

THE ROLE OF LOCAL GOVERNMENT SERVICE
COMMISSION IN PROMOTING EFFECTIVENESS
A CASE STUDY OF JIGAWA STATE LOCAL
GOVERNMENT SERVICE COMMISSION, BUTSE

BY

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AD/PAB/101062A

AUGUST, 2019.

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**(A CASE STUDY OF JIGAWA STATE LOCAL GOVERNMENT
SERVICE COMMISSION, DUTSE)**

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REG. NO.: AD/PAD/18/062A

**BEING A RESEARCH PROJECT SUBMITTED TO THE
DEPARTMENT OF PUBLIC ADMINISTRATION, COLLEGE OF
BUSINESS AND MANAGEMENT STUDIES,**

**JIGAWA STATE POLYTECHNIC, DUTSE IN PARTIAL
FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF
ADVANCED DIPLOMA IN PUBLIC ADMINISTRATION.**

AUGUST 2019

APPROVAL PAGE

This research has read and approved meeting the requirement for the award of Advanced Diploma in Public Administration, College of Business and Management Studies, Jigawa State Polytechnic, Dutse.

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MALAM DAUDA BALA DAUDA

Sign and Date

DEDICATION

This research work is dedicated to my parent in particular and the entire staff of Jigawa State Local Government Service Commission for their immense contribution toward my research work.

I wish to acknowledge the assistance of the entire Staff of Jigawa State Local Government Service Commission for their immense contribution toward compiling this page of my research work. I also appreciate the efforts of my lecturers, particularly my project supervisor, Malam Dauda Bala Dauda, and other friends, Malam Jusuifu Mohammed, Malam Ibrahim Saliku and colleagues.

Similarly, I also appreciate the efforts of my beloved uncle, the HOD, Mr. Jusuifu Umar and entire Departmental Staff.

I am also indebted to my parent who supported my studies throughout our both secondary schools and tertiary.

Finally, I reserve my sincere gratitude to my friends and relatives among whom are Ahmadu K. A., Abdul Wahid, Zakariyya, Ahmad Umar, Sa'adu, Sa'adu K. A., Fadiya, Ali, Umar, among others.

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I wish to acknowledge the assistance of the entire Staff of Jigawa State Local Government Service Commission for their immense contribution toward compiling this page of research work, I also appreciate the effort of our lecturers, particularly my project supervisor Malam Dauda Bala Dauda and closest friends Malam Junaidu Mohammad, Malam Ibrahim Sallau among others.

Similarly, I also appreciate the effort of my beloved father, the H.O.D. Malam Gambo Uba and entire Departmental Staff.

I am also indebted to my parent who sponsored my studies day-in-day-out both financially, morally and spiritually.

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ABSTRACT

This study investigates the significance of staff training and development in Local Government Service Commission. And different methodologies used by the researcher, which include simple, random sampling stratify random sampling. Related information were investigated and obtained from documentary sources as book journals, newspaper, magazines etc. Also in this research fifty (50) questionnaires were distributed to the respondents which 45 questionnaires were successfully return for the purpose of obtaining reliable information about the study topic three methods of data collection were employed by the researcher, and a lot of information were acquired from the respondents through the process of questionnaires designed distributed and collected (after completion) by the researchers. Also the major finding of this research observed that there are a lot of problem affecting the effectiveness of civil service performance, some of this constraints are improper organizing, improper planning, corruption and incapacitation.

CHAPTER ONE

1.0 INTRODUCTION

The purpose of this research is to examine some of the major problems existing in the civil service in relation to the research topic" the role of the local government service commission in promoting effectiveness (a class study of Jigawa State Local Government Service Commission, Dutse) the researchers vision is to find out what are the problems that cause by the constraints of job performance in local government civil service.

It is role that towards the end of the colonial era in Nigeria, trade unionism was introduced in the civil service giving civil servant a freedom in the determination or their condition of service, roled responsibilities and accountabilities to be administered.

The entry of the military into Nigeria policies made little difference in the procedure of formulation of role and policies as the organs already in place were waned, between 1978 and 1988, personal function (civil service) were scattered in different organization but with the 1988 civil

service reforms, a clear arrangements emerged with a view to achieve effectiveness in civil service.

Just in the some way the internist wealth of any civil service is the caliber of its staff, the quality of staff available to the civil service and the extent to which they are effectively utilized. World determined largely the extent to which government objectives are achieved.

There are a lot of problems affecting the effectiveness of job performance in the civil service like: corruption indiscipline, unqualified staffs and wrong position of personal and so on, these problems exited because of numerous factors that lead to such ineffectiveness.

1.1 BACKGROUND OF THE STUDY

Local Government Service Commission ever since the reform of local government in 1976 has been responsible for personal management and development in recently there has been a general resistances investigate in training and development of human resource or man power because of the belief that “employers hired under a merit system must be presumed to be qualified that they were already trained for their jobs, and that if

local government and public service at large, e.g. nepotism, political instability, selfishness, brain drain etc.

Having considering the above factors, the researcher will make a clear reference to civil service commission in order to make good response for the constraint that causes the ineffectiveness of job performance in civil service. Therefore, the study of civil service commission grew out of the awareness that machinery of government was inadequate and sometimes totally unsustainable to perform the function of government.

1.2 STATEMENT OF THE PROBLEMS

The researcher will focus on various ways which gives rise to existence of malfunction for civil servants in performing their duty effectively, this would be easily identified by mere looking at the present situation and the angle of the problems posed to the current civil service.

From the above indication the researcher will look in to the major problems which causes the backwardness in the job performance in civil service as a whole these problems includes: -

1. Improper working conditions.

2. Irregular promotion and advancement
3. Lack of proper incentive such as overtime claims and leave grant
4. Lack of proper job description
5. Lack of manpower analysis

1.3 AIMS AND OBJECTIVES OF THE STUDY

The aims and objectives of this research is to look inward to what considering as a civil service defined the role accountabilities and responsibilities of the civil service, also to identify some constraints the affect the performing of the civil servants, carefully examine in the proper solution to these problems .

The aims and objectives of this research include but not limited to the following:

- I. To seek positive factors that ensure better condition of service geared toward optimum achievement of the organizational goals.
- II. To focus attention on problems which affect the operational system of the civil servants.

- III. To provide a frame work of the nature and solution to problems affecting staff welfare.
- IV. Make a recommendation on how to improve staff promotion, salary and allowance.

1.4 RESEARCH HYPOTHESIS

Hypothesis can be referred an idea or suggestion that is based on known fact and is used as a basis for reasoning or further investigation.

Therefore a problems cannot solved unless it is reduced to hypotheses form, because a problems it directly testable.

The under-mention points are formulated hypotheses in related to the research project;

1. Insufficient manpower training development, promotion and discipline based on civil service regulation, may affect the performance of the civil servant.
2. Improper posting and supervision can affect the performance of civil servant.

3. Poor condition of service workers been exhausted, meager salaries and the health of the civil servant has deteriorated in the performance of their duties.
4. Bad attitude to work, nepotism, corruption, and so on affect the performance of the civil service,
5. Recruitment of unqualified staff affects the effectiveness and efficiency and performance among civil servants.

1.5 JUSTIFICATION & SIGNIFICANCE OF THE STUDY

The structure of civil service is an established organization; it is therefore bureaucratized and hierarchical in power and authority.

Its true to say that, the place of civil service has come to be clearly esteemed in every sector of human endeavours as the key stone to success both in governmental and nongovernmental organization being concerning, supervising and control of the entire staffs. This statement declared that whatever might be the future the knowledge of the civil servant has to be essential instrument in the implementation of government policies.

Therefore the research work is very essential that it would high light often the civil servant performance as well as so many clarification toward the solution of civil servant, problems would be highlighted. That research is also significance in the area of civil servant welfarism (i.e. salary, pension and gratuity as well as improvement in the social security and improvement within the civil service rules).

1.6 SCOPE AND LIMITATION OF THE STUDY

The research work is to be conducted within civil service commission for clearer response about research activities as a result of insufficient funds, which would help to conduct the research work at large. Therefore the research work also is to be conducted within the area of Dutse local government council having it in mind that it has to do with civil servant that implement government policies towards sustenance social amenities, law and order to the general policies.

1.7 HISTORICAL BACK GROUND OF THE STUDY AREA

Dutse is the headquarters of the Jigawa State was created on the 27th August 1991 by the then President General Ibrahim Badamasi Babangida.

Tribal culture 95 of the inhabitants are Hausa/Fulani origin while the 5 are in Nigeria tribe largely due to the cosmopolitan are Muslim. Dutse is situated in the savannah region, the vast majority of the population are farmers the most important crops grown are Groundnut, Beans, Millet, Guinea Corn etc.

Large quantity of grain produce in the year are the secret behind the populated of Shuwarin market, the market feeds grain to such neighbouring States such as Bauchi, Yobe, Gombe And Kano State.

Emirate Care the Seven Local Governments

Dutse emirate is situated between latitude 144% and 11% and longitude is 90% 45% e

The emirate comprise of seven local governments which include Buji, Kiyawa, Jahun, Miga, Birnin Kudu, Gwaram And Dutse its self with 2006 population census of 12,773 males and 125,362 females which bring the total number of 251,135 it shares a common border with Kano, Ningi, Jama'are, Katagum, Hadejia And Ringim.

Encapsulated between educating rocks which provide scenery beauty of its own and strategic shield in Dutse Local Government Area. Dutse in Hausa means rocks the local government area as therefore drives its names from its natural physical feature the total kilometre with population census figure it is situated on the south eastern corner of old Kano State. Dutse was one of the districts of defunct Kano southeast administration area and capital at Birnin kudu. Today's it is a full pledge local government area and a state capital. Thanks to the 1976 local government reform initiated by the late general Murtala Ramat Muhammad and the subsequent creation of the state by the general Ibrahim Badamasi Babangida by 1991 Dutse Local Government with headquarter at Dutse comprised of Dutse and Kiyawa District.

Further more local government reform had separated the two district each going its separate ways without any harm to close relationship fostered by geographical experience. Historically the emergence of Dutse is tied up with the establishment of Habe dynasty rule in the first half of the eighteen century. The first Habe ruler Salisu Dan Mallam

Lawan ruled Throughout the jihad period the former district head of Dutse Sarkin Dutse Alhaji Muhammad Sunusi is the 17th emir of Dutse while Alhaji Nuhu Muhammad Sunusi is the 18th and present emir up to date.

1.8 DEFINITION OF TERMS

Necessary efforts have been in highlighting the general public toward the keyword or point in order to make it easier for the reader to understand the concept used in the research work. And they take a specific operation definition, which makes the range of study.

Problems; means anything that is difficult to deal with or understand, or a question to be answered or solved by reasoning or calculation,(pita,2015).

Effectiveness; Robert (2007) in his book modern office management defines effectiveness of some policy goal, if possible at maximum cost without any doubt successfully. Also according to oxford English dictionary (2016) is fitness or power to accomplish or success in accomplishing the purpose intended adequate power of officially.

Job Means the name given to particular set of task allocate to a particular individual or position for which the job-holder will be held accountable, (Robert, 2004)

Performance means act of doing a piece of work, duty etc. With full confidence and zeal to conduct the task or duty.

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CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 INTRODUCTION

Under the literature review, the researcher will focus on a critique and contrasting interpretation of related studies and topics done by some authors.

Civil service did not take at the federal and regional level were occupied by expatriate, the four existing civil service and later five when mid western region was created embarked on a much more drastic materialization drives through with revived speed at the region. There were also re-restructuring of the service to suit the needs of federal level and the regions. There was also re restructuring of the service to suit the need of federal level and the religions.

Dimock and Dimock (1996) see civil service as of permanent full time public official in a professional non political who are not members of either the judiciary or armed force civil service in a nut shell a group officials appointed on permanent base on their competence to serve the

society in impartially furthermore, it can also be seen as an instrument both for policy advice to the political office holder more especially in the formulation or policy implementation after policies have been deliberated and decided as you understood the meaning of civil service let us more to broader term which is the public service is broader and more inclusive. The first definition of civil refers to government parastatals which are the operational arms of government ministries as well as the department and agencies MDA.

2.2 CONCEPTUAL FRAME WORK

Civil service is an indispensable instrument through which the government implement its policies and programmes it transform government policies and programmes in to service for the people.

The civil service is define as a well organized body of permanent paid official of ministries and department of government charges with the responsibility of implementation of government policies and programmes in accordance with laid down rule and procedure)cited in Oyoubaire, 1991)

The civil service according to Marks Weber is an institution which is impartial non political loyal and committed etc to this extent the civil service is merely an instrument that should be use by the government of the day to enunciate and implement policies programme and project.

According to Fischer (1930) civil service is define as those servant the crown other than political or judicial office holders who are employed in a civil capacity and whose remuneration is paid out the money provided by the government in view of this civil service operation follow rigidly laid down procedure these rule and regulation and procedure are embodies in financial instrument administrative circular etc.

Anyacle (1994) pointed out that civil service is a body or department in the executive arms of government responsible in the execution of the policies and programme of the government the civil service and its workers knows as civil servant perform purely administrative and executive function while entail formulation and implementation of government function so also educational mail magazine observed that

civil service is a body that translate the government policies in action and bring government in to daily contract with the citizens.

Part in section 227(1) of the constitution of the federal republic of Nigeria 1999 as a amended in the 2011 constitution section 167 define the civil service as the service of the federation (state) in a civil capacity as staff of the office of the president the vice president a ministry of department of the federation (state) (cited in Adebayo 1984).

It is narrower than the public service either as define in the part or define in the fifth schedules it exclude judicial officer board and officers of the statutory cooperation or companies in which the government has an interest however large number of the army forced and the police it thus follows that civil servant are public servant but not all public are civil servant in popular mind the separation is also often made between the civil service and public e.g. in the parastatals etc often refers to the civil service in a derogatory tone as the bureaucracy in an effort to distance themselves from the accusation of inefficiency and red-tapism associated with the civil service

2.3 EMPIRICAL LITERATURE

The structure of the civil service is that in 1963 republican constitution of Nigeria made provision of the setting up the separate body know as public service commission the public [civil] service commission is an independent body set up by the government charged with the responsibility for employing promoting disciplinary and dismissing civil servant this body made up of chairman and some other member are appointed by the president or governor for a period of four (4) years Anyacle (2001) both are the federal and state level to lead the appointment promotion discipline and dismissal of public servant in 1963 republican constitution chapter ten (10) under section 46 dealt with the public service affairs which is consisting of chairman and two to four members therefore before appointing a person there are main methods of recruiting them to the different grades of the competitive examination proven ability personal interview and open competitive and merit.

The structure of the civil service is divided in to four (4) grades that is the administrative the executive the clerical technical and professional grade.

- A. The administrative grade this is the highest grade of civil servant in the civil service. The civil servant of this grade include the director general or the permanent secretaries senior assistant and secretary and assistant secretary all these officers mentioned above are responsible for implementation of government policies.
- B. The executive grade this grade of civil servant include the principal executive officers senior executive officers higher executive officers and assistant executive officer this grade of officers are responsible for the day to day executive or carry out of government policies.
- C. The clerical grade this is the content of all grade in the civil service and include senior officer assistant chief clerks and chief clerk, these officers perform mainly routine jobs.
- D. The professional and technical grade these grade of officers are recruited on the basic of their expert and professional knowledge and skill and are meant to handle technical or specialized work.
- They include engineers, accountants, lawyers, doctors, surveyors, architects and statisticians.

2.4 THE CHARACTERISTIC OF THE CIVIL SERVICE

The main characteristic of the civil service are impartiality expertise neutrality anonymity and permanent.

- A. **Impartiality:** The civil service is non political officers and is expected to serve any government or political party in power without fear or favour without allowing their political interest to be cloud their faithfulness.
- B. **Expertise:** The civil servants are expected to be expert in the function they perform they therefore suppose to have a good measure of expert knowledge and intelligence.
- C. **Neutrality:** The civil service and its workers (the civil servant) are politically neutral they are politics unless they resign their appointment.
- D. **Anonymity:** The civil servants are anonymous they are therefore seen, but do not speak to the press unless authorized by the ministry to disclose official secrets. They are not held responsible of any of their actions as they affect the government, only the ministers and of

recent of in Nigeria, the director-general are insuperable for actions of the civil service.

E. **Permanence:** the civil service are essentially a permanent institute that does not change with the government that created, its workers also enjoy secured appointment.

2.5 HUMAN RESOURCES IN CIVIL SERVICE

Human resources is easily recognized as the most important of civil service resources required for the production of goods and services, of which promote rapid socio-economic development and efficient service delivery. Without adequate skills and well motivated works force operation within a sound human resources management programme and development is not possible.

According to frank (1974) human resources is a “series of activities in which the job, the individual and organization all interactive as each develop and changes” he further identified two major activities within the public service resources area. The first is concerned with recruitment, placement, compensation, and appraisal of human resources

area. This of function is usually referred to as personal or human resources order to improve their efficiency and effectiveness. Activities are designed to enable the existing members of the civil service organization to assume new role and faction. Their activities are concerning with human resources development to meet up with organizational set objective condition of service have to created which would make public servant to stay on the job happy on the job and cope up with demand of the job.

2.6 THE ROLE OF CIVIL SERVICE OR CIVIL SERVANT

The civil servant command pool of Esperance and knowhow for implementing government policies, the civil servant are require to assisting in formulation and implementing the policies as approved by government whatever views either personal, private or attitude may be.

This does not means that a civil servant should undertake illegal action, if so directed she should invite attention the immediately to the legal position or requirement and advised on the proper action to take,

according to Arecheazi (1980) he said the attainment of the political and utilization of individual but the affective development of knowledge and skills of such academic and practical discipline as a civil service which is being existed by public servant.

Simon (1957) point out that public service role take place in the organizational contacts which means in the contacts of a planning system of cooperative effort in which individual have assigned faction many writers have repeated that every public service organization has identifiable purpose goals and planning system of cooperation.

Nnusu (1979) started that it's a fact of life in a modern society the centrality of it is even more evident in developing countries like Nigerian. Undoubtedly one of the major problems that courante such countries that of administration which essentially hangs on how to effectively deploy either available human or goals and materials resources in order to accomplish the goals and objectives of the society. Civil servant is therefore indispensable in any given organization which has a duly defined objectives which otherwise would not have been

accomplished by a single person. We have no experience in the administrative behaviours when we cooperate with other people to accomplish and suspend a moral happy and virile organization evict and manage such institution, organizational and so on.

In Nigeria, the roles of the public service in policy making has increased rapidly since the action of the Nigerian civil servant, 1970 in the absence of the legislative and elected representative of the people such as federal, state, local government," public servants have acquired wise legislative function. Nwosu (1977) added that "public servants play a major part in the recommendation of social, economic, educational, and political objectives of the government".

He also mentioned a point to note that public servant help to coordinate the various activities of government agencies; without the active participation and involvement of public servants, most government plan would remain, were statement of intentions. Consequently public servants narrow the gap that normally exists between paper plan and actual achievement. Usually the public servants are more than the other

groups of Nigerians, possess the tenants and skills necessary not only to implement and coordinate the planned activities of the government, but to institutionalize social change.

2.7 THEORETICAL FRAME WORK

The various constraints that affect the effectiveness of the job performance are all the same as been directed by many authors and school of thought(s). We would however like to re-emphasize or focus our attention on the words of Wilson (1941) when he stresses that the public servant task was "to strengthen the path of the government and purify its organizational motive towards public service".

The general public delved into the meaning and importance of efficiency; according to Oxford English dictionary (1995) efficiency can be defined as fitness or power to accomplish or success in accomplishing the purpose intended from all indications therefore, efficiency is often also regarded as a synonymous with effectiveness.

Adebayo (1981) Stated categorically that "one of the banes of the civil service is of mediocre or totally unsuitable candidate in preference to

candidate of higher talent” of his analysis the reason for this bad condition can be trace directly to nepotism, corruption which plays a greater part and generally prevalent in recruitment of every cadre especially in recruitment of junior employees like messengers and clerks.

Tokunbo (1971) said “it is necessary to point out that government is the largest employer of labour in Nigeria”. There are certain factors and constraints in the determination of salaries and condition that are unique to public employment, that is salary level and politics in the public services sometimes implemented in the wrong direction to the extent where state and local government level finds it difficult to pay salaries and wages of their public servants.

Lastly, the most dangerous problem that affects the civil servants and can lead to unsatisfactory attainment of goals of federal, state and local government level and create hardship and frustration to millions of Nigerian is bribery and corrupt practices.

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CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 INTRODUCTION

This subsection of the research deals with the ways, procedures or steps followed in carrying out the research study. Methodology according Odo (1992:40) is the authority base of the research. The study adopted both quantitative data, in terms of textual information form and qualitative in terms of numerical simple percentages presented in tables which enable us to organize quantitative information gathered in concise and ordered form so as to clarify the nature of the relationship between Jigawa Local Government Service Commission and Staff Training and Development in Local Government.

The following steps were taken in this research study

3.2 RESEARCH DESIGN

Data required in this study were obtained from observation. This is an important method of data collection and empirical analysis, enabling careful examination of the impact of Jigawa State Local Service Commission on Staff Development in the Local Government of the

State. In the view of Eboh (1998:30) one way a researcher tries as much as possible to eliminate threats to validity is the selection of the appropriate research design. In descriptive studies, threats to validity include confounding factors-rivals or alternative explanation, unexpected historical factors, bias in assigning subjects to various groups and unreliability of the survey instrument.

This study, therefore, made use of one-short case study X O, cause and effect dependent and independent variable relationship, perhaps, the most common in political science literature of the time, which involves careful examination of only one group events or phenomenon at a point in time after a presumed casual event has occurred. Any apparent change in the behaviors is attributed to the casual agent. (Leege and Francs 1974). In each instance, we observed an event and link it with the probable cause. However one major weakness of this design is that it provides for actually no control over plausible rival substantive hypothesis or method effects.

In application to this study, the study is testing whether Jigawa State Local Government Service Commission implement staff development in

Local Government, whether inadequate funding hinder staff development and whether recruitment needs of the Local Government Commission is to coordinate staff matters more especially development of staff of unified service of Local Government by constantly upgrading and updating their knowledge and skills and equally their advancement which will invariably leads to efficiency and effectiveness in discharge of their duties.

3.3 POPULATION OF THE STUDY

Population can be described as the entire number of people, objects, events, and things that all have or more characteristics of interest to the study. According to Harnett and Murphy cited in Okolie (2005.5) a population is defined as the total set of data (actual and potential) constituting all values of interest. Essentially population entails the group a study is targeted.

The population of the study was drawn from Jigawa State Local Government Service Commission.

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The population of the study was drawn from Jigawa State Local Government Service Commission.

The population distribution shows the staff the strength of Jigawa State Local Government Service Commission as at 1999 to 2009.

DEPARTMENTS/UNITS	NUMBER OF STAFF
Administrative	130
Personnel Management	120
Finance & Supply	60
Planning Research and Staff	20
Manpower Development & Training	160
Internal Audit	50
Information	30
Total	580

Source: Jigawa State Local Government Service Commission 1999-2009

3.4 SAMPLE SIZE

Sample size is the proportion of the entire population considered adequate to represent all existing characteristics within the target population for the purpose of generating the finding from the sample

about the sample itself, the target population having similar characteristics with the target population. In a study that involve large population sample are usually used. This is to reduce the errors from calculation of large numbers and reduce the cost of producing questionnaire. The sample of this study was drawn from the staff of various departments of Jigawa State Local Government Service Commission. These Departments or Units Comprises the following: Administration, personnel Management finance and supply planning, research and statistics, manpower development and training. Internal audit and information/public relations. Arising from the above population indices a sample size of eight staff was selected with the aid of simple random and stratified random techniques. The respondents were drawn as follows: from administration development among 130 staff, 10 were selected. In personnel management out of 120 staffs. 10 staff was drawn. Finance and supply units 10 staff out 60 were equally selected. In manpower development and training department out of 160 staff was selected. In planning, research and statistics out of 20 staff, 5 were selected again out 50 staff in internal audit, 10 staff were selected

and lastly but not the least in information units out 30 staff s staff were selected. We administrated eighty (80) copies of structure questionnaires and sixty were returned and were used in the analysis of the study. We had twenty null used questionnaires.

3.5 SAMPLING TECHNIQUES

The sampling procedures used for the study were the sample random sampling and stratified sampling method. In applying these sampling techniques/methods, the study used simple random techniques to randomly select the employees and adoption of stratified random sampling was also used to draw employees from all the departments in order to obtain a through survey of the respondents in opinions on training issues.

3.6 METHOD OF DATA COLLECTION

For the purpose of obtaining reliable information about the study topic three methods of data collection were employed by the researcher.

- ❖ Related information were investigated and obtained from documentary sources as book journals, newspaper, magazines etc.

❖ A lot of information were acquired from the respondents through the process of questionnaires designed distributed and collected (after completion) by the researchers.

3.7 RESEARCH INSTRUMENT

To properly ensure empirical reliability and validity of instrument, the questionnaire used in data generation was presented to the project supervisor for scrutiny. The literature reviewed as well as questionnaire administered were in line with research question.

3.8 METHOD OF DATA ANALYSIS

In analyzing the raw data collected, the study will be guided by the research objectives, hypothesis and research questions, and items on the questionnaire will be spread out in order to capture the quantitative responses expected from the staff of Jigawa State Local Government Service Commission.

The study adopts the use of simple percentages and tables for analysis of data, it is worthy to mention that simple percentage will enable us to access the proportional percentage of the respondents opinions in

the questions asked while the variable in our research hypothesis.

Hence the research will be guided by the formula:

$$\frac{n}{N} \times \frac{100}{1} \text{ for simple percentage.}$$

Where n=number of the respondents opinions.

N= Total number of the respondents.

$$\frac{100}{1} = \text{percentage constant factor.}$$

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CHAPTER FOUR

4.0 PRESENTATION AND ANALYSIS OF DATA

4.1 INTRODUCTION

Data analysis refers to the evaluation of ideas or facts in order to obtain relevant information with regard to the major ideas of the hypothesis or research invention while data presentation refers to the use of appropriate statistics to test hypothesis or answer research questions by presenting a summarized data in a narration form or by using charts and tables depending on circumstances.

The techniques of data collection is made up observation, interview, documentary sources and questionnaire chosen for clear presentation with regard to this topic and also it's of two types.

Structured (Closed-ended) i.e. respondent simply choose what they regard as the appropriate answer from the options provided. And unstructured (Open-ended) i.e. respondents write their answer in the space provided. The questionnaire were constructed and distributed to the various staffs of the Local Government Service Commission whose

ideas and opinions are to be analyzed. Fifty (50) copies of the questionnaires to the various respondents through the random sampling techniques and (45) were successfully returned.

4.2 DEMOGRAPHIC DATA OF THE RESPONDENT

4.2.1 Sex Difference

S/N	RESPONSES	RESPONDENTS	PERCENTAGE
a.	Male	35	70%
b.	Female	15	30%
	Total	50	100%

Source: Questionnaire Administrated, 2009

The table above show the sex of the respondents, in which 35 were male and responded with majority of views with 70 % the remaining 15 of respondents are females with 30%, this stated the explicitly fact that the number of male is greater than the number of females in the Local Government Service Commission.

4.2.2 AGE DISTRIBUTION

S/N	AGE	NUMBER	PERCENTAGE
a.	18-25	12	24%
b.	26-30	20	40%
c.	31-35	10	20%
d.	36-40	8	16%
e.	40 -Above	-	-
	Total	50	100%

Source: Questionnaire Administrated, 2009

The table above shows the age distribution of the respondents, also demonstrated that most of the respondents fall within the age group of 28-30 years their presentation figures lies at 20 which are equal to 40%. This relatively followed by those in the age group of 18-25 years 12 respondents and 24% respectively. 31-35 fall within the bracket of 20% and 10 respondents, followed by 8 numbers of respondents having 16% and the age range of between 36-40, those that 41 and above have zero percentage and no representation.

4.2.3 MARITAL STATUS

S/N	RESPONDENTS	NUMBER	PERCENTAGE
a.	Married	35	70%
b.	Unmarried	10	20%
c.	Widowed	5	10%
d.	Divorced	-	-
	Total	50	100%

Source: Questionnaire Administrated, 2009

The table above indicate the marital status of the respondents in which the questionnaire have specifically identified those married and unmarried with those with fate of being widowed to get a matured view of the matter in discuss, it revealed that those who are married fall in the bracket of 35 respondents representing 70% those single have 20 respondents with 20% while the last but not the least are those widowed with 10% and 5 respondents.

4.2.4 EDUCATIONAL BACKGROUND

S/N	QUALIFICATION	NUMBER	PERCENTAGE
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1.	Grade II/S.S.C.E.	35	
2.	OND/N.C.E.	10	70%
3.	Degree/HND	5	20%
4.	Masters & Above	-	10%
	TOTAL	50	-
			100%

Source: Questionnaire Administrated, 2009

The table shows the educational qualification/background of the respondents, which indicated that the majority of the respondents are grade II/SSCE, they constituted the number of 35 and equivalent to 70% while OND/NCE holders have 10 respondents with 20% degree and the least of the respondents were those with degree and HND respectively with 10%.

4.2.5 PRESENT APPOINTMENT

S/N	APPOINTMENT	NUMBER	PERCENTAGE
1.	GL 01-06	30	60%
2.	GL 07-010	12	24%
3.	GL 12-Above	8	16%

TOTAL	50	100%
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The above table shows the present grade level of the respondents, where the majority of the respondents grade level indicate that the junior staff which means they have the largest share of the percentage with 60% and 30 respondents on grade 01-06 while grade level 07-10 have a lesser percentage of 24% and 12 respondents making a fair share of the questionnaire responses, grade level 12 and above a unique percentage, to get this level has to do with expertise and educational qualification, they have 8 respondents and 16% accordingly,

4.3 RESPONSE PRESENTATION AND ANALYSIS

The personal information of the respondents was scrutinized and analyzed and the full details of the general information about the research questionnaire was analyzed, evaluated and illustrated below.

4.3.1 Who is a Civil Servant?

S/N	RESPONSES	NUMBER	PERCENTAGE
1.	Planner of organizational activities	10	20%
2.	Organizer of the organizational	7	14%

	service only		
3.	Director of an institution	3	08%
4.	Supervisor, Coordinator of all activities & Government Program	3	08%
5.	All of the above	25	50%
	TOTAL	50	100%

Source: Questionnaire Administrated, 2009

The above table has shown who a civil servant is, where about 20% of the total respondents state that they are planners' of organizational activities, with sizeable figure of 10, those that have a lesser view are those that stated that they are only organizer's of service on with 7 respondents and 14%, director of instruction have 3 respondents with 08% and Supervisor, Coordinator of Government activities and Government Programmes have 3 respondents with 08%. All of the above have a field day with the majority of respondents' opinion that it is all of the above with 50% and 25 of the respondents.

4.3.2 What does the Local Government Commission Plan, Organize and Supervise in the organization

S/N	RESPONSES	NUMBER	PERCENTAGE
1.	Personnel	10	20%
2.	Materials	5	10%
3.	Government Policies	5	10%
4.	All of the above	30	60%
	Total	50	100%

Source: Questionnaire Administrated, 2009

above explain the work of the civil servant in the organization, most of the respondent described their choice as what a civil servant plan organize direct and coordinate in the organization by choosing all of the above which compared to the total number of 30 with 60 of the respondent and while those with the view that civil servant organize plant and coordinate personnel with 10 and 20 of the respondent then the following by those with choice of the civil servant as a supervisor, coordinate and organize and activities and the public service were 5 in number with 10 of the total respondent. Lastly the group of those

described the work of civil servant as organizers of materials are five 5 which is equal to 10 of the respondent

4.3.3 Do you believe that civil servants have some problem in the performance of their lawful duties?

S/N	RESPONSES	RESPONDENTS	PERCENTAGE
1.	Yes	33	66%
2.	No	17	34%
3.	Total	50	100%

Source questionnaire administered 2009,

The table above illustrate that whether the civil servant have some problems in relation to their duties, the respondents when asked stated (yes or no) whether the civil servants have some problems in performing their duties there is an overwhelming response of, yes that is the civil servant have lots of problems the encounter towards the performance of their day to day activities, they answered yes with 33 respondent equivalent to 66 and those that stated no, that problems are not encountered have a lesser figure of 17 and 34 respectively

4.3.4 By how did the problems affect the effectiveness of job performance in the local government commission and its working force

S/N	RESPONSES	NUMBER	PERCENTAGE
1.	In capability of achieving the stated goals in the organization	31	62%
2.	in ability to provide service to the general public	19	38%
	Total	50	100%

Source questionnaire administered, 2009

above table stipulated on how the problems affect the effectiveness of job performance in the local government commissions, reference to their views about the effect of the problems in the civil service, thirty one (31) respondents give me their views representing the vast majority of opinions with 62 stated that this problem leads to in ability to achieve the stated goals in the organization while least respondent group of nineteen (19) with 38 said that it is leads to in ability to provide service to the general public.

4.3.5 Process through which civil servants problems can be eliminated

S/N	RESPONSES	NUMBER	PERCENTAGE
1	Providing sufficient and pay able manpower planning	15	30%
2	Ensuring the responsibility and accountability of the civil servant	5	10%
3	Creation of conducive atmosphere and industrial relation	4	8%
4	Be patient polite, in dealing with human resources of the organization	4	8%
5	All of the above	22	44%
	Total	50	100%

Source questionnaire administered 2009

The above table shows the response to the question asked how to solve the problems affecting the effectiveness of the civil servants 22 with 44

had the highest ration of all the above while coming second is providing sufficient and payable manpower planning with 15 respondent and 30 ensuring the responsibility and accountability of the civil servants had 10 with 5 respondents creation of conducive environment had 8 with 4 respondents while being patient polite in dealing with human, resource of the organization also had 4 respondent with 8.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 SUMMARY

The table indicate the marital status of the respondents in which the questionnaire have specifically identified those married and unmarried with those with fate of being widowed to get a matured view of the matter in discuss, it revealed that those who are married fall in the bracket of 35 respondents representing 70% those single have 20 respondents with 20% while the last but not the least are those widowed with 10% and 5 respondents.

The table shows the educational qualification/background of the respondents, which indicated that the majority of the respondents are grade II/SSCE, they constituted the number of 35 and equivalent to 70% while OND/NCE holders have 10 respondents with 20% degree and the least of the respondents were those with degree and HND respectively with 10%.

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The table illustrate that whether the civil servant have some problems in relation to their duties, the respondents when asked stated (yes or no) whether the civil servants have some problems in performing their duties there is an overwhelming response of, yes that is the civil servant have lots of problems the encounter towards the performance of their day to day activities, they answered yes with 33 respondent equivalent to 66 and those that stated no, that problems are not encountered have a lesser figure of 17 and 34 respectively.

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5.2 CONCLUSION

Going by the research it is believe that the study about effectiveness methods of organizing the executive branch of government its institutions, and procedures of implementing government policies. With regard to the experience obtained from various angles, it has been observed that there are lots of problems affecting effectiveness of job performance in the civil service, some of those constraints are improper organizing, improper planning, corruption and incapacitation, lack of proper directions, poor condition of work and so on. Therefore, all these problems over shadow the mind of the civil servant which is the aim of the commission and leads under achievement of the organizational goals.

5.3 RECOMMENDATIONS

From critical aspect of this research work, there is need for proper suggestion and recommendation which will serve as a corrective measure un to attaining effectiveness of the organization, the following are some of the suggestion and recommendation.

1. Firstly, in recruitment procedure, the scheme of service indicated the qualification required for specific post (cadres) in the civil service, therefore the management should follow the proper channel of the recruitment procedure based on the scheme of service in order to produce efficient work force in an organization; by so doing effectiveness will be enhanced and the set goals will be less cumbersome.
2. Secondly, there should be the pre-requisite of career planning which is one of the important functions of sound department in which a career structure is mapped out for all officers of the organization; since career development is a process of which enables an organization to meet its current and projected manpower. It promotes growth and development of individuals in an orderly and systematically manner, taking in to account the organization's need as well as the individual interest and aspiration. The objective of the career planning is to make training a systematic and sustained regular affair which will lead to staff maximum utilization of their capabilities.

3. Thirdly, discipline; the power to exercise discipline and control rest solely on the Local Government Commission in accordance with the 1999 constitution, for example power of recruitment, promotion, re-training, queries salaries increment and so forth should be taken seriously in order to make sure what is meant to be done is accurately done as at when due. Payment of wages and salaries of employees as at when due would boost the morale of the employees and leads them to increase their productivity towards the set goals of the organization.
4. Finally, payment of gratuity, housing for staff after retirement should be also taken seriously because this will lay a good foundation for those retired and build trust of the current labour force that after they can no longer work again there will always be light at the end of the tunnel.

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APPENDIX (QUESTIONNAIRE DESIGN)

Department of Public administration

College of business and management studies

Jigawa State Polytechnic

Dear Sir,

QUESTIONNAIRE

The questionnaire is objectively constructed for data collection on the research topic "The role of Local Government Service Commission in promoting effectiveness (A case study of Dutse)" the aim of this questionnaire to enable me fulfill part of the requirement for the award of Advance Diploma in Public Administration at College of Business and Management Studies Jigawa State Polytechnic, Dutse.

The purpose of this questionnaire is purely for research purposes and there will not be the need to put your names or addresses on it; opinion and views in the research will kept confidentially and only be used for the research purpose.

Please tick appropriately in the space provided and fill in the gap where necessary.

Best regards,

USMAN RABI'U

AD/PAD/18/062A

**QUESTIONNAIRE FOR JIGAWA STATE LOCAL
GOVERNMENT SERVICE COMMISSION STAFF**

SECTION A

Age: 20 - 35 36 - 45 46 - 65

Sex: Male Female

Marital Status: Single Married Divorce/widow

Educational Qualification: SSCE NCE/OND HND/BSC

Masters and above

QUESTION SECTION B

(HYPOTHESIS I)

1. Does Jigawa State Local Government Service Commission Implement Staff Training in the Local Government?

Yes No None of the above

2. What training programmes does the Commission offer? Mention them?

3. What method of training does the Commission uses for the trainees: mention them.

a) _____ b) _____

c) _____ d) _____

4. What role does the Jigawa State Local Government Service Commission play on training of Local Government employees?

a) _____ b) _____

c) _____ d) _____

5. Does the Commission adequately supervise and monitor training programmes?

Yes No None of the above

6. Does the commission evaluate supervise staff performance at the end of the training programmes?

Yes No

7. Does the commission ensure upgrading or promotion of the trainees after undergoing training programmes?

Yes No

8. How will you assess the training of employees in the local government system?

Poor b) Fair c) Good d) Excellent

9. What do you think are likely constraints to effective training of Local Government Staff by the Commission? Mention them.

a) _____ b) _____

c) _____ d) _____

10. Do you think that the Commission has lived up to the standard on staff training in Local Government Judging by the performance of the

Local Government Staff across the seventeen Local Government of Jigawa State since 1999 – 2009?

Yes No

SECTION C (HYPOTHESIS II)

11. Is the one percent deduction fund set aside for training programmes enough to cater for the Local Government Staff in the State?

Yes No No response

12. Are training programmes adequately funded?

Yes No No response

13. Do you think inadequately funding hinder staff training in Local Government?

Yes No No response

14. Are the staff given incentive salaries as motivation during training programmes?

Yes No No response

SECTION D (HYPOTHESIS III)

15. Was the selection of staff for training based on the recruitment needs of the Local Government?

Yes No No response

16. What criteria does the Commission use for selecting staff for training? Mention them

Yes No No response

17. Does the commission embark on systematic job description and job analysis before selecting staff for training?

Yes No No response

18. Does the Commission use by the Commission take care of the recruitment needs of the Local Government?

Yes No No response

19. Do you think these criteria used by the commission takes care of the recruitment needs of the Local Government?

Yes No No response

20. Does it give equal Opportunity to all categories of staff?

Yes No No response