

Recruitment Policies and Politics in the Local Government Administration: Implication for the Achievement of Universal Basic Education as a Sustainable Development Goal in Nigeria

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Abstract

The abysmal performance in Nigeria's public service today, particularly in the teaching profession at primary education level is largely traceable to politicization of recruitment and selection of staff devoid of merit-based as against the background of weberian principles. The paper X-rayed the negative implication of the scenario towards achieving universal basic education for sustainable development goal agenda. The methodology adopted for this paper is secondary source of data and also applied the Marx-weber bureaucratic theory to underpin the general role of human resources in the actualization of prescribed organizational goal. The study revealed that primary education is critical and powerful driver for realizing all the development goals as the first stage of compulsory education upon which other level of education is built. Hence, recruitment of teachers must be merit-based with less political influence, patronage in the form of federal character or quota religion and ethnicity. It also recommended that hiring employ should not only be based on skills of the applicant but positive altitude to maintain workplace morale that will improves overall performance in the public service at large.

Introduction

The human resources is considered as the most important, most valuable, most complicate and the least predictable. It is this resources that processes other resources in order that the results of these processes would constitute the goals of the organization (Mukoro, 2015) the availability of a competent and effective labour force as well as the tenders in the primary schools does not just happened by chance but through an articulated job analysis and recruitment.

Also, teachers have important role to play to adequately prepare the young for their roles in the society in order to achieve the set national objectives. All other professionals and workers within the society have at one time or the other passed through the tutelage of a teacher and whatever they now become is a direct outcome of what teachers have passed on to them. Mahar (2004) emphasized the importance of teacher's job performance when she

observed that school Teacher's are the principal instruments in awakening the child to cultural value, in preparing the child for his or her later professional training and in helping him/her adjust normally to his environment. As the most important group of professional for our nation's future and for this objective to be achieved a systematic recruitment processes must be conducted.

Recruitment for any organization is very important right through the entire lifespan of that organization. It constitute the process of soliciting, contacting and interpreting potential employees and then establishing whether it will be appropriate or suitable to appoint them. Recruitment is a set of activities used to obtain a sufficient number of the right people at the right time from the right places, and its purpose is to select those who best meet the needs of the work place, and to develop and maintain a qualified and adequate workforces through which an organization can fulfill its human resources plan. In spite of the foregoing it is no longer in dispute that the Nigerian civil service recruitment and selection exercise has been politicked with consequential and dysfunctional effects on the institutional and employee enhanced productivity, quality decisions programme exercise and quality public service delivery (Ejumudo, 2011).

Politics of recruitment can be described as the recruitment and selection that are based on political patronage or determined by the political class. Ro Omeje and Ndukwe (2009), politicization of recruitment is the unconventional practice of employing political interest by those in public offices to fill existing and non-existing vacancies in the public service and without following due process. This is therefore the process of recruitment and selection that is based on factors other than millennium development goals on universal basic education was only partially achieved in the Nigeria and the avoidance of the continuation of the failed template in the current sustainable development goals era should ordinarily be the concern of research efforts. The pertinent question among many that could arise, is what quality of personnel was available for the implementation of the state policies that would have led to the achievement of the millennium development goal on universal basic education? This is important bearing in mind that the effective operation of the educational system requires that quality teacher's be available in sufficient quantity on all levels of the educational system. This of course is a major input into the highly consequential on the quality of output that form part of the input into the higher education system that forms part of the education system that forms part of the expansion of the sustainable development goal on education.

Conceptual Clarification

Recruitment:

Recruitment process is vital for organization competitiveness, performance and success. According to Cole and Kelly (2011), recruitment process provides the organization with a pool of potential qualified job candidates. Based on these qualified candidates, selection can then be made to fill vacancies. According to Weihrich and Kooutz (1994), recruitment involves attracting of candidates to fill the positions in an organizational structure. Before recruiting begins, the position's requirements which should relate to the task must be clearly identified.

Hannagan (1995) sees recruitment as the first process of filling vacancies. He goes further to say that the process involves the examination of the requirements for filling the vacancy (particularly in relation to job and person specifications). Consideration of the source of suitable candidates drafting job advertisements and selecting media suitable to carry them assessing appropriate salary levels for employees and arranging interviews and other aspects of selection. Nwachukwu(1992) considers recruitment to involve all prospective applicant as for the job position in the organization.

He is of the view that a good recruitment programme is one that is properly planned and well operated. He concludes that poor recruitment effects could lead to the selection of poor applicants because positions are to be filled quickly. The few definitions provide above clearly characterized what an effective and ideal recruitment and selection must entail.

Sustainable Development

This on the other hand as a new paradigm has been explained differently by several scholars. To Abumere (1999), he referred sustainable development to mean that in our use of environmental resources to satisfy current demands, we must not inflict irreversible damage on the environment in such a way as to jeopardize the ability of future generations to meet their needs, simply put, sustainable development advocates designed development that meets the needs of the present generation without compromising the ability of urban generations in meeting their own needs.

United Nations (1987) cited in Amos (2010:6), sustainable development is “a pattern of resource use that aims at addressing human needs while preserving the environment so that these needs can be meet not only in the present but also for generation to come”. Hence, sustainable development is a kind of development that takes care of the basic needs of the present generation without compromising the interest of the next generation whether economic, political or social. Similarly, World Commission on Environment (1987) cited in Oyeshina (2005:161) defined sustainable development as “development that compromising the ability of the future generation to meet their own needs” indeed, the two definitions are similar in the sense that man’s basic needs are virtually the same and revolve around economic, social, political and environmental needs. These needs are very crucial in the survival of mankind not only in the present generation but also the next generation. These needs entail good, housing, clothing, health, education, industrial and agricultural development, preservation and protection of the environment to enable people to live a comfortable life. Quality living is the essence of life which we struggle for on daily basis.

Sustainable development simply put is developing for the present and future, the process of ensuring that the present development is sustained and maintained for the future. It focuses on the need to improve the lives of citizens for the future that is building the nation for the future.

Theoretical Perspective

According to Awamber and Ijeoma (1998:18) the application or theoretical frameworks to the analysis of any phenomena be it social, political or developmental, is crucial in any

research endeavours. This is because it serves as a basket to filter the variables of study and present them for possible compassion. In this study therefore, the Marx Weber bureaucratic theory, also known as Weberian ideal bureaucratic model will be adopted to explain the recruitment policies and politics with a view to using its characteristic recommendations to measuring the identified factors inherent in the process of recruitment in public service and the primary level of education in particular. This will enable us to present a clearer understanding of this paper.

According to Thompson, (1983:28), the Weberian ideal bureaucratic theory thrives on the legal rational authority notion and has become a dominant practice in institutions of modern society. This authority structure is called "Legal" because authority is exercised by means of a system of rules and procedures. Thus to uphold all the prescribed features of bureaucracy as postulated by Weber, the staff must be selected on the basis of merit and are regulatory trained. The critical assumption of Weber's ideal bureaucratic theory are well embedded in its features of specialization of labour, defined hierarchy structure, defined responsibility and authority, system of rule and procedures, impersonality's of reactions, recruitment based on merit as oppose to patronage, discipline and written records. By way of analysis, the ideal type bureaucratic theory assumes that order i.e prescribed procedures, recruitment based on merit rather than patronage will engender competence, efficiency and overall development. It is our contention in this study that an employee who is recruited based on merit may tend to specialized, be impersonal, keeping good official record as against those recruited based on patronage.

The teaching service commission and Local government education board in Nigeria has over the years been criticized for implementing his recruitment and selection policy based on patronage. It has been identified that ethnicity religion, party loyalty and other primordial factors had always influenced the independence of these board and commission and other recruiting bodies. Thus, the productivity or output of any bureaucracy is a product of personnel. Much as the ideal bureaucratic theory is criticized, its universal applicability increases by the day as more developing nations appreciate its utility.

Much as we agree with Mouzelis (1968: 28) that the utility and universality of the ideal bureaucratic theory be applied with caution, its critical features are universally accepted as a precursor to achieving order, efficiency, and development in modern and emerging society. In this study therefore we attempt to situate the sustained accusation of civil services poor recruitment and selection practices in its non-strict application of the characteristics of ideal type bureaucratic theory.

Specifically, the recruitment of personnel based on merit can only become a culture when the recruitment bodies proactively adopt the Weberian recommendation as it relates to recruitment and selection. Thus, we believe that with strict adherence to the Weberian ideal bureaucratic theory recommendations in implementing recruitment and selection policies will help to solve the problem of indolence, incompetence and dwindling efficiency in the civil service.

Recruitment Processes for Sustainable Development (A Nexus)

The relationship between recruitment processes and sustainable development can be linkered to the relationship between the raw materials with which a product is to be produced and the final output. We all realized that no matter the technological input into a bad raw materials the final product cannot be something to talk about. Since we cannot put something on nothing, likewise we cannot expect a good sustainable development without a better recruitment processes. Recruitment (Human resources) along with financial and material resources contribute to the production of goods and services in an organization. It is through thecombined and concerted efforts of people and monetary or material resources are harnessed to achieve organizational goals and development (Rao and Rao, 1990).

Fubara (1984) established as solid and strong relationship between recruitment processes and organizational development when he concluded the often abysmal performance of public enterprises was due largely to the selections and appointments of officers, senior managers and workers alike, Fabara (1984) made it clear that the recruitment is usually political and not merit-based and the scenario of coming into organizationthrough certain influence depicts how meritocracy is relegated to the background for re-diversity (Ugoji, 2995:65) with proper recruitment processes, there will be job satisfaction which Mathis and Jackson (1997) said is a positive emotional state, resulting from evaluation one's job experiences. With job satisfaction motivating instrument becomes a secondary issue to employee and these willbe a better performance where there is better performance, cost will be minimized profit invariably will be maximized and finally, organizational goal and development attained.

Odukoya (2004:43) said management should make solidified plans and answers that individuals are rightly linked to their jobs for organizational success. Mathis and Jackson (1997) noted that in a competitive environment, many organizations do not succeed over the long term. Those that succeed need on-going contributionsfrom the human resources in the organization to become successful and continue their success over time. Employees who are human resources must be well managed by the organization for effectiveness, efficiency and high productivity. But effective and proper employees management starts form the recruitment by getting the best candidate for the job. This is to enable the employee to stay and give their best to the organization; that is contributing to the organizational development sustainabledevelopment of the community. Mathis and Jackson (1991) said the activities that seems on human resources management can provide a direct contribution to organization performance such contribution can be positive or negative, depending on the effectiveness of employees and the implementation of the human resources policies and procedures. Good recruitment processes help in attracting and retaining the best people in the organization. Appropriate recruitment activities identify the best people for available jobs and make same they are placed in sustainable position (Roa and Roa 1990) when the best people are identified and placed on the job they help achieve organizational goal by staying and giving out their best to the organization. In the same vein, good recruitment practice can motivate organizational members to do outstanding work.

Merit Principles in the Nigeria Public Service: An Assessment

The recruitment of civil servants in Nigeria is said to be based on the principle of merit. The concept of merit, according to Nigro and Nigro (1973) involves the application of scientific techniques to analyze job duties, construct examinations and rationalize personnel procedures. The Nigeria civil service inherited the merit system from the British Administration. The merit objective was to promote outstanding service by recruitment the best talented employees through competitive examination. It also sought to remove patronage, nepotism, favouritism and corruption in the recruitment of public officials.

The merit principle governed in the recruitments of the merit system in management are; an independent recruitment agency of the civil service commission and competitive examination. Ideally, the first step in the recruitment process should be advertisement of vacancies. But in practice, the advertisements of vacancy not always done. The commission depends mostly on unsolicited applications, which are made by job seekers not in response to any advertisement but made in anticipation of vacancies in the organization. Positions are only advertised by the commission when there are little or no unsolicited applications.

These advertisement are always dull and incapable of attracting the most competent men and women to apply. For instance, these advertisement are scanty in information about career prospects very much. The prevalence of unsolicited application in the Nigeria public service in general is an indication of the existence of large proportions of job seekers who have no patience to wait until there are advertisements. The basic weakness of this technique of unsolicited application is the ignorance of job seekers of areas where there particular talents are most needed. The unemployed are not fully exposed to the employment opportunities open to them, and finally the technique has failed to attract the most talented and available manpower that is required for certain specific posts.

The applications made to the civil service commission both unsolicited and solicited applications, are specifically professes. Those with requisite qualification are invited for competitive examinations, made up written and oral test which are in form of a mixture of essay or free answer questions and short answer type with multi-choice questions. Those candidates, who are successful in the written examinations both for appointments to the administrative professional and the standard clerical and technical positions, are subjected to rigorous oral interviews. The principle objective of personal interview is to evaluate the personality traits of the candidates and their potential abilities.

However, it is discovered that personal interviews gave room for subjective decisions. Appointing officers tended the favour relatives, brothers-in-law and personal favorites.

Personal interviews have very questionable validity. Personal interviews have very limited value in the evaluation of potential personal ability of candidates. The interviews consisted of questions on candidate's records of educational qualification and work experience blended with few questions on current and international affairs. There are no serious efforts to discover hidden talents traits and interest, though it was made impossible by the duration of personal interviews, which ranged between ten to thirty minutes for a candidate. The selection process for administrative post was not designed to identify such management skills as: planning, organizing, controlling, oral communication, written communication etc.

Potentials of Local Governments for Promoting Social and Economic Development

Local governments have a role to play in the economic development of any nation. This role covers a very wide range of responsibilities and services which impact heartily on the livelihoods of individuals. They are, for example, key to determining where infrastructure should be located, to protecting our environment, and to providing services which are crucial to our quality of life—primary schools, primary healthcare facilities, drinking water, recreational facilities, libraries, roads and other services. This role of local governments can be specified in: Provision of infrastructure and related services: infrastructure refers to basic facilities, amenities and installations which underpin the operations of firms and households depend. This definition covers the gamut of services that are essential for the conduct, growth, sustenance of social, business and economic processes of a community. Common examples include transportation, water, electricity, communicative, health and education facilities and systems. Infrastructure, whether social or economic, plays a significant role in the economy. It eases productive activities by alleviating costs and hence, makes firms more competitive: No economy can grow and develop without robust and efficient infrastructure Local governments have key roles in the provision and enhancement of certain infrastructural services.

Transportation: Many roads in rural areas come under the authority of local governments. When one considers that agriculture production in Nigeria is a largely rural affairs, the condition of rural roads takes on added significance. A basic problem for local agricultural producers is the high cost of transportation of these goods. If local governments were able to come up with innovative ways to fund and effectively implement the improvement of these roads, the ability of rural farmers to compete in a larger market would grow in due measure.

Waste Management and Sanitation: According to WHO, sanitation generally refers to the provision of facilities and services for the safe disposal of human urine and faeces. Inadequate sanitation is a major cause of disease world-wide and improvising sanitation is known to have a significant beneficial impact on health both in household and across communities. Local governments have constitutional responsibilities. Here in both the provision of infrastructures and services.

Healthcare Provision: Primary Health care has its foundations at the local government level and forms an integral part of the Nigerian social and economic development. It is the first level contact of the individual and community in the national health system, thus bringing health care as close as possible to where people live and work and contributes the first element of a continuing health care process. The primary health care system attempts, to address people 'health needs' through an integrated approach utilizing other sectors such as agriculture, education, housing, social and medical services. Ideally, entrusting primary Health care to local governments should have the effect of making health care services more effective and closer to the grassroots.

Education: In Nigeria, education is administered by three branches of government but primary education is largely under the control of local governments. Primary school is a powerful driver for realizing all of these M.D.Gs and for sustainable development more generally, the six years of primary education are part of the 6-3-3-4 system. Primary education

is the first stage of compulsory education. The rest of the education system is built upon it. The primary level is key to success or failure of the whole system.

A Review of the Nigeria Case on Sustainable Development

The United Nation has had a development agenda for the world and the development agenda that has been pursued up until has been the Millennium Development Goals which came to an end in 2015. As the MDGs came to end in 2015, there came the sustainable development Goals which have been adopted by the United Nations. Sustainable development goals are;

- 1) End poverty in all its form everywhere
- 2) End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- 3) Ensure healthy lives and promote well-being for all at ages.
- 4) Ensure inclusive and equitable quality educative and promote lifelong learning opportunities for all
- 5) Achieve agenda quality and empower all woman and girls
- 6) Ensure availability and sustainable management of water and sanitation for all
- 7) Ensure access to affordable, reliable, sustainable and modern energy for all
- 8) Promote sustained, inclusive and sustainable economy growth full and productive employment and decent work for all.
- 9) Build resident infrastructure, promote inclusive and sustainable industrialization and foster innovation.
- 10) Reduce inequality within and among countries
- 11) Make cities and human settlement inclusive, safe, resilient and sustainable
- 12) Ensure sustainable consumption and production pattern
- 13) Take urgent action to combat climate change and its impacts
- 14) Conserve and sustainable use of oceans, seas, marine resources for sustainable development.
- 15) Protect, restore and promote sustainable use of terrestrial ecosystems, sustainable management forests, combat desertification, and half and reverse land degradation and halt biodiversity loss
- 16) Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institution at all levels.
- 17) Strengthen the means of implementation and revitalize the global partnership for sustainable development.

Lele (1991) describes sustainable development as “a new way of life and approach to social and economic activities for all societies, rich and poor which is compatible with the preservation of the environment for sustainable development.

In my view, it could be referred to as efficient management of resources for human survival talking into consideration both the present and future generation.

Universal Primary Educations & Sustainable Development: The Nigeria Experience.

The global claim that education is a major and potent instrument for the attainment of sustainable development in all human society today cannot be overemphasized. Ajayi (2000) assert that education is the development of all human potentials and the most powerful weapon we have for shaping the future, enabling following generations to learn how to enhance greater productivity and live together. In order to ensure total eradication of illiteracy in the country through the provision of education for all, the federal Government of Nigeria introduced Universal Basic Education (UBE) programme on September 30, 1999 in response to the challenges in the primary education sector.

A completed primary education is a basic human right and is necessary for enjoying many other rights. Primary education is a powerful driver for realizing all the MDGs and for sustainable development more generally. The National policy on Education made recommendations for a system of education that segmented the system into 6 years education are part of the 6-3-3-4 system primary education is the first stage of compulsory education. It is preserved by pre-school or nursery education and is followed by secondary education. It is the type of education given in institutions for children age 6 to 11 years. Since the rest of the education system is built upon it, the primary level is the key to the success or failure of the whole system. The duration shall be six years (National policy on Education 2004) children are usually placed in classes with one teacher who will be primarily responsible for their education and welfare for that year. This teacher may be assisted to varying degrees by specialist teachers in certain subject areas. The continuity with a single teacher and the opportunity to build up a close relationship with the class is a notable feature of the primary education system. The New National policy on education (2004) stated that government shall provide basic infrastructure and training for the realization of the goals in the primary school. By implication, primary schools will be staffed. Activities of these staff must be coordinated. According to Afe (2002). This is where personnel is a pre-requisite to the effectiveness of the school in achieving its objectives. No educational system can succeed without the teacher, and thus teacher is paramount in sustainable development. If quality school programmes are to be developed and maintained, careful attention must be given to staff administration.

However, in line with the bench mark provided by the UBEC (2010) on the number of tender to a classroom or to pupils, that is, 1 teacher to 40 pupils, the primary schools in Nigeria was able to beat the requirement in 2010. The teacher: pupil ratio for 2010 was 1:36 for primary schools compared with the National bench mark of 1:40 for primary schools (UBEC 2010). This is an improvement but the quality of teacher must be considered. It is mandatory that unqualified teachers be forced out of the system in the post MDGs era in order to ensure effective implementation of the (U.B.E), the Act established the universal Basic Education commission, with prescribed functions, membership terms and structure universal Basic Education Boards (U.B.E.B.S) were also established at the state and local Governments levels. There was also the establishment of each of the local government area, a local government educational authority under which the local government education was found and manager primary school in each local government area of the federation. The national policy on

education (2004) further highlighted the function and responsibility of the local government Education Authority to include the following.

- 1) The appointment, promotion, discipline and transfer of primary school teachers and on teaching staff within their areas of jurisdictions
- 2) The payment of primary school teacher's salaries and allowance
- 3) Payment of pension and gratuities
- 4) The retraining of teachers
- 5) Overall management of their educations plans
- 6) Supervision and quality control in all primary school in their area in conjunction with the federal and state authorities.

As a matter of fact, the vital institutional mechanism for developing human skills and knowledge is the formal educational system via teacher education with the happenings in Nigeria, it becomes imperative for us to embrace qualitative education through teacher education programmes and boost the morale of Nigerian teachers in order to more the nation forward. The Nigerian educational system needs to be responsive to the social and economic needs of the society and provide the type of human resources needed in the industrial and economic sector. This will raise the level of employability of its graduates and also satisfy their needs and aspirations. Herein comes the role of effective teacher education programme to translate the needed skills, knowledge and altitudes to meet their needs and societal ones (Olaniyan and Okemakinde, 2005). The sustainable development goals of Nigeria formed the foundation upon which the national policy on education is built. It was formed with eh belief that education would serve as instrument for national transformation. Effective teaching is provided by professional teachers. Thus, the teacher has the responsibility of translating educational policies into practice and programmes into action. It is clear from the foregoing that the role of the teacher in sustainable development cannot be quantified, especially in triaging personnel in various areas of the workforce. Teacher education has become one of the most powerful weapons known for reducing poverty and inequality in modern societies. The teacher is therefore imperative in this enterprise (Adeniyi, 2012).

Conclusion and Recommendations

There is no doubt that the state of education in Nigeria is lamentably poor and there are a lot of challenges. In Nigeria, like many other developing countries of the world, teaching is the most vital and strategic profession for sustainable development. This is so because teaching is that important activity which makes possible the acquisition of knowledge and skills that bring about the mark of an educated and useful person in the society.

Education remains a single major factors for national development. The teacher is central in this enterprise, and no tool has been able to replace the teacher yet: this is because no educational system can rise above its teachers. The teacher holds the remedy to the many problems revering Nigeria. The teacher's efficiency matter in this regards.

This is given expression in Nigeria's plan document entitled National Economic Empowerment and Development Strategy (NEEDS), in which education is recognized as a vital transformational tool and a formidable instrument for socio-economic empowerment. And in

order to ensure that those who complete the primary school programme of UBE scheme acquire the literacy, numeric, and basic life skills needed to live meaningfully lives and contributes to national development therefore, the NEEDs document set some goals for education including improving the quality of education at all levels including teacher educations. This is no doubt in recognition of the role of education in the empowerment of children who constitute about half of the Nigerian population in the drive towards the attainment of SDGs in various ways. It is obvious that the attainment of the universal primary education component of the sustainable development goals depends on the availability of teacher's in sufficient numbers and of sufficient quality to complete the task. For the universal primary education to have the intended impact on the learners, their teachers must be capable of imparting permanent literacy and numeric and some useful communication and life skills to them. if teachers are not able to teach primary school pupils well, as is presently the case with many Nigerian primary schools teachers or, if they are not imparting useful skills to them, then the sustainable development Goal of achieving universal primary education will be an illusion. This and other education related sustainable development goals can hardly be achieved if there is no change in the present approach to the recruitment of teachers.

Based on the findings of the study and taking cognizance of the importance of the subject matter under review, this report is inclined to make the following recommendations.

- 1) Hiring employees should not be based only on the skills of the applications: positive altitude should also be considered as well. The right altitude not only benefits the employee, but also maintains workplace morale and improve overall performance that benefits both the employee and the organization as a whole. The reason for hiring employee's base on good attitude, rather than sound skills, is that having the right skill set may get the applicant hired, but having the wrong altitude willultimately result in the employee failing in the position. As such high level of skills and technical know-how coupled with sound altitude should be considered for employment
- 2) More so, despite the fact that federal character and quota system was adopted in order to balance the development gap between the geo-political zone in the country, in practice, it is yet to produce any unrelenting effort to fix any of the structural problems that prompted the existence of the gap, instead if further widens it, this paper would want to argue here that the policy should be revisited and merit be accorded greater emphasis than religion.
- 3) Recruitment and selection are core human resources managementfunctions and should be competently handled by experts in the field of human resources management. Therefore, the civil service commission or Local Government primary education board should be composed of professionals in human resources management. This will reposition the commission to effectively play its personnel functions. The autonomy of these commission/boards should not only exist in principle but in practice.

The commission/boards should be allowed free hand to carry out its constitutional assigned function. Constant interference in the issue of recruitment by political office holders and other top government functionaries should be minimized or completely stopped in order to ensure formidable recruitment that will lead to good governance in organizations and also

ensures effective formulation and execution of government policies geared towards the betterment of the living condition of the populace. The agencies responsible for recruitment should be left alone to do their job as they are people with proven integrity who are appointed based on merit and technical know-how.

- 4) In as much as we recognize the importance of ethnic balancing through the instrumentality of the principles of federal character, local government spread, etc we should not lose sight of merit, qualifications and experience in the selection and appointment of staff from the local government areas that make up the state.
- 5) Politicization of recruitment and selection of staff in Nigerian public service constitute an administrative ill which needs to be overhaul form the system. To achieve this, there is need to engage on massive campaign against all forms of ill-administrative behaviour that tend to create room for politicization of recruitment and selection of staff in our public bureaucracies.
- 6) Effort should be made to restore meritocracy as the basis of recruitment and selection in the local government system in Nigeria. The principle of meritocracy would help to eliminate the employment of mediocrity.
- 7) Workshops and seminars should organized regularly in order to unveil the negative implicationsof politicization of recruitment and selection of staff in the administrative capacity and efficiency of local government system in Nigeria.

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