.709	-.021	462	.983	-.001	.059	-.118	.115
	Equal variances not assumed			-.021	364.916	.983	-.001	.059	-.118	.115
Employee exit management	Equal variances assumed	.148	.700	1.510	453	.132	.152	.101	-.046	.351
	Equal variances not assumed			1.498	348.943	.135	.152	.102	-.048	.353

Therefore, it is concluded that there is no disparity of opinion about professionalism, organisational culture, organisational climate, employment relations management and employee exit management amongst both male and female research participants. This assumption can be generalised to the whole population of the Nigerian public servants delegates at ASCON in 2013 and it can be accepted that all PS delegates (males and females) have the same perception about their level of professionalism and human resource managements practice except in the area of retention and development.

#### {ii} Analysis of age relationship with professionalism

One way Analysis of Variance (ANOVA) was used to analyse the effect of age on professionalism due to the fact more than three groups are compared. It was stated in the questionnaire that the age of research participants was categorised into five, as mentioned in Table 4.2 earlier in this chapter.

**Table 4.10: Analysis of variance for age distribution of participants**

		Sum of Squares	df	Mean Square	F	p-value
Professionalism	Between Groups	6.455	4	1.614	4.580	.001
	Within Groups	165.250	469	.352		
	Total	171.705	473			
Human resource retention and development	Between Groups	1.758	4	.439	1.530	.192
	Within Groups	134.681	469	.287		
	Total	136.439	473			
Organisational culture	Between Groups	2.498	4	.624	.813	.517

	Within Groups	354.032	461	.768		
	Total	356.530	465			
Organisational climate	Between Groups	10.849	4	2.712	3.641	.006
	Within Groups	342.637	460	.745		
	Total	353.486	464			
Employment Relations Management	Between Groups	8.806	4	2.201	6.019	.000
	Within Groups	168.609	461	.366		
	Total	177.415	465			
Employee exit management	Between Groups	.580	4	.145	.131	.971
	Within Groups	500.815	452	1.108		
	Total	501.395	456			

*Level of significance is determined at  $p \geq 0.05$*

Table 4.10 shows that there is a significant difference between the way participants of different ages responded to professionalism, organisational climate and employment relations management related questions, while such differences are not significant in other variables. The responses to professionalism-related questions will be further explained below with Table 4.11 using the chi-square distribution of respondents' responses to professionalism-related questions.

The accepted level of significance for a p-value analysis of variance is 0.05. If at any stage the p-value is higher that means there is no significant difference in the respondents' opinion to variables under analysis. Hence the research questions used to determine the significance of age relationship with professionalism is examined individually in the table below so as to understand the participants' responses to the components of professionalism in respect to their ages.

**Table 4.11: Chi-square distribution of effect of age on professionalism**

Questionnaire Variables		Response Categories Obtained					Chi-square
		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree	Pearson Chi-square
21. Outstanding performance is always rewarded	21-25 years	1 (14.2%)	3 (42.9%)	2 (28.6%)	0 (0.0%)	1 (14.3%)	.403
	26-30 years	6 (10.7%)	14 (25.0%)	9 (16.1%)	22 (39.3%)	5 (8.9%)	
	31-35 years	8 (13.8%)	16 (27.6%)	5 (8.6%)	20 (34.5%)	9 (15.5%)	
	36-40 years	12 (12.1%)	39 (39.4%)	5 (5.1%)	32 (32.3%)	11 (11.1%)	
	41 years above	22 (9.2%)	78 (32.5%)	21 (8.7%)	84 (35.0%)	35 (14.6%)	
25. Every promotion comes with more responsibilities	21-25 years	2 (28.6%)	4 (57.1%)	1 (14.3%)	0 (0.0%)	0 (0.0%)	.337
	26-30 years	8 (13.8%)	36 (62.1%)	6 (10.3%)	5 (8.6%)	3 (5.2%)	
	31-35 years	7 (12.5%)	36 (64.3%)	3 (5.3%)	8 (14.3%)	2 (3.6%)	
	36-40 years	27 (27.8%)	55 (56.7%)	4 (4.2%)	7 (7.2%)	4 (4.1%)	
	41 years above	58 (24.4%)	129 (54.2%)	8 (3.4%)	31 (13.0%)	12 (5.0%)	
28. I have opportunity for on-going learning and development to expand my skills	21-25 years	2 (28.6%)	4 (57.1%)	0 (0.0%)	1 (14.3%)	0 (0.0%)	.221
	26-30 years	9 (15.5%)	33 (56.9%)	5 (8.6%)	4 (6.9%)	7 (12.1%)	
	31-35 years	15 (26.3%)	31 (54.4%)	1 (1.7%)	7 (12.3%)	3 (5.3%)	
	36-40 years	32 (32.0%)	58 (58.0%)	3 (3.0%)	6 (6.0%)	1 (1.0%)	
	41 years above	69 (28.6%)	124 (51.6%)	9 (3.7%)	23 (9.5%)	16 (6.6%)	
33. The ministry /parastatal support employees' professional development	21-25 years	2 (28.6%)	3 (42.8%)	2 (28.6%)	0 (0.0%)	0 (0.0%)	.075
	26-30 years	8 (14.5%)	26 (47.3%)	7 (12.7%)	11 (20.0%)	3 (5.5%)	
	31-35 years	11 (19.0%)	29 (50.0%)	2 (3.4%)	10 (17.3%)	6 (10.3%)	

	36-40 years	25 (25.3%)	56 (56.6%)	4 (4.0%)	11 (11.1%)	3 (3.0%)	
	41 years above	50 (20.7%)	113 (46.7%)	15 (6.2%)	36 (14.9%)	28 (11.6%)	
50. The current office structure is in line with my operational need	21-25 years	1 (16.7%)	3 (50.0%)	0 (0.0%)	1 (16.6%)	1 (16.7%)	.005
	26-30 years	7 (12.5%)	24 (42.9%)	12 (21.4%)	9 (16.1%)	4 (7.1%)	
	31-35 years	3 (5.4%)	25 (44.6%)	7 (12.5%)	11 (19.6%)	10 (17.9%)	
	36-40 years	21 (21.4%)	55 (56.0%)	3 (3.1%)	15 (15.3%)	4 (4.1%)	
	41 years above	33 (14.5%)	126 (55.2%)	16 (7.0%)	33 (14.5%)	20 (8.8%)	

*Level of significance is determined at  $p \geq 0.05$*

It was shown earlier in Table 4.2 that 1.5 % of the research participants were between the ages of 21-25, 12.3 % were between ages 26-30, 12.3 % were between ages 31-35, 21.3 % are between age 36-40, and 99.4 % were 41 years above. From this statistical analysis drawn from the percentage of their responses to professionalism related questions in Table 4.11 above, it has been shown that 57.2 % of the participants between 21-25 years agreed that outstanding performance is rewarded in the Nigerian public service, while 14.3 % disagreed with the statement. Thirty-five point seven percent of respondents between the ages of 26-30 agreed with performance rewards, while 48.2 % disagreed. Forty-one point four percent of the respondents between the ages of 31-35 agreed to the statement, while 50.0 % disagreed, 51.5 % of the respondents between 36-40 years agreed with statement and 43.4 % disagreed, and 41.7 % of participants who are 41 years or above agreed with the statement, while 49.6 % disagreed. The chi-square (0.403) analysis does not show any disparity between the age groups' opinions about these performance rewards in the Nigerian public service, which means across all age groups equal percentage of the participants agreed and disagreed with the statement.

With regards to question 25, (participants' promotion and responsibility in the work place as a measuring standard for professionalism), 85.7 % of the participants' between the ages of 21-25 years agreed that every promotion in the Nigerian public service came with responsibility and 0 % disagreed, within the age group of 26-30 a majority (75.9 %) of the participants' agreed, and 13.8 % disagreed. Participants' within the ages of 31-35 and 36-40

had 76.8 % and 84.5 % of their respective respondents agreed that every promotion came with responsibility while 17.9 % and 11.3 % disagreed respectively. The participants aged above 41 years also had a majority (78.6 % agreed) agree to the statement while 18.0 % disagreed. Chi-square analysis of 0.337 was generated, which shows no significant difference in the respondents across all ages. It shows that majority of the respondents (across all ages) agreed that promotion comes with responsibility while a minority disagreed.

Respondents' opinions about their opportunity for on-going learning and development for skill expansion was also examined and 85.7 % of the respondents' between the ages of 21-25 agreed that they have the opportunity, while 14.3 % disagreed. Seventy-two point four percent of respondents aged 26-30 agreed, while 19.0 % disagreed. Eighty point seven of participants aged 31-35 agreed, while 17.6 % disagreed. A majority of those aged 35-40 (90.0 %) and 41 years above (80.1 %) agreed to the statement, while 7.0 % and 16.1 % disagreed respectively. The majority of the participants' within the ages of 21-25 years (71.5 %), 26-30 years (61.8 %), 31-35 years (81.9 %), and 41 years above (67.4 %) agreed that their ministries/parastatals support professional development, while 0 %, 25.5 %, 27.5 %, 14.1 % and 26.5 % respectively disagreed. Lastly, how current structure meet employees' needs was also examined and 66.7 % of respondents between the ages of 21-25 agreed that the structure met their needs. Likewise 55.4 % within the 26-30 year group, 50.0 % within 31-35 year group, 77.5 % within 35-40 years, and 69.8 % aged 41 years and above agreed that the current work place structure met their needs. Meanwhile, 33.4 %, 23.2 %, 37.5 %, 19.4 %, and 23.3 % respectively disagreed.

While some of the chi-square analysis for the questions did not show any significant difference in respondent opinion, however, some did as shown in Table 4.10. The analysis of variance (ANOVA) as shown in Table 4.9 shows the p-value for professionalism is 0.001( $p < 0.05$ ) meaning that a significant difference exists between the age variables, especially between different groups on the 'agreed' side. Similarly, there is a significant difference between age group response to organisational culture ( $p = 0.006 < 0.05$ ) and employment relations management ( $p = 0.000 < 0.01$ )

### **{iii} Analysis of educational qualification relationship with professionalism**

As stated in the objective under observation "the relationship between demographic variables and professionalism" the relationship between educational qualifications (which is part of demography) of participants is examined against their responses to the professionalism

related questions. The Table 4.12 below shows that there is no significant difference in the ANOVA explanation of the content.

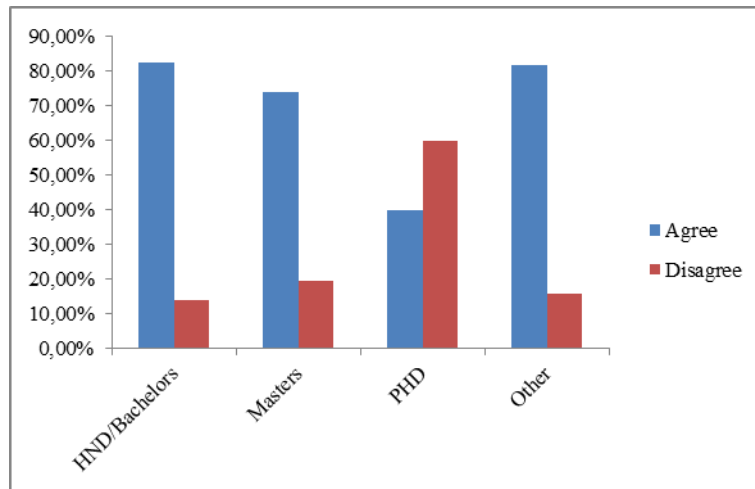
**Table 4.12: Analysis of variance for educational qualification of participants**

		Sum of Squares	df	Mean Square	F	p-value
Professionalism	Between Groups	2.432	3	.811	2.223	.085
	Within Groups	163.719	449	.365		
	Total	166.151	452			
Human resource retention and development	Between Groups	.611	3	.204	.702	.551
	Within Groups	130.169	449	.290		
	Total	130.779	452			
Organisational Culture	Between Groups	.988	3	.329	.431	.731
	Within Groups	336.746	441	.764		
	Total	337.733	444			
Organisational Climate	Between Groups	1.298	3	.433	.572	.634
	Within Groups	333.095	440	.757		
	Total	334.393	443			
Employment Relations Management	Between Groups	.194	3	.065	.169	.918
	Within Groups	168.964	441	.383		
	Total	169.157	444			
Employee Exit Management	Between Groups	12.937	3	4.312	4.052	.007
	Within Groups	460.852	433	1.064		
	Total	473.788	436			

❖ *Level of significance is determined at  $p \geq 0.05$*

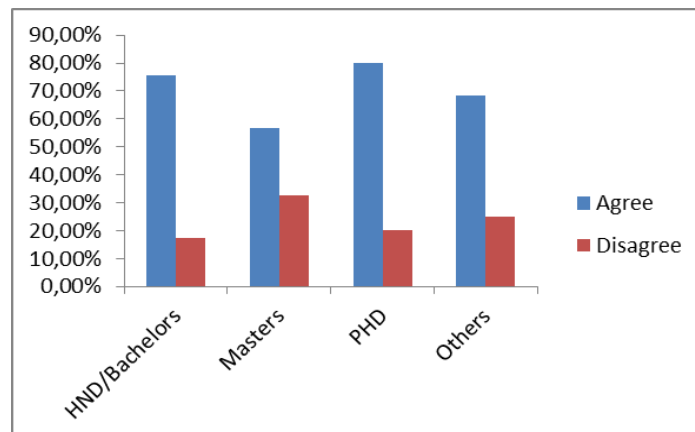
Likewise, educational qualification seems not to have any significant difference on other research variables (human resource retention and development, organisational culture, organisational climate, and employment relations management) because their  $p > 0.05$ . Only exit management shows a significant relationship with educational qualification with a value of  $p = 0.007$ . The graphical analysis of the instruments used is shown below:





**Figure 4.1: Management ensure that departments delivers service efficiently and effectively**

As shown above (Figure 4.1) the majority of the participants across all educational qualifications, except participants with a PhD qualification, agreed that the current management ensures that their departments deliver service efficiently and effectively. Meanwhile, a majority (60.0 %) of PhD holders disagreed. This actually brought about a significant difference within participants' opinion and the chi-square is 0.008. Figure 4.2 below shows the participants' responses to the effectiveness of leaders' vision for all departments in the ministries and parastatals.

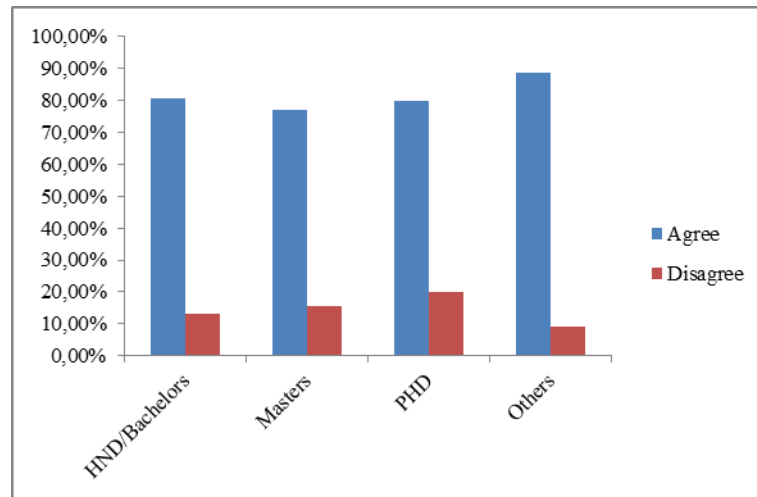


**Figure 4.2: Leaders are effective in setting vision for all the departments**

The majority of the respondents across all educational qualifications agreed that their leaders are effective in vision setting. Seventy-five point five percent of HND/Bachelor's degree holders agreed that the leaders' visions in the departments is effective, while 17.3 % disagreed. Also, 56.9 % of Masters' holders, 80.0 % PhD holders, and 68.2 % of participants with other qualifications agreed that the leaders' visions in their departments are effective, while 32.6 %, 20.0 %, and 25.0 % respectively disagreed. The participants between all

qualifications categories seemed to respond similarly. Therefore, the chi-square analysis of 0.141 shows that there is no significant difference in participant response between the groups.

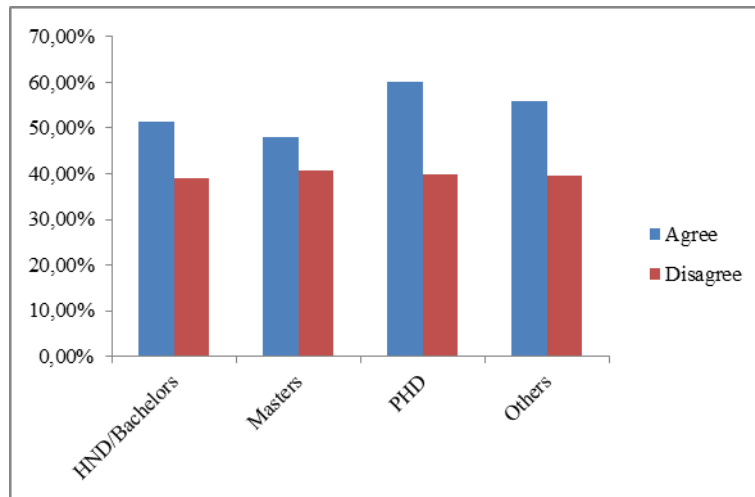
The next figure (Figure4.3) illustrates participants' response to how they work towards the same goal in their ministry/parastatal.



**Figure 4.3: We are all working together towards the same goal**

Figure 4.3 above shows that the majority of participants at all levels of qualification agreed that everyone in their ministry is working toward the same goal. HND/Bachelors holders (80.5 %), Masters' holders (77.1 %), PhDs (80.0 %) and other qualifications (88.6 %) agreed with the statement while 13.1 %, 15.6 %, 20.0 % and 9.1 % respectively disagreed. The chi-square analysis is 0.907, meaning that there is no significant difference in the respondents' responses between qualification groups.

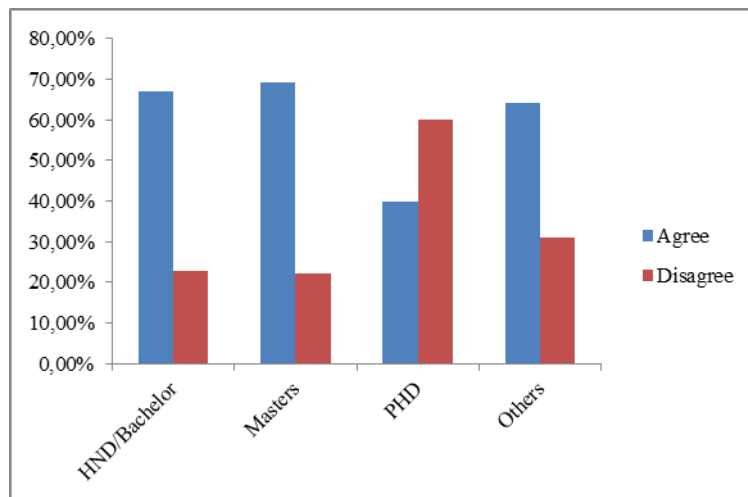
Participants' response to Question 48 which asked whether the right people are occupying the right position in the public service ministries and parastatals are shown below. The chi-square analysis is 0.679 showing that there is no significant difference in respondents' responses between all educational qualifications.



**Figure 4.4: Right people occupying the right position in departments**

Figure 4.4 shows that that 51.4 % of the HND/Bachelors’ degree holders agreed that the right are people occupying the right position in their organisation, while Masters’ holders (47.9 %), PhD (60.0 %), and others (55.8 %) also agreed. Thirty-one point nine percent of HND/Bachelors’ holders, Masters (40.1 %), PHDs (40.0 %), and others (39.6 %) disagreed with the statement. The chi-square also indicated that there is no significant difference in between the group responses.

The relationship between educational qualification and assessment that office structure is in line with participants’ operational needs is also illustrated graphically below (Figure 4.5).



**Figure 4.5: Office structure is in line with my operational need**

Sixty-seven percent (67.1 %) of HND/Bachelor’s degree holders, 69.2 % of Masters’ holders, 40.0 % of PHD holders and 64.3 % of other qualification holders agreed that the current office structure is in line with their operational needs, while 22.7 %, 22.3 %, 60.0 % and 30.9

% respectively disagreed. Sixty-four point eight percent of the total number of respondents agreed, while 23.9 % disagreed.

The p-value analysis of variance shows that there is no significant difference in the way participants' responded to all professionalism questions among educational qualification groups.

**{iv} Analysis of work grade level relationship with professionalism**

The effect of participant work grade level on their level of professionalism using chi-square and ANOVA statistical analysis to determine the response differences was also examined. Table 4.13 below shows the Analysis of Variance (ANOVA) investigation of questions under examination and the  $p < 0.05$ , which shows that there is a significant difference in respondents' responses between the work grade level groups.

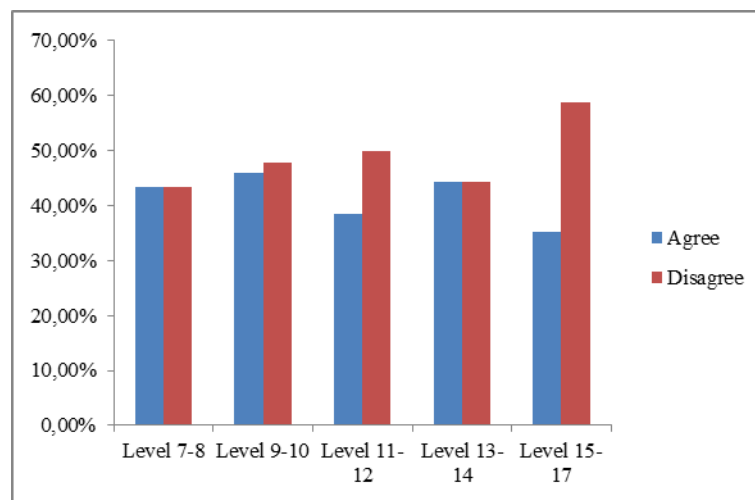
**Table 4.13: Analysis of variance for work grade level of participants**

		Sum of Squares	df	Mean Square	F	p-value
Professionalism	Between Groups	5.188	4	1.297	3.637	.006
	Within Groups	164.419	461	.357		
	Total	169.607	465			
Human resource retention and development	Between Groups	1.336	4	.334	1.161	.327
	Within Groups	132.685	461	.288		
	Total	134.022	465			
Organisational culture	Between Groups	7.644	4	1.911	2.530	.040
	Within Groups	342.163	453	.755		
	Total	349.807	457			
Organisational climate	Between Groups	9.787	4	2.447	3.272	.012
	Within Groups	338.043	452	.748		
	Total	347.830	456			
Employment Relations Management	Between Groups	2.623	4	.656	1.726	.143
	Within Groups	172.053	453	.380		
	Total	174.676	457			
Employee exit management	Between Groups	31.496	4	7.874	7.544	.000
	Within Groups	463.449	444	1.044		
	Total	494.945	448			

*Level of significance is determined at  $p \geq 0.05$*

Also, there is a significant difference in participants' opinions on organisational culture, organisational climate, and exit management items. The p-values are  $p= 0.040$ ,  $0.012$ , and  $0.000$  respectively. Meanwhile, variables such as human resource retention and development and employment relations management seem not to experience any kind of disparity in participants' opinions.

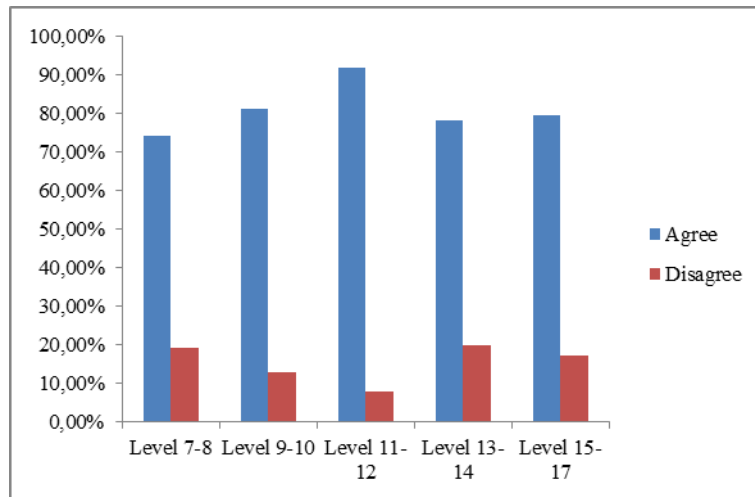
Detailed analysis of differences established by ANOVA will be examined below using graphs to explain the frequency at which respondents across all work grade levels responded to professionalism related questions.



**Figure 4.6: Outstanding performance is always rewarded**

Figure 4.6 shows that equal percentages (43.4 %) of participants' within work grade levels 7-8 agreed and disagreed to research Question 21 which stated that outstanding performance within the Nigerian public service is always rewarded. Forty-five point nine percent within work grade levels 9-10, 38.4 % within levels 11-12, 44.4 % within levels 13-14, and 35.3 % within level 15-17 agreed with the statement, while 47.8 %, 50.0 %, 44.4 % and 58.8 % respectively disagreed. Meanwhile, 42.9 % of the total number of participants' agreed, while 47.8 % disagreed. This is more or less similar to the response received for the same question in Table 4.10 when responses were considered along age groups and where 43.3 % of the total number of participants' across all ages agreed, while 47.6 % disagreed.

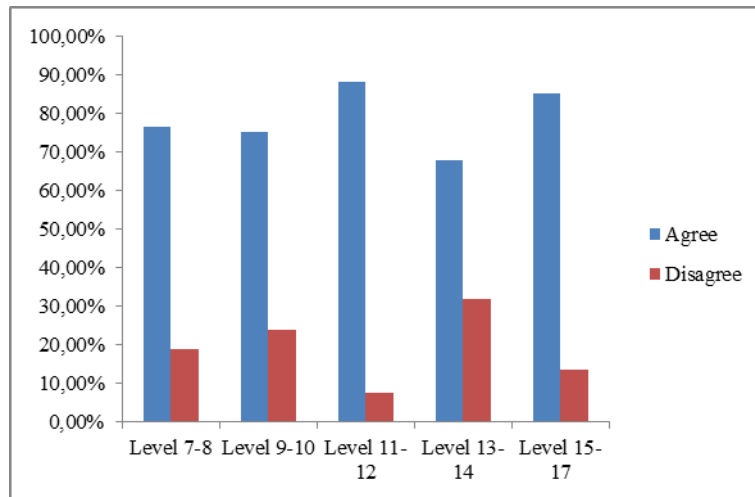
The graph below shows the responses of participants to Question 25 which observed the responsibilities that come with promotion as perceived by participants within their various work grade levels.



**Figure 4.7: Every promotion comes with more responsibility**

The majority of the participants' along the work grade levels agreed that promotion in the public service comes with additional responsibilities. Seventy-four point four percent of the participants' between levels 7-8, 81.2 % between levels 9-10, 92.0 % between levels 11-12, 78.2 between levels 13-14, and 79.7 % between levels 15-17 agreed to the statement. Some of the respondents have contrary opinions though and 19.2 %, 13.1 %, 8.0 %, 20.0 %, and 17.4 % by level groups respectively, disagreed that promotion comes with responsibility. The response shown earlier in Table 4.10 about the same question across age groups shows that the majority (79.4 %) of the respondents across all ages agreed that promotion comes with responsibility and 15.8 % disagreed. Similarly, 79.1 % across all work grade levels agreed that their promotion comes with responsibility, while 16.2 % disagreed.

The next item, which is Question 30, examined if participants' skills and qualifications are being upgraded within the ministry/parastatals. Responses are graphically illustrated below:



**Figure 4.8: I have acquired new skills/qualification in the ministry/parastatal**

As shown in the above illustration (Figure 4.8), a majority of the participants across all work grade levels agreed that they have acquired new skills and qualification during the course of working for their current ministry. Participants between work grade levels 7-8 responded that 76.1 % had acquired new skills and qualifications while 19.1 % in the same grade categories said they had not acquired any new skill. Similarly, 75.3 % of level 9-10 participants agreed while 24.1 % disagreed, 88.4 % of levels 11-12 agreed and 7.7 % disagreed, 67.9 % of grade levels 13-14 agreed and 32.0 % disagreed, and 85.3 % of grade levels 15-17 participants agreed and 13.8 % disagreed.

The chi-square analysis is 0.004 and shows that there is a significant difference in participants' responses between groups. The majority (77.2 %) of the respondents across all work grade levels agreed that they have acquired new skills and 20.9 % disagreed with the statement. Meanwhile, responding to the same question along educational qualifications, similar responses were generated with 77.5 % of the respondents agreeing that they have acquired new skills and qualifications while 20.9 % disagreed. This shows that there is no disparity of opinion along work grade levels and educational qualifications about the acquisition of skills and qualifications within ministries. Meanwhile, the chi-square generated by education qualification is 0.240, which is higher than the expected value of 0.05.

Having examined some of the ten items used to determine the relationship between work grade level and professionalism, the analysis of variance (ANOVA) value of  $p=0.006$  shows that there are significant differences among the groups and reasons for this will be examined in the next chapter. Other variables where work grade levels created significant difference in their responses will also be theoretically explained.

**{v} Analysis of work experience relationship with professionalism**

Work experience is part of the demographic content of the study and its effect on professionalism is also examined. Table 4.14 shows that work experience of participants creates a significant difference on professionalism as well as all other human resource management variables except organisational climate which has a value of  $p > 0.05$ .

**Table 4.14: Analysis of variance for work experience of participants**

		Sum of Squares	df	Mean Square	F	p-value
Professionalism	Between Groups	4.394	4	1.098	3.117	.015
	Within Groups	164.900	468	.352		
	Total	169.294	472			
Human resource retention and development	Between Groups	2.730	4	.683	2.419	.048
	Within Groups	132.061	468	.282		
	Total	134.791	472			
Organisational culture	Between Groups	8.728	4	2.182	2.890	.022
	Within Groups	347.288	460	.755		
	Total	356.015	464			
Organisational climate	Between Groups	5.864	4	1.466	1.959	.100
	Within Groups	343.518	459	.748		
	Total	349.382	463			
Employment Relations Management	Between Groups	6.112	4	1.528	4.112	.003
	Within Groups	170.921	460	.372		
	Total	177.033	464			
Employee exit management	Between Groups	11.678	4	2.919	2.689	.031
	Within Groups	489.645	451	1.086		
	Total	501.322	455			

*Level of significance is determined at  $p \geq 0.05$*

There is a significant difference between the work experience variable and professionalism with  $p < 0.05$ . Likewise, human resource retention and development, organisational culture, employment relations management, and employee exit management show significant difference between groups.

**{vi} Analysis of professional membership relationship with professionalism**

Lastly, effect of membership of a professional body is examined on professionalism using T-test analysis. The t-Test analysis is used because only two alternatives are available; either respondents are members of a professional body or they are not. Their responses are used to



examine if there is any significant difference in the opinion of members and non-members to professionalism-related items. The table below shows that there is no significant difference in professionalism and other human resource management related variable responses among professional members and non-professional member responses as shown in Table 4.15, ( $p > 0.05$  for all variables).

Table 4.6 has previously shown that the number of respondents that are not members of a professional body is greater than those who are but despite that, there is no significant difference in their responses as shown below. The reason will be examined later.

**Table 4.15: Independent sample test for professional member response**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	p-value	t	df	p-value (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Professionalism	Equal variances assumed	.160	.689	-.256	464	.798	-.01432	.05600	-.12436	.09571
	Equal variances not assumed			-.254	409.222	.800	-.01432	.05639	-.12518	.09653
Human resource retention and development	Equal variances assumed	.072	.789	-1.169	464	.243	-.05868	.05020	-.15733	.03996
	Equal variances not assumed			-1.167	417.643	.244	-.05868	.05029	-.15753	.04016
Organisational culture	Equal variances assumed	.000	.997	.270	456	.787	.02226	.08244	-.13975	.18428
	Equal variances not assumed			.271	419.475	.786	.02226	.08213	-.13917	.18370
Organisational climate	Equal variances assumed	.022	.882	-.271	456	.786	-.02234	.08237	-.18421	.13953
	Equal variances not assumed			-.269	403.722	.788	-.02234	.08291	-.18532	.14065
Employment Relations Management	Equal variances assumed	.019	.891	-.696	456	.487	-.04064	.05841	-.15543	.07415
	Equal variances not assumed			-.693	408.246	.489	-.04064	.05863	-.15588	.07461
Employee exit management	Equal variances assumed	.199	.655	1.615	447	.107	.16135	.09989	-.03497	.35767
	Equal variances not assumed			1.604	396.702	.110	.16135	.10059	-.03641	.35911

❖ Significance at  $p \geq 0.05$

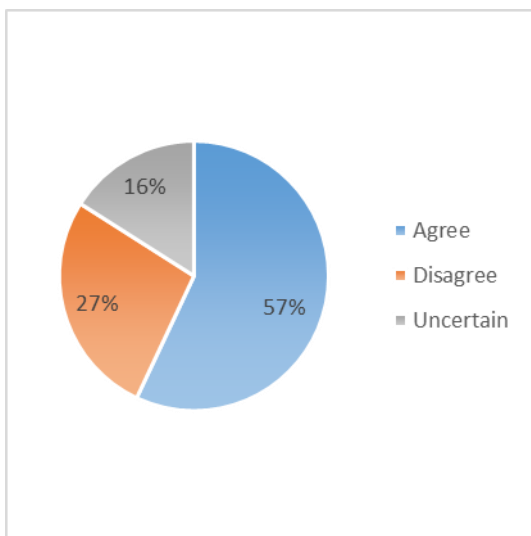
**Summary:** Having critically examined all components of the demographic variables, the above analyses indicate that variables such as age, work grade level and work experience

have significant relationship with professionalism, unlike gender, educational qualification and membership of a professional body that seem not to have significant relationship with professionalism. Independent t-Tests for all variables shown in Table 4.9 reveal that gender does not have any significant relationship with professionalism because the value of  $p > 0.05$ . Also, the ANOVA analysis of ‘educational qualification’ and ‘professional body member’ do not show any significant relationship with professionalism.

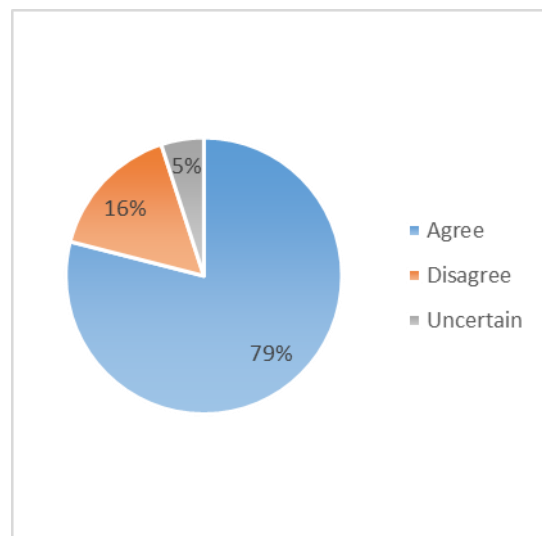
*Objective 2: Examining the relationship between employee resourcing and professionalism*

This section focuses on determining the relationship between employee resourcing such as recruitment, selection, induction, and placement processes in the Nigerian public service as described by ASCON delegates and professionalism. Ten items were used to examine the relationship between employee resourcing components and professionalism (see table 4.11) related questions used for Objective One above are illustrated below in a tabular form using analysis of variance (ANOVA).

Table 4.16 shows the analysis of variance between professionalism items and Question 1 in the research instrument which sought to know whether the participants were formally notified about the receipt of their application. The relevance of this question to professionalism is to establish if participants actually go through the due process of application before getting the job. The figures below illustrate the participants’ response to item one.



**Fig. 4.9: I was formally notified of the receipt of my application**



**Fig. 4.10: I was formally interviewed**

Figure 4.9 shows that a majority (57 %) of the respondents said that the application was acknowledged when they applied for the position they currently occupied in their ministry/parastatals while 27 % said their application was never acknowledged, while 16 % are uncertain if there was a response or not. Figure 4.10 examined if there was a formal interview before the participant was appointed. Figure 4.10 is the statistical analysis of the percentage of the respondents who were interviewed or not interviewed before they started working in the ministry/parastatal in the Nigerian public service. As shown above, 79 % of the participants said there had been an interview while 16 % said there was no interview while, 5 % were not sure if there had been an interview or not.

The next figures reflect various items used to describe employee resourcing right from appointment to the point of settling the employee within the organisation in order to feel at ease doing their jobs. The essence of this was to establish if the employer explored wider options before concluding that the candidate was the best for the job and whether the employer gave employees the needed guidance to fit into the organisational norms.

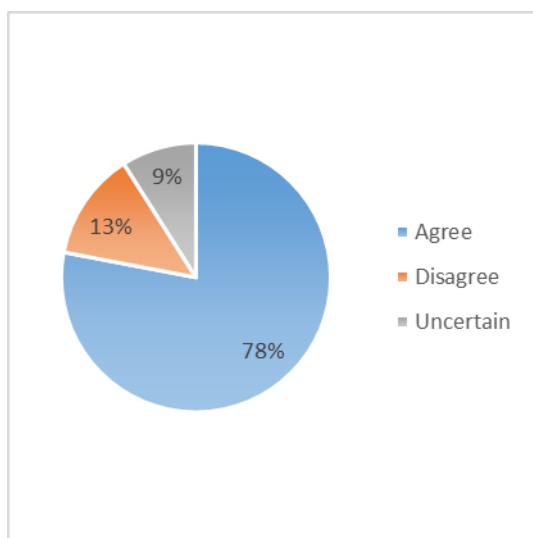


Fig. 4.11: There were other candidates at the interview

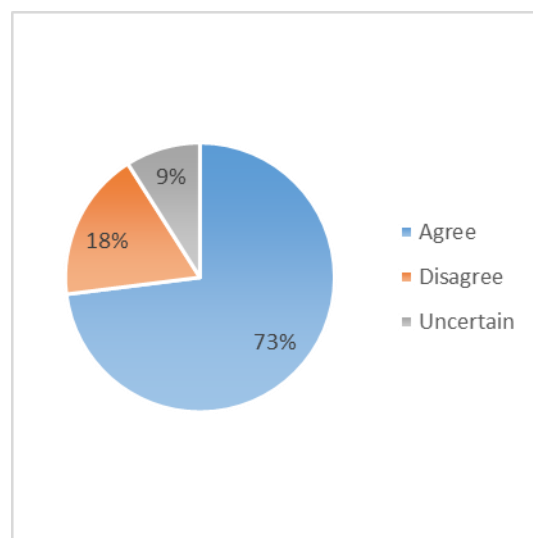
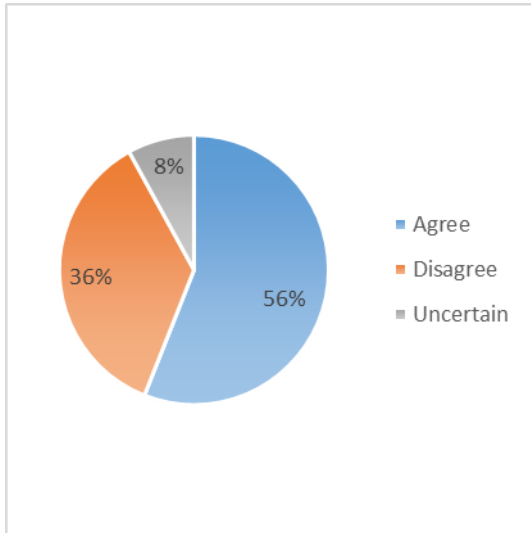
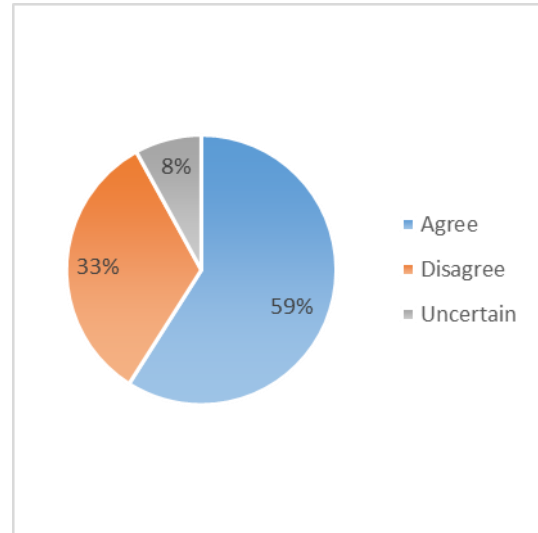


Fig. 4.12: I was appointed for the post I applied for



**Fig. 4.13: There was induction programme**



**Fig. 4.14: I was formally mentored**

Figure 4.11 shows that seventy-eight percent (78 %) of the respondents said there were other candidates at the interview, while 13 % said there were no other candidates and 9 % were not sure if there were other candidates or not. Figure 4.12 illustrates the participants' response to the question asked about being appointed for the actual position applied for. Here, 73 % said that they actually got the post they applied for, 18 % said no, while 9 % were not sure if the position they occupied was what they applied for or not. Figure 4.13 sought to know how well the organisation absorbed and on-boarded new employees settle down to their work by introducing them to the environment as well as the work in terms of induction. Here, 56 % said that a programme was organised by their ministry/parastatal, while 36 % said that there was no induction programme organised, and 8 % were 'uncertain'. Figure 4.14 graphically presents the result regarding the mentoring programme of the Nigerian public service and where 59 % of the participants said that they were mentored, 33 % were not, and 8 % were not sure if they were mentored or not. Other items used to examine the employee resourcing are analysed below:

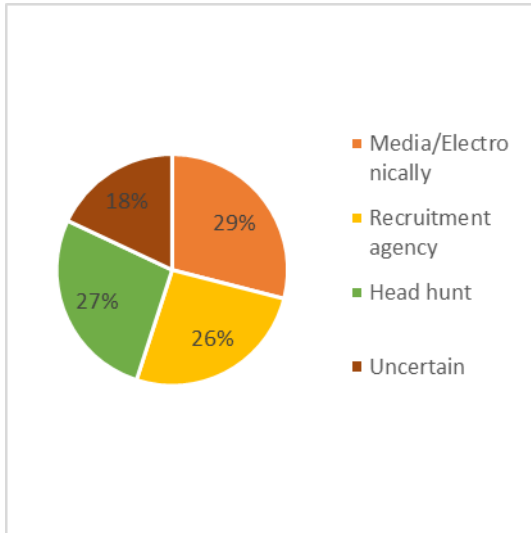


Fig. 4.15: I got to know about the vacant post through...

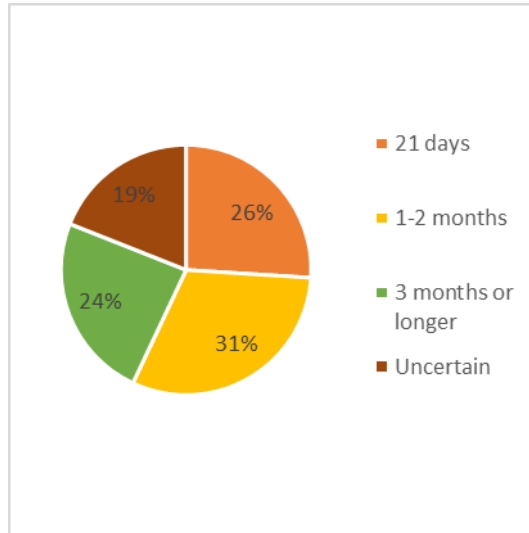


Fig. 4.16: Response from the interview panel...

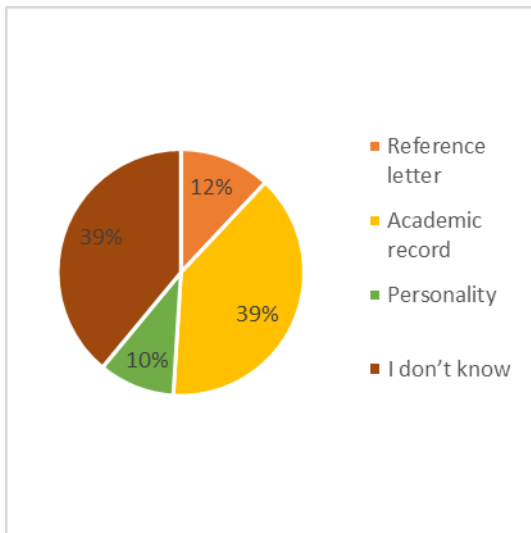


Fig. 4.17: I was appointed as a result of my...

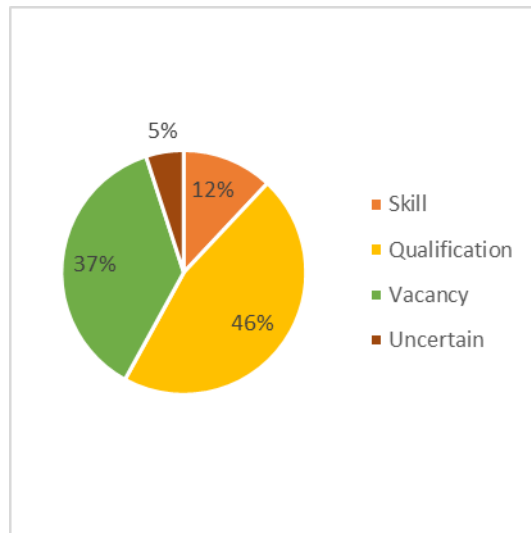


Fig. 4. 18: I was placed based on my...

The above figures are illustrations of employee resourcing features that were used to measure professionalism in order to establish the relationship between employee resourcing and professionalism. Figure 4.15 indicates analysis of how participants got to know about the existence of the position they were occupying. In this case, 29% got to know about the vacancy through electronic and media sources; 26% got to know through recruitment agencies, 27% claimed they were head hunted, while 17.5% were 'uncertain' about how they got to know about the existence of a vacant position. Figure 4.16 illustrates the efficiency and consistency of the interview panel of the ministry/parastatal by examining the time frame they used to get back to respective candidates after they had been interviewed for different positions. Here, 26% of the respondents received feedback within 21 days after the interview, 31% received feedback within 1-2months, and 24% received feedback within the third month

or after 3 months, while 18 % were not sure of the time frames. Factors that motivated the employers to choose the candidate above other applicants were also taken into consideration and 12% of the respondents said they were employed as a result of a reference letter written by their referees while 39 % admitted they were employed as a result of their outstanding academic records. Ten percent said that their employment was as a result of their personality, while 39 % did not know what actually facilitated their appointment.

Lastly, participants' placement within the ministry/parastatal was investigated and 13% of the participants acknowledged that their placement was based on the skills they possessed while 49 % said they were appointed based on their qualification with 39 % being placed in an existing vacant position, while 6 % did not know the criteria that were used to consider them. Having employed the use of descriptive statistic for the content of employee resourcing items (Q1-Q6 and Q10-13) in the questionnaire, their relationship with professionalism will be determined by ANOVA in the table that follows:

**Table 4.16: ANOVA determination of relationship between employee resourcing and professionalism**

		Sum of Squares	df	Mean Square	f	p-value
Notification of receipt of application	Between Groups	2.791	2	1.396	4.005	0.019
	Within Groups	144.642	415	.349		
	Total	147.433	417			
Formal interview before commencement of job	Between Groups	3.908	2	1.954	5.481	0.004
	Within Groups	161.488	453	.356		
	Total	165.397	455			
Presence of other candidate at interview	Between Groups	4.570	2	2.285	6.257	0.002
	Within Groups	161.406	442	.365		
	Total	165.976	444			
Appointed for actual position applied for	Between Groups	3.171	2	1.586	4.392	0.013
	Within Groups	159.926	443	.361		
	Total	163.097	445			
Induction before commencement of duty	Between Groups	1.220	2	.610	1.660	0.191
	Within Groups	164.620	448	.367		
	Total	165.840	450			
Mentored on the job	Between Groups	8.789	2	4.395	12.710	0.000
	Within Groups	156.981	454	.346		
	Total	165.771	456			
Awareness of vacant post	Between Groups	.865	2	.433	1.290	.277
	Within Groups	131.527	392	.336		

	Total	132.393	394			
Feedback from interview panel	Between Groups	3.773	2	1.887	5.498	0.004
	Within Groups	133.138	388	.343		
	Total	136.912	390			
Factors facilitated appointment	Between Groups	4.761	3	1.587	4.445	0.004
	Within Groups	146.009	409	.357		
	Total	150.769	412			
Job placement	Between Groups	2.845	2	1.423	3.981	0.019
	Within Groups	159.725	447	.357		
	Total	162.570	449			

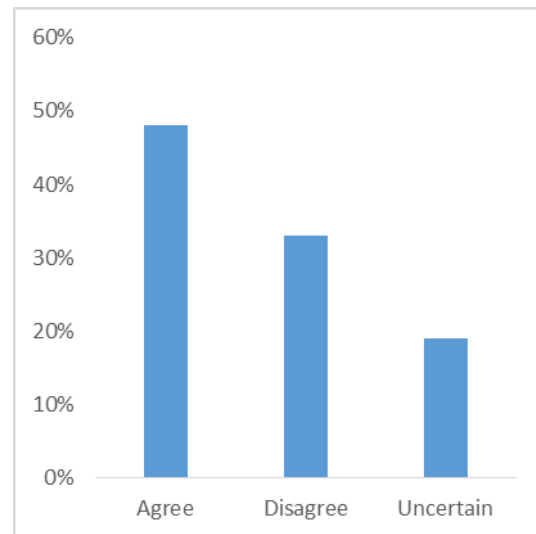
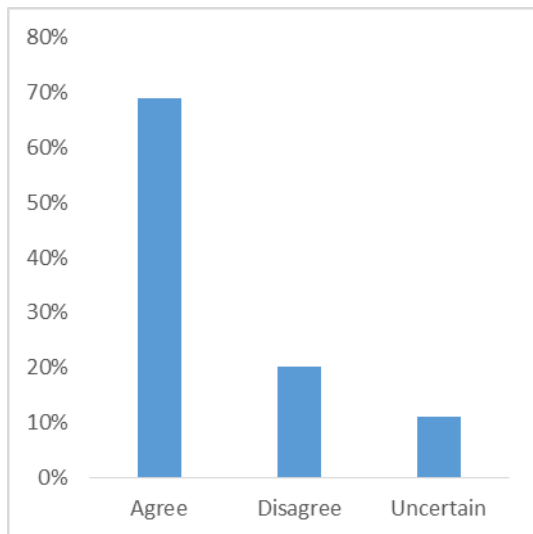
❖ Level of significance is  $p \geq 0.05$

Table 4.16 above shows the analysis of variance (ANOVA) for employee resourcing items relationship and professionalism. The level of significance is determined at 0.05. The average mean of all professionalism items was calculated and compared with individual items of employee resourcing (employee resourcing average means cannot be determined due to variation in their measurement scale). As shown above, ten items describing employee resourcing are examined and their relationship with professionalism was determined. At any point where  $p < 0.05$  shows there is a significant difference in the respondents' opinions which established that there is a relationship between items under consideration. The table shows that a relationship exists between notifications, receipts of application, interview before commencement of duty, presence of other candidates at the interview, appointed to actual position, mentoring, feedback from interview panel, factors facilitating appointment, job placement, and professionalism ( $p < 0.05$ ). The essence of all these factors is to establish if due process was followed in the course of appointing/employing public servants in Nigeria, as shown in the responses illustrated graphically in Figure 4.17. The majority of the respondents were properly appointed and equipped to do their jobs while some were not. Responses varied according to the questions. Meanwhile, there is no significant difference between responses to induction before commencement of duty, awareness of vacant post, and professionalism ( $p > 0.05$ ).

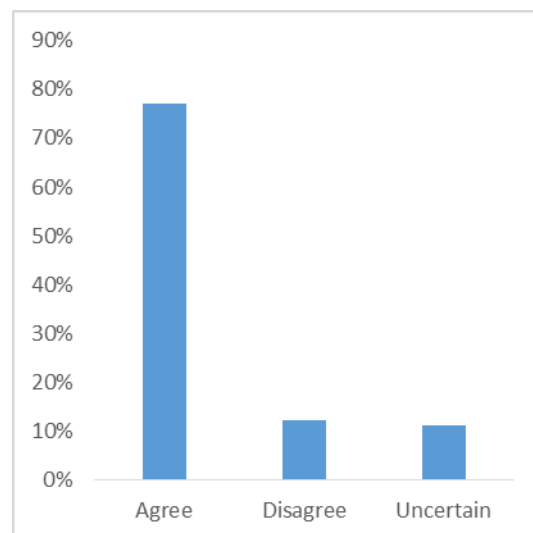
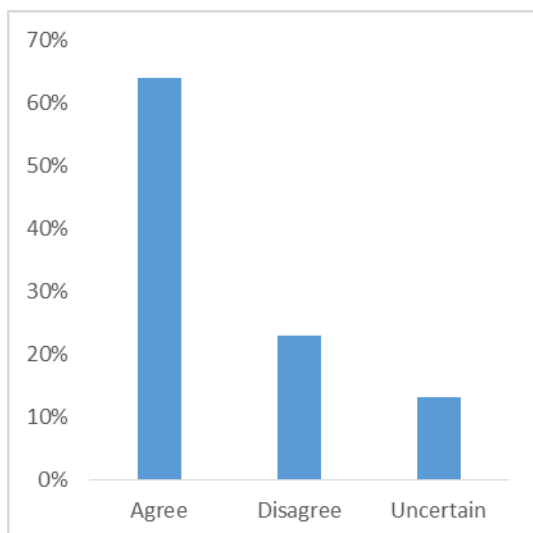
*Objective 3: Determine the relationship of organisational culture with Nigeria's public servants' professionalism*

Various questions were set as part of the research instrument to examine participants' understanding of how the organisational culture affects their professional output. Six questions were part of the instrument used to determine the effect of the organisational

culture on professionalism of Nigerian public servants'. A Cronbach's Alpha test was run to determine the reliability of the instrument which produced 0.648 with four items graphically analysed below.



**Fig. 4.19: Management acts in accordance with values and ethos of PS**      **Fig. 4.20: Demographic representation of staff**  
 Figure 4.19 is the graphic analysis of participants' response to their management's action towards the public service values and ethos and here 69 % agreed that their management acts in accordance with the values and the ethos of the public service. On the other hand, 20% disagreed, and 11% were uncertain. Likewise, 48% of the participants agreed that the staff composition of their ministry/parastatals demographically reflects the population it serves 33% disagreed while 18% were uncertain (see Figure 4.20).



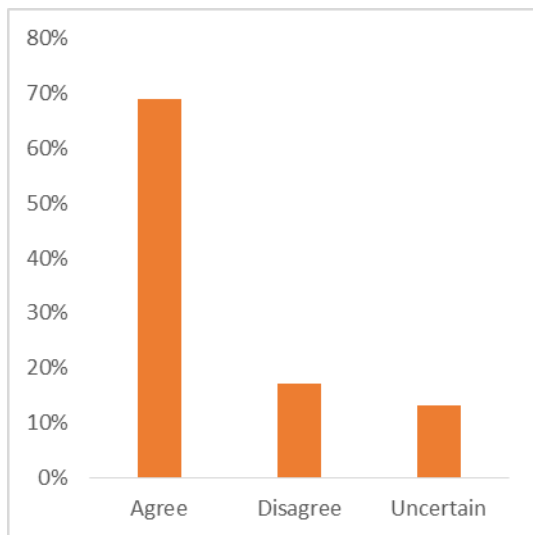
**Fig. 4.21: The organisational culture represents my cultural values**      **Fig. 4.22: The organisational culture respects my religious**  
 The organisational culture representation of participants' personal values is examined in Figure 4.21. The outcome shows that 64% of respondents agreed that their organisational



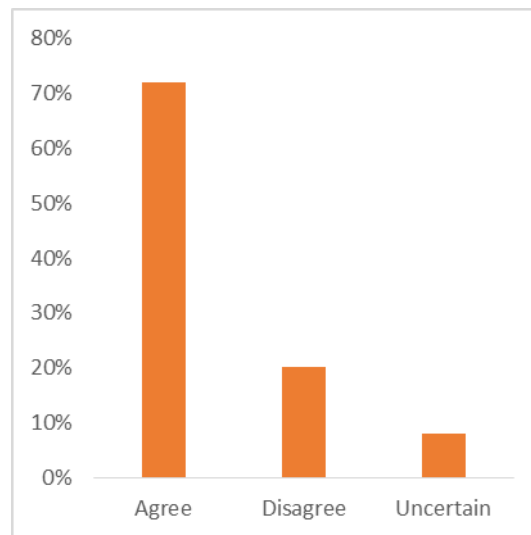
culture represents their cultural values while 23% disagreed, and 13% were uncertain. Figure 4.22 shows that 77% of respondents' agreed that their organisational culture represents their religious belief, while 12% disagreed and 11 % were not sure. The relationship between participants' responses and professionalism will be determined in the factor correlation table and graph (Table 4.17).

*Objective 4: Examine the relationship between organisational climate and the professionalism of Nigeria's public servants*

Organisation climate was also examined as part of the people management variables that could affect employees' professionalism within the organisation. Questions were asked in order to determine whether it affected Nigerian public servants' professionalism. Various questions were set to understand and evaluate participants' understanding of the effect of the Nigerian public service climate on their professionalism. When the Cronbach's Alpha test was run to determine the reliability of the instrument, four of the questions produced a strong result of 0.718. The significance level of the questions and professionalism question as well as their correlations will be discussed later in this chapter. However, below is the graphical illustration of the participants' responses to the organisational climate related questions.



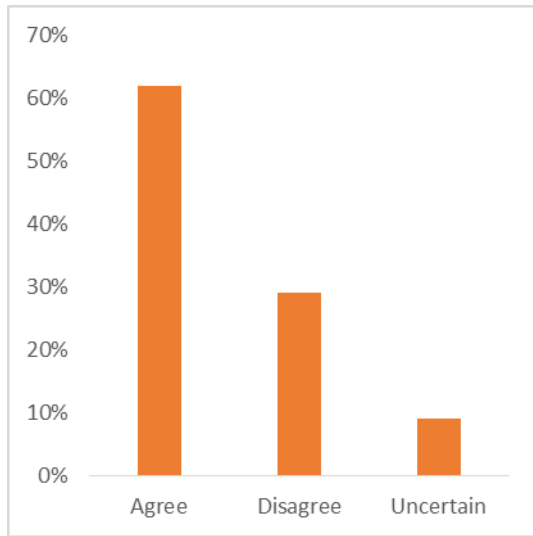
**Fig. 4.23: My ministry/parastatal's culture is employee friendly**



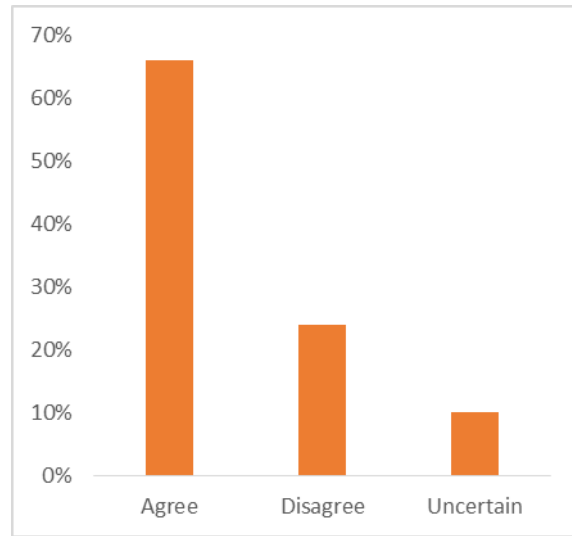
**Fig. 4.24: My ministry have friendly working environment**

Figure 4.23 represents the employees' opinions of the friendliness of their ministry/parastatals' culture and 69% agreed that their organisational culture is friendly while 17% disagreed and 13% were unsure. Similarly, Figure 4.24 examined if the

ministry/parastatals created and fostered a friendly working environment for employees. Here 72% of employees agreed 20% disagreed and 8% were uncertain.



**Fig. 4.25: Information is shared effectively**



**Fig. 4.26: My ministry/parastatal policies are clear and understood**

Figure 4.25 depicts participants' responses to information shared within their ministry/parastatals and 62 % agreed that information is shared effectively within the ministry/parastatal while 29 % disagreed and 9 % were uncertain. The next graph (Figure 4.26) is an illustration of responses to the question that inquired about ministry/parastatal policies, rules and regulations been clear and understood by employees. Here, 66 % of the respondents agreed that they understood their ministry/parastatal's policies, rules and regulations, while 24 % disagreed and 10 % were uncertain. Other questions were also asked which would contribute to discussion sessions. See Appendix E for raw data

Organisational climate that could enhance the free-flow of work relationships was also examined. There are differences in respondents' responses which means the way participants are being treated within the Nigerian public service varies and there is the possibility of not getting the expected standard behaviour from the participants/employees who felt that the climate was not favourable to them.

*Objective 5: Determine the relationship between human resource retention and development schemes (HRRD) and public service employee professionalism*

The effect of HRRD such as training and development, performance appraisal, and career planning and development within the Nigerian public service was also observed as part of professionalism and using various questions to determine participants' responses. The graphs below shows the responses of participants to various questions. Cronbach's Alpha was also

used to evaluate the reliability of the instrument. The instrument was considered reliable at 0.719 (see appendix H).

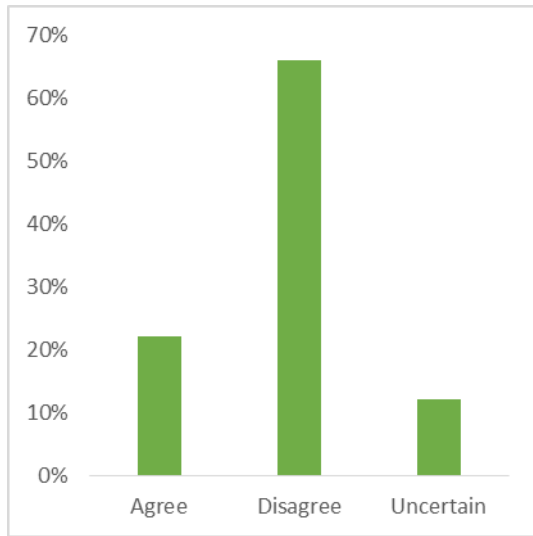


Fig. 4.27: I get paid for overtime job done beyond my job scope

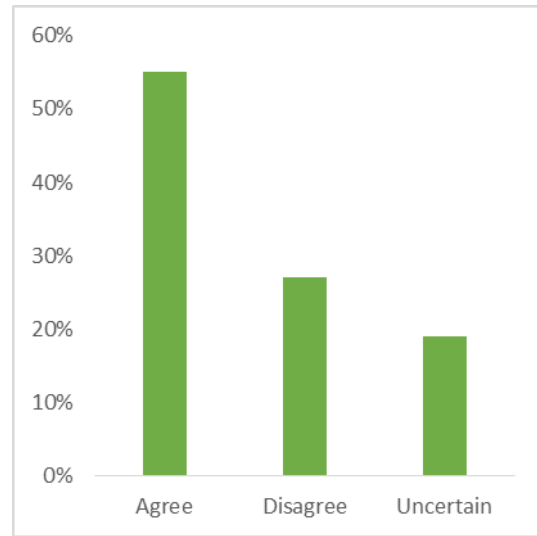


Fig. 4.28: Promotion comes with increment in salary & bonuses

Figure 4.27 is the graphical representation of participants' responses to overtime payment and here 22 % of the respondents agreed that they get paid for overtime and for jobs done beyond their job scope while 66 % disagreed, and 12 % were uncertain. Also, Figure 4.28 reflects responses to salary and bonuses increment due to promotion. Here, 55 % of participants agreed that their promotion comes with significant salary and bonuses increments, 27 % disagreed and 19 % were uncertain.

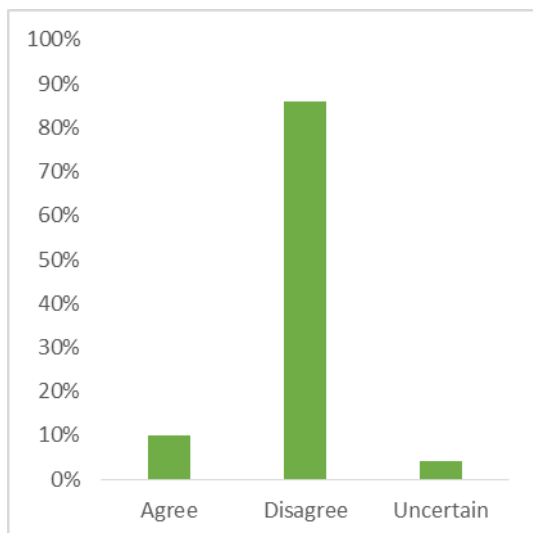


Fig. 4.29: The payment structure in ministry/parastatal is equal

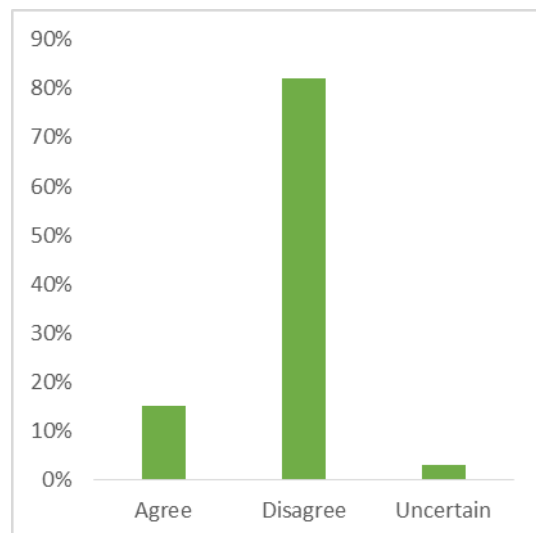
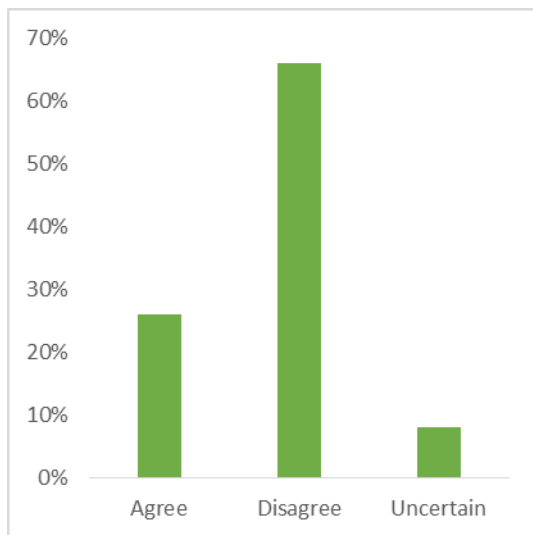
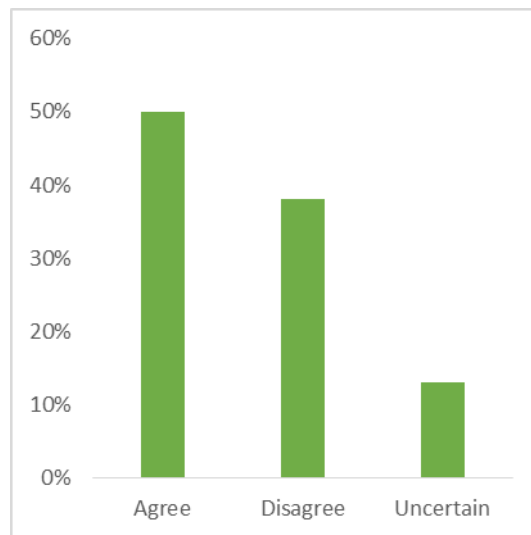


Fig. 4.30: Current take-home pay is sufficient

The graphical illustration of participants' responses to the ministry/parastatals' payment structure is shown in Figure 4.29 above where 10% of the respondents agreed that the payment structures in all MDAs are equal while 86% disagreed and 4% were uncertain. Figure 4.30 shows the analysis of participants' responses to the sufficiency of their take-home pay 15% agreed that their current take-home pay was sufficient to cover their cost of living expenses while 82% disagreed, and 3% were uncertain.

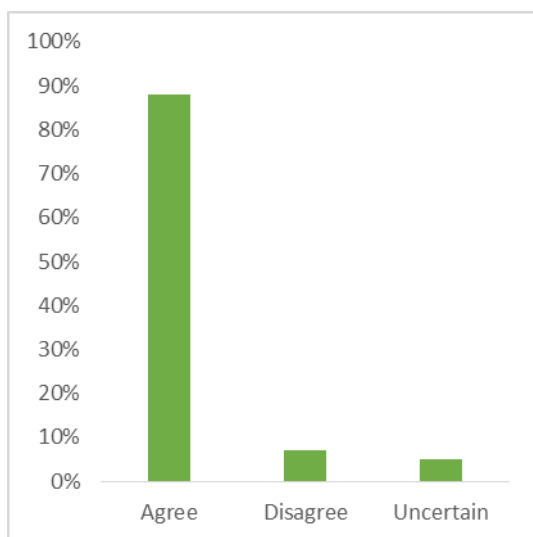


**Fig. 4.31: Bonuses and allowances are consistent**

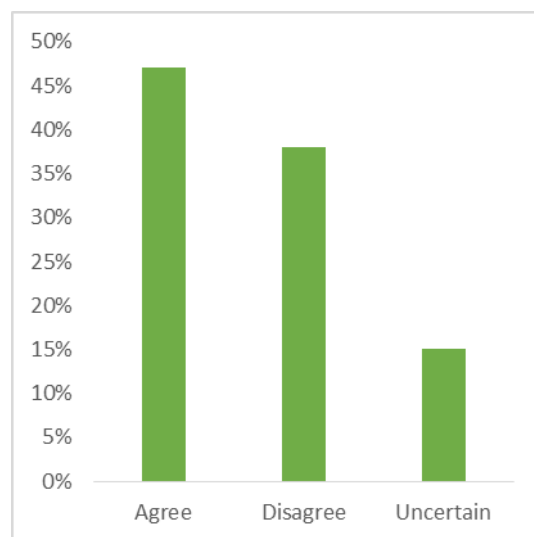


**Fig. 4.32: The promotion system is fair and just**

The giving of bonuses and allowances in MDAs are depicted in Figure 4.31 where 26% of the participants agreed that bonuses and allowances are consistent while 66% disagreed and 8% were uncertain. Figure 4.32 illustrates the participants' responses to the promotion system in MDAs. Here 50% agreed that the promotion system is fair and just, 38% disagreed and 13% were not certain.



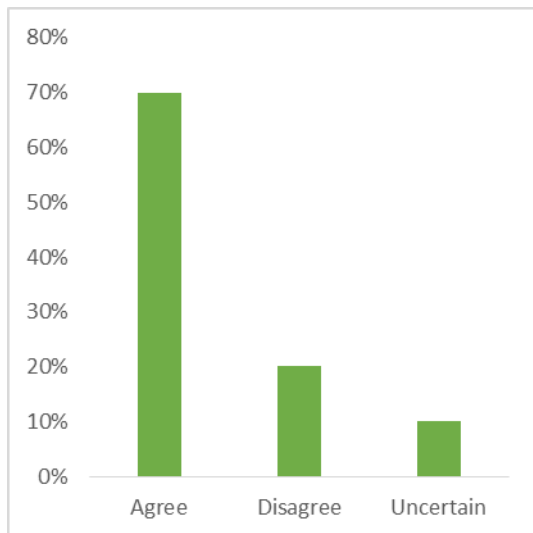
**4.33: Work performed is clear and explicit**



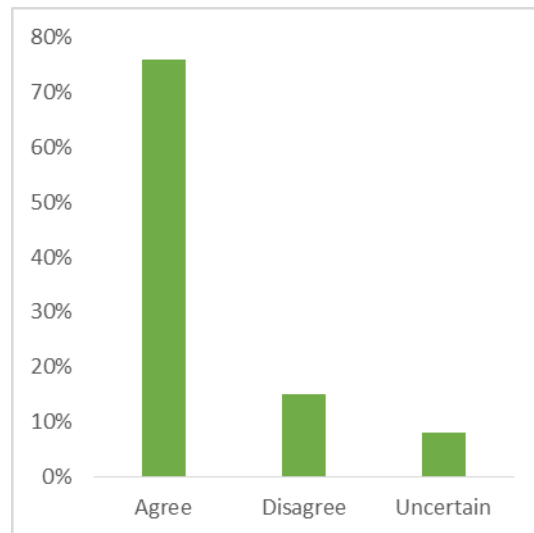
**Fig. 4.34: Employees contributions are recognized**

Fig.

Participants' responses on clarity of work performed is presented in Figure 4.33 where 88 % of the respondents agreed that work performed in their ministry/parastatal is clearly and explicitly identified while 7% disagreed and 5 % were uncertain. Likewise, Figure 4.34 shows responses to the recognition of the employees' contribution to the ministry/parastatal where 47 % of the participants agreed that employees' contributions to the ministry/parastatal are always recognised, 38 % disagreed and 15 % were uncertain.

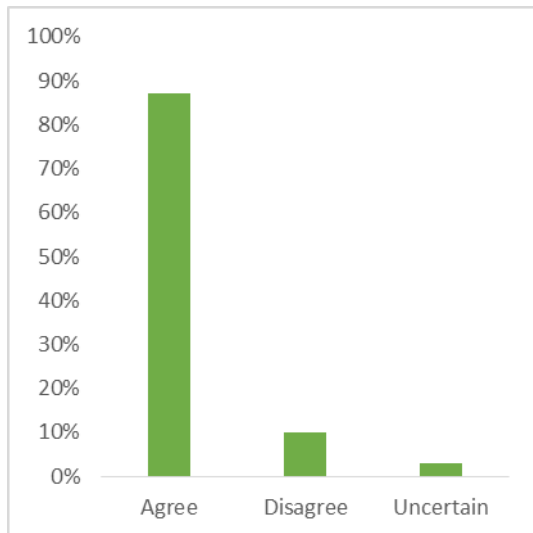


**Fig. 4.35: Training cost are financed by ministries**

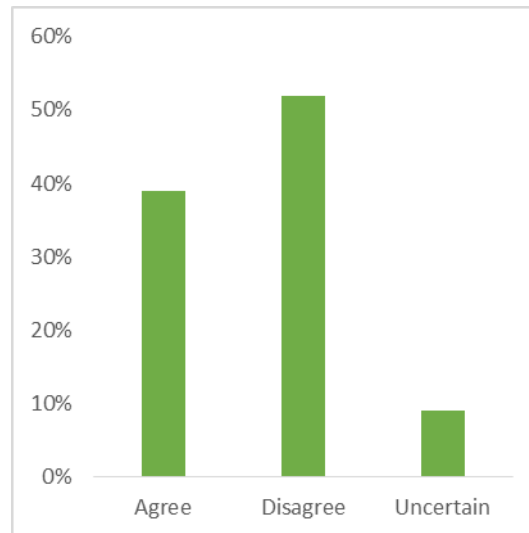


**Fig. 4.36: My training courses are financed by the ministries**

The process of financing the training and development of employees is examined in Figure 4.35 and 76% of participants agreed that their ministry/parastatal does support or finance training, 15% disagreed and 8% were uncertain. Figure 4.36 goes further to asked if the individual participant training was financed by their ministry/parastatals. Here, 70% agreed that their training was financed by their ministry while 20% disagreed and 10% were uncertain. The further analysis of training procedure within MDAs in Nigeria is graphically illustrated in Figures 4.37 and 4.38 and explained afterwards.



**Fig. 4.37: Opportunity to learn from experienced staff**



**Fig. 4.38: I usually get re-trained with challenging work**

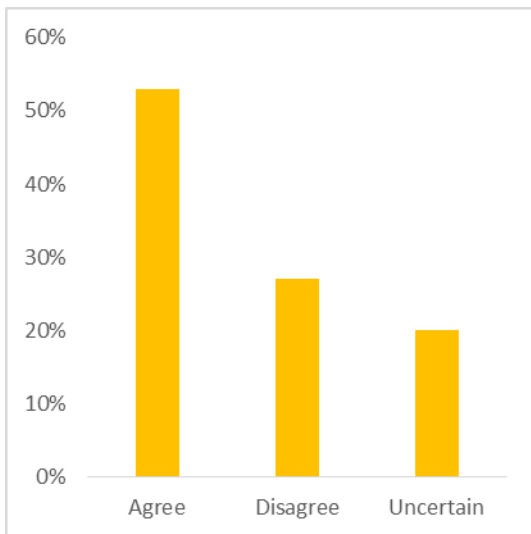
Figure 4.37 reflects if the participants have opportunity to learn from experienced staff and 87% agreed that they have the opportunity, 10% disagreed and 2% were not sure. Figure 4.38 illustrated the participants' responses to having opportunities to be re-trained when assigned to more difficult tasks. Here 39% agreed that they get re-trained when assigned to more challenge task, 52% disagreed and 9% were uncertain.

The illustrations above have shown that the ASCON delegates think that Nigerian public servants are not given the same opportunities when it comes to the development of their career as well as the payment system. The disparity may be as a result of different operations of ministries and parastatals or individual perceptions of the activities of the public service. Whichever it is, the reasons will be examined later using literature.

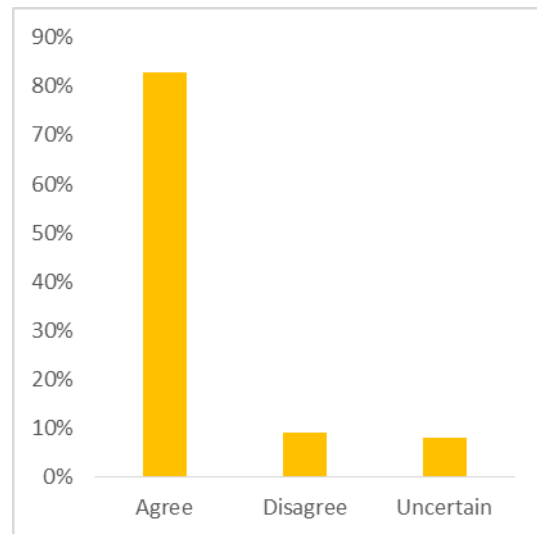
*Objective 6: Examine the relationship between employment relations and Nigeria's public service employees' professionalism*

'Employment relations' is described as policies and principles guiding the relationship between employees and employer in the workplace within the legal framework of the country. This objective is set to examine the relationship between the Nigerian Public Service and its employees' professionalism. Employment relations were broken down into trade unionism, collective bargaining, employee wellness and disciplinary and grievance procedures. Questions were set as part of the data collection instrument to examine the relationship and Cronbach's Alpha was used to test the reliability of the instrument and 0.745

was generated, which proved that the results were reliable. Graphic illustrations of the instrument are analysed and explained below.

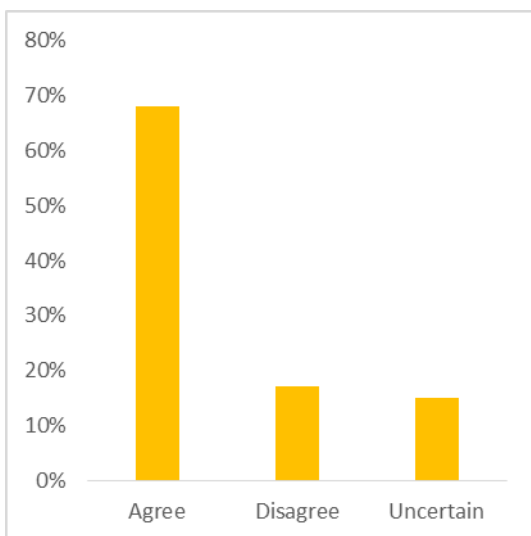


**Fig. 4.39: The TU federation truly represent workers' interest**

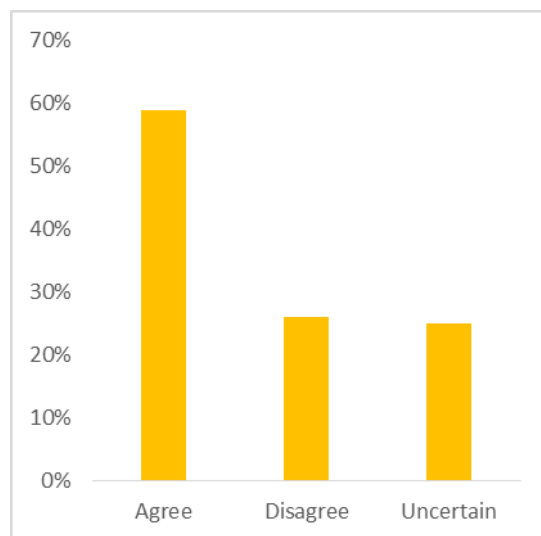


**Fig. 4.40: PS policy give employees the freedom to join TU**

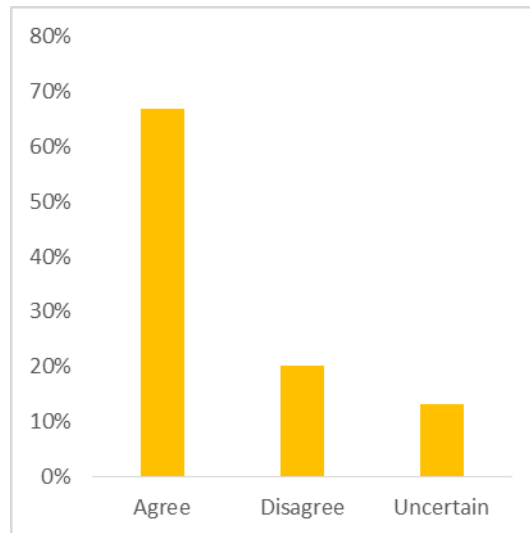
Responses to trade union existence and operation are presented in above graphs. Figure 4.39 depicts participants' responses to trade union representation of their members and here 53% of the participants agreed that their trade union federation truly represents workers' interest while 27% disagreed and 20% were uncertain. The second graph (Figure 4.40) illustrates participants' responses to 'the civil service policy give employees the freedom to join TU' item in the questionnaire. Here, 83% of the participants' agreed that the civil service policy gives employees freedom to join trade unions, 9% disagreed and 8% were uncertain.



**Fig. 4.41: Forum for management and TU decision-making**



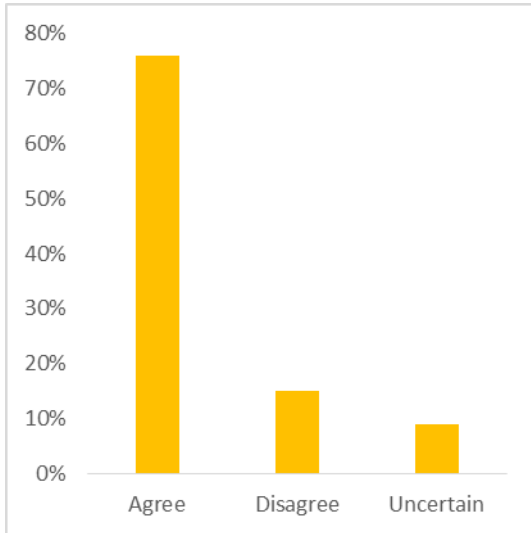
**Fig. 4.42: Ministry of ELP relationship work with TU**



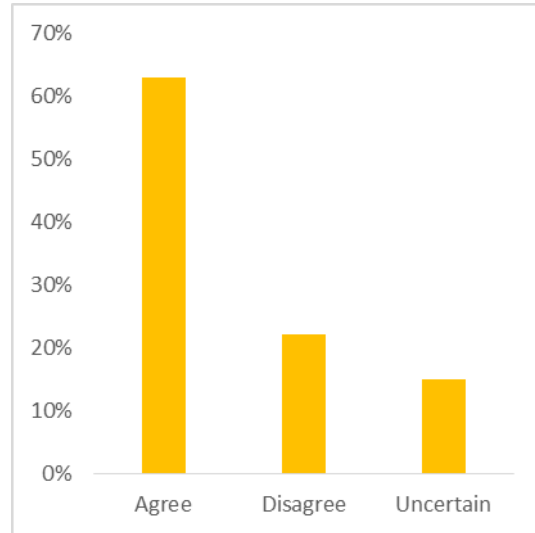
**Fig. 4.43: TU has ability to negotiate successfully**

The graphs above display participants' responses to collective bargaining related issues in the Nigerian public service. Figure 4.41 shows the responses to management interaction with trade union representative. Here, 68% of the participants agreed that there was a formal forum where the management of a ministry/parastatal and trade union representatives meet for joint decision-making, 17% disagreed, and 15% were uncertain. Figure 4.42 is the participants' response to the Ministry of Employment, Labour and Productivity relationship with trade unions, 59% of the participants agreed that there is a forum where the Ministry of Employment, Labor and Productivity and trade union federation work together while 26 % disagreed and 25 % were uncertain. Figure 4.43 illustrates the responses to union ability to negotiate on behalf of its members and 67 % of the respondents agreed that the labor union has the ability to negotiate successfully on behalf of public servants while 20 % disagreed and 13 % were uncertain. Lastly, this section examined employee wellness within the public service. Respondents' responses to their wellness concern are displayed graphically below:

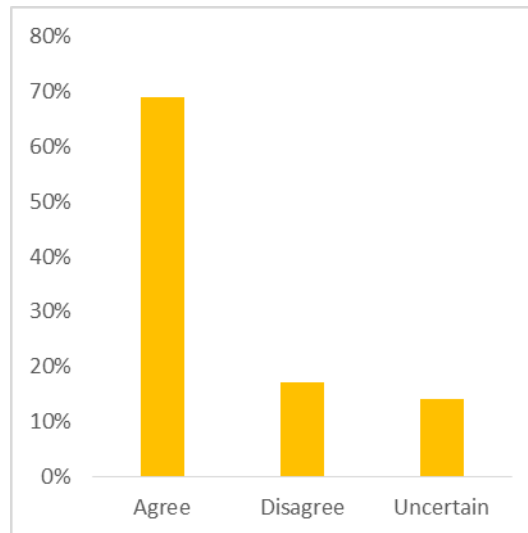




**Fig. 4.44: Working environment is safe and healthy**



**Fig. 4.45: Current office structure is in line with my operational need**



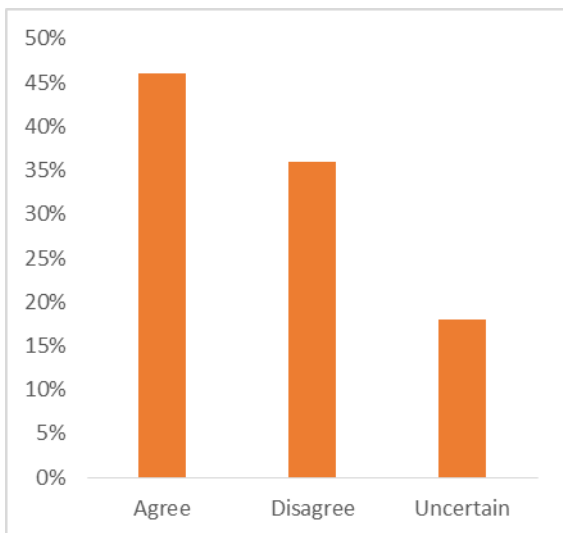
**Fig. 4.46: PS have access to staff clinic or medical aid**

The safety and health situation of participants' ministry/parastatals are examined in Figure 4.44 where 76% of the participants agreed that their ministry working environment is safe and healthy, 15% disagreed and 9% were uncertain. Figure 4.45 depicts responses to operational needs of participants and 63% of the participants' responded that the current office structure was is in line with their operational needs, 23 % disagreed and 15 % were uncertain. Likewise, Figure 4.46 illustrates the access to medical aid or to a staff clinic with 69% of the participants agreeing that the public servants have access to a staff clinic or medical aid, while 17% disagreed and 14% were uncertain.

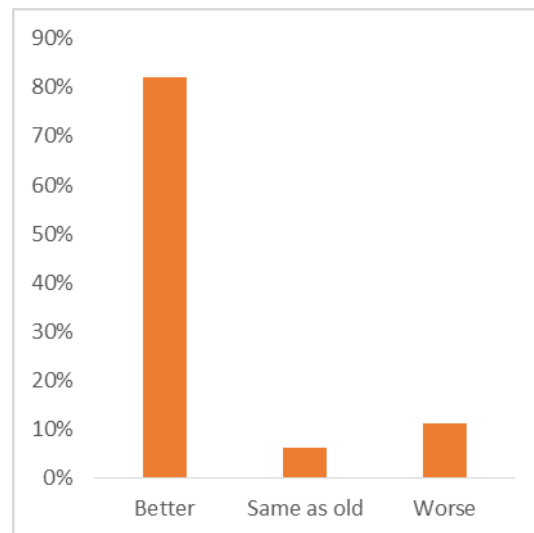
Participants' responses about the trade union federation, collective bargaining and their wellness within the public service have been analysed. From the graphical illustration it seems that the majority of the respondents are affirmative about the situation regarding the concerns raised by the questions. The next chapter is considers to consider the actual situation of things with the response given using literature in order to establish a fact.

*Objective 7: Evaluate the relationship between exit management oand employees' professionalism*

This objective evaluates the effect of exit management in term of the organisational retirement plan and policy on employees' professionalism. It is popular knowledge that the Nigerian Public Service is experiencing many hiccups concerning the payment of pension and gratuities to its retirees (Adegbayi, 2005). Ordinarily one would have thought this would be demoralising for the existing work force. Various questions were asked to examine the effect on employee professionalism and Cronbach's Alpha tests were run to determine the reliability of the items in the instrument. The result was 0.592 (see appendix H) which is an acceptable measurement for reliability of the instrument. The items are further analysed graphically below:



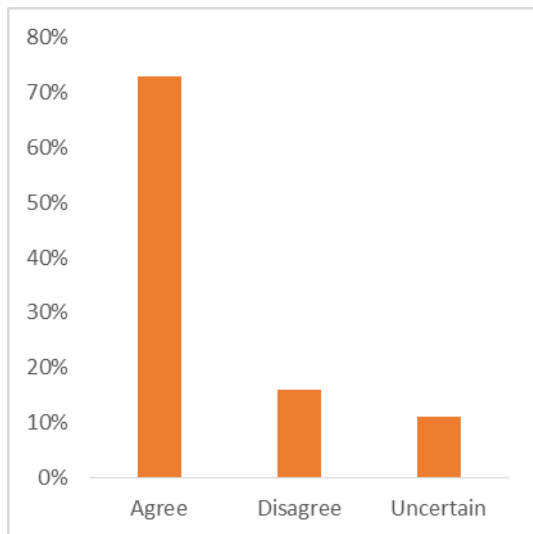
**Fig. 4.47: PRA 2004 solves hiccups of payment of pension**



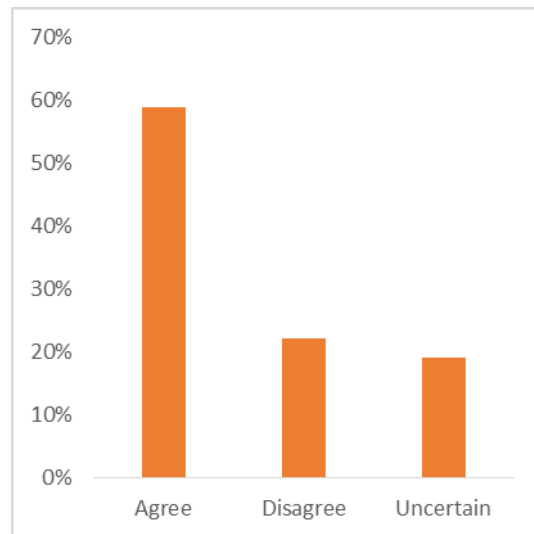
**Fig. 4.48: How would you compare pay rate of pension**

The effect of the Pension Reform Act of 2004 is examined in the figures above. Figure 4.47 illustrates the respondents' responses to payment of gratuity and pension where 46 % of the participants' agreed that the Pension Reform Act 2004 has been able to solve all hiccups attached to the payment of pensions and gratuities while 36% disagreed and 18 % were uncertain. Figure 4.48 shows the participants' opinions on the payment of pensions and

gratuities compared to previous systems. Here, 77% affirmed that the pay rate was better after the introduction of the Pension Reform Act 2004 while 5 % said they did not notice any change and 11% said it was worse than before.



**Fig. 4.49: I am excited and looking forward to retirement as a public servant**



**Fig. 4.50: I feel secure about my future**

Figure 4.49 expresses the participants' feelings about retiring as a public servant where 73 % agreed that they are excited and looking forward to retirement as a public servant, 16 % disagreed and 12 % were uncertain. Figure 4.50 reflects the participants' feelings about their future and 59 % agreed that they felt secure about the future after their retirement while 22% disagreed and 19 % were uncertain.

Just as with the previously examined variables, the participants' opinions varied. This is why the reasons will be further examined in the discussion chapter. Exit management is essential in order to retain valuable employees in any private or government establishment. Having a bright future ahead with a good retirement package and plans can actually encourage employees to put in their best.

Having individual access to the participants' responses to all questions that address each and every research variable, their effect on professionalism is determined using factor correlation whereby the average outcome of all responses was used to evaluate their relationship with one another. The factor correlation was used to determine the level of significance of the relationship as well as the coefficient of determination.

**Table 4.17: Factors Correlations for all variables**

		Professionalism	Human resources retention and development	Organisational culture	Organisational climate	Employment relation management	Exit management
Professionalism	Pearson Correlation	1	.700**	.564**	.723**	.515**	.300**
	p-value (2-tailed)		.000	.000	.000	.000	.000
	N	477	477	468	468	469	460
Human resources retention and development	Pearson Correlation	.700**	1	.495**	.535**	.420**	.244**
	p-value (2-tailed)	.000		.000	.000	.000	.000
	N	477	477	468	468	469	460
Organisational culture	Pearson Correlation	.564**	.495**	1	.613**	.458**	.196**
	p-value (2-tailed)	.000	.000		.000	.000	.000
	N	468	468	469	466	466	457
Organisational climate	Pearson Correlation	.723**	.535**	.613**	1	.510**	.275**
	p-value (2-tailed)	.000	.000	.000		.000	.000
	N	468	468	466	468	467	458
Employment relations management	Pearson Correlation	.515**	.420**	.458**	.510**	1	.247**
	p-value (2-tailed)	.000	.000	.000	.000	.000	.000
	N	469	469	466	467	469	460
Exit management	Pearson Correlation	.300**	.244**	.196**	.275**	.247**	1
	p-value (2-tailed)	.000	.000	.000	.000	.000	
	N	460	460	457	458	460	460

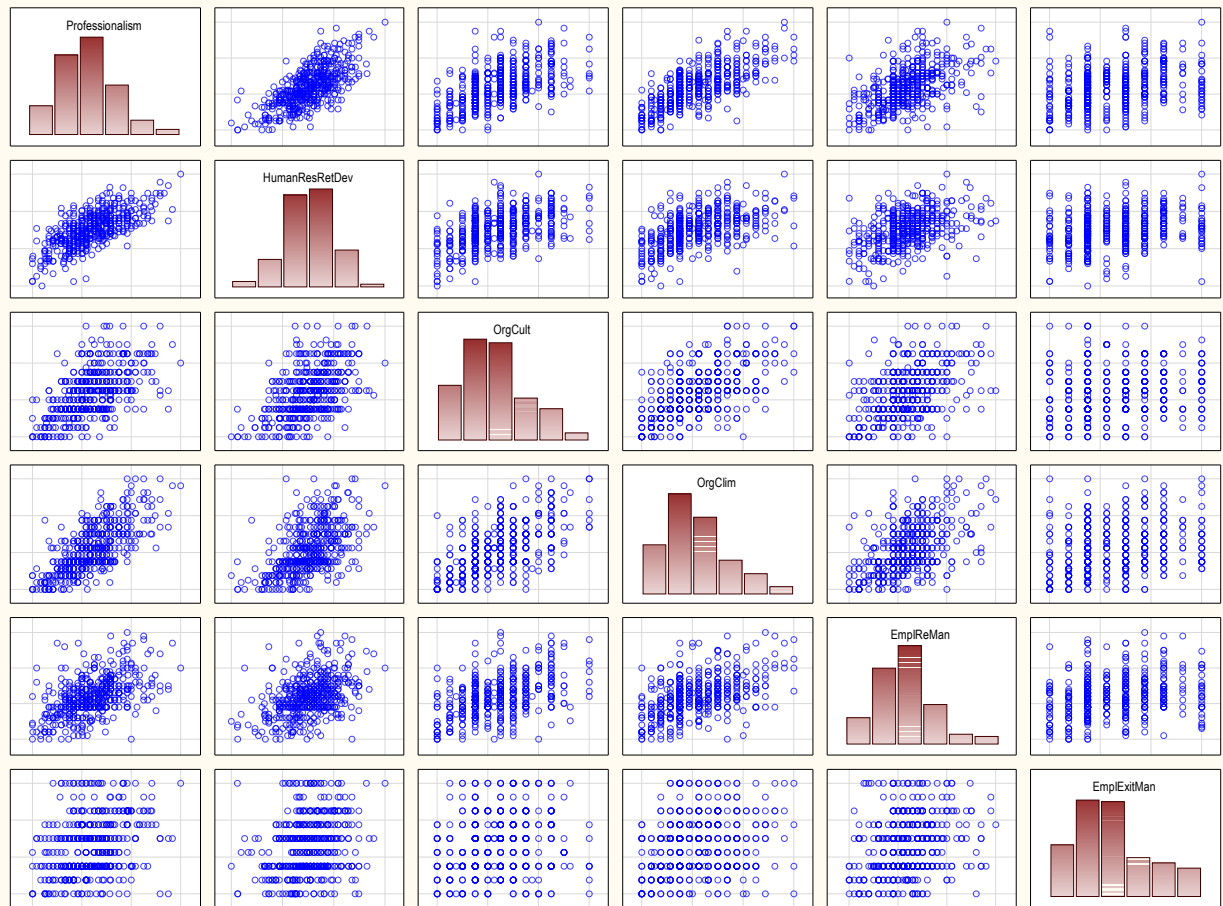
❖ *p-value is significant at  $\geq 0.05$*

❖ *Pearson correlation range from 0-1 (The closer to 1 the higher the R)*

The table above shows that there is a significant level of relationship between all variables and professionalism, as well as with other variables. Therefore, the coefficient of determination was further used to examine the level of correlation, which shows contrasting percentages of correlation amongst variables. The coefficient of determination is a measure of the percentage of variance of predicted outcomes. The coefficient of determination is calculated as square of the correlation coefficient with value of 0-1.

The coefficient of determination between professionalism and organisational climate is high compared to other variables. However, there is significant level of relationship between professionalism and all variables. Correlation amongst all variables is further analysed below using scatter graphs.

**Fig. 4.51: All factors correlation scatter graph**



The above scatter graphs show that wherever the ‘X’ and ‘Y’ axis of the graph is not increasing (that is the clusters are running from lower left to upper right) it means that there is no correlation between the variables. This is obviously clear on both ‘X’ and ‘Y’ axis of “employee exit management” it seems not to have significant correlation with any of the variables (See appendix G for raw data).

### 4.3 Summary

The analysed data established that there is a relationship and correlation between people management/human resource variables and professionalism. Literature will be examined in the next chapter to discuss the information shown by the data collected. However some of the

variables that have shown not to have relationship with professionalism will also be discussed.

#### **4.4 Part B: Qualitative analysis**

##### **4.4.1 Transcribing of focus group discussion**

###### **{i} Introduction**

The focus group discussion interpretation is shown in this section of data analysis and there seems to be some disparity when compared to the results generated from the quantitative responses and the group discussion of the subject. The same issues that were raised in Part A are further discussed in this session with different sets of participants, but all employees of the Nigerian Public Service attending training courses at ASCON in 2013. The researcher met the participants in groups of 8-12 people and three different groups were met at different times but the same questions were asked. The qualitative questions comprised seventeen questions and were categorised into five themes in accordance to the research objectives.

Thematic content analysis is the descriptive presentation of qualitative data (Anderson, 2007: 1). Themes in this study were identified and analysed based on the research objectives and research contents. The researcher analysed data obtained during the focus group discussion. It is noteworthy that the sessions were recorded and subsequently transcribed by the researcher. This was said to be shorter and straight to the point than full transcript (Onwuegbuzie et al, 2009: 5). Interpreted below are the themes, questions and responses given.

###### **Theme 1: Relationship between employee resourcing and professionalism**

The process of workforce planning and recruitment in the Nigerian public service are examined in this section. The essence is to establish if there is a relationship between the process and employee professional attitude to work. Four questions were asked and responses according to groups are analysed below:

*{i} Question: How does the process of employment into the public service affect employees' attitudes towards work?*

**Group 1:** In Nigeria, when it comes to public service recruitment, it varies from one geopolitical setting to another. In some states employment is based on vacancy and regulated structure but there is a problem with placement. People are being placed not based on their disciplines but due to vacancies existing as at the time of employment. Also, the influence of

the politician supersedes the actual employment policy. Some states actually recognise professionalism but there are some courses that are not so relevant to the operations of the public service such as language and religious study. Applicants with such qualifications get placed randomly, based on who is influencing the process on behalf of the applicant.

In the case of distorted processes, such as what the state is currently experiencing, there is no way the employee will have the right attitude to work because he/she knows that he/she did not deserve the job in the first place and whoever influenced his/her appointment is still there to clean his/her mess. The current process of employment is not the best and it is not possible to get the best from the employees who are recruited under such processes.

Even if the candidate has the right knowledge and skills to perform the job, just because he/she knows that there is somebody at the upper realms that influenced the appointment and will always fight their cause, they are not likely to do their best. They think that they can get away with anything. The way in which people are employed into the Nigerian public service through the back door actually has a negative effect on their attitudes to work.

The recruitment processes operate in two ways. Qualified candidates without someone in a top position in government may find it difficult to get a deserving job, while a not so good candidate with connections at the top may get the job that he/she does not actually qualify for. In a nutshell, the processes of recruitment have great impact on employees' attitudes to their work. Political interference has made nonsense of the merit system of posting and promotion

**Group 2:** Naturally, when people are employed you expect the process to be credible and all prospective employees have equal opportunity but in the Nigerian case people related to “people in power” seem to get the job, irrespective of their qualifications and they become arrogant in the course of discharging their duty. The person who follows the right process by going through the interview procedure has a slim chance of getting the job, but if they eventually do they seem to be more committed. The right people with better capacity and who are actually recommended by the recruitment personnel in the course of recruitment may not be the ones that will eventually get the job. The authorities have a way of forcing the officers to drop credible candidates in order to accommodate their own choice of people and when these people eventually assume the job they get more undeserved credit while actually contributing little or nothing compared to people who are doing their actual job/ or contributing more. Another issue is that this same influential person from above gives undue

promotion to his or her candidates such as placing a new entrant far above someone who has been in the service more than ten years with the same qualification. This actually demoralises people who want to do their job with a right attitude and mind-set. Placement is another issue where candidates are not placed in the public service in accordance to their skills and qualifications.

People are leaving the private sector to work in the public sector in order to seek time flexibility. Those who do so say that the private sector is too demanding and so, in the course of having time and flexible working hour in the government setting, performance and service delivery are distorted. The problem of non-performance and bad service delivery can be resolved if only recruitment processes could be corrected because most performance problems experienced in the public service are as a result of how people are employed in the service. Nepotism and tribalism are two major problems that affect the recruitment process in the country and they are affecting public service delivery in Nigeria.

**Group 3:** If someone is employed to head a section where there are employees with better qualifications and experience, there is the possibility that the motive behind his/her employment will affect his attitude as well as the other employees because as a new entrant he/she is supposed to learn from the existing colleagues but now that he has been placed above them he will not be humble enough to learn and the colleagues will also not be willing to actually teach him because they were actually expecting to be promoted to that position themselves. Recruitment processes are regulated by a quota system which is about the equal representation of geo-political zones in government recruitment and appointment processes. Meanwhile, people from all geo-political zones are not equally educated. The quota system has really been abused in the process. This is one particular reason why a new employee could actually be placed above an existing one with better qualifications and experience. Another participant was of the opinion that people become arrogant based on the person that influenced the appointment. It makes such candidates arrogant and unwilling to subject themselves to learning the job process. The recruitment processes are being influenced by ‘God-fatherism’ and irrespective of the recruitment procedure followed, the outcomes are always influenced someone with some form of authority and that has always been a problem in the Nigerian public service because people are not recruited based on what they know but on who they know.



{ii} *Question: What role does the Human Resource Management Department of your ministry/parastatal play in manpower planning of existing employees and recruitment of new employees?*

**-Who decides that there is a need to fill a vacant position?**

**Group 1:** Human Resource Management Department are not given the free will to actually recruit appropriate candidates, though it is recommended that the HR department should be responsible for manpower planning in terms of recognising the vacant post as well as recruitment and selection, but in most cases it looks like the HR are only given the power to recognise the vacancy but are incapacitated when it comes to filling the post because of leadership influence. The Ministry of Establishment will send the vacancy list to the commission and the commission (Civil Service Commission) is responsible for recruitment which is supposed to place the advertisement for the ministries but nobody within this group is sure if they do place the advertisement or not. Meanwhile, parastatals have their own recruitment processes which are monitored by their own HR department. This shows that there is disparity in the manpower planning and recruitment processes of ministry and parastatals. The Human Resource Management division of the Civil Service Commission is responsible for recruitment and posting of officers in ministries. However, the Public Service Commission is responsible for the management of all ministries, parastatals and agencies.

**Group 2:** Human resource management decides the vacancy in conjunction with heads of department, but in most cases the MDA chooses to promote rather than recruit or fill a vacant post internally rather than recruiting from outside because of what they consider as many idle (over-populated workforce) people within the organisation. At the end of each year there is a manpower budget plan in terms of recruitment, promotion and transfer which will be proposed by the HR and projected into the coming year and which needs to be approved after going through many channels, particularly Head of Service. Sadly the HRM department shies away from the responsibility of recruitment due to undue pressure from politicians. In some cases external consultancies are appointed for the process. Often the government prefers to use private HR consultants even when there are in-house HR practitioners. HR within the organisation is still responsible for the terms and conditions of appointing the external recruitment agencies and also somehow monitors the process from a distance.

**Group 3:** At the beginning of every year there is always a proposal on how many people that each department needs in terms of manpower. The proposal is forwarded by the head of each

department so it's the departmental head that decides on the number of staff needed in their department and that will be forwarded to the executive for approval. Thereafter, an advertisement will be placed for vacancies. HRM/Personnel departments are responsible for the placement of advertisements. In some organisations HR is a function underneath the administrative department. Contrarily, the Public Service Commission is responsible for recruitment, promotion, appointment, and retirement. Often, the commission manages through the recruitment process themselves but in most cases they outsource the process to another agency, which is also a public one. In local government administration the HR manager has been side-lined by chairmen and their secretaries. They are the ones recruiting and appointing people to positions.

*{iii} Question: Is there a proper (written and signed by both parties) employment contract between the public service and its employees?*

**Group 1:** All participants in the first group agreed that all public servants in Nigeria have a written contract signed by both parties, but the response about who drafts the contract shows that almost every employee gets the same contract in terms of offer and acceptance and all other conditions attached to the employment are written in the Civil Service Handbook.

**Group 2:** The offer of appointment contains all the conditions of appointment for both contract and permanent staff but recently there have hardly been any staff appointed on a contract basis; only that new employees are subjected to a two-years' probation period after which their performance will be evaluated and there will also be a written test in order to ratify the appointment. The performance appraisal systems are consistent and applicable to all employees at the same level, but promotions are subject to vacancy.

**Group 3:** Yes. The contracts usually state all the conditions of employment which the employees have the right to accept or reject. Failure to resume duty within one month of receiving a letter means that the employee has rejected the offer.

## **Theme 2: Relationship between human resource retention and development schemes on public servants professionalism**

HRRD in the context of this study refers to various innovations and support systems put in place by the Nigerian public service to enhance its staff development and reduce the brain-drain. Three questions were discussed in order to establish if there is any relationship between HRRD and NPS professionalism. Responses are transcribed below:

*{i} Question: Do you think public servants are motivated enough (in terms of remuneration, benefits, and their welfare) to give the best of their service to their job?*

**Group 1:** There is no uniform remuneration package across the MDAs. There are some agencies where the new entrant employees earn almost the same as an assistant director in the ministry. This is one of the reasons why people are not giving of their best to the service. Public servants used to be more interested in their career progression within the ministry/parastatal but due to disparity in remuneration between ministry and agencies they are now more interested in changing their job from ministry to a well-paid agency. Unless there is a uniform pattern of remuneration across all MDAs it might actually be impossible to get the best performance out of the employees.

**Group 2:** The participants in this group were all of the opinion that they are not motivated enough to give their best. It was stated in labour law (according to one of the participants) that employers should provide accommodation, transportation and feeding, apart from the monthly remuneration for its employees but that is not the case. Even when one is injured in the course of working, the ministry just leaves one to sort oneself out or at most, the employee will be retrenched. Almost all participants felt that if they could get a better job they would leave the service, while some have contrary opinions based on the fact that there is job security and they have flexible time to do other things while still working for public service.

The housing issue was raised in this group and one of the issues that was emerged was that there is a kind of monthly deduction from public servants' salaries toward housing which was supposed to entitle them to a mortgage (bond) with a particular organisation (Federal Mortgage Bank) but unfortunately more than half of the group knew nothing about it and, in the case of those who are aware of it, they said that the procedure is not as easy as it was written and there is hardly anybody who has received a house by these means. The money might actually be part of the retirement package but there was a lot argument about what is being done with the money as nobody seemed to be sure of what happens to the mortgage deductions. Some of the participant also said that some states are building houses for their workers (at certain levels) and the bonds are being deducted monthly.

**Group 3:** Civil servants are not motivated in any way. For example, the local government salary is always delayed. Some parastatals pay well above what the public service are paying and when it comes to welfare, workplace security and provisioning are not up-to date.

Notwithstanding this, the majority of the participants are not willing to leave the service due to job security and flexible conditions of service. People who are working in other parastatals are earning more but they do work under pressure and do not have the time to spend the money. Meanwhile, some are of the opinion that if they are able to get something better they will leave the public service. One of the participants also mentioned job satisfaction as part of the motivational reason for working, but the public service is actually depriving its employees of that satisfaction. A civil service job is not actually encouraging and challenging. The older generation of workers claim that their passion and drive for joining the service have been destroyed by the current situation, so they are not doing what they love but are working for survival or monetary reasons alone.

*{ii} Question: How often does an employee get promoted in Public Service?*

**Group 1:** It is actually expected of a new graduate to spend 3 years at the current level at which they were employed before moving to another due to vacancy, irrespective of performance. Promotion is subjected to performance evaluation through the use of the Annual Performance Evaluation Report (APER). In that case, if about ten people are due for promotion and only five posts are available, the APER form will be used as a yardstick for evaluation. This is clearly stated in the Public Service Handbook. The usage of the APER form as an appraisal system is still not giving the best to the public service because personal sentiments still take priority over the standards laid down in the APER system.

*{iii} Question: How does the public service contribute to the development of its employee?*

**Group 1:** The training is paid for by the organisation, but studies are not being paid for by the government. Some say they do pay and that means it varies from ministry to ministry. They do grant a kind of study-leave where the employee will still be getting his/her usual monthly salary or sometimes where the salary will be stopped. The difference is that when an employee is on study-leave without pay he/she can stay away as long as he/she wants to but whenever the study is done he/she will have a job to come back to, but an employee on study leave with pay has a limited time frame in which he/she has to come back to work. Defaulting can attract some penalty.

**Group 2:** The public service is responsible for the development of its employee. Most of the participants agreed but there was a contrary opinion. However, a majority agreed that their

organisation even goes as far as to support skills development, paying for further studies while the employees still draw their normal salary.

**Group 3:** It was said by one of the participants in this group that his organisation is trying their best in terms of providing an avenue for training both at local and international level but the question is “is the training actually achieving its purpose?” Most of the time people are more interested in attached benefits than the actual training itself. Employees are not made to be accountable for the training in terms of giving reports and the transferring of acquired knowledge obtained in the training to others.

### **Theme 3: Relationship between organisational behaviour and professionalism**

Organisational culture and climate were used to examine the context of organisational behaviour relationship and its effect on professionalism. Eight questions were discussed to examine the Nigerian public service culture and climate and their effect on employee professionalism. The groups’ responses are written out below:

*{i} Question: How does the structure (in terms of the federal character policy, ethnicity, religion, and language) of the Nigerian society affect the professionalism of public servants?*

**Group 1:** The biggest set-back to the public service is the federal character system. It is a system that does not give room for recruitment of qualified people but emphasises equal representation of geo-political zones. It is more about a quota system than a merit system, even when people are much more qualified and if it is acknowledged that they are not from the state or region that is needed to fill the post, they will not be appointed. The official language is English but people from the same place are allowed to speak their language if need be, and that has not created any tension. Also, people are allowed to practise their religion without any barriers and influence on their work. However, religion and ethnicity have created some barriers. Somehow the religion and language of whoever is heading a particular MDA have a way of influencing the workforce of the parastatal/ministry. This is not a general opinion as some of the participants had a contrary opinion saying that there was no way that the religion/language of the sectional head could have any influence on the work force because he did not appoint them and in some cases some of the employees had even started working there before the director was appointed. Despite all the differences in the religion/language they can still relate well and work together. Some of the participants concluded this part by saying that poverty does not know religion or ethnicity and since the

major reason for working is to earn a living, irrespective of where one comes from or ones religion, that basic reason has overcome every other reason that might arise.

**Group 2:** Government has tried its best to balance things in terms of ethnicity but in any case the indigenous population has always been more in any parastatal or ministry and, irrespective of government policy on a particular issue, the indigenes will do it their own way. Nigeria is a secular state so in Nigeria in all religion are thus accommodated and thus religion has no effect on workplace output.

**Group 3:** The federal character would have been a very good policy but in the Nigerian case it has been abused. Language has also been a barrier to the interrelationship between ethnic groups in the workplace as non-indigenes find it difficult to relate to their colleagues and most often feel isolated in workplace decisions that even affect them due to language barriers

*{ii} Question: Since the return to democracy in 1999 the federal government embarked on a restructuring of the civil service;*

**-Are you aware of the restructuring programme?**

**Group 1:** Yes

**Group 2:** Yes

**Group 3:** Yes/minimal No

**-What are the reactions of the public servants to the restructuring programme?**

**Group 1:** The monetisation programme seems to have deprived the new generation of workers the opportunity to own/apply for government housing and cars because the properties were sold to the previous occupants of the house thus leaving the new generation of public servants without a hope of acquiring their own property or having the same right to bid for the existing ones. Whatever was included in their salary package, is not up to the current rate at which property can be built or even rented, especially in the urban area where most public service offices are situated. The people who bought the houses at give-away price and are still in the service and are still getting the salary package that was introduced in the monetisation policy which gives them a double advantage over their colleagues who were employed later. The aged generations of civil servants enjoy everything that the commission has to offer and the new generation who have more social challenges are left with nothing. This is problematic because this type of situation may affect productivity.

**Group 2:** There is always a resistance to changes such as like technological changes but because people want to keep their jobs they have to adapt somehow to the change. All reforms are good but the implementation is somehow bad such as the right-sizing and downsizing issues. Young people with good qualifications and who have something new to offer the service are mostly affected by the right/downsizing programme more than the older generation who have actually run out of idea and yet are more favoured because somehow they know people due to their long years of service and they are able to manipulate the system. The younger generation who hardly has any influential clout do not have anyone to plead their cause irrespective of what they have to offer. Even the merging of parastatals that was proposed has not been able to commence because most sectional heads are contending against it because if they were able to go through with it the numbers of departments would be reduced and so also would the number of managers, directors, and sectional heads.

**Group 3:** Monetisation of fringe benefits introduced during the Obasanjo regime actually brought about untold hardship in the life of public servants in Nigeria. Accommodation became outrageously expensive in the Federal Capital Territory, beyond what public servants can afford. They have to do other things in order to make ends meet. Another thing is the introduction of duty toll allowance (DTA) which gives access to government funds based on who you know and not on qualifications to use it. Merit now becomes mediocrity. Many people attend training that they are not even qualified for are or over-qualified for, just to be able to claim some funds from government. Public service reform is also another problem whereby some junior officers are outsourced by agencies. The agencies charged huge amounts of money for their services and some of the agencies were paid after rendering their services and some were not.

*Question: How are these programmes different from previous interventions on the civil service structure?*

**Group 1:** There is no difference in any of the reforms but only a change of names that comes with different political regimes. Different governments only picked up on the parts of previously introduced programmes that they thought would suit them. Currently, no one is even talking about any reform again but about the next election. One of the group members further elaborated that the problem could be based on the fact that ever since independence we have some people who have been with government in different capacities as a civil servant, politician or adviser and they have always been part of whatever reform was

introduced. Therefore, there have not been any real new people to actually bring fresh ideas to the table and even if there is anything new, the fact that the same old generation is still with the government, means that there will never be an all-encompassing reform. Most of the restructuring programmes have had a negative effect on productivity and performance.

*Question: How does this programme enhance the public servants' professionalism?*

**Group 1:** Looking at the positive side the reform (monetisation programme), it has actually cut down on some of government's expenses in maintaining the houses and cars occupied by the public servants. Though it actually opened new wounds, the reform exposed many issues of ghost workers in the cause of consolidating the workforce through the introduction of the Integrated Personnel and Payroll Information System (IPPIS), where every government worker payroll has been controlled by the Accountant General of the state. This was done in such a way that all employees of the state are now paid from the same source instead of the previous situation where MDAs were responsible for such payment and whoever was in charge (together with other directors) could create non-existing workers on the payroll and take the money.

*Question: Does the programme enable the review of any of the out-dated personnel management practices in the ministries?*

**Group 1:** Participants in this group unanimously agreed that old personnel programme is almost the same as the new HR department because it is only a change of name as the same civil service rule/nomenclature is still being followed. The rule was reviewed again in 2000 but it is actually a reviewed edition of the earlier one. It was mentioned that "a lot has changed in terms of name change and stuff but there has not been any feasible change in terms of practice".

{iii} *Question: Do you think the introduction of 'servicom' has improved public servants' effectiveness and efficiency in discharging their duties?*

**Group 1:** Servicom was one of the restructuring processes that were introduced at the dawn of democracy. It was delivering quality service without delay to make an impact on the society. This was actually effective at inception but along the way enthusiasm died and everything went back to the way it used to be.



**Group 2:** Initially, servicom was able to advance public servant efficiency, but right now the enthusiasm has died down. The essence of the programme was actually to deliver effective service to the people and address mass grievances about the quality of service delivered to them, but right now they are not doing anything about that anymore. People are not getting desired results' any longer.

**Group 3:** One of the participants said, "it is difficult to measure performance because standards were not set in the first place. The productivity of public servants cannot be attributed to individual performance due to this basis" and others agreed. Majority unanimously said that Servicom was a good innovation that was introduced in a wrong setting.

*{iv} Question: Do you think the restructuring programme and servicom introduced at the return of democracy in 1999 is still relevant within the current political dispensation or have new innovations been introduced that are relevant to the improvement of public servants professionalisation?*

**Group 1:** It was introduced around 2002 and the subsequent regime did not work on the initiative.

**Group 2:** It is not functional anymore. They are still relevant but not implemented.

**Group 3:** Continuity is a big problem in Nigeria. Different governmental regimes keep introducing some 'new' things by changing the previous name given to it and it never finds its way into the new political dispensation.

#### **Theme 4: Effects of employment relations climate on Nigeria's public service employees' professionalism**

The aim of this session was to establish the effects of employer-employee relations on employees' professionalism (attitude to work). Two basic questions that covered the trade unions role in employment relations were used as the basis for discussion.

*{i} Question: What role does the Nigerian Civil Service Union play in the relationship between the Civil Service Commission and its employees?*

**Group 1:** They all pay union dues. The union has been responsible for the successful negotiation of public servants' wages but not so active when it comes to conditions of

service, but this group agreed that their union has been playing a very active role between them and government.

**Group 2:** They mediate between workers and employers and demand certain benefits on behalf of employees. They only act collectively but are not acting responsibly when it comes to individual-related issues. Someone was of the opinion that if union is aware of an individual problem and if it is not criminally related they might give their support

**Group 3:** There are about eight industrial unions in the core public service. The functional role of trade unions has been politicised and polarised. Now it is more about individual interest rather than the collective interests of workers. The union leader's deviation is based on the way they are elected. Normally the workplace management are supposed to stay away from union operations but in the Nigerian case the management actually appoints or influences the appointment of union leaders and somehow influences their decision-making power.

*{ii} Question: Is there any forum where the government, employers (ministries/parastatals), and employees (the unions) meet to discuss work-related issues that are affecting employees?*

**Group 1:** There is a forum for such meeting.

**Group 2:** Yes and it is called Labour Consultative Forum.

### **Theme 5: Effects of exit management schemes on employee professionalism**

Exit management refers to retirement provisions made by the Nigerian public service for their employees. The aim was to establish the effect of retirement and pension management in the Nigerian public service on employees' attitudes to their work and if the provision affects their professional attitudes.

*{i} Question: Does the Pension Reform Act of 2004 eradicate all the discrepancies associated with the payment of gratuity and pension?*

**Group 1:** There has not been any change so far and the Pension Reform Act has not been doing any feasible change. In fact the commission has been banned because of corruption.

**Group 2:** No, in fact it has even complicated it more. Gratuities are not given in bulk. Rather the money will be split into whatever suits the Commission and gives applicants are given

future date to come back. Also, remittance from the organisation has not been regular. They are not accountable for what is in the fund.

**Group 3:** The military has actually opted out of the reform due to its malfunctioning, and the police are also planning to get out of the system because the reform seem to be ineffective.

#### **4.5 Integration of quantitative and qualitative outcomes**

As mentioned earlier in Chapter Three, both quantitative and qualitative data collection methods were adopted in order to use the results to complement and augment each other. The same human resource management variables relationships with professionalism were examined and discussed. Questions asked under quantitative analysis are more by way of applied questions, which are criteria that are expected to be met by both employees and employers while relating with each other right through the process of recruitment, development, remuneration and retirement. It was established in Part A, through various analyses, that the processes have a relationship with employees' professionalism by the interaction of those human resource management functions with professionalism-related questions using statistical instruments. Professionalism questions were determined based on the literature in Chapter Two which established skills, knowledge, competence, and attitude as yardsticks by which the professionalism of an employee can be ascertained.

Qualitative questions addressed professionalism directly in relation to human resource practice of the Nigerian public service. Similar results were also achieved. Participants in the group discussion participants elaborated on various human resources management practices of the NPS and their positive and negative consequences on public servants' professionalism. Qualitative questions actually went further by mentioning some of the practices and various other issues that encourage unprofessional or professional attitudes of public servants, even beyond the scope of the research. Details of the outcomes will be further discussed in the next chapter.

#### **4.6 Chapter summary**

The results of both parts A and B of this analysis will be used to complement each other in the next chapter. Although the responses seem contradictory there proof of inconsistency in human behaviour as well as practices in the Nigerian Public Service MDAs. A model that will address all the discrepancies and give better insight and understanding of how human

resource management can adequately reduce and control all irregularities in the way public servants discharge their duty will be introduced in another chapter of this research work.

## CHAPTER FIVE

### DISCUSSION OF RESULTS

#### 5.1 Introduction

The interpreted and analysed result in the previous chapter was based purely on the research findings. They were achieved by means of percentage calculations, chi-square, T-Test, analysis of variance (ANOVA), and coefficient of difference. The findings will be discussed in relation to the research objectives in this chapter. Related literatures will be interacted in connection with the results to explain the research objectives and outcomes. Effects and relationships between all examined variables and professionalism in relation to the result obtained are discussed. Meanwhile, professionalism was determined as competence, skill, knowledge, and attitude displayed by public servants in the course of carrying out their duties. Other contributing factors to excellent display of professionalism relevant to the study will also be discussed.

#### 5.2 Discussion of results

The main objective of the study was to examine people management factors militating against public servants' professionalism in Nigeria and propose a professionalism framework through the use of human resource management functions for Nigerian public servants. Research findings from the NPS ASCON delegates were discussed to determine the specific objectives of the study. These are as follows:

- {i} To determine the relationship between demographic variables and the Nigerian public servants' professionalism.
- {ii} To examine the relationship between employee resourcing and professionalism.
- {iii} To investigate the relationship between human resource retention and development schemes and public service employees' professionalism.
- {iv} To explore the relationship between organisational culture and Nigeria's public servants' professionalism.
- {v} To examine the relationship between the organisational climate and professionalism of Nigerian public servants.
- {vi} To examine the relationship between the employment relations climate and Nigeria's public service employees' professionalism.

{vii} To evaluate the relationship between exit management schemes and employees' professionalism.

{viii} To propose a professionalism framework through the use of human resource management functions for Nigerian public servants.

Objectives i-vii had to be thoroughly investigated in order to determine the relationship between all the people management function variables before a professionalism framework, as proposed in objective eight (viii) could be established. Therefore, demographic variables and people management variable relationship findings will be discussed below.

### **5.3 Professionalism**

Having examined the concept of professionalism intensively in the literature review, it is obvious that it has no specific definition. It was established in Chapter Two of this study that professionalism encompasses so many qualities and traits expected of individuals to carry out their duties diligently, effectively and efficiently. Professionalism is defined as the practice of specific skills based upon a defined body of knowledge in agreement with recognised standards of behaviour (Armstrong, 2006: 87). The public service expects its employees to have the ability to display competent skills and knowledge while carrying out their duties. Adegoroye (2005: 6) and Musa (2001: 7) stated that public servants' professionalism depends on how skilfully and well a public servant carries out his job, his behaviour at work, his ability to improve and update existing knowledge, and his upgrading of skills necessary to do the job in order to enhance output and productivity. Despite some of the aforementioned attributes of professionalism, it has been observed that there are many other combined qualities that categorise employees as professional. These included personal outlook, the relationship with colleagues and the work output. However, it is the joint responsibility of both employees and employers to establish and develop professionalism in the workplace. Employees have a role to play through self-development, discipline and diligence while employers needed to provide an enabling work environment through motivation and leadership. Supporting employee professional growth by an organisation leads to improvement in job performance and an increment in personal satisfaction (Merchant Jr, 2010: 1; Rennekamp and Nall, 1993).

Heathfield (2014) acknowledged that HR managers are strategic partners to business whereby they contribute to the development of business plans and objectives by structuring work in such a way that people(employees) can succeed and contribute to business growth

appropriately. HR managers are tasked with the responsibility of aligning the organisational goals and needs with individual employee growth and development within the organisation in order to promote professionalism and a competent workforce (Katua, Mukulu and Gachunga, 2014: 5; Nyameh and James, 2013: 68). Therefore, questions asked to determine roles played by both parties in the Nigerian public service in order to enhance professionalism were found to be well-correlated and produced a Cronbach's alpha of 0.782.

Professional employees at any organisational level are expected to have a basic qualification required to carry out the job and produce quality services. Knowing that only employees with relevant skills, energy, talents, knowledge and attitudes can be committed to the delivery of quality goods and services, it is essential that the labour market requirement is aligned with education and training in order to achieve the expected result (Agabi and Ogah, 2010: 152). The learning environment in Nigeria is not conducive and well-equipped for quality learning. As a result graduates were found to be performing below workplace expectations (Agabi and Ogah, 2010: 156). This has created a shortfall in national human resource planning, whereby suitable candidates (in term of relevant skills, knowledge and attitudes) were not found to fill vacant positions. Gyang (2011: 71) and Isife, et al (2000: 2) mentioned that it is the responsibility of the state to structure schools and education according to the kind of development expected because schools are one of the determinants of political, social and economic growth of the state. It will be difficult for students who were not equipped with quality learning to understand the professional concepts of their job as employees.

Contrary to the questionable quality of the educational curriculum, this study indicates that 76% of the respondents' affirmed that they get the job done with little or no assistance. This can only be achieved through thorough training acquired before the commencement of job. All the participants in this study were are senior staff (because ASCON only permit officer from this level and above to enrol for their courses) with probably a minimum of five years' experience and 79 % confirmed that they have opportunities for on-going training and development programmes to expand their skills. This shows that the competencies and professionalism needed to do their jobs have been acquired through the on-going learning programmes. This was in agreement with Lester's (1995) study that examined knowledge and competence. It was obvious that better development could be acquired through the consistent practice of skills in as much as knowledge acquired from learning institutions may not be

enough to develop professionally. It was also observed that 68 % of the participants acknowledged that their ministry/parastatals supported employees' professional development.

Professional development is described as formal and informal learning such as conferences, seminars, workshops, discussions among colleagues, independent reading and research, observation of colleagues at work and the learning from peers that took place within the work context. Professional development was ascertained as the only way to learn how to improve on job performance, irrespective of the current output (Mizell, 2010: 3). However, the professional learning and development should be structured to suit the specific needs of the workplace as well as the employees' need for career progression in order to be effective. As a result of the support received for on-going learning and professional development, 66 % admitted that new skills and qualifications had been acquired during the course of their working for the ministry/parastatals. The relevance of the acquired skills and qualifications to their present job status could however, not be established.

Egbe, Obo, and Amimi ( 2011: 21) also established that civil servants in Nigeria were not even given opportunities to attend training courses that are necessary for the job challenges and innovation as they ought to. In the institutional guidelines for staff training of Nigerian public service as highlighted by Okotoni and Erero (2005: 6), it was advised that the training of staff should address specific work needs, specialisation and the expertise of the personnel as well as the ministry/department involved. However, the established guidelines have not been strictly adhered to. The training of officers has been politicised and preference has been given to staff with powerful connections. Even when the staff and departments are likely not to benefit from scheduled training, they still participate for personal reasons Audu, Paul and Olatunmibi, 2015:10).

Employers are expected to play a critical role in encouraging professionalism. Arowolo (2012: 37) and Isife et al (2000: 10) recommended that in order to get optimal performance, employees should be motivated and rewarded according to their performance so as to encourage good output. Rehman, Khan, Lashari and Lashari (2010: 1134) showed that there is a significant relationship between job satisfaction, performance and any form of reward; both intrinsic and extrinsic employee rewards. Ajila and Abiola (2004: 7) recommended that organisations should recognise their employees' performance by rewarding the outstanding achievements and giving help in terms of training for those struggling to meet with set



standards. Doing this will expose skills and knowledge shortfalls as well as indicate where the employee needs to be assisted (Atakpa, Okeni and Nwanko, 2013: 42).

This study found that 41 % of the participants admitted that their organisation recognises and rewards outstanding performance. This could be discouraging for employees and hinder them from striving towards professionalism, knowing that excellent performance and outputs are hardly recognised. Aktar, Sachu, and Ali (2012: 9) recognised rewards as a motivating factors that can encourage employees to contribute their best efforts towards new ideas in order to improve organisational performance. Likewise, Tella, Ayeni and Popoola (2007) proved that there is a strong relationship between employee professionalism and job motivation in term of various rewards and incentives, irrespective of the level and qualification of employees.

The Nigerian public service has a culture of random increment of salary without attributing the increment to employee output. An increment of wages and salaries that does not contribute toward performance is not likely to be motivating because it is applicable to all employees, irrespective of performances. Hence, outputs should be the major determinant of employees' professionalism and rewards given. Bassey and Akpan (2010) opined that leaders and managers should be motivated and encouraged in order to achieve the expected results. Likewise, employees are expected to be motivated by leaders in order to achieve the set objectives. Manns (2007: 75) showed that motivated employees are more committed and loyal to their organisation, perform better than their unmotivated counterparts, work harder, and have less chance of being absent from work.

Despite the relatively low response to the recognition of outstanding performance, about 70 % of respondents acknowledged that their managers are competent and managing departmental resources well and 78 % also affirmed that the current management team ensures that the department delivers its services effectively and efficiently. Likewise, 68 % confirmed that their leaders are effective in setting a vision for the department and 50 % acknowledged that the right people occupied the right position in their department. The responses are somehow contradictory considering the percentage of respondents to the items on the right people occupying the right position and the reward system for their management and leadership skills. Ehiyamen, Abah, and Gberevbie's (2009: 463) description of the level of Nigerian public servants' indiscipline in the workplace is disturbing. They comment on officers arriving and leaving work at will, getting drunk during work and the expectations of favours before carrying out services as a usual unprofessional practices in the Nigerian public

service and this is in conflict with the this study's responses. However, factors responsible for unprofessional behaviour of public servants in Nigeria have been classified into economic, social, socio-political and management factors. The economic factor is linked to a lack of motivation in terms of payment by the employer. It is common knowledge that the Nigerian public servants' wages are very low compared to other sectors in Nigeria as well as internationally. Despite the low earning power, the payment system is so inconsistent and irregular to the extent that workers have resolved to look for other sources of income in order to make ends meet (Arowolo, 2012: 40; Nwude, 2013: 487).

Therefore, it has been observed that there might be some other factors within the Nigerian public service rather than the rewards system that is motivate employees. Issues concerning the reward system within the Nigerian public service were also raised in the focus group discussions and the majority of the participants confirmed that the remuneration system and conditions of service with the Nigerian public service were not quite motivating, but they cannot leave the Nigerian public service because of job security. Osibanjo, Salau and Falola (2014: 68) confirmed that motivation is not limited to the reward system only, but there are other factors such as the job itself, pay, supervision, co-workers, working environment and much more that influence employee attitudes, behaviour and performances. The feeling of having a secured job combined with embedded skills and knowledge could elicit the outputs from employees. Akpan (2013: 82) defines job security as the expected continuation of the job situation while Bosman, Buitendach and Laba (2005: 39) described job insecurity as the feeling of loss of current status of employment. Insecurity of the work situation can lead to many unprofessional practices such as absenteeism, theft and using the employer's time to look for other sources of income. Employment security is one of the human resource management's best practices identified by Tiwari and Saxena (2012: 672). Best human resource management practices influence various other factors such as employee commitment, productivity, and organisational performance within the organisation. There is an age-long belief of high levels of job security and lifetime careers in the public sector. However, the new global trend is moving away from automatic and unmerited permanent employment in public service as it is in other sectors (Lavelle, 2010: 3).

Research participants shared that the joy of retaining their jobs and moving up in their careers, irrespective of their performance based on the current evaluation system, is motivating and one of the reasons that made them to still remain in the public service despite

other shortcomings. In the current state of globalisation upgraded skills, knowledge and good attitudes towards professionalism are major determining factors in retaining ones job (Elijah, 2007: 3). The Nigerian public service has a culture of recruitment on the basis of internship, probation, contract, and temporary positions but in most cases people employed on two years' probation are usually converted to permanent staff having written and passed the civil service examination with reference to performance (Akpan, 2000: Federal Republic of Nigeria Official Gazette, 2009: 6; Omisore, 2013: 15).

Atakpa, Okeni and Nwankwo (2013: 45) and Dogarawa (2011: 212) faulted the Annual Performance Evaluation Report (APER) as used by the Nigerian public service to measure employee performance due to its contents and value measure assumed not to be appropriate for promotion. It was suggested that employees' performance should be examined on a continuous basis in order to receive needed attention so as to justify promotion and the contents should be reviewed and made suitable for promotional purposes. The shows that the basis for job security is actually defective, Lavelle (2010) opined that the nature of employment in the western world such as Canada, USA, Finland and Sweden is determined by the job itself and the competence of the employee. Therefore, the contract of employment in most cases is a fixed-term contract and is renewed, based on organisational needs and the effectiveness of the employee.

Okotoni (2003: 21) explained that most of the competent and experienced public servants are situated in the ministries/parastatal head offices and are not directly involved in the implementation of policies at lower levels. Junior officers who are appointed to relate with the public are inexperienced and clueless. They rely primarily on instructions given by their superiors which they may or may not carry out correctly. Therefore, the low percentage response for 'right people occupying the right position' may be justified, as well as the leadership competency. Leaders and managers may provide out the right directives and orders but the implementation may be faulty due to a lack of professionalism/technical-knowledge on the part of their subordinates (Chan, 2004).

It was mentioned by El-Rufai (2011) and Okotoni and Erero (2005: 4) that the number of junior officers in the Nigerian Civil Service extremely outweighed the number of senior officers, proving that the effectiveness and efficiency of senior officers, as well as their commitment to professionalism, will hardly be noticed. It was further raised by Okotoni (2003: 26) that one of the major factors hindering public servants' professionalism in Nigeria

is the process of deployment of senior officers whereby their speciality and the relevance of their skills to the posting was never taken into consideration but rather posting was randomly done, based on claimed qualifications. Based on the classification of the Nigerian public servants according to their grade levels (GL), officers from GL 07 and above are categorised as senior staff. All research participants were officers from GL 07 above. They all believed that they are giving their best to the public service with little consideration to the effect of that output on the recipient.

Despite the acclaimed competence and professionalism, the Nigerian public service is still characterised as unprofessional with much unethical behaviour such as lateness in arriving at work by its employees, absenteeism, vices and corruptive behaviour (Abdullahi, 2013: 118). Nwude (2013: 278) viewed the Nigerian public servants as the worst set of people produced by the nation. He classified the public service as the least intelligent and honourable, and in fact he described the public service as a threat to the survival of the nation due to the alarming rate of corruption in the MDAs. Irrespective of the criticism, participants still have a contrary opinion to the critics. It was expressed by 75% of the participants that their promotion comes with more responsibility and 79% claimed that everyone in their department was working together toward the same goal.

The principle and objective of the Nigerian public service as highlighted by the Civil Service Handbook and Federal Republic of Nigeria Official Gazette acknowledged that responsibility accrued with promotion as well as the essence of employees working together to achieve the common objectives of MDAs. Yet the public service appears to be characterised by corruption, greediness, nepotism, favouritism, manipulation of set standards, and all practices contrary to its set objectives from managerial level to the lowest ranks (Ehiyamen et al, 2009: 463; Omar, 2004: 2). Appointments and promotions are no longer done according to the prescribed manner but have been manipulated by 'god fathers'. The standard for performance appraisal is not clearly stated and there are no clear job descriptions for officers while self-interest has been given preference above the common standards (Anyim, Ufodiama and Olusanya, 2013: 133; Nwanolue and Iwuoha, 2012: 13). Halleson (2001: 77) reckoned that applications of principles of neutrality, equality, legality and conformity to HRM practices will help to restore effectiveness and efficiency in the public service.

Having discussed the responses in line with existing literature, it is obvious that the participants' responses are contrary to the public knowledge about the Nigerian public

service. This could be as a result of decentralisation of human effort in the public sector. Individual employees seem to be striving towards creating a professional public service but the central system or mechanism to coordinate the effort is missing. Mir, Balasundaram and Munshi (2010: 15) and Nyameh and James (2013: 68) reckoned that human resource management policies and procedures help organisations to pattern and shape their employees' actions to operate successfully and act professionally towards achieving organisational goals. Muwanga (2011) also suggested that professionalisation of human resource management functions will facilitate professionalism across the public service. Therefore, the relationship between HRM practices and professionalism is thus examined in response to the research outcome and it has been deduced that performance-based reward, job related learning, professional alliance, and job security play critical role in employee professionalism.

### **{i} Relationship between demographic variables and Nigerian public servants' professionalism**

It is important to examine the effect of demographic variables on the subject under discussion in any research study. Five main demographic variables were examined in this study and their relationship with the dependent variable (professionalism) was also determined. The variables under discussion were gender, age, educational qualification, work grade level and work experience of the participants. The essence of this objective was to determine how participants responded to professionalism-related question according to their demographic details. As shown in Table 4.7, 4.10, 4.12, 4.13 and 4.14, age, work grade level and experience have shown that they have a significant effect on professionalism. The relationships between the demographic variables are thus explained:

#### **▪ Gender**

In Table 4.7 it was shown that there was no disparity of opinion among male and female participants to professionalism and questions relating to other human resources management practice variables. Although, there is legislation and natural factors that segregated employees according to their gender, race and ethnicity in workplace it was very clear that there were more male employees in the public service than their female counterparts (Fatile, Adejuwon and Kehinde, 2010: 113; Parcheta, Kaifi and Khanfar, 2013: 241; Ugwulebo, 2011: 5). Despite these disparities, the participants did not have contrary opinions across gender concerning their responses to professionalism. This proved that gender varieties of human resources should not be the reason for ineffectiveness and incompetence in the

workplace. Irrespective of gender, the professional attitudes, skills and knowledge needed to carry out ones duty should be intact.

However, the t-Test evaluation of variables reported in Table 4.9 showed that gender has a significant effect on human resource retention and development with a p-value of 0.021. Ugwulebo (2011: 7) recognised that there are many factors that hinder female development compared to that of males. Research has shown that male workers benefit more from training than females due to various reasons. In most cases, it is almost impossible for female employees to attend training programmes scheduled away from their family or accept transfers that demand that they should be separated from their families. Some female employees have actually resigned from work due to such transfer or in some cases they manipulate the system in order to remain at the work station. These have somehow limited their developmental possibilities and is perhaps one of the reasons why there are more male senior staff than females (Fatile et al, 2011: 117; Nopo, Robles and Saavedra, 2007: 5).

- **Age**

Likewise, the relationship between the age differences of participants and their responses to professionalism was examined. According to Table 4.2, the majority of the participants were 41 years and above (52 %), while others were 36-40 years (21 %), 31-35 years (12 %), 26-30 years (12 %) and 21-25 years (1.5 %). Table 4.10 showed that there is a significant relationship between age and professionalism as well as organisational culture and employment relations management. Historically, the Nigerian public service employed the first set indigenous employees to assist their European counterparts in the administration of the state (Okotoni, 2001:224). However, the indigenous personnel who worked directly with the colonial administration were trained and mentored in the art of bureaucracy and the knowledge was gradually passed down to generations before the unannounced and unplanned purgings of the civil service in 1975 and 1988 respectively (Duke, 2010: 67). The purging was done without notice, therefore, the inherited experience was not passed down. Hence, the older generation of public servants tend to have different views and perceptions regarding diligence, efficiency, competence and professionalism (Musa, 2001: 2).

- **Educational qualification and professional body membership**

Boyd (2013: 1) clearly states that education is an important factor that determines ones job and pay. Professionalised employees with improved knowledge, skills and training stand a

better chance of a good job with better pay. However, the African labour market, Nigeria included, has been experiencing an unending brain drain in the past few years. Most pronounced professionals have left the country looking for a better life in foreign lands (Benedict and Ukpere, 2011: 2422). The remaining expatriates are competed for by both private and the public sector, the highest bidder usually getting the best worker and the not so good ones are left to be managed by the competitor, which in most cases happens to be the public service (El-Rufai, 2011; Nwude 2013: 278).

Minimum academic requirements for participation in this study should be Higher National Diploma (according to civil service rule) which is job GL 7. Table 4.3 also showed that 64 % of the participants have a HND/Bachelor's degree, 21 % have Masters' degree, 1 % has a PhD and 9.4 % have other degrees while 5 % failed to mention their qualifications. The relationship between the acquired degree and its relevance to the currently occupied position or ministry/parastatal of the majority of the participants could not be established (see Appendix G). This could be one of the reasons why Table 4.12 showed no significant relationship between educational qualifications, professionalism, human resource retention and development, organisational culture, organisational climate and employment relation management. However, there seems to be a relationship between educational qualifications and employee exit management. Perhaps education influences the employees' perceptions of the Pension Reform Act. Also, it was shown that only 42% of respondents belonged to 'professional bodies' (Table 4.6). This is also considered as an avenue for workplace learning and the improvement of employees' competencies. Balthazard (2010) established that membership of a professional body is a warranty of competence and expertise. Professional bodies ensure that their members have the required knowledge and skills to practise the trade. In the case of the Nigerian public service as represented by ASCON delegates it was shown that there are mismatches between academic qualifications, professional body membership and the significance to the position occupied in the ministry.

- **Work grade level and work experience**

The Public Service Rule (2008: 2) classified the public servants' grades according to the position held in the public service and ranged from GL 14- GL 07. These were classified as "general executive cadre" and GL- 06 as "assistant executive officer". This study focused on general executive cadre and as shown in Table 4.13 there is a relationship between work grade level, professionalism, organisational culture, organisational climate and employee exit

management ( $p < 0.05$ ). The same goes for work experience. Table 4.14 showed that there is a significant relationship between years of work experience, professionalism, human resource retention and development, organisational culture, employment relations management and exit management in the Nigerian public service with value of  $p \leq 0.05$ . Work experience describes the number of years the participants have been in the service of the Nigerian public service

### **{ii} Relationship between people management practices and professionalism**

Various studies and literature have shown the relationship between human resource management practices, employees' performance, and organisational performance. However, professionalism, as described earlier, comprises attitudinal values, embedded skills, knowledge and passion displayed to get work done properly. However, not much research has been on other attributes of professionalism and its relationship with human resource management practices such as performance management. Collective and individual approaches and efforts that lead to excellent results are characterised as professionalism in public service (Olaopa, 2011: 4; Rynes, Brown and Colbert, 2002: 92). Individual participants have tried to justify their contribution to the efficiency of the public service, therefore collective effects and the relationship between human resource management practices and professionalism are discussed according to research objectives and the study result.

- **Employee resourcing (Staffing)**

The recruitment process in the NPS was examined in the study as well as its consequences on employees' professionalism. The quantitative study affirmed that there is a relationship between employee resourcing (staffing) as shown in Table 4.16 and professionalism. The qualitative study further investigated the effect of the recruitment process in the Nigerian public service on employees' attitudes to their work. Respondents affirmed that since the due procedures of recruitment through human resource management practices were never followed, employees were never expected to be professional. It was mentioned that the human resource management departments were rendered ineffective in the process of recruitment in the Nigerian public service because of political interference and nepotism. Candidates are not recruited on merit and even the federal character principle has been abused. Competent applicants are sacrificed in favour of 'mediocre' simply because the latter are well-connected. After finding their way into the service the incompetent applicant still



finds it difficult to learn and obey given instructions, knowing that they can always run back to the ‘godfather’ to sort out their problems. Olatunji and Ugoji (2013: 83) rightly pointed out that candidates employed through nepotism hardly function well in an organisation as such employees are often absent from work and show a nonchalant attitude towards the work and are usually lawless. The Uganda experience of recruitment based on nepotism shows that such candidates are completely out of control and have more allegiance to the political power or godfather who appointed them than to their work (Kakumba and Fourie, 2008: 125).

Though, there seem not be a significant relationship between response to induction before commencement of duty, awareness of vacant post and professionalism as shown in table 4.16, majority of the items used to examine employee resourcing relationship with professionalism were significantly related. Employment exercises done through the right channels show a positive relationship between recruitment and organisational performance (Chidi and Okpala, 2012: 289). Likewise, Kepha, Mukulu and Waititu (2012: 136) and Omolo, Oginda and Oso (2012: 145) verified that there is a close relationship between employee performance and recruitment and selection. Organisational and employee performance is one of the output measures of professionalism and competence modified by ability and task perception. Organisations occupied by incompetent employees will find it difficult to achieve their goals.

In order to get expected result for all resources expended for running an enterprise a suitable person should be put in a suitable position at a suitable time (Hsu, Chang and Yang, 2007: 73). The recruitment exercise is, therefore, expected to be conducted in an objective and professional manner in order to achieve the expected results. Kepha et al (2012: 136) emphasised the applicants’ attitudes and qualifications as major prerequisites for the professional competency that such applicants will display in the organisation. Begum, Zehou and Sarker (2014: 152) also affirmed that there is a strong relationship between recruitment and selection and employee behaviour at work as well as in their selfless commitment to the organisation’s goals and well-being.

- **Organisational culture**

Organisational culture is the set of values, norms, principles and practices that distinguish an organisation from others. The study sought to determine the effect of NPS values and norms on Nigeria’s public servants’ professionalism. ‘Professionalism’ has been discussed as the distinctive skills, knowledge, competence and attitude possessed by the employee to function well within the organisation. Culture actually came into being as a result of sharing in

learning processes involving the orderly allocation of resources (Awadh and Saad, 2013: 169). The preservation of existing organisational culture could be difficult with bad attitudes and skills from employees. The improvement of such a culture will be almost impossible. The preservation and improvement of organisational culture has been shown to improve economic performance, organisational capability and overall output.

The responsibility of management is to familiarise employees with the culture of the organisation and to emphasise the need to abide by the values, norms and principles of the organisation. This will enable employees to learn about organisational culture and align it to their personal values. It is essential for the employer to brief the employees about the cultural values of the organisation so that there will be a proper alignment between individual norms and ethics together with those of the organisations (Ojo, 2009: 389). This research has shown that there is a correlation between professionalism and organisational culture by examining the leadership influence, staff composition, influence of religion and cultural values of individuals on organisational culture. Focus group discussions also confirmed the existence of a strong relationship between organisational culture and professionalism. However various reform structures embarked on by the Nigerian public service to revive and establish a culture of patriotism have proved futile due to various administrative bottlenecks and unethical practices.

Various authors have examined the relationship between organisational culture and performance at different levels. However, performance is simply the degree of accomplishing a task while professionalism examined the effectiveness, competence and efficiency displayed in accomplishing such a task (Ehtesham, Muhammed and Muhammed, 2011; Ojo, 2009; Uddin, Luva and Hossain, 2013). As stated earlier, much work has not been done on HRM practices and their effect on professionalism. However, HRM practices have been extensively researched but not in the context of professionalism. Table 4.17 has shown that there is a correlation between all examined variables and professionalism. Abbas and Yaqoob (2009: 271) confirmed that leadership attitudes used effectively can improve performance of job responsibilities, add more value to the organisation and encourage transferring of organisational culture and value amongst organisational members to achieve organisational objectives. Chiok (2001: 2) supports the viewpoint that leadership behaviour is a contributor to the delivery of expected result. Hence, employee output can be as good as the leaders' attitude and knowledge.

Aluko (2003: 171) and Olatunji and Ugoji (2013: 80) stated that culturally waged-employment is alien to the Nigeria culture and many young people actually perceive it as a temporary means of surviving before starting their own businesses, while some are actually involved in other businesses while still in public service. This culture actually creates barriers to the total commitment of public servants to their jobs and possibly contributes to the abuse of their office by looking for quick means of making money. However, the cultural perception of the public service as enslavement can be changed through the proper implementation of HRM policies and the strict adherence to them. HRM managers could align the organisational policy to cultural background/perception in order to give employees a sense of belonging. Alyousif, Naoum Atkinson and Robinson (2010: 512) would agree that while culture plays a major role in governmental policies, social norms, management practices and labour relations. Human resource management practices are expected to put this into perspective while carrying out their responsibilities within the organisation.

- **Organisational Climate**

Collective perceptions of the work environment by individual employees are referred to as organisational climate. Actually, there is a thin line between organisational climate and culture. Culture describes the norms, values and attitudes the organisation holds in high esteem for their productivity and performance, while climate describes the perceptions of employees on those values and the consequences of such views on their effectiveness (Amjad and Patnaik, 2014: 4; Atkinson and Frechette, 2009). Clarity, commitment, standards, responsibility, recognition and teamwork are a strong basis of organisational climate (Atkinson and Frechette, 2009) as climate can enhance employee professionalism and trigger productivity. This study examined team work, friendliness of colleagues and superiors as well as the clarity of policies as a basis for determining the relationship between organisational climate and professionalism in the Nigerian public service. Results show that there is a relationship between the two variables.

Emphasis was made on leadership effectiveness as a major anchor for organisational climate by various authors. Leaders and managers are responsible for setting organisational goals and accessing their effectiveness, fostering a friendly working environment and facilitating effective communication channels. They go a long way towards enhancing a professional working climate and creating positive human resources management perceptions (Zhang and Liu, 2010: 195). Ghanbari and Eskandari (n.d: 3) agreed that organisational climate is a

psychological evaluation of human behaviour within the organisation. Many internal factors such as working conditions, the ergonomic setting of the work environment, pay structure, environmental influence and other motivating factors contribute to the effectiveness and perception of organisational climate. Imhonopi and Urim (2013) describe the public perception of the Nigerian public service as being corrupt and managed by unmerited leaders over the years with a working environment that has been described as demotivating. Therefore, the whole service climate has been assumed to be unprofessional and not perfect for a good working culture.

Personal motivation and work environment infrastructures are also some of the examined factors that influence work performance. However, motivation in terms of pay structure has been proved by Chandrasekar (2011: 4) to have a limited effect on performance and output. The reason has been that with time salary increments are perceived by employees as an entitlement rather than an incentive, but the workplace environment was assumed to have a long-term effect on motivation and performance. In essence, organisational climate is a pull factor that enhances some other human resources management variables such as employee retention, employee performance and improved employee competency.

- **Human resource retention and development**

High performing workers and permanent staff within an organisation give more preference to their development and organisational prestige while low performers and hourly employees are more concerned about monetary entitlement and the possibility of retention. It can be shown that employee development and retention are serious sources of motivation for workers and can possibly improve output (Hausknecht, Rodda and Howard, 2009: 2). However, it has been proven that not all employees are supposed to be retained but the skills and qualifications possessed should be considered before such an offer is given. Contrarily, Ramlall (2003: 66) said that the majority of employees irrespective of their status, choose the location of the company and compensation as reasons that will make them stay longer with an organisation, while a lack of challenges and opportunities, lack of career advancement and salary are indicated as factors that could make employees leave an organisation.

Meanwhile, performance, wages and salary, motivation, promotion and personal development are some of the factors assessed and related to professionalism in this study and

there is a positive correlation. This finding is consistent with that of Sutherland and Jordaan's (2004: 59) research which showed that the knowledge possessed by employees, as well as their ability to adapt to organisational challenges and possibilities of career development are key factors for retention. Possessed knowledge plus the pursuit of personal development through on-going learning do improve performance provided the organisation gives an enabling environment. The provision of the Charter for African Public Service adopted by most African countries provided that training and development are an employee's right and public administration in all African countries should provide a supporting environment and resources for improving and adopting, on a continuous basis, the skills and knowledge of employees (Musa, 2001: 6).

Gyang (2011: 72) reckoned that national development depend on the development and capability of available human power. However, most of the developmental projects embarked on by different administrations in Nigeria to develop human capability failed due to the lack of a proper assessment of the situation before proposing an intervention and a mismatch of programmes. The research respondents also confirmed that most restructuring exercises in the public service lack proper implementation and continuity. No matter how good an innovation works, once a new administration takes over it will be abandoned. Likewise, Olaopa (2014) agreed that the nation missed some vital opportunities to deliver capacities, competences and public goods through it public service. Halleson's (2011: 81) explanations of the Charter for Africa Public Service acknowledged that most qualified personnel in Africa are more willing to work for private organisations than public one because they are better remunerated and more professionally motivated.

The charter recommended that employees should be given opportunities to be responsible for their career development and should be compensated and remunerated according to their responsibilities and performances. Muwanga (2011: 7) further agreed that the human resource manager, as the agent of change, should observe changes in employees' attitudes and make appropriate recommendations such as counselling and training to correct such behaviour. If these are strictly adhered to, the Nigerian public service will retain a competent and professional workforce instead of the current workforce characterised as incompetence, dullness and laziness El-Rufai (2011). Ramlall (2003: 70) concluded that line managers and

supervisors depend on human resource functions to advise on strategies to retain valuable employees.

- **Employment Relations Management**

The principles and policies that guide relationships at work, as well as rights and duties of all parties involved in employment contracts are referred to as ‘employment relation management’ (Armstrong, 2006: 755). Freedom of association, collective bargaining, workplace participation and employee welfare are some of the employment relations concepts of the Nigerian public service examined to assess the effect of the employment relations climate on Nigeria’s public service employees’ professionalism. The factors are found to be well-correlated with professionalism in the research findings. The level of interaction between the key role players in employment relations in Nigeria is critically examined. In the public sector government is represented by various ministries and parastatals and employees are represented by trade union federations and these are regarded as the key players in employment relations.

Although, the role of human resource management in the employment relations was never taken into consideration, the study sought to bring the HRM practitioner into perspective as a mediator between the employer (public service/government) and employees (public servants). Musa (2001: 6) agreed that the public service should foster a continuous dialogue between subordinates and management in order to enhance favourable working conditions and solve problems internally, hence, such alliance is essential in employment relations.

Collective bargaining, considered as the bedrock of employment relations in the Nigerian public service (Anyim and co-workers, 2011: 64), has been relegated to the background while the provisions of the wage tribunals has been given preferences. However, the study acknowledged that there is a forum for collective bargaining but the extent of implementation of such bargaining was not put into perspective. Actually, during focus group discussions, it emerged that wages increases of the previous years had been as a result of trade union effort which was achieved through demands. The increments were given based on government discretion and wage tribunal recommendation and not as a result of collective bargaining or agreement between expected parties. Studies have shown that collective bargaining is a powerful tool for management and employee representatives to reach a collective agreement on issues relating to compensation, promotion, benefits, discipline, grievance, retrenchment and other conditions of employment (Paul, Michael and Chukwurah, 2013: 50). In a situation

where there is no provision or avenue for such facility there is a tendency for repeated industrial action. A recent report by Sanes and Schmitt (2014: 10) shows that even in USA, collective bargaining, wage negotiation and industrial action legality seem to be complicated and ambiguous in some states, especially relating to some professions in the public sector, but in order to ensure harmonious work relations, there should be a clear policy that addresses issues relating to employees' conditions of service and welfare.

It is becoming technically difficult to align the HRM role within the organisation to employment relations. However, the presence of HRM within the organisation actually reduces industrial conflict and provides internal mechanisms whereby disputes can be settled and resolved internally. The internal alliance between human resource management and industrial relations raises the quality of the relationship between management and unions and ensures that negotiation outcomes are fair and consistent with acceptable and available resources within the organisation (Abbott, 2007: 64). As much as theorists have tried to give different concepts to both HRM and IR, both are still interrelated and interdependent. HRM actually creates an enabling environment for IR to thrive and a shorter route towards achieving a better and quicker result for collective bargaining for all categories of employee (Brewster, 1995: 398; Silva, n.d). Huselid (1995) maintained that extensive employee involvement in decision-making can increase the knowledge, skill and ability of current and future employees of the organisation, improve motivation, reduce redundancy and enhance retention of quality employees.

- **Exit management**

Retirement, or the exit management plan as it often called, is the organisation's plan for older employees towards the end of their careers. Statistically, the coefficient of correlation level of exit management with professionalism and other examined variables is relatively low but that does not rule out a relationship between the factors. Despite the low level of correlation from the research findings, literature supports the fact that HRM has a huge role to play in order to make the process less stressful for both the organisation as well as for the employees involved. Provision of information about policies and procedures and resource deployment and succession planning are responsibilities of HRM practitioners (Davies et al, 2013: 4). Retirees all over the world seem to be having different experiences of life after work depending on how well they are emotionally and psychologically prepared to face the challenge of retirement and policies put in place. Findings from South Africa, Russia,

Germany and Australia shows that men are more than likely not to be coping with retirement (Nikolova and Graham, 2014: 3).

However, proper HRM policies can ease whatever hiccups employees and employers are experiencing from retirement. A study conducted by SHRM showed that the offering of counselling to American employees has proved to be increasingly beneficial over the years. Just like the research finding, the innovation is not yet popular, but since the labour force seems to be growing older, retirement strategies should be the future focus of HR (Coombs, Schramm, Scanlan and Wright, 2013). Terry and White (n.d) admitted that the type of pension plan that is considered appropriate in this dispensation is the one associated with human resource management practices. Knowing that employers have a good plan for their life after work will increase the employee's commitment to work and a possible improvement on the professionalism level. Therefore, it essential for the NPS to properly implement the 2004 Pension Reform Acts.

### **5.5 Chapter Conclusion**

The chapter has discussed the research findings relevant to existing literature based on the fact that HRM functions are essential instruments for improving the public servants' professionalism. Both the quantitative and the focus group analyses have clarified the effect of recruitment, human resource retention and development, organisational climate, organisational culture, employment relations and exit management on professionalism. The consequences of the improper application in various cases were also analysed. The next chapter presents a HRM professionalism model for public service, incorporating the HRM practices and their implementation with possible results.



## **CHAPTER SIX**

### **PROFESSIONALISM FRAMEWORK FOR NIGERIAN PUBLIC SERVICE**

#### **6.1 Introduction**

Having analysed and discussed all human resource management practices investigated in the study, it is obvious that all the variables are individually correlated with professionalism. However, the correlations do not happen in isolation. There were other underlying factors identified in the course of discussion. This chapter seeks to diagrammatically identify these factors in line with HRM practices and their relationship with competence and professionalism, which was the major focus of the study. The variables will be illustrated and explained.

#### **6.2 Professionalism framework**

The proposed model identifies various human resource management practices as the organisation inputs that could enhance the NPS professionalism based on the research findings. It has been shown that the earlier identified HRM variables have a positive correlation with professionalism. The variables were further broken down into major components examined in the study. The components below depict the model which it is hoped would enhance the Nigerian public servants' professionalism:

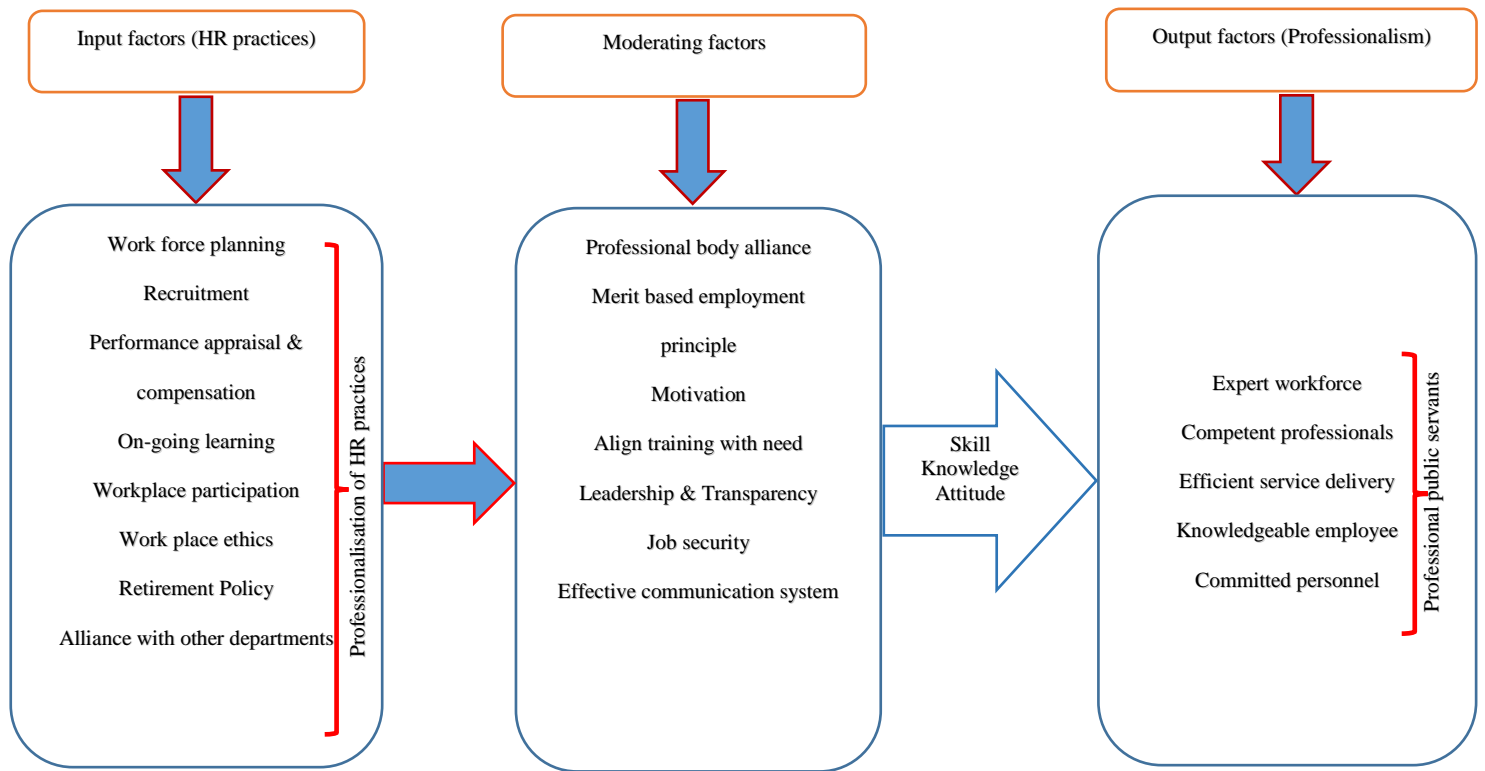


Figure 6.1: A framework of HRM and public servants professionalism by Kappo-Abidemi (2015)

Objective one is excluded from the model structure because its relevance to human resource management practice and professionalism has been discussed in the previous chapter. The model is divided into three stages of Input, Moderating Factors and Output Factors. The three stages are inter-related and interdependent.

### 6.3 Discussion of framework

The human resource management practices' interaction with the identified processes in the middle (moderating factors) block consider that the employees' skills, knowledge and attitudes and are expected to produce the listed result (output factors/professionalism). Van Rensburg, Basson and Carrim (2011: 5) rightly mentioned that the cornerstone for professionalism is knowledge and skills. Each profession has a specific range of knowledge and skills that their members should possess in order to become professionals. Academic institutions are expected to be familiar with such expectations and to use them as guidelines when developing training curricula in order to be recognised and accepted by such professional bodies. Professional body recognition is expected to be the basis for admission

and recognition of members as practitioners in any profession as well as part of the minimum requirements for appointment/recruitment into the workplace. Hence, the model recommends that the public service HRM practitioners should form an alliance with professional bodies so as to know the required knowledge and skills that qualify practitioners to be members. The three stages of the model are highly interactive and interdependent and they are explained below.

### **6.3.1 Workforce planning and recruitment**

Human resource management has been perceived as a mean of attaining a competitive advantage in the changing trends of the global working environment. Skills, knowledge and creativity possessed by people are key resources for economic and organisational growth and survival (Henderson, 2011: 5; Savaneviciene and Stankeviciute, 2012: 179). Tan and Nasurdin (2011: 157) affirmed that HRM practices and policies are designed to attract, develop, motivate and retain employees in order to ensure the effective functioning and survival of the organisation. Therefore, the model recognises the role of the human resource management practitioner as the appropriate person to manage public service human resources and align their usage to the corporate objectives through the appropriate workforce planning, skills analysis and recruitment to achieve the intended purpose. The skills analysis will help to align the available skills, knowledge and attitudes of personnel to the public service needs and the planning will help to forecast the future needs of the organisation in terms of human resource (Anyim, Ekwoaba and Ideh, 2012: 69). Proper analysis and forecasting will be the guiding principle for setting up the public service HRM policies by critically examining the shortfalls in managing the human resource and ensuring they are taken care of. Adeoye and Elegunde (2013: 474) recognised that the manpower planning process requires the following steps:

- Assessment of current manpower resources.
- Establishment of future manpower need.
- Linking future need to supply of manpower.
- Including other departments within the organisation in the process so as to get the needed support and input.

The proper implementation and adherence to the steps will enhance the expected result of a professional and competent work force in the public service that can deliver service to the

populace effectively and diligently. The model also assumes that manpower planning processes aligned with current skills, knowledge and capabilities available within the public service in Nigeria will indicate labour deficits or surpluses which could result in hiring more manpower or retrenchment in the case of having more employees than actually needed.

This is in line with SABPP's (2013: 29) definition of workforce planning as the systematic identification and analysis of organisational workforce needs resulting in a workforce plan in order to secure a sustainable organisational capability needed to achieve its strategic and operational objectives. Manpower planning and human resource planning are often interchangeably used to describe workforce planning.

Also, Adeoye and Elegunde (2013: 474) describe manpower planning as the supply and demand of human resources according to the needs of the organisation with the aim of developmental programming that will enhance individual development and satisfaction. Therefore, manpower planning is about organisational development as well as about individual employee development, because manpower planning often leads to the recruitment of new employees and the maintenance and development of the existing workforce to suit the organisation's skills needs and capacity-building. Figure 6.2 below diagrammatically gives an illustration of the proper application of human resource management knowledge and expertise to workforce planning and recruitment, as derived by the study.

The process of planning will require the HR practitioner to clearly describe the identified vacant positions with a specification of skills, knowledge and experience required for the job. Employer and job expectations of the interested applicant will also be described in the form of a job description, in order to identify the suitable candidate for the vacant post (Mustapha, Ilesanmi and Aremu, 2013: 634). After all these key issues have been identified and sorted out, the recruitment process can commence by sending out the advertisement. These processes can only produce the expected results if the merit principles are applied. Ikeji, Utulu, Ebong and Ekpenyong (2012: 64) said that the poor assessment of the manpower situation of an organisation before taking action could lead to the emergence of various problems such as irregular compensation, poor working conditions and inadequate job descriptions. Even Fall and Zhang (2012: 4) reckoned that workforce planning and monitoring are essential for the efficient management of a vacancy. Effective workforce planning is an indication of sufficient manpower, bearing in mind that the attitudes, capabilities, skills and knowledge required to carry out the job should be available when

needed. Workforce planning is about taking care of the current workforce as well as of the future manpower needs of the organisation (Anyadike, 2013: 58; Anyim, Ekwoaba & Ideh, 2012: 70).

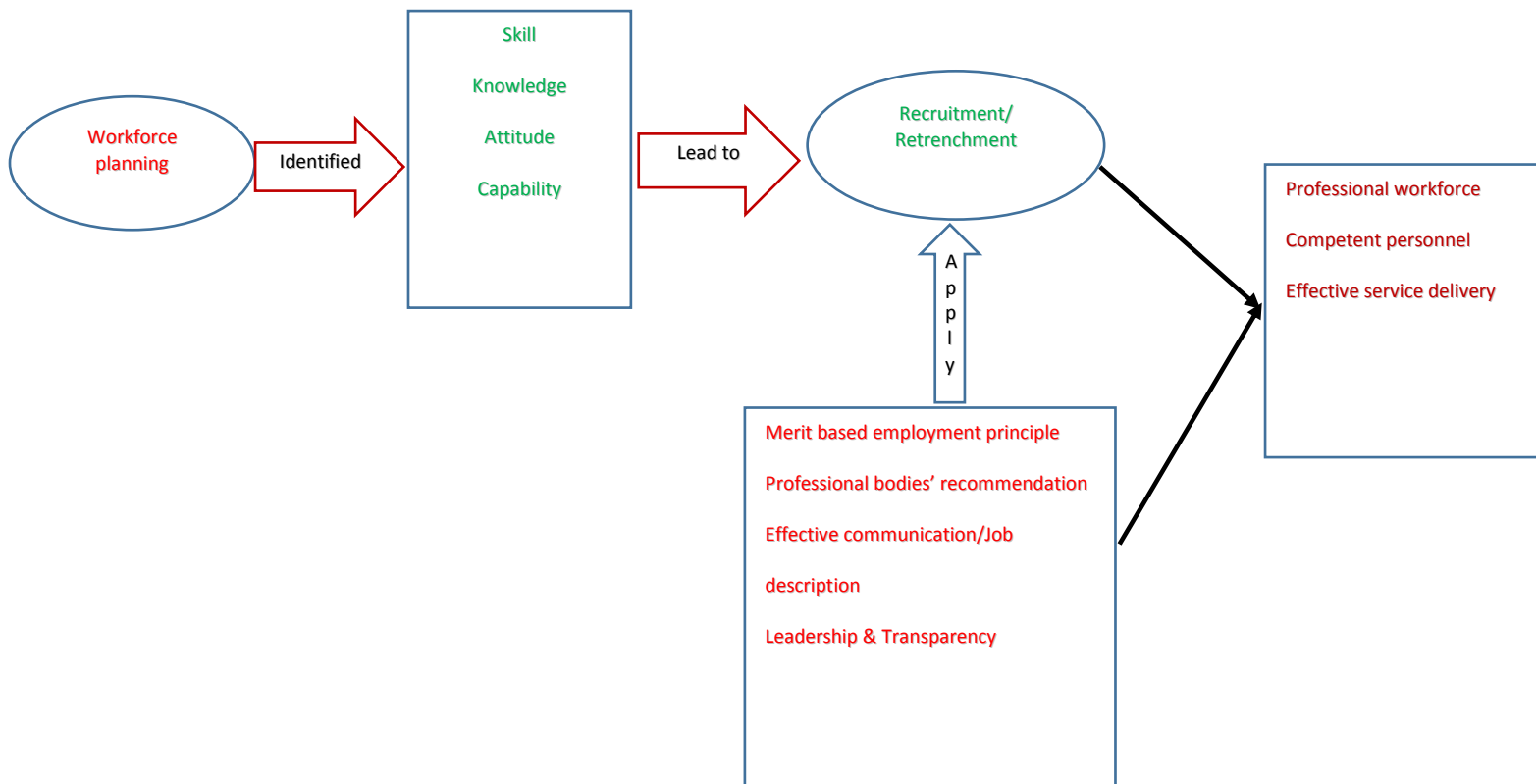


Figure 6.2: Application of professionalism to workforce planning and recruitment framework

Different professional recommendations for various jobs, effective communication amongst all stakeholders, clear job descriptions, alliance of the human resources role with other departments' needs, and effective leadership/transparency are other moderating factors considered as adding merit to the manpower planning and recruitment process if ethically implemented in the public sector. However, the HRM specialists are expected to be professionals as well, going by the definition of professionalism. The HRM specialists who will deliver on such a mandate are expected to be skilful, knowledgeable in HRM practices, a member of a professional body and should be given an enabling environment within which to operate.

Involvement of HR functions in the recruitment process is essential for transparency and efficiency. The due process of advertising identified vacant post in the course of planning should be followed and all applicants should be given equal attention in the course of a selection devoid of sentiments and connections. Based on this research, the majority of the focus group participants expressed dissatisfaction with the appointment procedures because they said due procedure was not followed. In fact, it was mentioned that people hired without merit always seem to have attitudinal problems, and are unable to be submissive to authority and learn from contemporaries.

### **6.3.2 Performance appraisal and compensation**

Steers and Lee (1982: 75) recognise that performance evaluations are facilitated by communications, managerial support/leadership, job standards and evaluation amongst other factors and could result in employee commitment. Salleh, Amin, Muda and Halim (2013:122) integrated the employee perceptions of the fairness of the performance appraisal system with the fairness of the rewards given in order to determine the effectiveness of the system on employee commitment to the organisation. It was shown that performance appraisal is assumed to be an effective tool to change employee attitudes and behaviour within an organisation. However, human resource management is duty bound to ensure the fairness and smooth running of the procedure. Karimi, Malik and Hussain (2011: 243) also emphasise the essence of effective communication in the process of performance appraisal in order to achieve the expected results of employee satisfaction and the achievement of corporate objectives.

The framework illustrates that leadership influence, transparency of decision-making and effective communications of the managerial decisions on the performance appraisal system adopted and in-line with HRM policies, will influence the outcome of its implementation. Proper implementation and consistency of a good performance appraisal system will motivate the workforce and help the employer (Public service) to reward according to performance. Often rewards have been given randomly, irrespective of employees' performance and this can be detrimental to outstanding performance. Professional HR experts should be involved in setting performance standards. As mentioned earlier the current APER form of the NPS is faulty and the content is not accurate for the measurement of performance. It should be reviewed in conjunction with the line manager and relevant authority with HR manager taking the centre role and it should be linked with rewards and compensation.

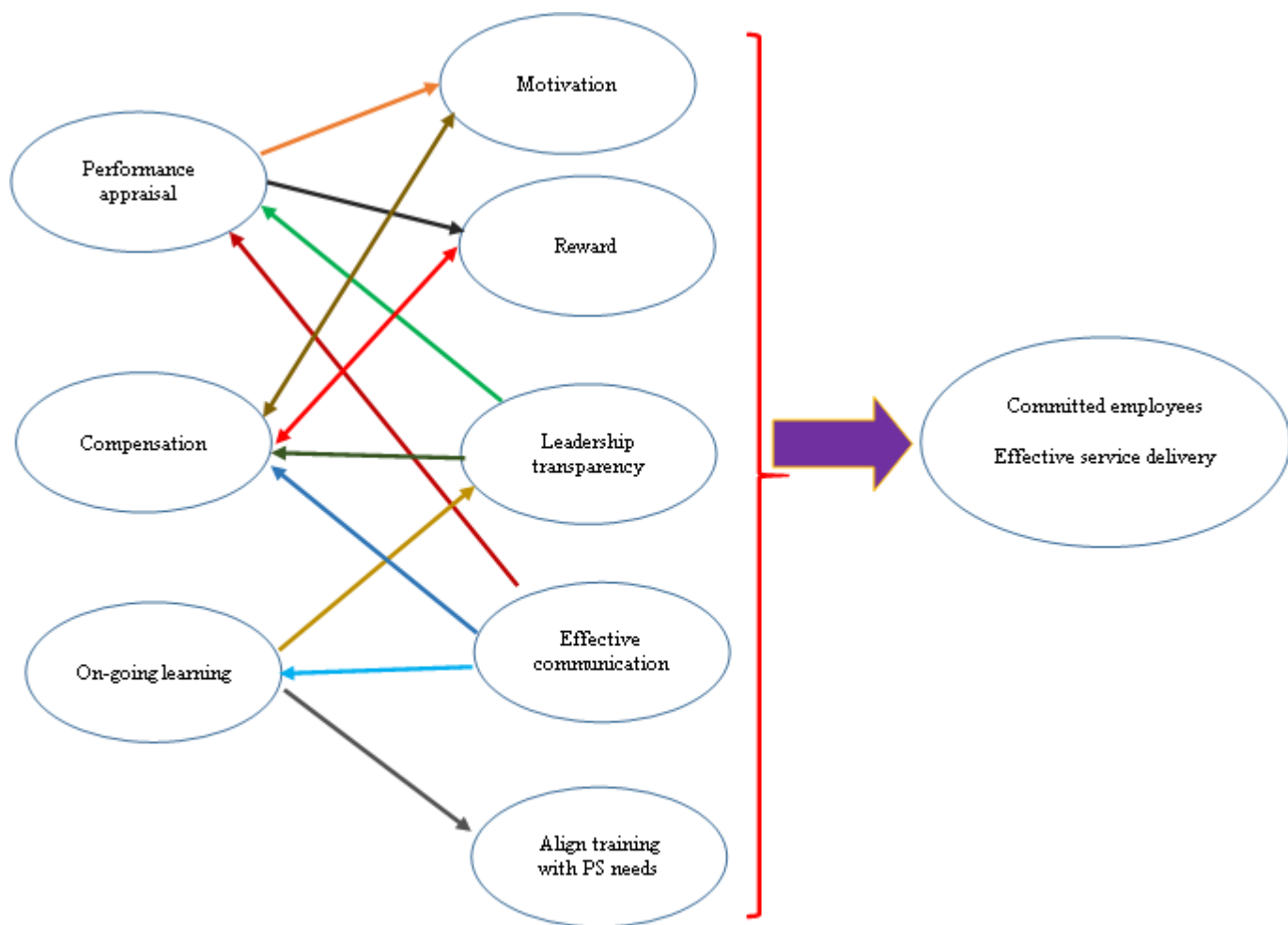


Figure 6.3: Interaction between HRM practices, employee commitment and service

### 6.3.3 Compensation

Compensation refers to wages, salaries and rewards received by employees from employers. It is actually a reliable source of attraction, motivation and retaining employees (Hameed, Muhammed, Hafiz, Kashif and Muhammed, 2014: 302). Employees perceive compensation as the reflection of their worth in terms of skills and abilities as well as the education and training acquired. Meanwhile, employers perceive compensation as one of the motivating factors that influences employees' attitudes and behaviours together with their work productivity and effectiveness (Boachie-Mensah and Dogbe, 2011: 271). The model illustration of the interrelationship between compensation and reward is further supported by Hameed et al (2014: 303) as factors that motivate the employees' decision to leave or remain in an organisation. Compensation, motivation and rewards are interrelated and contribute

immensely to employee commitment to the organisation and job satisfaction, provided that the leaders are honest and that the process is duly communicated (Rizal, Idris, Djumahir and Mintari, 2014: 65).

#### **6.3.4 On-going learning**

Human resource management also involves the improvement on the current level of skills, knowledge and ability through the concept of continuous learning. Training is basically used to describe activities that are targeted towards the acquisition of basic skills needed for the management of developmental programmes (Issa, 2007: 2). Grobler, Warnich, Carrell, Elbert and Hatfield (2011: 342) explained that training and development are set to achieve an improvement in employees' performance, update employees' skills, avoid managerial uselessness, solve organisational problems, prepare for promotion, solve managerial succession and satisfy personal growth needs. Hence, training and development programmes that are work-related are acknowledged as HR practices that will promote professionalism and should be targeted toward achieving all these purposes. However, the study established that the public service encourages professional development, but that training exercises embarked on so far are not linked to actual jobs nor is it usually targeted to achieve specific purposes. Involvement of HR practices in skills auditing will enable training to be aligned with the actual needs of the public service as well as with the personnel involved. Thorough communication between management and employees regarding modes and objective of training and the ethical procedures adopted will enhance its effectiveness as well as achieve its purposes. Grobler et al (2011: 344) further clarified that training effort should be linked to organisational goals and objectives in order to add value, new knowledge and smooth communication and concentration.



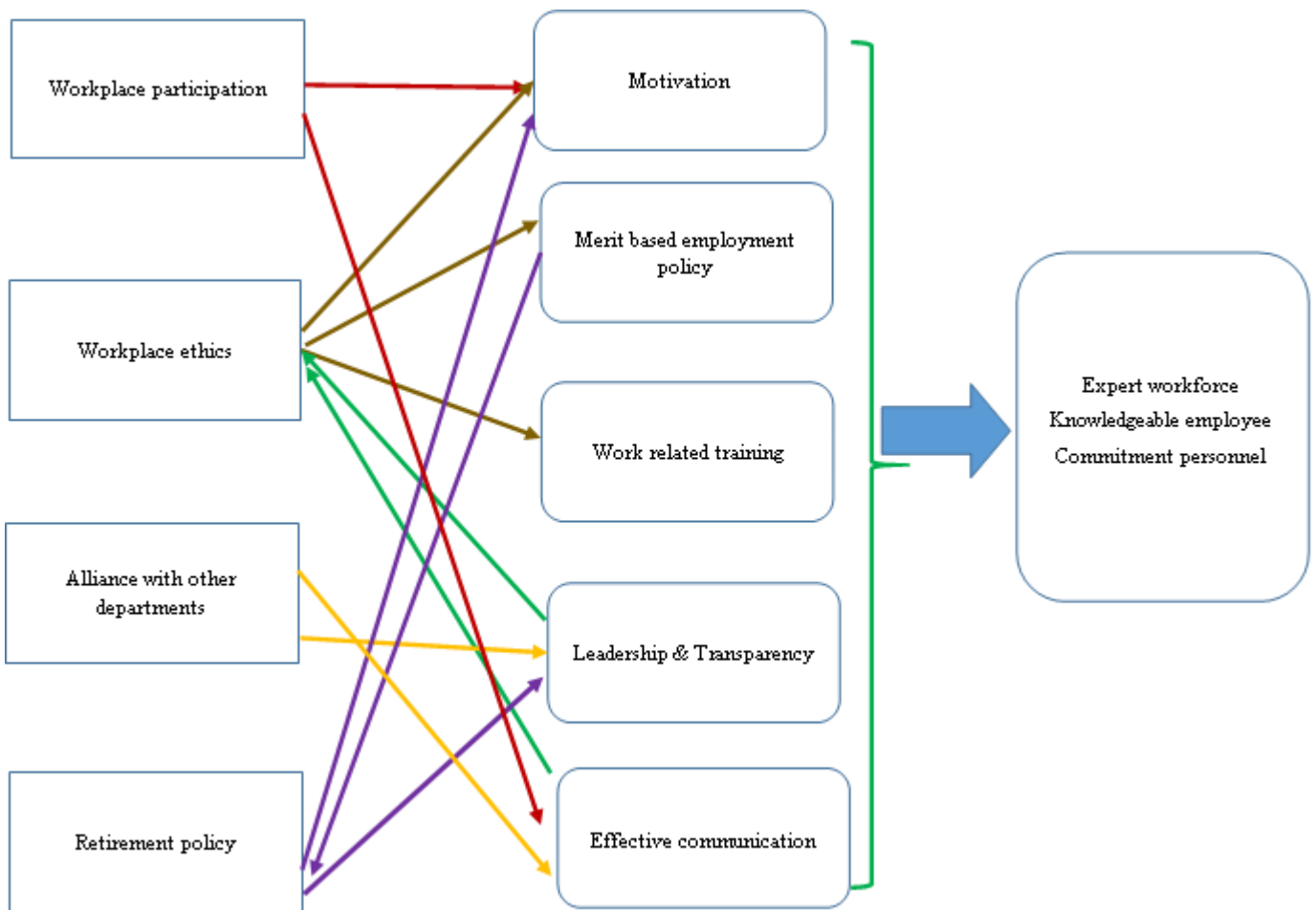


Figure 6.4: HRM alliances with organisational policies to facilitate professionalism

### 6.3.5 Workers' participation

Likewise, employee participation in decision-making within the public service should be encouraged. Such participation should be channelled via organised structures such as trade unions, workplace forums and staff meetings whereby grievances and disciplinary procedures and other work related issues will be clarified using HR policy (Grogan, 2013). Cullinane (n.d: 487) explained that as much as employers are more concerned about the business growth, they should also concentrate on workforce and union aspirations in order to achieve their mandate. Workers/employees are considered as key factors of production and should be accorded the needed attention and involvement. Du Plessis and Fouche (2006: 255) and Venter and Levy (2014:505) attest to the fact that worker participation resolves industrial disputes quicker than collective bargaining, the reason being that employees are allowed to

participate in organisational decision-making and jointly solve problems with management. The perception is that employees will see management as less domineering and more cooperative and supportive when all employees at all levels are equally represented. Worker participation enhances effective communication, transparency and good working relationships between leaders and their subordinates and this could eventually create a harmonious working environment.

### **6.3.6 Workplace ethics**

SHRM (2001) describe the code of ethics as the central guide designed to support day-to-day decision-making in the organisation such as vision, mission and principles that guide organisational work relationships and HRM has been responsible for its reinforcement. Van Vuuren and Eiselen (2006: 22) are of the opinion that since HR is responsible for raising ethical behaviour, facilitating ethical behaviour and promoting ethical leadership and because ethics is about human behaviour, HR is the best department to be the custodian of the organisation's ethical behaviour. Workplace ethics should be designed and implemented by the HRM department/practitioners.

### **6.3.7 Alliance with other departments**

The HRM department cannot work in isolation but it is essential that they are a strategic partnership towards achieving the organisational objectives (Caliskan, 2010). Therefore, HRM managers are required and expected to work closely with line managers in order to give necessary attention to the human needs within the public sector.

### **6.3.8 Retirement policy**

It was observed that the current system of paying gratuities and pensions in Nigeria is disheartening, though measures have been put in place, since 2004, to correct the discrepancies. The study pointed out that the Pension Reform Act of 2004 has not achieved its purposes and objectives (Adebayo and Dada, 2012; Elekwa, Okoh and Ugwu, 2011). The policies are in place theoretically but the implementation needs strict monitoring in order to be effective. HRM involvement in preparing employees for retirement in America has been shown to be of great help in reducing the tension that usually accompanied retirement (SHRM, 2013). The Nigerian public service should review the existing policy and accommodate HRM input in order to arrive at favourable and stress free implementation.

#### **6.4 Chapter summary**

The proposed model for professionalism has been explained using other models to explain the interaction between the HRM functions and the organisational processes that could activate the functions in order to enhance employee professionalism in the Nigerian public service. The models and their contents are derived as a result of the research findings and are supported by existing literature. Based on the research findings and the explained output of the model, the next chapter presents the recommendations as well as concludes the report.

## **CHAPTER SEVEN**

### **RECOMMENDATIONS AND CONCLUSION**

#### **7.1 Introduction**

A framework that shows the interaction of people management practices with the public servants' professionalism was explained accordingly. The research has shown that there is a correlation between all examined human resource management functions and professionalism. However, the coefficient of difference shows that some of the variables are more correlated than the others. Therefore, human resource management cannot be categorised as a single variable when using the variables as a tool to establish and maintain employee professionalism. Hence, all HRM variables examined have positive relationship with public servants professionalism. However if the variables such as human resource development and retention, organisational culture and employee resourcing are not implemented and monitored by professionals, they can negatively influence employees' professionalism. This chapter concludes this research report and makes recommendations, including suggestions for possible future research.

#### **7.2 Recommendations**

It has been shown through the research findings (both quantitative and qualitative), backed by literature, that there are several inconsistencies in the human resource management practices in Nigeria with regards to professionalisation. Recommendations to manage some of these inconsistencies follow.

##### *Professionalisation of the human resource management function and practices*

Professionalisation is described as the ability of practitioners of certain professions to convince legislators and society about the significance of the profession. Countries such as Canada, Germany and South Africa have been able to formalise a professional standard for the practice of human resource management (Van Rensburg, Basson and Carrim, 2011: 2; SABPP, 2013). The concept of human resource management being considered as a profession is relatively new all over the world including Nigeria specifically. In most cases it is considered to be part of general management modules/subjects and the professional body in Nigeria (Chartered Institute of Personnel Management-(CIPM) is not currently doing much to streamline the practice based on the recommended pillars of professionalism which are, mastery of complex knowledge and skills, commitment to integrity and morals through a code of conduct, autonomy in practice, the privilege of self-regulation and acceptance of duty

to society as a whole (Van Rensburg et al, 2011: 5; Wright, 2006: 4). The CIPM's emphasis is more on passing the recommended examination as a criterion to become a registered member (CIPM, 2014). Therefore, it is recommended that in alliance with the professional body (CIPM), academic institutions and the public service, a new standard, distinct from general management, should be set for HRM practitioners at all levels. This should be human resource management oriented and curriculum based.

*Decentralisation of human resource management duties and responsibilities.*

Lavelle (2010) also mentioned that most OECD countries have a centralised human resource management but with a decentralised design and implementation of policies. Therefore, it is recommended that the responsibilities and role of HRM carried by the Civil Service Commission, Public Service Commission and Office of Head of Civil Service of the Federation be decentralised and delegated to individual ministries and parastatals for proper implementation and alignment of HRM policies to overall objectives of the ministry. However, CSC, PSC and OHCSF could be merged under one ministry and serve as a central control measure for the activities and practices of HRM. The duties of the Civil Service Commission, Public Service Commission and functions of the Office of Head of Civil Service of Federation should be redefined, realigned and professionalised in accordance with HRM practices in order to transform the existing practices in strategic human resource management.

*Create enabling environment for human resource management practices.*

The public service and its employees should encourage proper implementation of HRM policies and encourage practitioners to do their jobs without interference.

*Revisiting past restructuring policies and align them with HRM principles.*

Chapter Two of this study reviewed various reform commissions that were set-up in the past and almost all have HRM elements. These policies should be revisited and possibly re-established.

*Criminalisation of violation of merit-based ethics*

Improper application of any established HRM policies should be considered as a violation of the code of good practice of HRM.

Other recommendations are:

*Alignment of skills, knowledge and attitudes with professional body recommendations to a posting.*

*Timely and proper implementation of collective agreement or promises involving the HRM office.*

*Benchmarking and the alignment of payment structures across all ministries and parastatals with a steady policy formulated by HRM.*

### **7.3 Future work**

The study was able to achieve all the set objectives including proposing a HRM model for public servant professionalism. However, for future research it is advised that the research objectives should be treated individually for intensive further research. The study only focused on senior civil servants. Research that could include public servants at all levels should be considered for future work and preferably identify a particular ministry or parastatal for the study. Other stakeholders such as recipients of the public servants' service should also be considered for inclusion in this kind of research in future.

### **7.4 General conclusion**

The study set out to examine the "people management factors militating against public servants' professionalism in Nigeria". It was established that people management and human resource management literally mean the same thing and the terms were used interchangeably in the course of the study. Both focus groups and a quantitative methodology were adopted for data collection. Quantitative results were subjected to various statistical analyses such as chi-square, t-Test, ANOVA, Correlation of coefficient after SPSS had been used to run the frequencies, graphs and tables used for analysis. The focus group interviews were also transcribed and thematically presented. The findings proved, at varying levels, that all examined variables of HRM are correlated with professionalism. Objectives are thus examined again:

- **Objective one - Determine the relationship between demographic variables and Nigeria's public servants' professionalism.**

The demographic variables examined in the study were participants' gender, age, educational qualifications, years of work experience, work grade levels and membership of a professional body. The study showed that there is a significant relationship between professionalism and work grade levels, professionalism and age and professionalism and the years of work

experience. The relationship between professionalism and gender, as well as professionalism and educational qualification seems to be insignificant. The objective has been achieved, knowing that employee professionalism is not determined by gender or educational qualification but has more to do with age, experience and work grade level, amongst other factors. Membership of professional body was also examined as a contributing factor to professionalism but the NPS seems not to attribute any significance to professional body membership. It seems to be more a matter of status than a contributing factor to competency.

- **Objective two - Examine the relationship between employee resourcing and professionalism**

Employee resourcing in this study focused on staffing of the NPS, recruitment, selection, induction and placement of employees in the public service and was examined in line with world wide standard practices. The research instrument was analysed using ANOVA and it was significantly shown that employee resourcing has a positive relationship with professionalism. Therefore, this objective was achieved and it was shown that staffing processes in the public service will greatly influence employees' professionalism.

- **Objective three - Explore the effect of organisational culture on Nigeria's public servants' professionalism**

Organisational culture was shown to be positively correlated with professionalism. In showing that organisational culture does have a significant effect on the Nigerian public servant, the concepts of culture such as leadership, ethics, and religion were examined to explore the relationship between culture and professionalism. The objective was achieved because the statistical analysis and literature prove that organisational culture has an effect on professionalism.

- **Objective four- Examine the relationship between organisational climate and the professionalism of Nigeria's public servants**

Organisation climate was examined in relation to the organisational structure, communication and ergonomic settings of the workplace. This research showed that these elements of organisational climate have a significant relationship with professionalism. This objective was also achieved.

- **Objective five - Investigate the relationship between human resource retention and development schemes and public service employees' professionalism**

Human resource management is assumed to prioritise employee development in order to achieve their objectives. However, this study established that beyond developing employees to achieve organisational goals, it also enhances employee professionalism, competencies and loyalty. The objective was achieved because the results show that there is a significant positive relationship between the variables examined and professionalism.

- **Objective six - Examine the effect of the employment relations climate on Nigeria's public service employees' professionalism**

In conjunction with the literature and research findings, this study affirms that an effective employment relations climate within the public service will improve public servants' professionalism. This is proof that this objective was achieved.

- **Objective seven - Evaluate the effect of the exit management scheme on employees' professionalism**

Exit management was examined in the context of the pay out of pensions and gratuities. Most of the responses received were actually third-party responses because participants are still active public servants. However, a majority faulted the current facilities put in place to oversee the payment structure but they seemed to be indifferent about their responses to the effect of exit management on their professionalism. This actually justifies the very low positive correlation shown between exit management schemes and professionalism. Irrespective of low correlation percentages there is an indication that exit management affects NPS professionalism. Figure 4.51 gave a diagrammatical illustration of all the levels of correlation between variables. This is the justification for the conclusion that all objectives set out at the commencement of this study were positively achieved and that there is a positive relationship between human resource management functions and professionalism. They are both interrelated and connected, although the study was only limited to employee resourcing which eventually produced a working model.

- **Objective eight - Propose a professionalism framework through the use of human resource management functions for Nigeria's public servants**



This study has produced a framework. The framework illustrates how human resource management functions and practices link the managerial role with reference to skills, knowledge and attitudes. It also shows how an efficient and effective public service that intends to meet its mandate of quality service delivery can achieve it.

Research is an on-going study with room for improvement and learning. This study may have created some opportunities for further study and may have even provided an avenue for the Nigerian public service and especially for training institutions to consider some of the discussion (and possibly the framework) in their training curricula.

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**APPENDIX A: RESEARCH QUESTIONNAIRES**  
**RESEARCH QUANTITATIVE QUESTIONNAIRE**



**Title: People Management Factors Militating Against Public Servants’ Professionalism in Nigeria**

**Introduction:** I am a doctoral candidate at the Cape Peninsula University of Technology, Cape Town, South Africa. I am conducting research with the above title as part of my study. This research questionnaire is for academic purposes only. Participants’ identity will remain anonymous. The honest opinions of participants filling in this questionnaire will help the researcher to critically investigate some of the factors militating against public servants’ professionalism. Please, feel free to ask for clarification on any of the questions. The research questionnaire comprises close-ended and open-ended questions, and various options are given for respondents to choose from. Place a tick against the response of your choice.

**Demographic information**

1. Gender	Male			Female	
2. Age	21-25 years	26-30 years	31-35 years	36-40years	41 years above
3. Highest Educational Qualification	HND/Bachelor’s degree	Masters	PhD	Others (if others please mention the name of the degree)	
4. Work grade level	Grade level 7-8	Grade level 9-10	Grade level 11-12	Grade level 13-14	Grade level 16-17
5. Work Experience	1-5 years	6-10 years	11-15 years	16-20 years	21 years and above

4. Academic discipline: The name of the degree acquired in higher institution \_\_\_\_\_

5. Ministry/Parastatal: Mention the name of the ministry/parastatal and the department you are working with \_\_\_\_\_

6. Position held in the ministry/parastatal or job title \_\_\_\_\_

7. Are you a member of any professional association? **Yes/ No**

8. If the answer to number 7 is **YES**. Please give the name of the association \_\_\_\_\_

## Research items

### Section One

Choose only one response category for each question (Tick or place a cross):

	Yes	No	Uncertain
1. I was formally notified of the receipt of my application by the ministry/parastatal.			
2. There was a formal interview before my commencement of this job.			
3. There were other people/candidates at the interview with me.			
4. I was appointed for the post I actually applied for.			
5. There was an induction programme by the ministry/parastatal before the commencement of my duty.			
6. I was formally mentored on how to do the job I was employed for.			
7. I get paid for overtime and work done beyond my job scope.			
8. My promotion comes with significant increment in salary and bonuses.			
9. I get the job done with little or no assistance.			

### Section Two

Choose only one response category for each question (Tick or place a cross):

1. I got to know about the vacant post I am currently occupying through:	The Media/Electronically	A Recruitment Agency	Head Hunt	
2. The interview panel got back to me within:	21 days	1month-2months	3months or longer	
3. My appointment was as a result of:	Reference letters from my referees	Outstanding academic record	Personality	I do not know
4. My job placement is related to:	The skill I possess	My qualification	Vacancy that existed	
5. Promotion in the public service is as a result of:	Performance	Years of service	I do not know	
6. I will prefer one of these appointment/promotion systems.	Merit system	Federal Character system	Any one	
7. How will you rate staff welfare since the inception of democracy?	Much improved	Same as before	Worse off	
8. How do you settle medical bills?	Included in salary package	Self-payment	Settled by employee	Partly settled by employer and partly by self
9. How will you describe the collective bargaining system in the Nigerian public sector?	Unilateral (Ministry/parastatal make sole decision)	Bilateral (Ministry/parastatal and the government)	Tripartite (Ministry/parastatals, government, and trade unions federation)	
10. How would you compare the pay rate of pensions and gratuities since the introduction of Pension Reform Act of 2004?	Better	A little better	Same as old	Worse than before Much worse than before

**Section Three**

Choose only one response category for each question (Tick or place a cross):

	Strongly Agree	Agree	Strongly Disagree	Disagree	Uncertain
1. Work performed in my ministry/parastatal is clearly and explicitly identified.					
2. Outstanding performance is always rewarded.					
3. Employees' contributions to the ministry/parastatal are always recognised.					
4. The current take-home pay is sufficient to cover my cost of living expenses.					
5. The payment structures in all the ministry/parastatals are equal.					
6. Every promotion comes with more responsibility.					
7. Bonuses and allowances are consistent.					
8. The promotion system is fair and just.					
9. I have opportunity for on-going learning and development to expand my skills.					
10. I usually get re-trained when assigned with more challenging work.					
11. I have acquired new skills/qualifications during my period of working with this ministry/parastatal.					
12. Training cost are financed by the ministry/parastatals.					
13. My training courses are facilitated by the ministry/parastatals.					
14. The ministry/parastatals support employees' professional development.					
15. We have opportunity to learn from experienced staff.					
16. My manager is competent and manages all the departmental resources well.					
17. The current management and leadership team ensures that the department delivers its services efficiently and effectively.					
18. The management acts in accordance with values and the ethos of the public service					
19. The line of authority is clearly indicated in my ministry/department.					
20. The ministry leaders are effective in setting the vision for all the departments.					
21. The staff composition of my ministry/parastatal demographically reflects the population it serves (ethnic diversity).					
22. The organisational culture respects my cultural values.					
23. The organisational culture respects my religious beliefs.					
24. My ministry/parastatal culture is employee-friendly.					
25. My ministry/parastatal creates and fosters a friendly working environment for employees.					
26. We are all working toward the same goal in my ministry/parastatal.					
27. Information is shared effectively within the ministry/parastatals.					
28. My ministry/parastatal's policies, rules, and regulations are clear and understood by all employees.					
29. The right people occupy the right positions in my department.					
30. I have direct access to my manager.					

31. The current office structure is in line with my operational needs.					
32. The civil service policy gives employees the freedom to join trade unions.					
33. There is a formal forum where the management of my ministry/parastatal and trade union representatives meet for joint decision-making.					
34. Public servants are represented by trade unions in collective bargaining agreements with the government.					
35. The trade union federation truly represents workers' interests.					
36. There is a forum where ministry of employment, labour, and productivity and trade unions federation work together.					
37. There is an avenue where employees' complaints are being resolved in my ministry/ parastatal.					
38. There is a standard measure for disciplinary procedures.					
39. There is a formal forum where directors and their subordinates meet to discuss work-related grievances.					
40. The public servants have access to a staff clinic or medical aid.					
41. My ministry/parastatal's working environment is safe and healthy.					
42. The labour unions have the ability to negotiate successfully on behalf of the public servants.					
43. The labour union can still have a productive negotiation with the government even when a strike has been criminalised					
44. Collective bargaining is relevant in the Nigerian public sector.					
45. The introduction of the National Negotiation Council and Wage Tribunals may eradicate the trade unions recognition in collective bargaining processes.					
46. I am excited and looking forward to retirement as a public servant.					
47. If given the opportunity, I would leave the civil service for the private sector and retire from there.					
48. The Pension Reform Act of 2004 has been able to solve all hiccups attached to the payment of pensions and gratuities.					
49. I feel secure about the future after I retire from public service.					

**Thanks for participating in this research exercise. If you would like to be informed of the outcome, please contact me through the details below:**

**Mrs Christiana Kappo-Abidemi**

**Human Resource Management Department**

**Cape Peninsula University of Technology**

**Cape Town, South Africa**

**Cell Number: +27 (0) 72 809 4304**

**E-mail: [209142170@cput.ac.za](mailto:209142170@cput.ac.za)**

# RESEARCH QUALITATIVE QUESTIONNAIRE

## Title: People Management Factors Militating Against Public Servants' Professionalism in Nigeria

### Employee Resourcing

1. How does the process of employment into the public service affect employees' attitudes towards work?
2. What role does the Human Resource Management department of your ministry/parastatal play in manpower planning of existing employees and recruitment of new employees?
  - Who decides that there is a need to fill a vacant position?
  - Is there a proper (written and signed by both parties) employment contract between the public service and its employees?

### Human Resource Retention and Development

3. Do you think public servants are motivated enough (in terms of remuneration, benefits, and their welfare) to give the best of their service to their job?
4. How does the public service contribute to the development of its employee?

### Organisational Behaviour

5. How does the structure (in terms of the federal character policy, ethnicity, religion, and language) of the Nigerian society affect the professionalism of public servants?
6. Since the return to democracy in 1999 the federal government embarked on a restructuring of the civil service.
  - Are you aware of the restructuring programme?
  - What are the reactions of the public servants to the restructuring programme?
  - How is this programme different from previous interventions on the civil service structure?
  - How does this programme enhance the public servants' professionalism?
  - Does the programme enable the review any of the outdated personnel management practices in the ministries?
7. Do you think the introduction of 'servicom' has improved public servants' effectiveness and efficiency in discharging their duties?
8. Do you think the restructuring programme and servicom introduced at the returning of democracy in 1999 is still relevant within the current political dispensation or have new innovations been introduced that are relevant to the improvement of public servants' professionalisation?

**Employment Relations Management**

9. What role does the Nigerian Civil Service Union play in the relationship between the Civil Service Commission and its employees?
10. Is there any forum where the government, employers (ministries/parastatals), and employees (the unions) meet to discuss work-related issues that are affecting employees?

**Employee Exit Management**

11. Does the Pension Reform Act of 2004 eradicate all the discrepancies associated with the payment of gratuity and pension?



## APPENDIX B: LETTER OF REFERENCE TO CONDUCT RESEARCH



Wednesday 24<sup>th</sup> October, 2012

The Director-General,  
Administrative Staff College of Nigeria (ASCON)  
PMB 1004,  
Topo, Badagary, Nigeria

Dear Sir,

### **LETTER OF REFERENCE & REQUEST TO CONDUCT RESEARCH – MRS CHRISTIANA O. KAPPO-ABIDEMI (STUDENT NUMBER: (209142170))**

The above-named is a student of this University embarked upon a study towards a Doctor of Technology (D.Tech.) degree in Human Resource Management. Research is a core requirement of this qualification. For this purpose, she will be conducting a field research with the title: **“A critical assessment of people management factors militating against public servants’ professionalism in Nigeria”**

We request you to kindly grant her access into your organization for the purpose of collecting data for this research. She will be collecting both quantitative (survey data via questionnaires administered to selected course participants at the college) and qualitative data (involving in-depth, personal interviews and focus group sessions with a cross-section of public servants). Data collected will be for academic purposes only and will be treated with confidentiality.

We solicit your support in this process and hereby unreservedly recommend her to you for your confidence and assistance in whatever capacity. Please feel free to contact the under-signed, her research supervisor, should you require any further clarifications.

Yours sincerely,



*e-s mmxi.xx.xiv*

*Prof. Charles C. K. Allen-Ile, Esq., (M.F.R.P)llb, BSc (Honours), MSc, PhD  
(Advocate of the High Court of South Africa)  
Human Resource Management Department*

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FACULTY OF BUSINESS, DEPARTMENT OF HUMAN RESOURCE MANAGEMENT  
Cape Town Campus: Cnr Tenant & Keizerschraat street, P. O. Box 652, CAPE TOWN 8000, Tel: +27 21 460 3293 / 6019, Fax: +27 21 460 3716  
Metropole of Cape Town, South Africa Website: <http://www.cput.ac.za> E-mail: [allenilec@cput.ac.za](mailto:allenilec@cput.ac.za)

## APPENDIX C: CONFIRMATION LETTER FROM ASCON



### THE ADMINISTRATIVE STAFF COLLEGE OF NIGERIA (ASCON)

*...the natural place for human capacity building*

DIRECTORATE

P. M. B. 1004, Topo - Badagry,  
Lagos Nigeria.

DG.40/Vol.V/940

12<sup>th</sup> December, 2012

Faculty of Business  
Department of Human Resource Management  
Cape Town Campus  
CRN Tenant and Keizerskraact Street  
P.O. Box 652  
Cape Town 8000  
South Africa

**Attention: Prof. Charies O. K. allen jle Esq**

**Dear Sir**

**RE: CONDUCT OF RESEARCH – MRS. CHRISTIANA KAPPO – ABIDEMI  
STUDENT NUMBER (209142170)**

I am directed to acknowledge the receipt of your letter of 24<sup>th</sup> October, 2012 on the above subject matter, and to convey the approval of the Director-General for conduct of the research titled: "A Critical Assessment of People Management Factors Militating Against Public Servants Professionalism in Nigeria" on selected course participants at the College.

Further correspondence on this research study can be directed to Mr. Haruna Abdul on  
- 234-8063 - 050 - 788.

Please accept as always the assurances of the Director-General's highest regards.

  
S. E. Kappo  
for: Director-General

## APPENDIX D: ETHICAL CLEARANCE FROM CPUT




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P.O. Box 1906 • Bellville 7535 South Africa • Tel: +27 21 4603239 • Email: zouityf@cput.ac.za  
Symphony Road Bellville 7535

Office of the Chairperson Research Ethics Committee	Faculty: <b>BUSINESS</b>
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At a meeting of the Research Ethics Committee on 18 September 2013, Ethics Approval was granted to KAPPO-ABIDEMI, Omolayo Christiana (209142170) for research activities Related to the MTech/DTech: DTech: Human Resource Management at the Cape Peninsula University of Technology.

Title of dissertation/thesis:	People management factors militating against public servants' professionalism in Nigeria
	Supervisor: Prof C Allen-Ile, Dr C Iwu

Comments: Documentation to be signed by the student and supervisor

Decision: **PROVISIONALLY APPROVED**

 <hr/> Signed: Chairperson: Research Ethics Committee	18 September 2013 <hr/> Date
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<hr/> Signed: Chairperson: Faculty Research Committee	<hr/> Date
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Clearance Certificate No | 2013FBREC137

## APPENDIX E: STATISTICAL ANALYSIS OF QUANTITATIVE DATA

### Frequencies

[DataSet1] C:\@Data\Research\Research PostGraduate\DTech\CPUT\Kappo-AbidemiChristiana\DTech Data.sav

### Frequency Table

#### Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	297	62.0	62.7	62.7
	Female	177	37.0	37.3	100.0
	Total	474	99.0	100.0	
Missing	System	5	1.0		
Total		479	100.0		

#### Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-25 years	7	1.5	1.5	1.5
	26-30 years	59	12.3	12.4	13.9
	31-35 years	59	12.3	12.4	26.3
	36-40 years	102	21.3	21.4	47.7
	41 years above	249	52.0	52.3	100.0
	Total	476	99.4	100.0	
Missing	System	3	.6		
Total		479	100.0		

#### Highest Educational Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	HND/Bachelors degree	306	63.9	67.3	67.3
	Masters	99	20.7	21.8	89.0
	PhD	5	1.0	1.1	90.1
	Others (If possible mention the name of the degree)	45	9.4	9.9	98.9
	Total	455	95.0	100.0	
Missing	System	24	5.0		
Total		479	100.0		

**Work grade level**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Grade level 7-8	151	31.5	32.3	32.3
	Grade level 9-10	166	34.7	35.5	67.7
	Grade level 11-12	26	5.4	5.6	73.3
	Grade level 13-14	55	11.5	11.8	85.0
	Grade level 15-17	70	14.6	15.0	100.0
	Total	468	97.7	100.0	
Missing	System	11	2.3		
Total		479	100.0		

**Work Experience**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 5 years	117	24.4	24.6	24.6
	6 - 10 years	63	13.2	13.3	37.9
	11 - 15 years	72	15.0	15.2	53.1
	16 - 20 years	56	11.7	11.8	64.8
	21 years or above	167	34.9	35.2	100.0
	Total	475	99.2	100.0	
Missing	System	4	.8		
Total		479	100.0		

**I was formally notified of the receipt of my application by the ministry/parastatal.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	274	57.2	65.6	65.6
	No	129	26.9	30.9	96.4
	Uncertain	15	3.1	3.5	99.8
	Total	418	87.3	100.0	
Missing	System	61	12.7		
Total		479	100.0		

**There was a formal interview before my commencement of this job**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	378	78.9	82.7	82.7
	No	77	16.1	16.8	99.6
	Uncertain	2	.4	.4	100.0
	Total	457	95.4	100.0	
Missing	System	22	4.6		
Total		479	100.0		

**There were other people/candidates at the interview with me.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	374	78.1	84.0	84.0
	No	62	12.9	13.9	98.0
	Uncertain	9	1.9	2.0	99.8
	Total	445	92.9	100.0	
Missing	System	34	7.1		
Total		479	100.0		

**I was appointed for the post I actually applied for.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	352	73.5	78.7	78.7
	No	85	17.7	19.0	97.8
	Uncertain	8	1.7	1.8	99.6
	Total	447	93.3	100.0	
Missing	System	32	6.7		
Total		479	100.0		

**There was an induction programme by the ministry/ parastatal before the commencement of my duty.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	270	56.4	59.9	59.9
	No	171	35.7	37.9	97.8
	Uncertain	10	2.1	2.2	99.8
	Total	451	94.2	100.0	
Missing	System	28	5.8		
Total		479	100.0		

**I was formally mentored on how to do the job I was employed for**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	284	59.3	62.1	62.1
	No	156	32.6	34.1	96.3
	Uncertain	17	3.5	3.7	99.8
	Total	457	95.4	100.0	
Missing	System	22	4.6		
Total		479	100.0		

**I get paid for overtime and work done beyond my job scope.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	105	21.9	23.3	23.3
	No	317	66.2	70.4	93.8
	Uncertain	28	5.8	6.2	99.8
	Total	450	93.9	100.0	
Missing	System	29	6.1		
Total		479	100.0		

**My promotion comes with a significant increment in salary and bonuses.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	262	54.7	59.8	59.8
	No	128	26.7	29.2	89.0
	Uncertain	48	10.0	11.0	100.0
	Total	438	91.4	100.0	
Missing	System	41	8.6		
Total		479	100.0		

**I get the job done with little or no assistance.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	365	76.2	81.1	81.1
	No	73	15.2	16.2	97.3
	Uncertain	12	2.5	2.7	100.0
	Total	450	93.9	100.0	
Missing	System	29	6.1		
Total		479	100.0		

**I got to know about the vacant post I am currently occupying through.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	The Media/Electronically	139	29.0	35.2	35.2
	A recruitment agency	125	26.1	31.6	66.8
	Head Hunt	131	27.3	33.2	100.0
	Total	395	82.5	100.0	
Missing	System	84	17.5		
Total		479	100.0		

**The interview panel got back to me within:**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 days	126	26.3	32.2	32.2
	1-2 months	148	30.9	37.9	70.1
	3 months or longer	117	24.4	29.9	100.0
	Total	391	81.6	100.0	
Missing	System	88	18.4		
Total		479	100.0		

**My appointment was as a result of:**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Reference letter from my referees	59	12.3	14.3	14.3
	Outstanding academic record	186	38.8	45.0	59.3
	Personality	48	10.0	11.6	70.9
	I do not know	120	25.1	29.1	100.0
	Total	413	86.2	100.0	
Missing	System	66	13.8		



Total	479	100.0		
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**My job placement is related to:**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	The skill I possess	63	13.2	14.0	14.0
	My qualification	234	48.9	51.9	65.9
	Vacancy that existed	154	32.1	34.4	100.0
	Total	451	94.2	100.0	
Missing	System	28	5.8		
Total		479	100.0		

**Promotion in the public service is as a result of:**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Performance	220	45.9	49.2	49.2
	Years of service	204	42.6	45.6	94.9
	I do not know	23	4.8	5.1	100.0
	Total	447	93.3	100.0	
Missing	System	32	6.7		
Total		479	100.0		

**I will prefer one of these appointment/promotion systems:**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Merit system	361	75.4	79.5	79.5
	Federal Character system	37	7.7	8.1	87.7
	Any one	56	11.7	12.3	100.0
	Total	454	94.8	100.0	
Missing	System	25	5.2		
Total		479	100.0		

**How will you rate staff welfare since the inception of democracy?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Much improved	224	46.8	50.7	50.7
	Same as before	116	24.2	26.2	76.9
	Worse off	102	21.3	23.1	100.0
	Total	442	92.3	100.0	
Missing	System	37	7.7		

Total	479	100.0		
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**How do you settle medical bills?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Included in salary package	53	11.1	11.6	11.6
	Self-payment	160	33.4	35.2	46.8
	Settle by employee	30	6.3	6.6	53.4
	Partly settle by employer and partly by self	212	44.3	46.6	100.0
	Total	455	95.0	100.0	
Missing	System	24	5.0		
Total		479	100.0		

**How will you describe the collective bargaining system in the Nigerian public sector?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Unilateral	43	9.0	11.1	11.1
	Bilateral	106	22.1	27.4	38.5
	Tripartite	238	49.7	61.5	100.0
	Total	387	80.8	100.0	
Missing	System	92	19.2		
Total		479	100.0		

**How would you compare the pay rate of pensions and gratuities since introduction of Pension Reform Act of 2004?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Better	125	26.1	28.0	28.0
	A little better	245	51.1	54.9	83.0
	Same as old	26	5.4	5.8	88.8
	Worse than before	42	8.8	9.4	98.2
	Much worse than before	8	1.7	1.8	100.0
	Total	446	93.1	100.0	
Missing	System	33	6.9		
Total		479	100.0		

**Work performed in my ministry/parastatal is clearly and explicitly identified.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	175	36.5	37.7	37.7

	Agree	248	51.8	53.4	91.2
	Strongly Disagree	7	1.5	1.5	92.7
	Disagree	26	5.4	5.6	98.3
	Uncertain	8	1.7	1.7	100.0
	Total	464	96.9	100.0	
Missing	System	15	3.1		
Total		479	100.0		

**Outstanding performance is always rewarded.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	49	10.2	10.6	10.6
	Agree	152	31.7	32.8	43.4
	Strongly Disagree	61	12.7	13.2	56.6
	Disagree	159	33.2	34.3	90.9
	Uncertain	42	8.8	9.1	100.0
	Total	463	96.7	100.0	
Missing	System	16	3.3		
Total		479	100.0		

**Employees' contributions to the ministry/ parastatal are always recognised.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	46	9.6	10.0	10.0
	Agree	178	37.2	38.7	48.7
	Strongly Disagree	45	9.4	9.8	58.5
	Disagree	138	28.8	30.0	88.5
	Uncertain	53	11.1	11.5	100.0
	Total	460	96.0	100.0	
Missing	System	19	4.0		
Total		479	100.0		

**The current take-home pay is sufficient to cover my cost of living expenses.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	24	5.0	5.1	5.1
	Agree	46	9.6	9.7	14.8
	Strongly Disagree	215	44.9	45.6	60.4
	Disagree	178	37.2	37.7	98.1

	Uncertain	9	1.9	1.9	100.0
	Total	472	98.5	100.0	
Missing	System	7	1.5		
Total		479	100.0		

**Every promotion comes with more responsibility.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	102	21.3	22.2	22.2
	Agree	261	54.5	56.9	79.1
	Strongly Disagree	22	4.6	4.8	83.9
	Disagree	51	10.6	11.1	95.0
	Uncertain	23	4.8	5.0	100.0
	Total	459	95.8	100.0	
Missing	System	20	4.2		
Total		479	100.0		

**Bonuses and allowances are consistence.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	25	5.2	5.4	5.4
	Agree	99	20.7	21.2	26.6
	Strongly Disagree	127	26.5	27.2	53.7
	Disagree	190	39.7	40.7	94.4
	Uncertain	26	5.4	5.6	100.0
	Total	467	97.5	100.0	
Missing	System	12	2.5		
Total		479	100.0		

**The payment structures in the ministry/parastatals are equal.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	17	3.5	3.6	3.6
	Agree	32	6.7	6.8	10.4
	Strongly Disagree	229	47.8	48.6	59.0
	Disagree	181	37.8	38.4	97.5
	Uncertain	12	2.5	2.5	100.0
	Total	471	98.3	100.0	
Missing	System	8	1.7		

Total	479	100.0		
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**The promotion system is fair and just.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	40	8.4	8.9	8.9
	Agree	197	41.1	44.0	52.9
	Strongly Disagree	72	15.0	16.1	69.0
	Disagree	109	22.8	24.3	93.3
	Uncertain	30	6.3	6.7	100.0
	Total	448	93.5	100.0	
Missing	System	31	6.5		
Total		479	100.0		

**I have opportunity for on-going learning and development to expand my skills.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	127	26.5	27.3	27.3
	Agree	253	52.8	54.3	81.5
	Strongly Disagree	27	5.6	5.8	87.3
	Disagree	41	8.6	8.8	96.1
	Uncertain	18	3.8	3.9	100.0
	Total	466	97.3	100.0	
Missing	System	13	2.7		
Total		479	100.0		

**I usually get re-trained when assigned with more challenging work.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	39	8.1	8.4	8.4
	Agree	148	30.9	32.0	40.5
	Strongly Disagree	65	13.6	14.1	54.5
	Disagree	182	38.0	39.4	93.9
	Uncertain	28	5.8	6.1	100.0
	Total	462	96.5	100.0	
Missing	System	17	3.5		
Total		479	100.0		

**I have acquired new skills/qualifications during my period of working with this ministry/parastatal.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	101	21.1	21.7	21.7
	Agree	259	54.1	55.6	77.3
	Strongly Disagree	35	7.3	7.5	84.8
	Disagree	62	12.9	13.3	98.1
	Uncertain	9	1.9	1.9	100.0
	Total	466	97.3	100.0	
Missing	System	13	2.7		
Total		479	100.0		

**Training cost are financed by ministry/parastatals.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	131	27.3	28.4	28.4
	Agree	235	49.1	50.9	79.2
	Strongly Disagree	25	5.2	5.4	84.6
	Disagree	49	10.2	10.6	95.2
	Uncertain	22	4.6	4.8	100.0
	Total	462	96.5	100.0	
Missing	System	17	3.5		
Total		479	100.0		

**My training courses are facilitated by the ministry/parastatals.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	98	20.5	21.4	21.4
	Agree	239	49.9	52.3	73.7
	Strongly Disagree	29	6.1	6.3	80.1
	Disagree	67	14.0	14.7	94.7
	Uncertain	24	5.0	5.3	100.0
	Total	457	95.4	100.0	
Missing	System	22	4.6		
Total		479	100.0		

**The ministry/parastatals support employees' professional development.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	96	20.0	20.7	20.7
	Agree	230	48.0	49.6	70.3

	Strongly Disagree	40	8.4	8.6	78.9
	Disagree	68	14.2	14.7	93.5
	Uncertain	30	6.3	6.5	100.0
	Total	464	96.9	100.0	
Missing	System	15	3.1		
Total		479	100.0		

**We have opportunity to learn from experience staff.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	147	30.7	31.2	31.2
	Agree	270	56.4	57.3	88.5
	Strongly Disagree	22	4.6	4.7	93.2
	Disagree	24	5.0	5.1	98.3
	Uncertain	8	1.7	1.7	100.0
	Total	471	98.3	100.0	
Missing	System	8	1.7		
Total		479	100.0		

**My manager is competent and manages all the department resources well.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	93	19.4	20.1	20.1
	Agree	243	50.7	52.5	72.6
	Strongly Disagree	37	7.7	8.0	80.6
	Disagree	58	12.1	12.5	93.1
	Uncertain	32	6.7	6.9	100.0
	Total	463	96.7	100.0	
Missing	System	16	3.3		
Total		479	100.0		

**The current management and leadership team ensures that the department delivers its services efficiently and effectively.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	95	19.8	20.4	20.4
	Agree	281	58.7	60.4	80.9
	Strongly Disagree	25	5.2	5.4	86.2
	Disagree	47	9.8	10.1	96.3

	Uncertain	17	3.5	3.7	100.0
	Total	465	97.1	100.0	
Missing	System	14	2.9		
Total		479	100.0		

**The management acts in accordance with values and the ethos of the public service.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	76	15.9	16.7	16.7
	Agree	256	53.4	56.1	72.8
	Strongly Disagree	37	7.7	8.1	80.9
	Disagree	59	12.3	12.9	93.9
	Uncertain	28	5.8	6.1	100.0
	Total	456	95.2	100.0	
Missing	System	23	4.8		
Total		479	100.0		

**The line of authority is clearly indicated in my ministry/department.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	131	27.3	28.6	28.6
	Agree	268	55.9	58.5	87.1
	Strongly Disagree	20	4.2	4.4	91.5
	Disagree	29	6.1	6.3	97.8
	Uncertain	10	2.1	2.2	100.0
	Total	458	95.6	100.0	
Missing	System	21	4.4		
Total		479	100.0		

**The ministry leaders are effective in setting the vision for all the departments.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	84	17.5	18.3	18.3
	Agree	242	50.5	52.8	71.2
	Strongly Disagree	36	7.5	7.9	79.0
	Disagree	62	12.9	13.5	92.6
	Uncertain	34	7.1	7.4	100.0
	Total	458	95.6	100.0	
Missing	System	21	4.4		



Total	479	100.0		
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**The staff composition of my ministry/parastatal demographically reflects the population it serves (ethnic diversity).**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	49	10.2	11.1	11.1
	Agree	181	37.8	41.0	52.0
	Strongly Disagree	66	13.8	14.9	67.0
	Disagree	94	19.6	21.3	88.2
	Uncertain	52	10.9	11.8	100.0
	Total	442	92.3	100.0	
Missing	System	37	7.7		
Total		479	100.0		

**The organisational culture respects my cultural values.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	59	12.3	12.9	12.9
	Agree	247	51.6	54.0	67.0
	Strongly Disagree	38	7.9	8.3	75.3
	Disagree	71	14.8	15.5	90.8
	Uncertain	42	8.8	9.2	100.0
	Total	457	95.4	100.0	
Missing	System	22	4.6		
Total		479	100.0		

**The organisation culture respects my religious beliefs.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	94	19.6	20.7	20.7
	Agree	274	57.2	60.4	81.1
	Strongly Disagree	28	5.8	6.2	87.2
	Disagree	31	6.5	6.8	94.1
	Uncertain	27	5.6	5.9	100.0
	Total	454	94.8	100.0	
Missing	System	25	5.2		
Total		479	100.0		

**My ministry/ parastatal culture is employee-friendly**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	68	14.2	15.1	15.1
	Agree	264	55.1	58.5	73.6
	Strongly Disagree	34	7.1	7.5	81.2
	Disagree	49	10.2	10.9	92.0
	Uncertain	36	7.5	8.0	100.0
	Total	451	94.2	100.0	
Missing	System	28	5.8		
Total		479	100.0		

**My ministry/parastatal creates and fosters a friendly working environment for employees.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	79	16.5	17.0	17.0
	Agree	268	55.9	57.8	74.8
	Strongly Disagree	33	6.9	7.1	81.9
	Disagree	61	12.7	13.1	95.0
	Uncertain	23	4.8	5.0	100.0
	Total	464	96.9	100.0	
Missing	System	15	3.1		
Total		479	100.0		

**We are all working toward the same goal in my ministry/parastatal.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	137	28.6	29.4	29.4
	Agree	241	50.3	51.7	81.1
	Strongly Disagree	26	5.4	5.6	86.7
	Disagree	35	7.3	7.5	94.2
	Uncertain	27	5.6	5.8	100.0
	Total	466	97.3	100.0	
Missing	System	13	2.7		
Total		479	100.0		

**Information is shared effectively within the ministry/parastatals.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	76	15.9	16.3	16.3
	Agree	221	46.1	47.5	63.9

	Strongly Disagree	54	11.3	11.6	75.5
	Disagree	86	18.0	18.5	94.0
	Uncertain	28	5.8	6.0	100.0
	Total	465	97.1	100.0	
Missing	System	14	2.9		
Total		479	100.0		

**My ministry/parastatal's policies, rules, and regulations are clear and understood by all employees.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	92	19.2	19.8	19.8
	Agree	225	47.0	48.5	68.3
	Strongly Disagree	40	8.4	8.6	76.9
	Disagree	75	15.7	16.2	93.1
	Uncertain	32	6.7	6.9	100.0
	Total	464	96.9	100.0	
Missing	System	15	3.1		
Total		479	100.0		

**The right people occupy the right positions in my department.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	61	12.7	13.2	13.2
	Agree	179	37.4	38.7	51.9
	Strongly Disagree	71	14.8	15.4	67.3
	Disagree	110	23.0	23.8	91.1
	Uncertain	41	8.6	8.9	100.0
	Total	462	96.5	100.0	
Missing	System	17	3.5		
Total		479	100.0		

**I have direct access to my manager.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	105	21.9	23.3	23.3
	Agree	271	56.6	60.2	83.6
	Strongly Disagree	28	5.8	6.2	89.8
	Disagree	36	7.5	8.0	97.8
	Uncertain	10	2.1	2.2	100.0

	Total	450	93.9	100.0	
Missing	System	29	6.1		
Total		479	100.0		

**The current office structure is in line with my operational needs.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	65	13.6	14.5	14.5
	Agree	235	49.1	52.6	67.1
	Strongly Disagree	39	8.1	8.7	75.8
	Disagree	69	14.4	15.4	91.3
	Uncertain	39	8.1	8.7	100.0
	Total	447	93.3	100.0	
Missing	System	32	6.7		
Total		479	100.0		

**The civil service policy give employees the freedom to join trade unions.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	144	30.1	31.1	31.1
	Agree	252	52.6	54.4	85.5
	Strongly Disagree	19	4.0	4.1	89.6
	Disagree	23	4.8	5.0	94.6
	Uncertain	25	5.2	5.4	100.0
	Total	463	96.7	100.0	
Missing	System	16	3.3		
Total		479	100.0		

**There is a formal forum where the management of my ministry/parastatal and trade union representative meet for joint decision-making.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	77	16.1	16.8	16.8
	Agree	250	52.2	54.5	71.2
	Strongly Disagree	31	6.5	6.8	78.0
	Disagree	48	10.0	10.5	88.5
	Uncertain	53	11.1	11.5	100.0
	Total	459	95.8	100.0	
Missing	System	20	4.2		

Total	479	100.0		
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**Public servants are represented by trade unions in collective bargaining agreements with government.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	101	21.1	22.2	22.2
	Agree	264	55.1	58.0	80.2
	Strongly Disagree	25	5.2	5.5	85.7
	Disagree	24	5.0	5.3	91.0
	Uncertain	41	8.6	9.0	100.0
	Total	455	95.0	100.0	
Missing	System	24	5.0		
Total		479	100.0		

**The trade union federation truly represents workers' interests.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	59	12.3	13.1	13.1
	Agree	195	40.7	43.1	56.2
	Strongly Disagree	51	10.6	11.3	67.5
	Disagree	76	15.9	16.8	84.3
	Uncertain	71	14.8	15.7	100.0
	Total	452	94.4	100.0	
Missing	System	27	5.6		
Total		479	100.0		

**There is a forum where Ministry of Employment, Labour, and Productivity and trade union federation work together.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	52	10.9	11.4	11.4
	Agree	229	47.8	50.1	61.5
	Strongly Disagree	27	5.6	5.9	67.4
	Disagree	51	10.6	11.2	78.6
	Uncertain	98	20.5	21.4	100.0
	Total	457	95.4	100.0	
Missing	System	22	4.6		
Total		479	100.0		

**There is an avenue where employees' complaints are being resolved in my ministry/parastatal.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	55	11.5	12.1	12.1
	Agree	239	49.9	52.4	64.5
	Strongly Disagree	37	7.7	8.1	72.6
	Disagree	58	12.1	12.7	85.3
	Uncertain	67	14.0	14.7	100.0
	Total	456	95.2	100.0	
Missing	System	23	4.8		
Total		479	100.0		

**There is standard measure for disciplinary procedures.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	126	26.3	27.3	27.3
	Agree	273	57.0	59.2	86.6
	Strongly Disagree	22	4.6	4.8	91.3
	Disagree	22	4.6	4.8	96.1
	Uncertain	18	3.8	3.9	100.0
	Total	461	96.2	100.0	
Missing	System	18	3.8		
Total		479	100.0		

**There is a formal forum where directors and their subordinates meet to discuss work-related grievances.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	78	16.3	17.1	17.1
	Agree	223	46.6	48.8	65.9
	Strongly Disagree	40	8.4	8.8	74.6
	Disagree	76	15.9	16.6	91.2
	Uncertain	40	8.4	8.8	100.0
	Total	457	95.4	100.0	
Missing	System	22	4.6		
Total		479	100.0		

**The public servants have access to a staff clinic or medical aid**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	96	20.0	21.5	21.5
	Agree	234	48.9	52.5	74.0
	Strongly Disagree	40	8.4	9.0	83.0
	Disagree	43	9.0	9.6	92.6
	Uncertain	33	6.9	7.4	100.0
	Total	446	93.1	100.0	
Missing	System	33	6.9		
Total		479	100.0		

**My ministry/parastatal's working environment is safe and healthy**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	83	17.3	18.5	18.5
	Agree	283	59.1	63.0	81.5
	Strongly Disagree	24	5.0	5.3	86.9
	Disagree	46	9.6	10.2	97.1
	Uncertain	13	2.7	2.9	100.0
	Total	449	93.7	100.0	
Missing	System	30	6.3		
Total		479	100.0		

**The labour unions have the ability to negotiate successfully on behalf of the public servants.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	83	17.3	18.2	18.2
	Agree	236	49.3	51.6	69.8
	Strongly Disagree	40	8.4	8.8	78.6
	Disagree	56	11.7	12.3	90.8
	Uncertain	42	8.8	9.2	100.0
	Total	457	95.4	100.0	
Missing	System	22	4.6		
Total		479	100.0		

**The labour union can still have a productive negotiation with the government even when strikes has been criminalised.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	54	11.3	11.9	11.9
	Agree	229	47.8	50.7	62.6
	Strongly Disagree	42	8.8	9.3	71.9
	Disagree	48	10.0	10.6	82.5
	Uncertain	79	16.5	17.5	100.0
	Total	452	94.4	100.0	
Missing	System	27	5.6		
Total		479	100.0		

**Collective bargaining is relevant in the Nigerian public sector.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	96	20.0	21.9	21.9
	Agree	243	50.7	55.4	77.2
	Strongly Disagree	30	6.3	6.8	84.1
	Disagree	30	6.3	6.8	90.9
	Uncertain	40	8.4	9.1	100.0
	Total	439	91.6	100.0	
Missing	System	40	8.4		
Total		479	100.0		

**The introduction of the National Negotiation Council and the Wage Tribunal may eradicate the trade union's recognition in collective bargaining process.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	27	5.6	6.2	6.2
	Agree	142	29.6	32.6	38.9
	Strongly Disagree	75	15.7	17.2	56.1
	Disagree	74	15.4	17.0	73.1
	Uncertain	117	24.4	26.9	100.0
	Total	435	90.8	100.0	
Missing	System	44	9.2		
Total		479	100.0		

**I am excited and looking forward to retirement as a public servant.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	130	27.1	28.4	28.4



	Agree	218	45.5	47.6	76.0
	Strongly Disagree	34	7.1	7.4	83.4
	Disagree	42	8.8	9.2	92.6
	Uncertain	34	7.1	7.4	100.0
	Total	458	95.6	100.0	
Missing	System	21	4.4		
Total		479	100.0		

**If given the opportunity, I would leave the civil service for the private sector and retire from there.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	63	13.2	14.0	14.0
	Agree	132	27.6	29.3	43.2
	Strongly Disagree	71	14.8	15.7	59.0
	Disagree	115	24.0	25.5	84.5
	Uncertain	70	14.6	15.5	100.0
	Total	451	94.2	100.0	
Missing	System	28	5.8		
Total		479	100.0		

**The Pension Reform Act of 2004 has been able to solve all hiccups attached to the payment pensions and gratuities.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	44	9.2	9.8	9.8
	Agree	175	36.5	38.8	48.6
	Strongly Disagree	66	13.8	14.6	63.2
	Disagree	106	22.1	23.5	86.7
	Uncertain	60	12.5	13.3	100.0
	Total	451	94.2	100.0	
Missing	System	28	5.8		
Total		479	100.0		

**I feel secure about the future after I retire from public service.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	87	18.2	19.4	19.4
	Agree	197	41.1	43.9	63.3
	Strongly Disagree	49	10.2	10.9	74.2
	Disagree	55	11.5	12.2	86.4

	Uncertain	61	12.7	13.6	100.0
	Total	449	93.7	100.0	
Missing	System	30	6.3		
Total		479	100.0		

## APPENDIX F: CROSS-TABULATION AND CHI-SQUARE ANALYSIS

### Crosstabs

**I was formally notified of the receipt of my application by the ministry/parastatal \* Gender**

### Crosstab

#### Count

		Gender		Total
		Male	Female	
I was formally notified of the receipt of my application by the ministry/parastatal.	Agree	174	97	271
	Uncertain	10	4	14
	Disagree	82	47	129
Total		266	148	414

### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.341 <sup>a</sup>	2	.843
Continuity Correction			
Likelihood Ratio	.352	2	.839
Linear-by-Linear Association	.007	1	.932
N of Valid Cases	414		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.00.

**I was formally notified of the receipt of my application by the ministry/parastatal \* Age**

### Crosstab

#### Count

		Age					Total
		21-25 years	26-30 years	31-35 years	36-40 years	41 years above	
I was formally notified of the receipt of my application by the ministry/parastatal	Agree	2	38	34	68	129	271
	Uncertain	0	2	5	1	7	15
	Disagree	3	13	13	19	81	129
Total		5	53	52	88	217	415

### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.813 <sup>a</sup>	8	.016
Continuity Correction			
Likelihood Ratio	17.863	8	.022

Linear-by-Linear Association	2.777	1	.096
N of Valid Cases	415		

a. 6 cells (40.0%) have expected count less than 5. The minimum expected count is .18.

### I was formally notified of the receipt of my application by the ministry/parastatal \* Highest Educational Qualification

#### Crosstab

#### Count

		Highest Educational Qualification				Total
		HND/Bachelors degree	Masters	PhD	Others (If possible mention the name of the degree)	
I was formally notified of the receipt of my application by the ministry/parastatal.	Agree	178	53	3	28	262
	Uncertain	11	3	0	1	15
	Disagree	81	32	0	10	123
Total		270	88	3	39	400

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.729 <sup>a</sup>	6	.713
Continuity Correction			
Likelihood Ratio	4.678	6	.586
Linear-by-Linear Association	.206	1	.650
N of Valid Cases	400		

a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is .11.

### I was formally notified of the receipt of my application by the ministry/parastatal \* Work grade level

#### Crosstab

#### Count

		Work grade level					Total
		Grade level 7-8	Grade level 9-10	Grade level 11-12	Grade level 13-14	Grade level 15-17	
I was formally notified of the receipt of my application by the ministry/parastatal.	Agree	87	101	15	30	34	267
	Uncertain	9	3	2	0	1	15
	Disagree	30	43	7	22	26	128
Total		126	147	24	52	61	410

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.147 <sup>a</sup>	8	.020

Continuity Correction			
Likelihood Ratio	18.911	8	.015
Linear-by-Linear Association	7.343	1	.007
N of Valid Cases	410		

a. 4 cells (26.7%) have expected count less than 5. The minimum expected count is .88.

**I was formally notified of the receipt of my application by the ministry/parastatal \* Work experience**

**Crosstab**

**Count**

		Work experience					Total
		1-5years	6-10years	11-15years	16-20years	21 years or above	
I was formally notified of the receipt of my application by the ministry/parastatal.	Agree	79	32	43	26	93	273
	Uncertain	5	2	3	4	1	15
	Disagree	21	17	19	18	52	127
Total		105	51	65	48	146	415

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.547 <sup>a</sup>	8	.049
Continuity Correction			
Likelihood Ratio	16.885	8	.031
Linear-by-Linear Association	5.165	1	.023
N of Valid Cases	415		

a. 4 cells (26.7%) have expected count less than 5. The minimum expected count is 1.73.

**There was a formal interview before my commencement of this job \* Gender**

**Crosstab**

**Count**

		Gender		Total
		Male	Female	
There was a formal interview before my commencement of this job.	Agree	240	132	372
	Uncertain	2	0	2
	Disagree	46	31	77
Total		288	163	451

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)

Pearson Chi-Square	1.767 <sup>a</sup>	2	.413
Continuity Correction			
Likelihood Ratio	2.421	2	.298
Linear-by-Linear Association	.533	1	.465
N of Valid Cases	451		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is .72.

**There was a formal interview before my commencement of this job \* Age**

**Crosstab**

**Count**

		Age					Total
		21-25 years	26-30 years	31-35 years	36-40 years	41 years above	
There was a formal interview before my commencement of this job.	Agree	5	45	48	80	196	374
	Uncertain	0	0	0	0	2	2
	Disagree	0	10	10	17	40	77
Total		5	55	58	97	238	453

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.914 <sup>a</sup>	8	.940
Continuity Correction			
Likelihood Ratio	4.519	8	.808
Linear-by-Linear Association	.030	1	.863
N of Valid Cases	453		

a. 7 cells (46.7%) have expected count less than 5. The minimum expected count is .02.

**There was a formal interview before my commencement of this job \* Highest Educational Qualification**

**Crosstab**

**Count**

		Highest Educational Qualification				Total
		HND/Bachelor's degree	Masters	PhD	Others (If possible mention the name of the degree)	
There was a formal interview before my commencement of this job.	Agree	241	80	5	31	357
	Uncertain	2	0	0	0	2
	Disagree	49	16	0	9	74
Total		292	96	5	40	433

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.847 <sup>a</sup>	6	.828
Continuity Correction			
Likelihood Ratio	4.239	6	.644
Linear-by-Linear Association	.291	1	.589
N of Valid Cases	433		

a. 6 cells (50.0%) have expected count less than 5. The minimum expected count is .02.

**There was a formal interview before my commencement of this job \* Work grade level**

**Crosstab**

**Count**

		Work grade level					Total
		Grade level 7-8	Grade level 9-10	Grade level 11-12	Grade level 13-14	Grade level 15-17	
There was a formal interview before my commencement of this job.	Agree	116	129	20	47	56	368
	Uncertain	0	1	0	0	1	2
	Disagree	26	29	5	5	11	76
Total		142	159	25	52	68	446

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.249 <sup>a</sup>	8	.731
Continuity Correction			
Likelihood Ratio	5.913	8	.657
Linear-by-Linear Association	.698	1	.403
N of Valid Cases	446		

a. 6 cells (40.0%) have expected count less than 5. The minimum expected count is .11.

**There was a formal interview before my commencement of this job \* Work experience**

**Crosstab**

**Count**

		Work experience					Total
		1-5years	6-10years	11-15years	16-20years	21 years or above	
There was a formal interview before my commencement of this job.	Agree	95	47	58	38	137	375
	Uncertain	0	0	0	0	2	2

	Disagree	17	12	12	13	22	76
Total		112	59	70	51	161	453

### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.138 <sup>a</sup>	8	.420
Continuity Correction			
Likelihood Ratio	8.384	8	.397
Linear-by-Linear Association	.032	1	.858
N of Valid Cases	453		

a. 5 cells (33.3%) have expected count less than 5. The minimum expected count is .23.

### There were other people/candidates at the interview with me \* Gender

#### Crosstab

#### Count

		Gender		Total
		Male	Female	
There were other people/candidates at the interview with me.	Agree	238	131	369
	Uncertain	6	3	9
	Disagree	39	23	62
Total		283	157	440

### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.081 <sup>a</sup>	2	.960
Continuity Correction			
Likelihood Ratio	.081	2	.960
Linear-by-Linear Association	.048	1	.827
N of Valid Cases	440		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 3.21.

### There were other people/candidates at the interview with me \* Age

#### Crosstab

#### Count

		Age					Total
		21-25 years	26-30 years	31-35 years	36-40 years	41 years above	
There	were other Agree	5	44	51	77	194	371



people/candidates at the interview with me.	Uncertain	0	2	0	2	5	9
	Disagree	0	7	6	16	33	62
Total		5	53	57	95	232	442

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.298 <sup>a</sup>	8	.829
Continuity Correction			
Likelihood Ratio	6.105	8	.635
Linear-by-Linear Association	.436	1	.509
N of Valid Cases	442		

a. 7 cells (46.7%) have expected count less than 5. The minimum expected count is .10.

#### There were other people/candidates at the interview with me \* Highest Educational Qualification

##### Crosstab

##### Count

		Highest Educational Qualification				Total
		HND/Bachelor's degree	Masters	PhD	Others (If possible mention the name of the degree)	
There were other people/candidates at the interview with me.	Agree	241	77	5	33	356
	Uncertain	4	3	0	0	7
	Disagree	39	14	0	6	59
Total		284	94	5	39	422

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.211 <sup>a</sup>	6	.782
Continuity Correction			
Likelihood Ratio	4.349	6	.630
Linear-by-Linear Association	.014	1	.906
N of Valid Cases	422		

a. 6 cells (50.0%) have expected count less than 5. The minimum expected count is .08.

**There were other people/candidates at the interview with me \* Work grade level**

**Crosstab**

**Count**

		Work grade level					Total
		Grade level 7-8	Grade level 9-10	Grade level 11-12	Grade level 13-14	Grade level 15-17	
There were other people/candidates at the interview with me.	Agree	113	132	18	48	54	365
	Uncertain	5	2	0	1	1	9
	Disagree	20	20	6	4	11	61
Total		138	154	24	53	66	435

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.440 <sup>a</sup>	8	.490
Continuity Correction			
Likelihood Ratio	7.633	8	.470
Linear-by-Linear Association	.024	1	.877
N of Valid Cases	435		

a. 6 cells (40.0%) have expected count less than 5. The minimum expected count is .50.

**There were other people/candidates at the interview with me \* Work experience**

**Crosstab**

**Count**

		Work experience					Total
		1-5years	6-10years	11-15years	16-20years	21 years or above	
There were other people/candidates at the interview with me.	Agree	95	45	60	38	134	372
	Uncertain	1	1	2	2	3	9
	Disagree	11	12	7	12	19	61
Total		107	58	69	52	156	442

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.375 <sup>a</sup>	8	.240
Continuity Correction			
Likelihood Ratio	9.729	8	.285
Linear-by-Linear Association	.171	1	.680

N of Valid Cases	442		
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a. 5 cells (33.3%) have expected count less than 5. The minimum expected count is 1.06.

#### I was appointed for the post I actually applied for \* Gender

##### Crosstab

##### Count

		Gender		Total
		Male	Female	
I was appointed for the post I actually applied for.	Agree	225	123	348
	Uncertain	6	4	10
	Disagree	50	34	84
Total		281	161	442

##### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.826 <sup>a</sup>	2	.662
Continuity Correction			
Likelihood Ratio	.817	2	.665
Linear-by-Linear Association	.806	1	.369
N of Valid Cases	442		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 3.64.

#### I was appointed for the post I actually applied for \* Age

##### Crosstab

##### Count

		Age					Total
		21-25 years	26-30 years	31-35 years	36-40 years	41 years above	
I was appointed for the post I actually applied for.	Agree	2	47	43	75	182	349
	Uncertain	2	1	0	3	4	10
	Disagree	1	8	13	15	48	85
Total		5	56	56	93	234	444

##### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	36.736 <sup>a</sup>	8	.000
Continuity Correction			
Likelihood Ratio	14.345	8	.073

Linear-by-Linear Association	.155	1	.694
N of Valid Cases	444		

a. 6 cells (40.0%) have expected count less than 5. The minimum expected count is .11.

#### I was appointed for the post I actually applied for \* Highest Educational Qualification

##### Crosstab

##### Count

		Highest Educational Qualification				Total
		HND/Bachelor's degree	Masters	PhD	Others (If possible mention the name of the degree)	
I was appointed for the post I actually applied for.	Agree	230	67	4	33	334
	Uncertain	4	4	0	1	9
	Disagree	54	22	1	6	83
Total		288	93	5	40	426

##### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.925 <sup>a</sup>	6	.553
Continuity Correction			
Likelihood Ratio	4.632	6	.592
Linear-by-Linear Association	.002	1	.968
N of Valid Cases	426		

a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is .11.

#### I was appointed for the post I actually applied for \* Work grade level

##### Crosstab

##### Count

		Work grade level					Total
		Grade level 7-8	Grade level 9-10	Grade level 11-12	Grade level 13-14	Grade level 15-17	
I was appointed for the post I actually applied for.	Agree	122	108	23	44	48	345
	Uncertain	3	5	0	0	1	9
	Disagree	20	36	1	9	19	85
Total		145	149	24	53	68	439

##### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)

Pearson Chi-Square	15.495 <sup>a</sup>	8	.050
Continuity Correction			
Likelihood Ratio	18.030	8	.021
Linear-by-Linear Association	2.125	1	.145
N of Valid Cases	439		

a. 6 cells (40.0%) have expected count less than 5. The minimum expected count is .49.

#### I was appointed for the post I actually applied for \* Work experience

##### Crosstab

##### Count

		Work experience					Total
		1-5years	6-10years	11-15years	16-20years	21 years or above	
I was appointed for the post I actually applied for.	Agree	90	44	56	38	121	349
	Uncertain	4	2	2	2	0	10
	Disagree	17	13	10	10	35	85
Total		111	59	68	50	156	444

##### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.678 <sup>a</sup>	8	.370
Continuity Correction			
Likelihood Ratio	11.930	8	.154
Linear-by-Linear Association	.871	1	.351
N of Valid Cases	444		

a. 5 cells (33.3%) have expected count less than 5. The minimum expected count is 1.13.

#### There was an induction programme by the ministry/ parastatal before the commencement of my duty \* Gender

##### Crosstab

##### Count

		Gender		Total
		Male	Female	
There was an induction programme by the ministry/ parastatal before the commencement of my duty.	Agree	182	84	266
	Uncertain	4	6	10
	Disagree	100	70	170
Total		286	160	446

##### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.741 <sup>a</sup>	2	.034
Continuity Correction			
Likelihood Ratio	6.609	2	.037
Linear-by-Linear Association	4.363	1	.037
N of Valid Cases	446		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 3.59.

#### There was an induction programme by the ministry/ parastatal before the commencement of my duty \* Age

##### Crosstab

##### Count

		Age					Total
		21-25 years	26-30 years	31-35 years	36-40 years	41 years above	
There was an induction programme by the ministry/ parastatal before the commencement of my duty.	Agree	3	32	35	65	133	268
	Uncertain	1	2	1	3	3	10
	Disagree	1	20	23	25	101	170
Total		5	54	59	93	237	448

##### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.015 <sup>a</sup>	8	.042
Continuity Correction			
Likelihood Ratio	11.917	8	.155
Linear-by-Linear Association	.947	1	.331
N of Valid Cases	448		

a. 6 cells (40.0%) have expected count less than 5. The minimum expected count is .11.

#### There was an induction programme by the ministry/ parastatal before the commencement of my duty \* Highest Educational Qualification

##### Crosstab

##### Count

		Highest Educational Qualification				Total
		HND/Bachelor's degree	Masters	PhD	Others (If possible mention the name of the degree)	
There was an induction programme by the ministry/ parastatal before the commencement of my duty.	Agree	182	52	3	24	261
	Uncertain	6	4	0	0	10
	Disagree	103	39	1	16	159
Total		291	95	4	40	430

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.297 <sup>a</sup>	6	.637
Continuity Correction			
Likelihood Ratio	5.053	6	.537
Linear-by-Linear Association	.432	1	.511
N of Valid Cases	430		

a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is .09.

**There was an induction programme by the ministry/ parastatal before the commencement of my duty \* Work grade level**

**Crosstab**

**Count**

		Work grade level					Total
		Grade level 7-8	Grade level 9-10	Grade level 11-12	Grade level 13-14	Grade level 15-17	
There was an induction programme by the ministry/ parastatal before the commencement of my duty.	Agree	84	98	14	24	44	264
	Uncertain	7	2	0	0	1	10
	Disagree	50	57	10	30	22	169
Total		141	157	24	54	67	443

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.166 <sup>a</sup>	8	.056
Continuity Correction			
Likelihood Ratio	15.582	8	.049
Linear-by-Linear Association	.351	1	.554
N of Valid Cases	443		

a. 5 cells (33.3%) have expected count less than 5. The minimum expected count is .54.

**There was an induction programme by the ministry/ parastatal before the commencement of my duty \* Work experience**

**Crosstab**

**Count**

		Work experience					Total
		1-5years	6-10years	11-15years	16-20years	21 years or above	
There was an induction programme by the ministry/ parastatal before the commencement of my duty.	Agree	69	34	44	33	89	269
	Uncertain	5	1	2	1	1	10
	Disagree	37	24	21	18	69	169

Total	111	59	67	52	159	448
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#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.617 <sup>a</sup>	8	.376
Continuity Correction			
Likelihood Ratio	8.754	8	.363
Linear-by-Linear Association	1.384	1	.239
N of Valid Cases	448		

a. 5 cells (33.3%) have expected count less than 5. The minimum expected count is 1.16.

#### I was formally mentored on how to do the job I was employed for \* Gender

##### Crosstab

##### Count

		Gender		Total
		Male	Female	
I was formally mentored on how to do the job I was employed for.	Agree	184	96	280
	Uncertain	12	5	17
	Disagree	90	65	155
Total		286	166	452

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.919 <sup>a</sup>	2	.232
Continuity Correction			
Likelihood Ratio	2.908	2	.234
Linear-by-Linear Association	2.383	1	.123
N of Valid Cases	452		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.24.

#### I was formally mentored on how to do the job I was employed for \* Age

##### Crosstab

##### Count

		Age					Total
		21-25 years	26-30 years	31-35 years	36-40 years	41 years above	
I was formally mentored on how to do the job I was employed for	Agree	3	30	33	68	150	284
	Uncertain	1	2	2	4	7	16



	Disagree	0	24	22	26	82	154
Total		4	56	57	98	239	454

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.945 <sup>a</sup>	8	.154
Continuity Correction			
Likelihood Ratio	10.300	8	.245
Linear-by-Linear Association	.775	1	.379
N of Valid Cases	454		

a. 6 cells (40.0%) have expected count less than 5. The minimum expected count is .14.

#### I was formally mentored on how to do the job I was employed for \* Highest Educational Qualification

##### Crosstab

##### Count

		Highest Educational Qualification				Total
		HND/Bachelors degree	Masters	PhD	Others (If possible mention the name of the degree)	
I was formally mentored on how to do the job I was employed for.	Agree	181	54	2	31	268
	Uncertain	7	7	1	1	16
	Disagree	105	34	2	9	150
Total		293	95	5	41	434

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.751 <sup>a</sup>	6	.047
Continuity Correction			
Likelihood Ratio	10.573	6	.102
Linear-by-Linear Association	1.776	1	.183
N of Valid Cases	434		

a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is .18.

#### I was formally mentored on how to do the job I was employed for \* Work grade level

##### Crosstab

##### Count

	Work grade level					Total
	Grade level 7-8	Grade level 9-10	Grade level 11-12	Grade level 13-14	Grade level 15-17	

I was formally mentored on how to do the job I was employed for.	Agree	87	103	17	33	39	279
	Uncertain	6	8	0	0	1	15
	Disagree	48	50	6	21	28	153
Total		141	161	23	54	68	447

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.970 <sup>a</sup>	8	.436
Continuity Correction			
Likelihood Ratio	10.520	8	.230
Linear-by-Linear Association	.817	1	.366
N of Valid Cases	447		

a. 4 cells (26.7%) have expected count less than 5. The minimum expected count is .77.

#### I was formally mentored on how to do the job I was employed for \* Work experience

##### Crosstab

##### Count

		Work experience					Total
		1-5years	6-10years	11-15years	16-20years	21 years or above	
I was formally mentored on how to do the job I was employed for.	Agree	63	38	48	31	104	284
	Uncertain	7	2	3	1	4	17
	Disagree	42	20	17	20	54	153
Total		112	60	68	52	162	454

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.077 <sup>a</sup>	8	.528
Continuity Correction			
Likelihood Ratio	7.070	8	.529
Linear-by-Linear Association	.571	1	.450
N of Valid Cases	454		

a. 4 cells (26.7%) have expected count less than 5. The minimum expected count is 1.95.

#### I got to know about the vacant post I am currently occupying through \* Gender

##### Crosstab

##### Count

		Gender		Total
		Male	Female	
I got to know about the vacant post I am currently occupying through:	The Media/Electronically	97	39	136
	A recruitment agency	77	46	123
	Head Hunt	73	58	131
Total		247	143	390

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.033 <sup>a</sup>	2	.030
Continuity Correction			
Likelihood Ratio	7.093	2	.029
Linear-by-Linear Association	6.984	1	.008
N of Valid Cases	390		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 45.10.

#### I got to know about the vacant post I am currently occupying through \* Age

##### Crosstab

##### Count

		Age					Total
		21-25 years	26-30 years	31-35 years	36-40 years	41 years above	
I got to know about the vacant post I am currently occupying through:	The Media/Electronically	1	19	25	32	60	137
	A recruitment agency	1	17	16	32	59	125
	Head Hunt	2	16	12	26	74	130
Total		4	52	53	90	193	392

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.109 <sup>a</sup>	8	.423
Continuity Correction			
Likelihood Ratio	8.048	8	.429
Linear-by-Linear Association	2.777	1	.096
N of Valid Cases	392		

a. 3 cells (20.0%) have expected count less than 5. The minimum expected count is 1.28.

#### I got to know about the vacant post I am currently occupying through \* Highest Educational Qualification

##### Crosstab

**Count**

		Highest Educational Qualification				Total
		HND/Bachelor's degree	Masters	PhD	Others (If possible mention the name of the degree)	
I got to know about the vacant post I am currently occupying through:	The Media/Electronically	87	34	1	12	134
	A recruitment agency	90	14	1	13	118
	Head Hunt	80	30	1	14	125
Total		257	78	3	39	377

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.585 <sup>a</sup>	6	.198
Continuity Correction			
Likelihood Ratio	9.247	6	.160
Linear-by-Linear Association	.201	1	.654
N of Valid Cases	377		

a. 3 cells (25.0%) have expected count less than 5. The minimum expected count is .94.

**I got to know about the vacant post I am currently occupying through \* Work grade level**

**Crosstab**

**Count**

		Work grade level					Total
		Grade level 7-8	Grade level 9-10	Grade level 11-12	Grade level 13-14	Grade level 15-17	
I got to know about the vacant post I am currently occupying through:	The Media/Electronically	49	38	9	18	22	136
	A recruitment agency	48	42	3	11	17	121
	Head Hunt	31	59	10	18	11	129
Total		128	139	22	47	50	386

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.946 <sup>a</sup>	8	.015
Continuity Correction			
Likelihood Ratio	19.880	8	.011
Linear-by-Linear Association	.260	1	.610
N of Valid Cases	386		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.90.

**I got to know about the vacant post am I currently occupying through \* Work experience**

**Crosstab**

**Count**

		Work experience					Total
		1-5years	6-10years	11-15years	16-20years	21 years or above	
I got to know about the vacant post I am currently occupying through:	The Media/Electronically	45	24	19	16	34	138
	A recruitment agency	26	18	24	9	47	124
	Head Hunt	31	11	16	19	54	131
Total		102	53	59	44	135	393

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.428 <sup>a</sup>	8	.013
Continuity Correction			
Likelihood Ratio	19.951	8	.011
Linear-by-Linear Association	10.164	1	.001
N of Valid Cases	393		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 13.88.

**The interview panel got back to me within \* Gender**

**Crosstab**

**Count**

		Gender		Total
		Male	Female	
The interview panel got back to me within:	21 days	86	39	125
	1-2 months	86	59	145
	3 months or longer	72	44	116
Total		244	142	386

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.693 <sup>a</sup>	2	.260
Continuity Correction			
Likelihood Ratio	2.721	2	.257
Linear-by-Linear Association	1.230	1	.267
N of Valid Cases	386		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 42.67.

**The interview panel got back to me within \* Age**

**Crosstab**

**Count**

		Age					Total
		21-25 years	26-30 years	31-35 years	36-40 years	41 years above	
The interview panel got back to me within:	21 days	0	5	13	26	81	125
	1-2 months	2	23	20	39	63	147
	3 months or longer	2	23	19	21	51	116
Total		4	51	52	86	195	388

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.198 <sup>a</sup>	8	.001
Continuity Correction			
Likelihood Ratio	29.501	8	.000
Linear-by-Linear Association	19.822	1	.000
N of Valid Cases	388		

a. 3 cells (20.0%) have expected count less than 5. The minimum expected count is 1.20.

**The interview panel got back to me within \* Highest Educational Qualification**

**Crosstab**

**Count**

		Highest Educational qualification				Total
		HND/Bachelors degree	Masters	PhD	Others (If possible mention the name of the degree)	
The interview panel got back to me within:	21 days	66	34	2	13	115
	1-2 months	107	21	0	13	141
	3 months or longer	84	20	1	9	114
Total		257	75	3	35	370

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.962 <sup>a</sup>	6	.030
Continuity Correction			
Likelihood Ratio	14.529	6	.024

Linear-by-Linear Association	3.949	1	.047
N of Valid Cases	370		

a. 3 cells (25.0%) have expected count less than 5. The minimum expected count is .92.

#### The interview panel got back to me within \* Work grade level

##### Crosstab

##### Count

		Work grade level					Total
		Grade level 7-8	Grade level 9-10	Grade level 11-12	Grade level 13-14	Grade level 15-17	
The interview panel got back to me within:	21 days	30	39	7	18	26	120
	1-2 months	57	58	5	18	9	147
	3 months or longer	35	42	10	9	19	115
Total		122	139	22	45	54	382

##### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.627 <sup>a</sup>	8	.004
Continuity Correction			
Likelihood Ratio	23.894	8	.002
Linear-by-Linear Association	3.293	1	.070
N of Valid Cases	382		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.62.

#### The interview panel got back to me within \* Work experience

##### Crosstab

##### Count

		Work experience					Total
		1-5years	6-10years	11-15years	16-20years	21 years or above	
The interview panel got back to me within:	21 days	18	12	20	17	57	124
	1-2 months	41	22	26	18	41	148
	3 months or longer	41	17	14	10	35	117
Total		100	51	60	45	133	389

##### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.205 <sup>a</sup>	8	.005

Continuity Correction			
Likelihood Ratio	22.803	8	.004
Linear-by-Linear Association	16.104	1	.000
N of Valid Cases	389		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 13.53.

### My appointment was as a result of \* Gender

#### Crosstab

#### Count

		Gender		Total
		Male	Female	
My appointment was as a result of:	Reference letters from my referees	37	20	57
	Outstanding academic record	119	65	184
	Personality	27	21	48
	I do not know	84	35	119
Total		267	141	408

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.242 <sup>a</sup>	3	.356
Continuity Correction			
Likelihood Ratio	3.218	3	.359
Linear-by-Linear Association	.646	1	.422
N of Valid Cases	408		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 16.59.

### My appointment was as a result of \* Age

#### Crosstab

#### Count

		Age					Total
		21-25 years	26-30 years	31-35 years	36-40 years	41 years above	
My appointment was as a result of:	Reference letters from my referees	1	5	3	14	36	59
	Outstanding academic record	1	24	19	46	94	184
	Personality	0	9	7	9	22	47
	I do not know	1	18	24	21	56	120
Total		3	56	53	90	208	410



**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.043 <sup>a</sup>	12	.189
Continuity Correction			
Likelihood Ratio	16.488	12	.170
Linear-by-Linear Association	5.467	1	.019
N of Valid Cases	410		

a. 4 cells (20.0%) have expected count less than 5. The minimum expected count is .34.

**My appointment was as a result of \* Highest Educational Qualification**

**Crosstab**

**Count**

		Highest Educational Qualification				Total
		HND/Bachelor's degree	Masters	PhD	Others (If possible mention the name of the degree)	
My appointment was as a result of:	Reference letters from my referees	28	11	0	12	51
	Outstanding academic record	122	47	0	9	178
	Personality	31	10	0	7	48
	I do not know	94	13	3	8	118
Total		275	81	3	36	395

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	35.900 <sup>a</sup>	9	.000
Continuity Correction			
Likelihood Ratio	33.844	9	.000
Linear-by-Linear Association	5.744	1	.017
N of Valid Cases	395		

a. 6 cells (37.5%) have expected count less than 5. The minimum expected count is .36.

**My appointment was as a result of \* Work grade level**

**Crosstab**

**Count**

	Work grade level					Total
	Grade level 7-8	Grade level 9-10	Grade level 11-12	Grade level 13-14	Grade level 15-17	

My appointment was as a result of:	Reference letters from my referees	17	25	3	8	5	58
	Outstanding academic record	49	69	10	25	29	182
	Personality	16	17	3	5	6	47
	I do not know	42	42	8	7	17	116
Total		124	153	24	45	57	403

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.973 <sup>a</sup>	12	.705
Continuity Correction			
Likelihood Ratio	9.573	12	.653
Linear-by-Linear Association	.925	1	.336
N of Valid Cases	403		

a. 2 cells (10.0%) have expected count less than 5. The minimum expected count is 2.80.

**My appointment was as a result of \* Work experience**

**Crosstab**

**Count**

		Work experience					Total
		1-5years	6-10years	11-15years	16-20years	21 years or above	
My appointment was as a result of:	Reference letter from my referees	10	6	13	11	19	59
	Outstanding academic record	43	27	26	19	69	184
	Personality	13	5	8	8	13	47
	I do not know	39	19	16	11	35	120
Total		105	57	63	49	136	410

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.513 <sup>a</sup>	12	.269
Continuity Correction			
Likelihood Ratio	14.126	12	.293
Linear-by-Linear Association	5.638	1	.018
N of Valid Cases	410		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.62.

## APPENDIX G: RESEARCH OBJECTIVE ANALYSIS

### Research Objective 1

T-TEST GROUPS=Gen (1 2)

/MISSING=ANALYSIS

/VARIABLES=Professionalism HumanResRetDev OrgCult OrgClim EmplReMan EmplExitMan

/CRITERIA=CI(.95).

**T-Test** (I use a t-test since we are comparing only two groups: Male vs Female)

### Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Professionalism	Male	296	2.38	.594	.035
	Female	176	2.46	.612	.046
Human resource retention and development	Male	296	2.86	.512	.030
	Female	176	2.97	.569	.043
Organisational culture	Male	291	2.56	.833	.049
	Female	173	2.64	.924	.070
Organisational climate	Male	290	2.44	.842	.049
	Female	173	2.46	.913	.069
Employment Relations Management	Male	290	2.33	.619	.036
	Female	174	2.33	.618	.047
Employee exit management	Male	284	2.80	1.030	.061
	Female	171	2.64	1.065	.081

The Levene's Test of Equality of variances tests whether the factors have equal variances for each of the levels of the categories. (I.e. in this case is the variance of Professionalism for Males significantly different from the variance of Professionalism for Females). If the Levene's test  $p\text{-value} \leq 0.05$ , you follow the row called: "Equal variances not assumed", but if the Levene's test  $p\text{-value} > 0.05$ , you follow the row called: "Equal variances assumed".

### Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	p-value	t	df	p-value (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Professionalism	Equal variances assumed	.130	.718	-1.426	470	.155	-.082	.057	-.194	.031
	Equal variances not assumed			-1.415	359.100	.158	-.082	.058	-.195	.032
Human resource retention and development	Equal variances assumed	2.492	.115	-2.320	470	.021	-.118	.051	-.218	-.018

development	Equal variances not assumed			-2.258	337.436	.025	-.118	.052	-.221	-.015
Organisational culture	Equal variances assumed	2.183	.140	-.985	462	.325	-.082	.083	-.246	.082
	Equal variances not assumed			-.959	332.474	.338	-.082	.086	-.250	.086
Organisational climate	Equal variances assumed	1.482	.224	-.209	461	.834	-.017	.083	-.182	.147
	Equal variances not assumed			-.205	339.096	.838	-.017	.085	-.185	.150
Employment Relations Management	Equal variances assumed	.140	.709	-.021	462	.983	-.001	.059	-.118	.115
	Equal variances not assumed			-.021	364.916	.983	-.001	.059	-.118	.115
Employee exit management	Equal variances assumed	.148	.700	1.510	453	.132	.152	.101	-.046	.351
	Equal variances not assumed			1.498	348.943	.135	.152	.102	-.048	.353

*It is easy to see that there is only a difference between the genders in terms of Human Resource Retention and Development*

ONE-WAY Professionalism HumanResRetDev OrgCult OrgClim EmplReMan EmplExitMan BY Age

/STATISTICS DESCRIPTIVES

/MISSING ANALYSIS.

A One-way Analysis of Variance (ANOVA) is used when three or more groups are compared, as in the age groups.

**One-way**

### Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Professionalism	21-25 years	7	2.34	.545	.206	1.83	2.84	1	3
	26-30 years	58	2.56	.530	.070	2.42	2.70	1	4
	31-35 years	59	2.55	.629	.082	2.38	2.71	1	4
	36-40 years	102	2.21	.585	.058	2.10	2.33	1	4
	41 years above	248	2.41	.603	.038	2.34	2.49	1	4
	Total	474	2.40	.603	.028	2.35	2.46	1	4
Human resource retention and development	21-25 years	7	2.84	.508	.192	2.37	3.31	2	4
	26-30 years	58	2.95	.550	.072	2.81	3.10	2	4
	31-35 years	59	2.97	.575	.075	2.82	3.12	1	4
	36-40 years	102	2.79	.539	.053	2.69	2.90	1	4
	41 years above	248	2.91	.522	.033	2.85	2.98	1	5
	Total	474	2.90	.537	.025	2.85	2.95	1	5

Organisational culture	21-25 years	7	2.43	.937	.354	1.56	3.30	1	4
	26-30 years	57	2.47	.941	.125	2.22	2.72	1	5
	31-35 years	58	2.66	.839	.110	2.44	2.88	1	5
	36-40 years	100	2.52	.911	.091	2.34	2.70	1	5
	41 years above	244	2.65	.853	.055	2.54	2.75	1	5
	Total	466	2.60	.876	.041	2.52	2.68	1	5
Organisational climate	21-25 years	7	1.96	.742	.280	1.28	2.65	1	4
	26-30 years	57	2.57	.944	.125	2.32	2.82	1	5
	31-35 years	58	2.66	.916	.120	2.42	2.90	1	5
	36-40 years	101	2.22	.822	.082	2.05	2.38	1	5
	41 years above	242	2.48	.850	.055	2.38	2.59	1	5
	Total	465	2.45	.873	.040	2.37	2.53	1	5
Employment Relations Management	21-25 years	7	2.63	.669	.253	2.02	3.25	2	4
	26-30 years	58	2.48	.627	.082	2.32	2.65	1	4
	31-35 years	58	2.60	.613	.080	2.44	2.76	1	4
	36-40 years	101	2.18	.614	.061	2.06	2.30	1	4
	41 years above	242	2.29	.592	.038	2.21	2.36	1	4
	Total	466	2.33	.618	.029	2.28	2.39	1	4
Employee management exit	21-25 years	5	2.40	.548	.245	1.72	3.08	2	3
	26-30 years	57	2.73	1.009	.134	2.46	3.00	1	5
	31-35 years	57	2.72	.906	.120	2.48	2.96	1	5
	36-40 years	100	2.75	1.102	.110	2.53	2.96	1	5
	41 years above	238	2.74	1.080	.070	2.60	2.87	1	5
	Total	457	2.73	1.049	.049	2.63	2.83	1	5

#### ANOVA

		Sum of Squares	df	Mean Square	F	p-value
Professionalism	Between Groups	6.455	4	1.614	4.580	.001
	Within Groups	165.250	469	.352		
	Total	171.705	473			
Human resource retention and development	Between Groups	1.758	4	.439	1.530	.192
	Within Groups	134.681	469	.287		
	Total	136.439	473			
Organisational culture	Between Groups	2.498	4	.624	.813	.517
	Within Groups	354.032	461	.768		
	Total	356.530	465			
Organisational climate	Between Groups	10.849	4	2.712	3.641	.006

	Within Groups	342.637	460	.745		
	Total	353.486	464			
Employment Relations Management	Between Groups	8.806	4	2.201	6.019	.000
	Within Groups	168.609	461	.366		
	Total	177.415	465			
Employee exit management	Between Groups	.580	4	.145	.131	.971
	Within Groups	500.815	452	1.108		
	Total	501.395	456			

Thus 'Age' has a significant effect on 'Professionalism', 'Organisational Climate' and 'Employment Relations Management'.

ONEWAY Professionalism HumanResRetDev OrgCult OrgClim EmplReMan EmplExitMan BY HEDQU

/STATISTICS DESCRIPTIVES

/MISSING ANALYSIS.

### One-way

### Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Professionalism	HND/Bachelor's degree	304	2.39	.591	.034	2.32	2.46	1	4
	Masters	99	2.49	.669	.067	2.36	2.63	1	4
	PhD	5	2.94	.810	.362	1.93	3.94	2	4
	Others	45	2.34	.506	.075	2.19	2.49	1	4
	Total	453	2.41	.606	.028	2.36	2.47	1	4
Human resource retention and development	HND/Bachelor's degree	304	2.90	.516	.030	2.84	2.96	1	5
	Masters	99	2.92	.625	.063	2.79	3.04	1	4
	PhD	5	3.25	.479	.214	2.66	3.84	3	4
	Others	45	2.90	.480	.072	2.75	3.04	2	4
	Total	453	2.91	.538	.025	2.86	2.96	1	5
Organisational culture	HND/Bachelor's degree	298	2.58	.868	.050	2.49	2.68	1	5
	Masters	98	2.66	.882	.089	2.48	2.84	1	4
	PhD	5	2.93	.863	.386	1.86	4.00	2	4
	Others	44	2.63	.896	.135	2.35	2.90	1	5
	Total	445	2.61	.872	.041	2.53	2.69	1	5
Organisational climate	HND/Bachelor's degree	298	2.45	.872	.050	2.35	2.55	1	5
	Masters	97	2.55	.883	.090	2.37	2.73	1	5
	PhD	5	2.75	1.146	.512	1.33	4.17	2	5
	Others	44	2.43	.799	.120	2.18	2.67	1	5
	Total	444	2.47	.869	.041	2.39	2.55	1	5

Employment Relations Management	HND/Bachelor's degree	299	2.35	.617	.036	2.28	2.42	1	4
	Masters	97	2.35	.653	.066	2.21	2.48	1	4
	PhD	5	2.51	.908	.406	1.38	3.64	2	4
	Others	44	2.31	.516	.078	2.15	2.47	1	4
	Total	445	2.35	.617	.029	2.29	2.40	1	4
Employee exit management	HND/Bachelor's degree	294	2.71	1.028	.060	2.59	2.83	1	5
	Masters	94	2.99	1.029	.106	2.78	3.20	1	5
	PhD	5	3.60	.652	.292	2.79	4.41	3	5
	Others	44	2.47	1.091	.165	2.13	2.80	1	5
	Total	437	2.76	1.042	.050	2.66	2.86	1	5

#### ANOVA

		Sum of Squares	df	Mean Square	F	p-value
Professionalism	Between Groups	2.432	3	.811	2.223	.085
	Within Groups	163.719	449	.365		
	Total	166.151	452			
Human resource retention and development	Between Groups	.611	3	.204	.702	.551
	Within Groups	130.169	449	.290		
	Total	130.779	452			
Organisational culture	Between Groups	.988	3	.329	.431	.731
	Within Groups	336.746	441	.764		
	Total	337.733	444			
Organisational climate	Between Groups	1.298	3	.433	.572	.634
	Within Groups	333.095	440	.757		
	Total	334.393	443			
Employment Relations Management	Between Groups	.194	3	.065	.169	.918
	Within Groups	168.964	441	.383		
	Total	169.157	444			
Employee exit management	Between Groups	12.937	3	4.312	4.052	.007
	Within Groups	460.852	433	1.064		
	Total	473.788	436			

ONEWAY Professionalism HumanResRetDev OrgCult OrgClim EmplReMan EmplExitMan BY WKGL

/STATISTICS DESCRIPTIVES

/MISSING ANALYSIS.

#### Oneway

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Professionalism	Grade level 7-8	150	2.42	.586	.048	2.32	2.51	1	4
	Grade level 9-10	165	2.36	.584	.045	2.27	2.45	1	4
	Grade level 11-12	26	2.26	.494	.097	2.06	2.46	1	3
	Grade level 13-14	55	2.30	.587	.079	2.14	2.45	1	4
	Grade level 15-17	70	2.63	.688	.082	2.47	2.79	1	4
	Total	466	2.40	.604	.028	2.35	2.46	1	4
Human resource retention and development	Grade level 7-8	150	2.89	.567	.046	2.80	2.99	1	4
	Grade level 9-10	165	2.91	.494	.038	2.84	2.99	1	4
	Grade level 11-12	26	2.71	.471	.092	2.52	2.90	2	4
	Grade level 13-14	55	2.87	.519	.070	2.73	3.01	2	4
	Grade level 15-17	70	2.96	.598	.071	2.82	3.10	1	5
	Total	466	2.90	.537	.025	2.85	2.95	1	5
Organisational culture	Grade level 7-8	147	2.51	.927	.076	2.36	2.66	1	5
	Grade level 9-10	163	2.54	.862	.068	2.41	2.67	1	5
	Grade level 11-12	26	2.63	.802	.157	2.30	2.95	1	4
	Grade level 13-14	54	2.68	.829	.113	2.45	2.91	1	5
	Grade level 15-17	68	2.88	.810	.098	2.69	3.08	1	4
	Total	458	2.60	.875	.041	2.52	2.68	1	5
Organisational climate	Grade level 7-8	147	2.43	.859	.071	2.29	2.57	1	5
	Grade level 9-10	163	2.34	.840	.066	2.21	2.47	1	5
	Grade level 11-12	26	2.45	.935	.183	2.07	2.83	1	5
	Grade level 13-14	54	2.47	.883	.120	2.23	2.71	1	5
	Grade level 15-17	67	2.79	.894	.109	2.57	3.01	1	5
	Total	457	2.45	.873	.041	2.37	2.54	1	5
Employment Relations Management	Grade level 7-8	148	2.40	.606	.050	2.30	2.50	1	4
	Grade level 9-10	162	2.27	.643	.051	2.17	2.37	1	4
	Grade level 11-12	26	2.24	.565	.111	2.01	2.47	1	4
	Grade level 13-14	54	2.24	.584	.079	2.08	2.40	1	4
	Grade level 15-17	68	2.43	.616	.075	2.28	2.58	1	4
	Total	458	2.33	.618	.029	2.27	2.39	1	4
Employee exit management	Grade level 7-8	142	2.63	.958	.080	2.47	2.79	1	5
	Grade level 9-10	162	2.53	1.032	.081	2.37	2.69	1	5



	Grade level 11-12	26	3.25	1.142	.224	2.79	3.71	1	5
	Grade level 13-14	53	2.75	1.036	.142	2.46	3.03	1	5
	Grade level 15-17	66	3.23	1.068	.131	2.97	3.50	1	5
	Total	449	2.73	1.051	.050	2.64	2.83	1	5

**ANOVA**

		Sum of Squares	df	Mean Square	F	p-value
Professionalism	Between Groups	5.188	4	1.297	3.637	.006
	Within Groups	164.419	461	.357		
	Total	169.607	465			
Human resource retention and development	Between Groups	1.336	4	.334	1.161	.327
	Within Groups	132.685	461	.288		
	Total	134.022	465			
Organisational culture	Between Groups	7.644	4	1.911	2.530	.040
	Within Groups	342.163	453	.755		
	Total	349.807	457			
Organisational climate	Between Groups	9.787	4	2.447	3.272	.012
	Within Groups	338.043	452	.748		
	Total	347.830	456			
Employment Relations Management	Between Groups	2.623	4	.656	1.726	.143
	Within Groups	172.053	453	.380		
	Total	174.676	457			
Employee exit management	Between Groups	31.496	4	7.874	7.544	.000
	Within Groups	463.449	444	1.044		
	Total	494.945	448			

ONEWAY Professionalism HumanResRetDev OrgCult OrgClim EmplReMan EmplExitMan BY WKEXP

/STATISTICS DESCRIPTIVES

/MISSING ANALYSIS.

**Oneway**

**Descriptives**

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Professionalism	1-5years	116	2.44	.584	.054	2.33	2.55	1	4
	6-10years	62	2.50	.533	.068	2.36	2.63	1	4
	11-15years	72	2.19	.581	.068	2.05	2.32	1	4

	16-20years	56	2.48	.668	.089	2.30	2.66	1	4
	21 years or above	167	2.40	.600	.046	2.31	2.50	1	4
	Total	473	2.40	.599	.028	2.35	2.46	1	4
Human resource retention and development	1-5years	116	2.91	.558	.052	2.81	3.01	1	4
	6-10years	62	2.96	.478	.061	2.84	3.08	2	4
	11-15years	72	2.72	.532	.063	2.60	2.85	1	4
	16-20years	56	2.94	.510	.068	2.80	3.07	1	4
	21 years or above	167	2.92	.537	.042	2.84	3.00	1	5
	Total	473	2.90	.534	.025	2.85	2.94	1	5
Organisational culture	1-5years	113	2.46	.849	.080	2.30	2.62	1	5
	6-10years	61	2.61	.758	.097	2.42	2.80	1	5
	11-15years	72	2.44	1.005	.118	2.20	2.67	1	5
	16-20years	56	2.86	.954	.127	2.60	3.12	1	5
	21 years or above	163	2.67	.825	.065	2.54	2.80	1	5
	Total	465	2.60	.876	.041	2.52	2.68	1	5
Organisational climate	1-5years	112	2.43	.883	.083	2.26	2.59	1	5
	6-10years	62	2.55	.783	.099	2.35	2.75	1	5
	11-15years	72	2.21	.873	.103	2.00	2.41	1	5
	16-20years	56	2.57	.952	.127	2.32	2.82	1	5
	21 years or above	162	2.49	.847	.067	2.36	2.62	1	5
	Total	464	2.45	.869	.040	2.37	2.53	1	5
Employment Relations Management	1-5years	113	2.47	.612	.058	2.36	2.59	1	4
	6-10years	61	2.39	.558	.071	2.25	2.54	1	4
	11-15years	72	2.22	.648	.076	2.07	2.37	1	4
	16-20years	56	2.45	.693	.093	2.26	2.63	1	4
	21 years or above	163	2.22	.578	.045	2.13	2.31	1	4
	Total	465	2.33	.618	.029	2.28	2.39	1	4
Employee management exit	1-5years	110	2.66	.885	.084	2.49	2.83	1	5
	6-10years	60	2.96	1.005	.130	2.70	3.22	2	5
	11-15years	71	2.46	.994	.118	2.23	2.70	1	5
	16-20years	55	2.96	1.154	.156	2.65	3.28	1	5
	21 years or above	160	2.73	1.131	.089	2.55	2.91	1	5
	Total	456	2.73	1.050	.049	2.63	2.83	1	5

#### ANOVA

		Sum of Squares	df	Mean Square	F	p-value
Professionalism	Between Groups	4.394	4	1.098	3.117	.015

	Within Groups	164.900	468	.352		
	Total	169.294	472			
Human resource retention and development	Between Groups	2.730	4	.683	2.419	.048
	Within Groups	132.061	468	.282		
	Total	134.791	472			
Organisational culture	Between Groups	8.728	4	2.182	2.890	.022
	Within Groups	347.288	460	.755		
	Total	356.015	464			
Organisational climate	Between Groups	5.864	4	1.466	1.959	.100
	Within Groups	343.518	459	.748		
	Total	349.382	463			
Employment Management Relations	Between Groups	6.112	4	1.528	4.112	.003
	Within Groups	170.921	460	.372		
	Total	177.033	464			
Employee exit management	Between Groups	11.678	4	2.919	2.689	.031
	Within Groups	489.645	451	1.086		
	Total	501.322	455			

## Research Objective 2

ONEWAY Professionalism HumanResRetDev OrgCult OrgClim EmplReMan EmplExitMan BY Q1

/STATISTICS DESCRIPTIVES

/MISSING ANALYSIS.

Oneway

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Professionalism	Agree	274	2.33	.585	.035	2.27	2.40	1	4
	Uncertain	15	2.51	.758	.196	2.09	2.93	1	4
	Disagree	129	2.51	.580	.051	2.41	2.61	1	4
	Total	418	2.39	.595	.029	2.34	2.45	1	4
Human resource retention and development	Agree	274	2.84	.548	.033	2.78	2.91	1	5
	Uncertain	15	3.08	.671	.173	2.71	3.45	1	4
	Disagree	129	3.00	.453	.040	2.92	3.08	2	4
	Total	418	2.90	.530	.026	2.85	2.95	1	5
Organisational culture	Agree	268	2.56	.861	.053	2.45	2.66	1	5
	Uncertain	15	2.69	1.058	.273	2.10	3.27	1	5
	Disagree	128	2.68	.798	.071	2.54	2.82	1	5

	Total	411	2.60	.849	.042	2.52	2.68	1	5
Organisational climate	Agree	269	2.40	.891	.054	2.30	2.51	1	5
	Uncertain	15	2.58	.864	.223	2.10	3.06	1	4
	Disagree	127	2.49	.775	.069	2.36	2.63	1	5
	Total	411	2.44	.855	.042	2.36	2.52	1	5
Employment Relations Management	Agree	270	2.29	.607	.037	2.22	2.37	1	4
	Uncertain	15	2.39	.563	.145	2.07	2.70	1	3
	Disagree	128	2.37	.608	.054	2.27	2.48	1	4
	Total	413	2.32	.606	.030	2.26	2.38	1	4
Employee exit management	Agree	267	2.65	1.009	.062	2.52	2.77	1	5
	Uncertain	15	3.07	1.067	.275	2.48	3.66	2	5
	Disagree	126	2.85	1.038	.092	2.67	3.03	1	5
	Total	408	2.72	1.024	.051	2.62	2.82	1	5

#### ANOVA

		Sum of Squares	df	Mean Square	F	p-value
Professionalism	Between Groups	2.791	2	1.396	4.005	.019
	Within Groups	144.642	415	.349		
	Total	147.433	417			
Human resource retention and development	Between Groups	2.586	2	1.293	4.680	.010
	Within Groups	114.672	415	.276		
	Total	117.258	417			
Organisational culture	Between Groups	1.492	2	.746	1.034	.356
	Within Groups	294.368	408	.721		
	Total	295.860	410			
Organisational climate	Between Groups	.989	2	.495	.675	.510
	Within Groups	299.001	408	.733		
	Total	299.991	410			
Employment Relations Management	Between Groups	.622	2	.311	.846	.430
	Within Groups	150.683	410	.368		
	Total	151.305	412			
Employee exit management	Between Groups	5.358	2	2.679	2.575	.077
	Within Groups	421.372	405	1.040		
	Total	426.730	407			

ONEWAY Professionalism HumanResRetDev OrgCult OrgClim EmplReMan EmplExitMan BY Q2

/STATISTICS DESCRIPTIVES

/MISSING ANALYSIS.

**Oneway**

**Descriptives**

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Professionalism	Agree	377	2.36	.610	.031	2.29	2.42	1	4
	Uncertain	2	2.64	.386	.273	-.83	6.10	2	3
	Disagree	77	2.60	.530	.060	2.48	2.72	1	4
	Total	456	2.40	.603	.028	2.34	2.45	1	4
Human resource retention and development	Agree	377	2.85	.556	.029	2.80	2.91	1	5
	Uncertain	2	3.08	.326	.231	.14	6.01	3	3
	Disagree	77	3.11	.393	.045	3.02	3.20	2	4
	Total	456	2.90	.539	.025	2.85	2.95	1	5
Organisational culture	Agree	368	2.58	.881	.046	2.49	2.67	1	5
	Uncertain	2	2.50	1.179	.833	-8.09	13.09	2	3
	Disagree	77	2.68	.825	.094	2.49	2.86	1	5
	Total	447	2.59	.872	.041	2.51	2.67	1	5
Organisational climate	Agree	368	2.42	.887	.046	2.33	2.51	1	5
	Uncertain	2	1.88	.177	.125	.29	3.46	2	2
	Disagree	77	2.66	.769	.088	2.48	2.83	1	5
	Total	447	2.45	.870	.041	2.37	2.54	1	5
Employment Relations Management	Agree	369	2.32	.629	.033	2.26	2.38	1	4
	Uncertain	2	2.11	.157	.111	.70	3.52	2	2
	Disagree	77	2.34	.535	.061	2.22	2.46	1	4
	Total	448	2.32	.612	.029	2.27	2.38	1	4
Employee management exit	Agree	363	2.71	1.037	.054	2.60	2.81	1	5
	Uncertain	2	2.75	.354	.250	-.43	5.93	3	3
	Disagree	76	2.86	1.101	.126	2.60	3.11	1	5
	Total	441	2.73	1.046	.050	2.63	2.83	1	5

**ANOVA**

		Sum of Squares	df	Mean Square	F	p-value
Professionalism	Between Groups	3.908	2	1.954	5.481	.004
	Within Groups	161.488	453	.356		
	Total	165.397	455			

Human resource retention and development	Between Groups	4.272	2	2.136	7.552	.001
	Within Groups	128.120	453	.283		
	Total	132.392	455			
Organisational culture	Between Groups	.633	2	.317	.416	.660
	Within Groups	338.146	444	.762		
	Total	338.779	446			
Organisational climate	Between Groups	4.339	2	2.169	2.887	.057
	Within Groups	333.598	444	.751		
	Total	337.937	446			
Employment Relations Management	Between Groups	.110	2	.055	.146	.864
	Within Groups	167.357	445	.376		
	Total	167.467	447			
Employee exit management	Between Groups	1.415	2	.708	.646	.525
	Within Groups	479.993	438	1.096		
	Total	481.408	440			

ONEWAY Professionalism HumanResRetDev OrgCult OrgClim EmplReMan EmplExitMan BY Q3

/STATISTICS DESCRIPTIVES

/MISSING ANALYSIS.

**One way**

**Descriptives**

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Professionalism	Agree	374	2.36	.611	.032	2.30	2.42	1	4
	Uncertain	9	2.55	.552	.184	2.12	2.97	2	4
	Disagree	62	2.64	.570	.072	2.50	2.79	1	4
	Total	445	2.40	.611	.029	2.34	2.46	1	4
Human resource retention and development	Agree	374	2.85	.554	.029	2.79	2.91	1	4
	Uncertain	9	3.10	.423	.141	2.77	3.42	3	4
	Disagree	62	3.13	.433	.055	3.02	3.24	2	5
	Total	445	2.89	.545	.026	2.84	2.95	1	5
Organisational culture	Agree	365	2.57	.890	.047	2.48	2.66	1	5
	Uncertain	9	3.04	.889	.296	2.35	3.72	2	4
	Disagree	62	2.76	.722	.092	2.57	2.94	1	5
	Total	436	2.61	.871	.042	2.53	2.69	1	5
Organisational climate	Agree	365	2.43	.887	.046	2.34	2.52	1	5
	Uncertain	9	2.33	.829	.276	1.70	2.97	2	4

	Disagree	62	2.71	.831	.106	2.50	2.92	1	5
	Total	436	2.47	.882	.042	2.38	2.55	1	5
Employment Relations Management	Agree	366	2.32	.631	.033	2.25	2.38	1	4
	Uncertain	9	2.00	.567	.189	1.56	2.43	1	3
	Disagree	62	2.39	.522	.066	2.26	2.52	1	4
	Total	437	2.32	.617	.029	2.26	2.38	1	4
Employee exit management	Agree	359	2.68	1.010	.053	2.57	2.78	1	5
	Uncertain	9	2.94	1.261	.420	1.98	3.91	1	5
	Disagree	61	3.02	1.165	.149	2.72	3.31	1	5
	Total	429	2.73	1.043	.050	2.63	2.83	1	5

#### ANOVA

		Sum of Squares	df	Mean Square	F	p-value
Professionalism	Between Groups	4.570	2	2.285	6.257	.002
	Within Groups	161.406	442	.365		
	Total	165.976	444			
Human resource retention and development	Between Groups	4.554	2	2.277	7.891	.000
	Within Groups	127.537	442	.289		
	Total	132.091	444			
Organisational culture	Between Groups	3.510	2	1.755	2.330	.099
	Within Groups	326.185	433	.753		
	Total	329.695	435			
Organisational climate	Between Groups	4.481	2	2.240	2.904	.056
	Within Groups	334.077	433	.772		
	Total	338.558	435			
Employment Relations Management	Between Groups	1.219	2	.609	1.608	.202
	Within Groups	164.505	434	.379		
	Total	165.724	436			
Employee exit management	Between Groups	6.430	2	3.215	2.982	.052
	Within Groups	459.224	426	1.078		
	Total	465.654	428			

ONEWAY Professionalism HumanResRetDev OrgCult OrgClim EmplReMan EmplExitMan BY Q4

/STATISTICS DESCRIPTIVES

/MISSING ANALYSIS.

**One way**

**Descriptives**

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Professionalism	Agree	352	2.36	.591	.032	2.30	2.43	1	4
	Uncertain	9	2.44	.507	.169	2.05	2.83	1	3
	Disagree	85	2.58	.648	.070	2.44	2.72	1	4
	Total	446	2.41	.605	.029	2.35	2.46	1	4
Human resource retention and development	Agree	352	2.87	.544	.029	2.82	2.93	1	4
	Uncertain	9	2.88	.449	.150	2.54	3.23	2	4
	Disagree	85	3.03	.540	.059	2.91	3.14	2	5
	Total	446	2.90	.544	.026	2.85	2.95	1	5
Organisational culture	Agree	343	2.54	.877	.047	2.45	2.63	1	5
	Uncertain	10	2.87	1.080	.341	2.09	3.64	1	5
	Disagree	85	2.84	.820	.089	2.66	3.01	1	5
	Total	438	2.60	.878	.042	2.52	2.69	1	5
Organisational climate	Agree	343	2.41	.876	.047	2.32	2.50	1	5
	Uncertain	9	2.61	.772	.257	2.02	3.20	2	4
	Disagree	85	2.61	.868	.094	2.43	2.80	1	5
	Total	437	2.45	.874	.042	2.37	2.54	1	5
Employment Relations Management	Agree	345	2.31	.630	.034	2.24	2.37	1	4
	Uncertain	8	2.15	.420	.148	1.80	2.50	2	3
	Disagree	85	2.45	.582	.063	2.32	2.57	1	4
	Total	438	2.33	.620	.030	2.27	2.39	1	4
Employee management exit	Agree	338	2.68	1.005	.055	2.57	2.79	1	5
	Uncertain	8	2.38	.954	.337	1.58	3.17	2	5
	Disagree	84	2.94	1.160	.127	2.69	3.19	1	5
	Total	430	2.73	1.040	.050	2.63	2.83	1	5

#### ANOVA

		Sum of Squares	df	Mean Square	F	p-value
Professionalism	Between Groups	3.171	2	1.586	4.392	.013
	Within Groups	159.926	443	.361		
	Total	163.097	445			
Human resource retention and development	Between Groups	1.659	2	.830	2.829	.060
	Within Groups	129.920	443	.293		
	Total	131.579	445			
Organisational culture	Between Groups	6.769	2	3.385	4.461	.012



	Within Groups	330.025	435	.759		
	Total	336.794	437			
Organisational climate	Between Groups	3.015	2	1.508	1.981	.139
	Within Groups	330.280	434	.761		
	Total	333.295	436			
Employment Relations Management	Between Groups	1.633	2	.817	2.138	.119
	Within Groups	166.118	435	.382		
	Total	167.751	437			
Employee exit management	Between Groups	5.505	2	2.753	2.565	.078
	Within Groups	458.137	427	1.073		
	Total	463.642	429			

ONEWAY Professionalism HumanResRetDev OrgCult OrgClim EmplReMan EmplExitMan BY Q5

/STATISTICS DESCRIPTIVES

/MISSING ANALYSIS.

One way

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Professionalism	Agree	270	2.36	.586	.036	2.29	2.43	1	4
	Uncertain	10	2.33	.561	.177	1.93	2.73	1	3
	Disagree	171	2.47	.638	.049	2.37	2.57	1	4
	Total	451	2.40	.607	.029	2.35	2.46	1	4
Human resource retention and development	Agree	270	2.84	.532	.032	2.78	2.91	1	5
	Uncertain	10	2.88	.473	.150	2.54	3.22	2	4
	Disagree	171	3.01	.539	.041	2.93	3.09	2	4
	Total	451	2.91	.539	.025	2.86	2.96	1	5
Organisational culture	Agree	268	2.53	.855	.052	2.43	2.64	1	5
	Uncertain	10	2.57	1.277	.404	1.65	3.48	1	5
	Disagree	165	2.71	.872	.068	2.57	2.84	1	5
	Total	443	2.60	.874	.042	2.52	2.68	1	5
Organisational climate	Agree	267	2.39	.824	.050	2.29	2.49	1	5
	Uncertain	10	2.80	.771	.244	2.25	3.35	2	4
	Disagree	166	2.55	.951	.074	2.40	2.70	1	5
	Total	443	2.46	.876	.042	2.38	2.54	1	5
Employment Relations Management	Agree	268	2.29	.595	.036	2.21	2.36	1	4
	Uncertain	10	2.26	.494	.156	1.91	2.62	2	3

	Disagree	166	2.41	.657	.051	2.31	2.51	1	4
	Total	444	2.33	.618	.029	2.27	2.39	1	4
Employee management exit	Agree	260	2.74	1.012	.063	2.61	2.86	1	5
	Uncertain	10	3.10	1.197	.379	2.24	3.96	2	5
	Disagree	166	2.72	1.061	.082	2.56	2.89	1	5
	Total	436	2.74	1.034	.050	2.64	2.84	1	5

**ANOVA**

		Sum of Squares	df	Mean Square	F	p-value
Professionalism	Between Groups	1.220	2	.610	1.660	.191
	Within Groups	164.620	448	.367		
	Total	165.840	450			
Human resource retention and development	Between Groups	3.045	2	1.523	5.347	.005
	Within Groups	127.577	448	.285		
	Total	130.622	450			
Organisational culture	Between Groups	3.070	2	1.535	2.019	.134
	Within Groups	334.464	440	.760		
	Total	337.534	442			
Organisational climate	Between Groups	3.767	2	1.884	2.472	.086
	Within Groups	335.292	440	.762		
	Total	339.059	442			
Employment Management Relations	Between Groups	1.540	2	.770	2.024	.133
	Within Groups	167.751	441	.380		
	Total	169.291	443			
Employee exit management	Between Groups	1.348	2	.674	.629	.534
	Within Groups	463.856	433	1.071		
	Total	465.204	435			

ONEWAY Professionalism HumanResRetDev OrgCult OrgClim EmplReMan EmplExitMan BY Q6

/STATISTICS DESCRIPTIVES

/MISSING ANALYSIS.

**One way**

**Descriptives**

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Professionalism Agree	284	2.29	.578	.034	2.22	2.36	1	4

	Uncertain	17	2.50	.552	.134	2.22	2.79	2	4
	Disagree	156	2.58	.609	.049	2.49	2.68	1	4
	Total	457	2.40	.603	.028	2.34	2.45	1	4
Human resource retention and development	Agree	284	2.79	.521	.031	2.73	2.85	1	4
	Uncertain	17	3.02	.510	.124	2.76	3.28	2	4
	Disagree	156	3.09	.525	.042	3.00	3.17	1	5
	Total	457	2.90	.540	.025	2.85	2.95	1	5
Organisational culture	Agree	279	2.53	.903	.054	2.42	2.63	1	5
	Uncertain	17	2.70	.688	.167	2.34	3.05	1	4
	Disagree	152	2.72	.800	.065	2.59	2.84	1	5
	Total	448	2.60	.865	.041	2.52	2.68	1	5
Organisational climate	Agree	278	2.34	.836	.050	2.25	2.44	1	5
	Uncertain	17	2.32	.660	.160	1.98	2.66	2	4
	Disagree	153	2.69	.910	.074	2.54	2.83	1	5
	Total	448	2.46	.870	.041	2.38	2.54	1	5
Employment Relations Management	Agree	278	2.27	.610	.037	2.20	2.34	1	4
	Uncertain	17	2.06	.508	.123	1.80	2.32	1	3
	Disagree	154	2.45	.618	.050	2.35	2.55	1	4
	Total	449	2.32	.616	.029	2.27	2.38	1	4
Employee management exit	Agree	273	2.65	1.004	.061	2.53	2.77	1	5
	Uncertain	17	2.79	.969	.235	2.30	3.29	2	5
	Disagree	153	2.85	1.103	.089	2.67	3.03	1	5
	Total	443	2.72	1.040	.049	2.63	2.82	1	5

#### ANOVA

		Sum of Squares	df	Mean Square	F	p-value
Professionalism	Between Groups	8.789	2	4.395	12.710	.000
	Within Groups	156.981	454	.346		
	Total	165.771	456			
Human resource retention and development	Between Groups	8.982	2	4.491	16.463	.000
	Within Groups	123.855	454	.273		
	Total	132.838	456			
Organisational culture	Between Groups	3.762	2	1.881	2.531	.081
	Within Groups	330.773	445	.743		
	Total	334.535	447			
Organisational climate	Between Groups	11.978	2	5.989	8.162	.000
	Within Groups	326.506	445	.734		

	Total	338.484	447			
Employment Management	Relations Between Groups	4.317	2	2.159	5.809	.003
	Within Groups	165.741	446	.372		
	Total	170.058	448			
Employee exit management	Between Groups	3.987	2	1.994	1.849	.159
	Within Groups	474.414	440	1.078		
	Total	478.402	442			

ONEWAY Professionalism HumanResRetDev OrgCult OrgClim EmplReMan EmplExitMan BY Q10

/STATISTICS DESCRIPTIVES

/MISSING ANALYSIS.

One way

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Professionalism	The Media/Electronically	139	2.34	.607	.052	2.23	2.44	1	4
	A recruitment agency	125	2.34	.524	.047	2.24	2.43	1	4
	Head Hunt	131	2.44	.599	.052	2.33	2.54	1	4
	Total	395	2.37	.580	.029	2.31	2.43	1	4
Human resource retention and development	The Media/Electronically	139	2.81	.585	.050	2.71	2.91	1	4
	A recruitment agency	125	2.88	.515	.046	2.79	2.97	2	4
	Head Hunt	131	2.94	.498	.043	2.85	3.02	1	5
	Total	395	2.87	.537	.027	2.82	2.93	1	5
Organisational culture	The Media/Electronically	138	2.46	.845	.072	2.31	2.60	1	5
	A Recruitment Agency	124	2.60	.851	.076	2.45	2.75	1	5
	Head Hunt	128	2.65	.897	.079	2.50	2.81	1	5
	Total	390	2.57	.866	.044	2.48	2.65	1	5
Organisational climate	The Media/Electronically	137	2.39	.887	.076	2.24	2.54	1	5
	A Recruitment Agency	125	2.37	.846	.076	2.22	2.52	1	5
	Head Hunt	129	2.49	.902	.079	2.33	2.64	1	5
	Total	391	2.42	.878	.044	2.33	2.50	1	5
Employment Relations Management	The Media/Electronically	138	2.29	.621	.053	2.18	2.39	1	4
	A Recruitment Agency	124	2.33	.565	.051	2.23	2.43	1	4
	Head Hunt	129	2.32	.635	.056	2.21	2.43	1	4

	Total	391	2.31	.607	.031	2.25	2.37	1	4
Employee exit management	The Media/Electronically	136	2.64	.974	.083	2.48	2.81	1	5
	A Recruitment Agency	121	2.62	.999	.091	2.44	2.80	1	5
	Head Hunt	127	2.81	1.067	.095	2.62	3.00	1	5
	Total	384	2.69	1.014	.052	2.59	2.79	1	5

**ANOVA**

		Sum of Squares	df	Mean Square	F	p-value
Professionalism	Between Groups	.865	2	.433	1.290	.277
	Within Groups	131.527	392	.336		
	Total	132.393	394			
Human resource retention and development	Between Groups	1.092	2	.546	1.904	.150
	Within Groups	112.366	392	.287		
	Total	113.458	394			
Organisational culture	Between Groups	2.839	2	1.419	1.901	.151
	Within Groups	289.004	387	.747		
	Total	291.843	389			
Organisational climate	Between Groups	.983	2	.491	.636	.530
	Within Groups	299.934	388	.773		
	Total	300.917	390			
Employment Relations Management	Between Groups	.129	2	.065	.175	.840
	Within Groups	143.680	388	.370		
	Total	143.809	390			
Employee exit management	Between Groups	2.680	2	1.340	1.306	.272
	Within Groups	391.059	381	1.026		
	Total	393.740	383			

ONEWAY Professionalism HumanResRetDev OrgCult OrgClim EmplReMan EmplExitMan BY Q11

/STATISTICS DESCRIPTIVES

/MISSING ANALYSIS.

**One way**

**Descriptives**

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Professionalism	21 days	126	2.33	.603	.054	2.22	2.44	1	4
	1-2 months	148	2.27	.554	.046	2.18	2.36	1	4

	3 months or longer	117	2.51	.606	.056	2.40	2.62	1	4
	Total	391	2.36	.592	.030	2.30	2.42	1	4
Human resource retention and development	21 days	126	2.83	.582	.052	2.73	2.93	1	5
	1-2 months	148	2.79	.555	.046	2.70	2.88	1	4
	3 months or longer	117	2.99	.463	.043	2.91	3.08	2	4
	Total	391	2.86	.544	.028	2.81	2.92	1	5
Organisational culture	21 days	125	2.53	.827	.074	2.38	2.67	1	5
	1-2 months	145	2.52	.908	.075	2.37	2.67	1	5
	3 months or longer	114	2.69	.871	.082	2.53	2.85	1	5
	Total	384	2.57	.873	.045	2.48	2.66	1	5
Organisational climate	21 days	126	2.35	.857	.076	2.19	2.50	1	5
	1-2 months	146	2.32	.838	.069	2.18	2.46	1	5
	3 months or longer	113	2.61	.921	.087	2.44	2.78	1	5
	Total	385	2.41	.876	.045	2.33	2.50	1	5
Employment Relations Management	21 days	126	2.31	.659	.059	2.20	2.43	1	4
	1-2 months	147	2.22	.576	.048	2.13	2.31	1	4
	3 months or longer	113	2.43	.625	.059	2.31	2.55	1	4
	Total	386	2.31	.623	.032	2.25	2.37	1	4
Employee management exit	21 days	122	2.68	1.074	.097	2.49	2.88	1	5
	1-2 months	144	2.60	1.005	.084	2.44	2.77	1	5
	3 months or longer	113	2.76	1.000	.094	2.57	2.94	1	5
	Total	379	2.68	1.026	.053	2.57	2.78	1	5

#### ANOVA

		Sum of Squares	df	Mean Square	F	p-value
Professionalism	Between Groups	3.773	2	1.887	5.498	.004
	Within Groups	133.138	388	.343		
	Total	136.912	390			
Human resource retention and development	Between Groups	2.908	2	1.454	5.011	.007
	Within Groups	112.608	388	.290		
	Total	115.517	390			
Organisational culture	Between Groups	2.364	2	1.182	1.557	.212
	Within Groups	289.258	381	.759		
	Total	291.621	383			
Organisational climate	Between Groups	6.269	2	3.134	4.150	.016
	Within Groups	288.526	382	.755		
	Total	294.795	384			

Employment Management	Relations	Between Groups	2.788	2	1.394	3.645	.027
		Within Groups	146.484	383	.382		
		Total	149.272	385			
Employee exit management		Between Groups	1.486	2	.743	.705	.495
		Within Groups	396.095	376	1.053		
		Total	397.582	378			

ONE WAY Professionalism HumanResRetDev OrgCult OrgClim EmplReMan EmplExitMan BY Q12

/STATISTICS DESCRIPTIVES

/MISSING ANALYSIS.

One way

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Professionalism	Reference letters from my referees	59	2.35	.564	.073	2.20	2.50	1	4
	Outstanding academic record	186	2.30	.559	.041	2.22	2.38	1	4
	Personality	48	2.53	.630	.091	2.35	2.71	1	4
	I do not know	120	2.52	.655	.060	2.40	2.64	1	4
	Total	413	2.40	.605	.030	2.34	2.45	1	4
Human resource retention and development	Reference letters from my referees	59	2.80	.451	.059	2.68	2.92	2	4
	Outstanding academic record	186	2.83	.544	.040	2.75	2.91	1	4
	Personality	48	3.05	.529	.076	2.90	3.20	2	5
	I do not know	120	3.02	.522	.048	2.93	3.11	1	4
	Total	413	2.91	.532	.026	2.85	2.96	1	5
Organisational culture	Reference letters from my referees	59	2.63	.808	.105	2.42	2.84	1	4
	Outstanding academic record	184	2.56	.875	.065	2.44	2.69	1	5
	Personality	48	2.44	.826	.119	2.20	2.68	1	5
	I do not know	118	2.65	.846	.078	2.50	2.80	1	5
	Total	409	2.58	.851	.042	2.50	2.67	1	5
Organisational climate	Reference letters from my referees	59	2.32	.797	.104	2.11	2.53	1	4
	Outstanding academic record	184	2.34	.840	.062	2.22	2.46	1	5
	Personality	48	2.59	.934	.135	2.32	2.86	1	5
	I do not know	119	2.60	.886	.081	2.44	2.76	1	5

	Total	410	2.44	.865	.043	2.36	2.53	1	5
Employment Relations Management	Reference letters from my referees	59	2.23	.666	.087	2.06	2.41	1	4
	Outstanding academic record	185	2.27	.593	.044	2.18	2.35	1	4
	Personality	48	2.50	.624	.090	2.32	2.68	1	4
	I do not know	118	2.40	.585	.054	2.30	2.51	1	4
	Total	410	2.33	.610	.030	2.27	2.39	1	4
Employee exit management	Reference letters from my referees	59	2.49	1.101	.143	2.20	2.78	1	5
	Outstanding academic record	183	2.65	1.017	.075	2.50	2.80	1	5
	Personality	47	2.84	1.033	.151	2.54	3.14	1	5
	I do not know	115	2.88	1.008	.094	2.69	3.06	1	5
	Total	404	2.71	1.034	.051	2.61	2.82	1	5

#### ANOVA

		Sum of Squares	df	Mean Square	F	p-value
Professionalism	Between Groups	4.761	3	1.587	4.445	.004
	Within Groups	146.009	409	.357		
	Total	150.769	412			
Human resource retention and development	Between Groups	4.357	3	1.452	5.295	.001
	Within Groups	112.168	409	.274		
	Total	116.525	412			
Organisational culture	Between Groups	1.639	3	.546	.753	.521
	Within Groups	293.868	405	.726		
	Total	295.507	408			
Organisational climate	Between Groups	6.886	3	2.295	3.112	.026
	Within Groups	299.414	406	.737		
	Total	306.300	409			
Employment Relations Management	Between Groups	3.231	3	1.077	2.938	.033
	Within Groups	148.868	406	.367		
	Total	152.099	409			
Employee exit management	Between Groups	7.517	3	2.506	2.368	.070
	Within Groups	423.212	400	1.058		
	Total	430.730	403			

ONEWAY Professionalism HumanResRetDev OrgCult OrgClim EmplReMan EmplExitMan BY Q13

/STATISTICS DESCRIPTIVES /MISSING ANALYSIS. One way



**Descriptives**

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Professionalism	The skill I possess	63	2.42	.573	.072	2.28	2.56	1	4
	My qualification	234	2.32	.597	.039	2.24	2.40	1	4
	Vacancy that existed	153	2.49	.609	.049	2.40	2.59	1	4
	Total	450	2.39	.602	.028	2.34	2.45	1	4
Human resource retention and development	The skill I possess	63	2.91	.547	.069	2.77	3.05	1	4
	My qualification	234	2.86	.543	.035	2.79	2.93	1	4
	Vacancy that existed	153	2.96	.507	.041	2.88	3.04	1	5
	Total	450	2.90	.532	.025	2.85	2.95	1	5
Organisational culture	The skill I possess	62	2.61	.856	.109	2.39	2.83	1	4
	My qualification	232	2.51	.870	.057	2.40	2.62	1	5
	Vacancy that existed	151	2.69	.860	.070	2.55	2.83	1	5
	Total	445	2.59	.867	.041	2.50	2.67	1	5
Organisational climate	The skill I possess	63	2.38	.743	.094	2.20	2.57	1	5
	My qualification	230	2.41	.919	.061	2.29	2.53	1	5
	Vacancy that existed	151	2.51	.864	.070	2.37	2.65	1	5
	Total	444	2.44	.877	.042	2.36	2.52	1	5
Employment Relations Management	The skill I possess	62	2.36	.645	.082	2.20	2.52	1	4
	My qualification	232	2.29	.600	.039	2.21	2.37	1	4
	Vacancy that existed	151	2.38	.642	.052	2.27	2.48	1	4
	Total	445	2.33	.621	.029	2.27	2.39	1	4
Employee management exit	The skill I possess	60	2.76	1.060	.137	2.48	3.03	1	5
	My qualification	230	2.66	1.033	.068	2.53	2.80	1	5
	Vacancy that existed	148	2.77	1.037	.085	2.60	2.94	1	5
	Total	438	2.71	1.037	.050	2.61	2.81	1	5

**ANOVA**

		Sum of Squares	df	Mean Square	F	p-value
Professionalism	Between Groups	2.845	2	1.423	3.981	.019
	Within Groups	159.725	447	.357		
	Total	162.570	449			
Human resource retention and development	Between Groups	.880	2	.440	1.557	.212
	Within Groups	126.268	447	.282		

	Total	127.147	449			
Organisational culture	Between Groups	2.977	2	1.489	1.991	.138
	Within Groups	330.444	442	.748		
	Total	333.422	444			
Organisational climate	Between Groups	1.140	2	.570	.740	.478
	Within Groups	339.709	441	.770		
	Total	340.850	443			
Employment Relations Management	Between Groups	.734	2	.367	.952	.387
	Within Groups	170.325	442	.385		
	Total	171.058	444			
Employee exit management	Between Groups	1.126	2	.563	.523	.593
	Within Groups	468.589	435	1.077		
	Total	469.715	437			

#### CORRELATIONS

/VARIABLES=Professionalism HumanResRetDev OrgCult OrgClim EmplReMan EmplExitMan

/PRINT=TWOTAIL NOSIG

/STATISTICS DESCRIPTIVES

/MISSING=PAIRWISE.

All factors are significantly correlated. I.e., on an individual basis, all factors affect Professionalism significantly.

#### **Research Objectives 3, 4, 5, 6, 7,**

#### **Correlations**

#### **Descriptive Statistics**

	Mean	Std. Deviation	N
Professionalism	<b>2.40</b>	.601	477
Human resource retention and development	<b>2.90</b>	.536	477
Organisational culture	<b>2.59</b>	.874	469
Organisational climate	<b>2.45</b>	.871	468
Employment Relations Management	<b>2.33</b>	.616	469
Employee exit management	<b>2.73</b>	1.047	460

### Correlations

		Professionalism	Human resource retention and development	Organisational culture	Organisational climate	Employment Relations Management	Employee exit management
Professionalism	Pearson Correlation	1	.700**	.564**	.723**	.515**	.300**
	p-value (2-tailed)		.000	.000	.000	.000	.000
	N	477	477	468	468	469	460
Human resource retention and development	Pearson Correlation	.700**	1	.495**	.535**	.420**	.244**
	p-value (2-tailed)	.000		.000	.000	.000	.000
	N	477	477	468	468	469	460
Organisational culture	Pearson Correlation	.564**	.495**	1	.613**	.458**	.196**
	p-value (2-tailed)	.000	.000		.000	.000	.000
	N	468	468	469	466	466	457
Organisational climate	Pearson Correlation	.723**	.535**	.613**	1	.510**	.275**
	p-value (2-tailed)	.000	.000	.000		.000	.000
	N	468	468	466	468	467	458
Employment Relations Management	Pearson Correlation	.515**	.420**	.458**	.510**	1	.247**
	p-value (2-tailed)	.000	.000	.000	.000		.000
	N	469	469	466	467	469	460
Employee exit management	Pearson Correlation	.300**	.244**	.196**	.275**	.247**	1
	p-value (2-tailed)	.000	.000	.000	.000	.000	
	N	460	460	457	458	460	460

\*. Correlation is significant at the 0.01 level (2-tailed).

## APPENDIX H: RELIABILITY TEST

### RELIABILITY

/VARIABLES=Q9 Q21 Q25 Q28 Q30 Q33 Q35 Q36 Q39 Q45 Q48 Q50

/SCALE('Professionalism') ALL

/MODEL=ALPHA

/SUMMARY=TOTAL.

### Reliability

#### Scale: Professionalism

#### Case Processing Summary

		N	%
Cases	Valid	375	78.3
	Excluded <sup>a</sup>	104	21.7
	Total	479	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.782	12

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I get job done with little or no assistance	26.45	53.687	-.041	.799
Outstanding performance is always rewarded	25.70	44.124	.472	.762
Every promotion comes with more responsibility	26.58	47.549	.348	.774
I have opportunity for on-going learning and development to expand my skills	26.62	46.648	.390	.770

I have acquired new skills/qualifications during my period of working with this ministry/parastatal	26.47	48.747	.227	.787
The ministry/parastatals support employees' professional development	26.33	44.832	.470	.762
My manager is competent and manages all the department resources well	26.42	44.512	.507	.758
The current management and leadership team ensures that department delivers its services efficiently and effectively	26.57	44.952	.565	.754
The ministry leaders are effective in setting the vision for all the department	26.42	44.768	.500	.759
We are all working toward the same goal in my ministry/parastatal	26.69	44.146	.588	.750
The right people occupy the right position in my department	25.90	44.378	.444	.765
The current office structure is in line with my operational need	26.27	44.490	.508	.758

#### RELIABILITY

/VARIABLES=Q7 Q8 Q20 Q22 Q23 Q24 Q26 Q27 Q29 Q31 Q32 Q34

/SCALE('Human resource retention and development') ALL

/MODEL=ALPHA

/SUMMARY=TOTAL.

#### Reliability

Scale: Human resource retention and development

#### Case Processing Summary

		N	%
Cases	Valid	361	75.4
	Excluded <sup>a</sup>	118	24.6

	Total	479	100.0
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a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.709	12

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I get paid for overtime and work done beyond my job scope	32.13	38.558	.127	.715
My promotion comes with significant increment in salary and bonuses	32.89	36.717	.287	.698
Work performed in my ministry/parastatal is clearly and explicitly identified	33.81	36.368	.335	.693
Employees contribution to the ministry/ parastatal are always recognised	32.67	32.899	.439	.676
The current take-home pay is sufficient to cover my cost of living expenses	31.50	33.701	.420	.679
The payment structure in the ministry/parastatals are equal	31.30	36.931	.236	.704
Bonuses and allowances are consistence	31.98	33.574	.392	.683
The promotion system is fair and just	32.63	33.855	.342	.692
I usually get re-trained when assigned with more challenge work	32.40	33.219	.413	.680
Training cost are financed by ministry/parastatals	33.42	34.484	.367	.687

My training courses are facilitated by the ministry/parastatals	33.27	34.046	.390	.684
We have opportunity to learn from experience staff	33.61	35.926	.319	.694

#### RELIABILITY

/VARIABLES=Q37 Q40 Q41 Q42

/SCALE('Organisational culture') ALL

/MODEL=ALPHA

/SUMMARY=TOTAL.

#### Reliability

Scale: Organisational culture

#### Case Processing Summary

		N	%
Cases	Valid	422	88.1
	Excluded <sup>a</sup>	57	11.9
	Total	479	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.648	4

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The management acts in accordance with values and ethos of the public service	7.58	7.309	.281	.675

The staff composition of my ministry/parastatal demographically reflects the population it serves (ethnic diversity)	7.09	6.219	.387	.614
The organisation culture respects my cultural values	7.44	5.957	.550	.491
The organisation culture respects my religious beliefs	7.81	6.558	.526	.520

## RELIABILITY

/VARIABLES=Q43 Q44 Q46 Q47

/SCALE('Organisational climate') ALL

/MODEL=ALPHA

/SUMMARY=TOTAL.

### Reliability

Scale: Organisational climate

#### Case Processing Summary

		N	%
Cases	Valid	440	91.9
	Excluded <sup>a</sup>	39	8.1
	Total	479	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.718	4

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My ministry/ parastatal culture is employee friendly	7.46	7.894	.480	.672



My ministry/parastatal creates and fosters friendly working environment for employee	7.45	7.542	.521	.648
Information are shared effectively within the ministry/parastatals	7.18	6.715	.550	.629
My ministry/parastatal policies, rules, and regulations are clear and understood by all employees	7.35	7.350	.479	.673

#### RELIABILITY

/VARIABLES=Q16 Q17 Q18 Q51 Q52 Q53 Q55 Q56 Q57 Q58 Q59 Q60 Q61 Q62 Q63 Q64

/SCALE('Employment Relations Management') ALL

/MODEL=ALPHA

/SUMMARY=TOTAL.

#### Reliability

#### Scale: Employment Relations Management

#### Case Processing Summary

		N	%
Cases	Valid	316	66.0
	Excluded <sup>a</sup>	163	34.0
	Total	479	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.727	16

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
How will you rate staff welfare since inception of democracy	35.90	49.929	.302	.716

How do you settle medical bills	35.63	51.598	.065	.741
How will you describe the collective bargaining system in the Nigeria public sector	36.08	54.299	-.088	.742
The civil service policy give employees the freedom to join trade unions	36.64	49.869	.238	.721
There is a formal forum where the management of my ministry/parastatal and trade union representattive meet for joint decision making	36.25	46.196	.455	.699
Public servants are represented by trade unions in collective bargaining agreement with government	36.49	47.584	.416	.705
There is a forum where ministry of employment, labour, and productive and trade union federation work together	36.08	46.413	.465	.699
There is an avenue where employees complaints are being resolved in my ministry/parastatal	36.12	45.170	.519	.692
There is standard measure for disciplinary procedure	36.63	47.898	.402	.706
There is a formal forum where directors and their surbodinatees meet to discuss work related grievances	36.04	45.932	.395	.705
The public servants have access to staff clinic or medical aid	36.29	46.085	.419	.702
My ministry/parastatal working environment is safe and healthy	36.35	47.252	.402	.705
The labour unions has the ability to negotiate successfully on behalf of the public servants	36.16	45.243	.466	.697

The labour union can still have a productive negotiation with the government even when strike has been criminalised	36.03	49.031	.236	.723
Collective bargaining is releveant in Nigeria public sector	36.43	48.569	.294	.716
The introduction of National Negotiation Council and Wage Tribunal may eradicate trade union recognition in collective bargaining process	35.48	50.479	.113	.738

#### RELIABILITY

/VARIABLES=Q16 Q65 Q66 Q67 Q68

/SCALE('Employment Exit Management') ALL

/MODEL=ALPHA

/SUMMARY=TOTAL.

#### Reliability

#### Scale: Employment Exit Management

#### Case Processing Summary

		N	%
Cases	Valid	404	84.3
	Excluded <sup>a</sup>	75	15.7
	Total	479	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.345	5

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted

How will you rate staff welfare since inception of democracy	10.75	8.771	.060	.364
I am exited and looking forward to retirement as a public servant	11.25	6.409	.315	.164
If given the opportunity, I would leave service for private sector and retire from there	10.45	8.675	-.095	.526
The Pension Reform Act of 2004 has been able to solve all hiccups attached to payment pension and gratuity	10.46	6.105	.313	.154
I feel secure about the future after I retire from public service	10.91	6.210	.314	.157