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## CHALLENGES AND PROSPECTS OF PUBLIC SERVICE IN NIGERIA, 1999-2022

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### Abstract

Government at all levels, federal, state and local, is essentially service-propelled and driven by instrument or mechanism for the policy formulation and implementation targeted at meeting the needs of the people. This is often achieved through its distinguished institutions and structures known as Public and Civil Services. One thing common with public servants is that they earn their living by rendering one type of service or another to members of the public but are not paid directly by those who enjoy their services. Rather, they are paid indirectly by the government from taxes paid by the members of the public. Therefore, government in discharge of rendering services to the people is faced with many challenges and prospects globally. The need to examine the challenges and prospects of public service in Nigeria informed this paper. Secondary sources of data collection in which information is sourced from books, journals and government publications like public service rules and constitution was employed. Thematic analysis of data is used in the paper. Weberian bureaucratic theory as popularized by Max Weber is used as its framework of analysis. The paper in its findings concludes that persistence use of spoil system in the recruitment of personnel into the public service and series of allegation cases of job racketeering especially on the sales of employment appointment letters (offers) to those seeking for employment posed serious challenges to the operation of public service in the country. It recommends that personnel recruitment into public service and their promotion should be strictly done based on merits and contribution to service.

**Keywords:** Bureaucracy; Service; Public Service; Civil Service; Job Racketeering.

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### Introduction

Government at all levels, federal, state and local, is essentially service-propelled and driven by instrument or mechanism for the policy formulation and implementation targeted at meeting the needs of the people. This is often achieved through its

distinguished institutions and structures known as Public and Civil Services. Public service means the task that government performs for citizens' benefits which could be beyond the reach of private individuals to freely provide. For instance, the services rendered by the armed forces, police force and other security agencies in defending and protecting the people from external and internal aggression, services provided by the lecturers in public universities as well as other important numerous services provided by workers in government parastatals.

It is important to note that government in rendering services to the general populace. Two categories of employees are assigned with the responsibilities to do so, namely, public servants and civil servants. As the name implies, however, the terms are used as synonymously and interchangeably as the same both at academic and non-academic forum. Yet, there is no harm in the usage of the terms interchangeably because words like public, civil and government are ordinarily meant to compose group of people who serve the public. This means that officers and officials working in government institutions like ministries and public enterprises are all public and civil servants due to the fact that they are both government employees who earn their living by rendering one type of service or another to members of the public but are not paid directly by those who enjoy their services. Rather, they are paid indirectly by the government from taxes paid by the members of the public. They include Police, Armed Forces, Teachers and Lecturers in public schools, Civil servants, etc.

Oluwo (2002) cited in Olaopa (2012) elaborates on the reasons for the existence of public service to the extent that the primary responsibility of any public administration system is to deliver services that the private sector may not deliver at all or to deliver services to those who cannot afford the market price of the product or service. Basically, the ability of a government to legitimately govern and tax citizens is premised on its capacity to deliver a range of services required by its population which no other player will provide. This implies that, governments owe their existence and legitimacy to the fact that there are services in which the possibility of market failure is great (p. 162) which they need to render. Accordingly, despite the importance of government in service delivery to the public, the service providers especially the public service is confronted with number of challenges.

The main thrust of this paper is on the challenges and prospects of public service in Nigeria's Fourth Republic and it covers period from 1999 to 2022. It is the period in the history of Nigeria whereby elected public office holders especially legislatures at both federal and state assemblies are competing by hook or crook to get employment for the members of their constituencies into government ministries and public enterprises in order to consolidate their elective seats. This action is serious because it poses threat to recruitment exercise public and civil services in the country.

However, it is also within this period under that series of allegation cases on job racketeering especially on sales of employment are observed and reported. The paper is structured into six parts. Part One introduces the theme of the paper and its scope. Clarification of concepts and theoretical framework of analysis is dealt with in the second part. In part three the differences between public service and civil service in Nigeria is outlined. Ethical concerns on public and civil servants formed the thrust of the fourth part of the paper. Challenges and prospects of public service in Nigeria are discussed in the fifth part. The last part concludes the paper.

### **Clarification of Concepts and Theoretical Framework of Analysis**

**Public Service:** Public service encompasses the armed forces, the judiciary, the police, government institutions, parastatals, government owned companies and statutory agencies. Shittu (2020) defines public service as the activities and services done in any government capacity in the interest of the public domain and for the benefit of the general public. Such services include policing, defence, healthcare, education, etc. Spicker (2009) sees public service from its distinguishing attributes which are typically applied to: (i) activities of government in the public domain, such as policing and public health; (ii) activities done for the benefit of the public, like public service broadcasting or rubbish collection; and (iii) social services, like medical care, housing, education and social care. In the area of service delivery, public service serves as a building bridge for the government to respond to the needs of the general public. Shittu (2020) elaborates that public service carries the responsibility of formulating and executing policies and programmes with the ultimate goal of delivering important welfare services that are capable of improving the standard of living of the general public.

In view of the above definitions, it can be deduced that public service exists essentially to serve the purpose of service delivery to meet the needs and expectations of the general public. A good examples of public service institutions in Nigeria are the armed forces, police force, judges, lecturers, staff of Nigeria Ports Authority (NPA); Nigeria Railway Corporation (NRC); Nigerian National Petroleum Corporation (NNPC); National Agency for Food and Drug Administration and Control (NAFDAC); Federal Road Safety Corporation (FRSC); Central Bank of Nigeria (CBN); Economic and Financial Crime Commission (EFCC); Independent Corrupt Practice Commission (ICPC); Federal Radio Corporation of Nigeria (FRCN) just to mention a few. A public service institution, according to Public Service Reforms and National Transformation (PSRNT) document, is characterized by the following attributes: Versatility and competency; Meritocracy and political neutrality; Structured organization and adequate remuneration; Accountability, professionalism and relatively corruption freeness; Relatively autonomy, responsiveness and representation; and Well-trained, performance oriented and relative openness (PSRNT, 2006, p.7).

**Civil Service:** Etymologically, the concept of civil service was borrowed in the Mid-Eighteenth Century from the British Administration in India to describe a system that emphasizes selection on the basis of merit. The term ‘service’ connotes a profession; a group of civil servants having common recruitment conditions and prospects, as well as a ‘career’ in an acceptable lifetime employment under the government (Olaopa, 2012, p. 26). Theoretically, the concept of civil service has been defined by a number of scholars, among them are: Barbour and Wright (2003) refer civil service to nonmilitary employees of the government who are appointed through the merit system. In the words of Ayida (1972, p. 217), the term civil service is normally used when referring to the body of men, including women, employed in a civil capacity and non-political career basis by the federal, state and local governments primarily to render advice and faithfully give effect to decisions made. Such career officers normally derive their appointment from the relevant Public Service Commission (PSC) which also exercises powers of discipline in accordance with laid down rules and regulations.

Civil service according to Dimock and Dimock (1983, p.69) is defined as a body of permanent, fulltime, non-political, professional public officials who are not members of either the judiciary or armed forces. From this definition, one can say that civil service is made up of a group of officials appointed on a permanent basis based on their competence to serve the society impartially. To Adebayo (2004), the entire service of government which is divided into departments and in which the civil servants work is called the civil service. Each department caters for one particular subject or programme of government, and the government implements its policies through it. From this definition, one can confidently say that the civil service and its workers known as civil servants perform purely administrative and execute functions which include formulation and implementation of public policies. Civil service can, therefore, be defined as the organization of government saddled with administrative responsibility to foster national development of a country. It is permanent organization due its continuity and dynamic nature of constitutionally elected governments, it has to be endowed with specific peculiarities, features and characteristics to enable it serve any government no matter the political leaning of that government. These attributes are the key substances which help the civil service to withstand all sorts of political changes.

Sections 169 of the 1999 Constitution of the Federal Republic of Nigeria (as amended) recognizes the establishment of civil service of the federation and Section 206 of the Constitution recognizes the state civil service. Section 318 interpreted that “civil service of the Federation” means service of the Federation in a civil capacity as staff of the office of the President, the Vice-President, a ministry or department of the Government of the Federation assigned with the responsibility for any business of the Government of the Federation. Whereas, “civil services of the State” means service of the Government of a State in a civil capacity as staff of the office of the Governor, Deputy Governor or a ministry or department of the Government of the

State assigned with the responsibility for any business of the Government of the State. Consequently, a civil servant, according to Civil Service Manual Handbook (nd), is simply someone employed by the Civil Service Commission (CSC) and paid by the government out of moneys voted for the purpose by the National Assembly or State House of Assembly.

It is important from the definitions and the constitutional recognition of the establishment of civil service at both federal and states level in Nigeria to note that, civil service played in significant roles in governance and as well it usually gives meaning to government policy formulation and execution. This is because of enormous functions it is expected to carry out. These functions include: Advising the government in the formulation of policies; Implementation of government policies and decisions; Managing the affairs of the government during period of political instability; Providing employment for the citizens; Providing opportunity for manpower training; keeping government information; Collecting and keeping government funds; and ensuring transparency, accountability and continuity in governance.

**Bureaucracy:** Etymologically, the concept of bureaucracy was first coined by a French Economist Vincent de Gourney in 1745. It is coined from the French word '*bureau*' which means a desk. Ordinarily, bureaucracy means desk government, or rule by administrative offices (Polinaidu, 2004). It was meant as a modern officialdom; a system of rule by a core of officials because it gives meaning to organization both private and public. According to Weber cited in Laegaard and Bindslev (2006), bureaucracy is a specific administrative structure, which is based on a legal and rule-oriented authority. In his contribution to the concept of bureaucracy, Richards (1993, p.167) refers the adjective bureaucratic to mean the office rules. That, there are written specifications for everyone, there are vertical lines of authority and responsibility, jobs are filled by trained people, documentation is stored as a record of all activities and the organization continues regardless of personality.

The main thesis of the Weberian theory is to find rational and procedural method of exercising authority that will stand the taste of time. Based on this line of thinking, bureaucracy is based on modern thinking on work and essentially, concern with the rational form of administration. This means that, theory is built on legal-rational authority in such a way that legitimacy turns power into authority. As observed by Sham Sun Nisa Ali cited in Laxmikanth (2012), this system is called 'legal' because authority is exercised by means of a system of rules and procedures. It is rational because in it the means are expressly designed to achieve certain specific ends. It is important to note that the other system of exercising authority – traditional and charismatic forms were merely temporary because they cannot stand the test of time

and revolve around individual and group. Although, they help organization to succeed but for only a limited time.

Some of the attributes of bureaucracy that can be deduced from these definitions includes: Established distribution of work between the members of the organization; An administrative hierarchy; A rule-oriented system, which describes the performance of the work; Separation of personal possessions and rights for the office; Selection of staff according to technical qualifications; Employment involves a career; and Uniformity and impersonality without regards to persons. That is, work is carried out *sine ira et studio*, “without hatred and passion”. That, Bureaucratic norms dictates the officials’ performance on their duties without the personal consideration of people as individuals (Schaefer, 2004). Essentially, in the practice of government, the responsibility to rule is entrusted with the executive arm of government under which bureaucracy manifests itself (Ujo, 2012). It is considered as a special kind of institution responsible for the formulation and execution of public policies and always backed by established rules and procedures that are to be applied impersonally. Most importantly, despite the practice of establishing rules and procedures across all forms of organization which sometimes become so rigid and a times counterproductive. Yet, most organizations today still thrive on Weber’s bureaucratic theory.

As such, the paper adopts bureaucratic theory as popularized by a German Sociologist known as Max Weber (1864-1920) in the examination of challenges and prospects of public service in Nigeria. Max Weber was the first leading authority of the theory of bureaucracy. In fact, the first scientific treatment of bureaucracy came from his writings. Thus, his name became synonymous with bureaucracy. Other prominent scholars that have contributed to the theory of bureaucracy include Karl Marx (1818- 1883), Robert Michel’s (1876-1936), Fritz Morstein Marx (1900-1969), Peter M. Blau (1918-2002), etc. In their works “*Marxist Approach to Bureaucracy: Introductory*”, “*Iron Law of Oligarchy*”, “*The Administrative State: An Introduction to Bureaucracy*”, and “*The Dynamics of Bureaucratic Structure: A Study of Interpersonal Relations in Two Government Agencies*” respectively.

The theory is based on the assumption that bureaucracy is viewed from organizational point of view to the extent that bureaucrats are tasked to perform defined duties based on expertise and should not misuse power. That, the organization is based on formal structure and positions rather than to a particular person, who may leave or die. It relies on rules and written records for continuity because rules and procedures are impersonal and applied uniformly to all employees (Daft and Marcic, 2015). Also, the theory is on the assumption that modern organization is assumed to build a permanent way of exercising authority. That, if organization is supposed to live and serve people, such organization should be

permanent and continuous in the formal and procedural way in which authority is exercised.

The theory is relevant to the paper because public service is bureaucratic nature and as such, it is guided by the attributes, necessary for a public servant to possess, such as:

1. Expertise as a public servant is appointed in an official position on the basis his/her qualifications;
2. Commitment to service as he/she is expected to be committed to the work not to the person (s) that recruits him;
3. Competency as he/she should have a technical expertise and competence;
4. Adequate remuneration as he/she should be paid adequate salary, other benefits and opportunities of promotion; and,
5. Accountability as he/she should be responsible, accountable for the exercise of authority.

Also, the theory is relevant due to fact that public servants are been guided by the provisions of the Public Service Rules which clearly spelt out their do's and don'ts and usually emphasizes that, official duty and private affairs should not be combined.

#### **Differences between Public Service and Civil Service**

Shittu (2020) provides a clear-cut difference that exists between public service and civil service; that public service is broader in scope and encompasses the service of civil service, while civil service is a subset of public service. Other specific criteria that could easily be used to locate the differences between public service and civil service include:

1. **Management:** Boards of Directors managed the activities of public servants in public enterprises while Civil Service Commission or a ministry managed the activities of the civil servants either by a minister at federal level or a commissioner at the state levels advised by the permanent secretaries.
2. **Employee Name:** Employees in the public service are called public servants while those of the civil service are known as civil servants. That, the employees in the public service are made up of those that work in government parastatals and its other agencies while the employees in the civil service are made up of workers that work in government ministries and departments.
3. **Recruitment of Staff:** Personnel in the public service are appointed or employed by the Boards of Directors, while those of the civil service are recruited or employed by the Civil Service Commission.
4. **Functions:** Public servants provide services and amenities while civil servants perform administrative functions especially in formulation and execution of government policies and programmes.

5. **Condition of Service:** Personnel in public service enjoy better conditions of service than their counterparts in the ministries (civil servants). This is to say that, the salary scale and other fringe benefits of the public servants are usually higher than those of the civil servants.
6. **Profit-making:** With the application of New Public Management approach, public service, in its operation at some public enterprises and corporations, is expected to make profits whereas civil service is not expected to generate funds and make profits.
7. **Budget:** Public service is not under the budgetary control of ministry but have its own separate sources of revenue whereas civil service comes under government annual budgetary control.
8. **Operations:** Public service is manned by both civil servants and public servants whereas civil service is manned by the civil servants.

### **Ethical Concerns on Public and Civil Servants**

Ethics refers to well based standards of right and wrong that prescribes what humans ought to do, usually in terms of rights, obligations, benefits to society, fairness, or specific virtues. Essentially, it is related to issues of propriety, rightness or wrongness. Therefore, what is right is ethical and what is wrong is unethical. In line with this conception of what ethic is about, administrative ethics refers to the code of conduct that guides the behaviour of the administrators while discharging their responsibilities. In fact, people expect administrators to serve the public interest with fairness and to manage public resources properly always and every time. As the old saying goes, "Public service is a public trust". Hence, ethical standard for holders of public office is globally recognized across continents. This paper adopted the one provided by the Committee on Standards in Public Life (CSPL) in the United Kingdom, popularly known as Nolan Committee for explanation. It outlined seven principles of public life as follows:

1. **Selfishness:** Public officer holders are expected to act not at the detriment of public interest. That, they should not act in order to gain financial or other material benefits for themselves, their family or their friends at all.
2. **Integrity:** Holders of public office should subordinate individual interest to the general interest of the society. That is, they should not place themselves under any financial or other obligation to outside individuals or organizations that might seek to influence them in the performance of their official duties.
3. **Objectivity:** Public office holders should desist from favouritism and nepotism in carrying out government business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
4. **Accountability:** Holders of public office are supposed to be accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.



5. **Openness:** Holders of public office should be transparent about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
6. **Honesty:** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflict arising in a way that protects the public interest.
7. **Leadership:** Holders of public office should lead by example and always promote and support these principles of leadership by example in the working place.

### **Challenges and Prospects of Public Service in Nigeria**

There are many challenges confronting the operation of public service in Nigeria. Among them are:

**Bribery and Corruption:** Bribery, corruption, favouritism, nepotism and embezzlement have eaten deep into the management of public institutions in Nigeria; thus, preventing them from functioning effectively. Indeed, one of the major challenges of public service is bribery and corruption. There are allegations of public officers engaging in fraudulent act. To the extent that members of the public have to give money before they can be attended to. Also, money meant for public projects are mismanaged and embezzled by greedy public officers. Corruption has reached an alarming proportion in Nigeria to the extent of keeping an average Nigerian from being corrupt is like keeping a hungry goat from eating grass (Achebe, 2000).

Former President of Nigeria, Chief Olusegun Obasanjo, cited in Hassan and Musa (2014, p.198) in his inaugural address to the National Assembly observed vividly that:

Public offices are the shopping floors of government businesses. Regrettably, Nigerians have far too long been feeling short-changed by the quality of public service delivery by which decisions are not made without undue outside influence, and files do not move without being pushed with inducements. Our public offices have far too long been showcases for the combined evils of inefficiency and corruption, whilst being impediments to effective implementation of government policies, Nigerians deserve better. And we will ensure they get what is better.

As such cases of stolen funds by public servants are being reported almost on daily basis in the country due to corruption and corrupt practices of doing things. For example, between 1960 and 2005, about \$20 trillion was stolen from the Nigeria's treasury by public office holders. Most instructive was the ₦32.8 billion police pension fund theft trial, where John Yakubu Yusufu who admitted to fraud, walked out of court free after paying a paltry ₦750,000 in fines (EFCC-<http://www.vanguardngr.com> ).

**Allegation Cases of Job Racketeering:** There is persistent report of alleged job racketeering in the Nigerian civil and public service. *Vanguard* (2020) captioned, “Senate to Probe Alleged Sales of NPA Employment Offer” of February 24. The chairman of the Senate Committee on Federal Character Commission and Inter-Governmental Affairs reported that he got reports from different people on sales of jobs going on at the Federal Character Commission (FCC) alleging that appointment into government offices are for sales at the FCC is real. He also reaffirmed that, “someone has forwarded a text to his phone that he purchased Nigeria Ports Authority (NPA) job from FCC at ₦3 million”. This appalling situation as described by the Chairman of the Senate Committee is embarrassment to the society; it’s embarrassment to the government of President Muhammadu Buhari. Therefore, the Senate Committee on FCC has been investigating the matter and members promised to do everything possible to unravel those behind sales of jobs there. They also promised that no stone shall be left unturned in telling the whole country that the FCC is involved in job racketeering.

Another case was reported in *Daily Trust* (2018) titled, “NSCDC Parades Man for Alleged Job Racketeering”. This happened in Tudun Wada Area of Gombe Metropolis where the man was alleged to have forged and issued fake appointment letters to two unsuspected applicants. According to the court, documents as reported in the paper, sometimes in June and July 2017, the accused person went to Barrack Street in Deba town of Yamattu Deba LGA and collected the sum of ₦140,000 from one Kwatiri Bandita and gave her a fake appointment letter of Gombe State Polytechnic, Bajoga. *Nairaland Forum* (2020) reported another case that has to do with Nigeria Security and Civil Defence Corps (NSCDC) captioned, “Man Sells Fake NSCDC Appointment Letters in Nasarawa State”. The suspect was apprehended at the point of distributing 30 NSCDC fake appointment letters which he charged an accumulated sum of ₦13.6 million, to victims at Duduguru village in Obi Local Government Area.

Another related case was reported in *Punch* (2016) that fake Federal Government Official of the Federal Ministry of Education was arrested for selling appointment letters, to the extent that no fewer than 21 job seekers fell victims to his antics. The accused person who was detained at the State Department of Criminal Investigation, Yaba-Lagos State confessed that he sold each of the appointment letters purportedly signed by the Permanent Secretary of the ministry, for ₦60,000. While some paid in cash, others reportedly paid into a Zenith Account Number 2170004060 bearing Fajemin Olakunle Owoyale.

Furthermore, 56 sacked officers of NSCDC presented fake appointment letters as reported by *Pulse Nigeria* (2021). *Premium Times* (2018) also reported a case of a school dropout who was arrested for selling fake appointment letters. Also, *Premium Times* (2022) reported that the Federal Government uncovered over 1,500 workers

who joined the Federal Civil Service with fake appointment letters. The Head of the Civil Service of the Federation, Folasade Yemi-Esan reported and provided the breakdown of the perpetrators that over 1,000 persons were discovered in one ministry while 500 others were found in other ministries, departments and agencies during the service-wide verification exercise. Last but not the least, *Sahara Reporters* (2022) reported that many applicants for constable in the Nigeria Police Force paid ₦700, 000 and above each to secure the job in the then nationwide recruitment exercise by the police. The perpetrators have also connived with the officials of National Identity Management Commission (NIMC) to reduce the ages of the applicants that are above the required age of 25 years into the National Police Force.

**Massive Retirement and Less Recruitment:** Public servants are retiring from the service after attaining 60 years or 35 years of pensionable service as provided in Section 8 Sub-section 02089 of the Public Service Rules. However, there is less recruitment of employees to replace the retirees. *Sahara Reporters* (2022) reported that President Muhammadu Buhari was given directives for 10,000 men to be recruited annually into the Nigeria Police Force (NPF) from 2019, 2020, 2021 and 2022 but only 10,000 were recruited in the last four years since the president approval. Yet, the directive was un-fulfilled due to the disagreement between the leadership of the Police Service Commission (PSC) and Usman Baba, Inspector-General of Police with his predecessor halting the exercise between 2019 and 2022, when the issue was partially resolved. This posed a serious challenge to unemployment among youth which resulted to high crime rates in the country.

**Indiscipline and Inefficiency of the Staff:** Most public servants approach their work with indifference, lack work ethics and are not committed to their work. The prevalence of the general indiscipline in public institutions have made workers to come to work and do not attend to issues on time. On several occasion the administration's vital decision ends in stalemate. Hence, staff of most public institutions due to their nonchalant attitude to work, do not adhere to the principles required to run the institutions. Therefore, they do not focus on achieving the goal of such an establishment. In fact, this attitude occurred in most public establishments, due to little or no supervision, by leaving the staff to do what they like.

**Mismanagement of Resources:** It is a common knowledge in public institutions that management officers and staff do not handle public resources with care and concern. For example, resources that are supposed to be used for a month are wastefully used within a week. At times, money meant to be used in carrying out three or four projects is spent on one inconclusive or imperfect project.

**Bureaucratic bottleneck:** This has to do with delay in decision-making as files must pass through many officers and tables before actions could be taken.

**Frequent change in Government Policies:** The frequent change in government policies is another major setback for the public service in Nigeria.

Finally, the Public Service Rules, in Section 4, titled “*Serious Misconduct*” has provided a summary of some of challenges of public service in Nigeria, which include suppression of records, false claims against Government, serious financial embarrassment; engaging in political activities; corruption; fighting while on duty; membership of secret societies; contravention of any provision of the Public Service Rules and Financial Regulations, unauthorized disclosure of official information etc.

### **Prospects of Public Service in Nigeria**

Despite the enormous challenges confronted the operation of Public Service, it has so far achieved some successes in the delivery of services to the general public. Therefore, the authors observed that the prospects of public service in the country could be attained by putting into practice the public expectations on public services into concrete reality as follows:

1. Public service as a bureaucratic institution in the country is expected to be guided by the provision of code of conduct as entrenched in the Public Service Rules right from the management, recruitment, remuneration, promotion, discipline and retirement. So that the principles of equity and justice based on enforcement of impersonal treatment to all employees will prevail.
2. Government is expected to strictly adhere to the principle of division of work as the foundation and reason for achieving success in any organization, be it public or private. This is observed by Shariftz, Ott and Jang (2016) that work is divided in order to ensure that employees differ in nature, capacity and skills, as well as in areas of specialization. Therefore, they should be placed where they can contribute to the growth and development of the organization.
3. Government is expected to ensure that public servants know and understand the modus operandi of their duties that they are carrying out important task of social service delivery to the general public irrespective of the type of government in power either monarchical, democratic or dictatorial.
4. Public servants are expected to be disciplined and committed to their work in order to achieve success in serving the public which according to Olaopa (2012, p. 61) rests on three pillars: the aim or mission, of the organization; the character of the people and the institution, and the execution – the way they get things done.
5. Public servants are expected to be professional in the discharge of their responsibilities. So that they will be well equipped to carry out their duties with dutifulness and accountability.

## Conclusion

Public service is a service-driven institutions comprising the Armed Forces, Police Force, Lecturers, Teachers, Doctors, etc. geared towards meeting the needs and expectations of the general public in the service delivery. In achieving the essential objectives of public service, the recommendations passed by the Public Service Reforms and National Transformation (PSRNT) document that a public servant must possess some attributes for him to serve the public better should be pursued, defended and uphold in the country. The paper in its findings has noted the differences between public service and civil service as well the common ethical concerns that bind them together. However, it is also identified and explained with examples that public service in Nigeria is faced with enormous challenges and prospects which could be managed and strengthened the prospects with credible leadership, patriotism and good democratic governance. Finally, the paper established the rampant cases of job racketeering particularly on the alleged cases of sales of employment in the country. In fact, in the area under study, job racketeering is one of the major challenges faced by public service in Nigeria. It is recommended that personnel recruitment into public service should be strictly done based on merits and managed impersonally.

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