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Nigerian Federal Civil Service: Employee Recruitment, Retention and Performance

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Abstract

This study delved into the recruitment and retention of employees in the Nigerian Federal Civil Service (NFCS), to establish their impact on the effectiveness of the service. Data were collected through

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administration of questionnaires (to employees in the service) and structured interviews (with managers in the service). The findings were that employee recruitment into the civil service is based on federal character principle (i.e. equal representation of people from the geo-political zones of the country), merit and political considerations. In terms of employee retention, the study found that the service lagged behind in providing adequate incentives to retain its workforce for performance compared to what is obtainable from the private sector. Thus, the study recommends that, while the federal character principle is necessary (given the country's "multi-ethnic," religious and cultural diversity), its application should also pay attention to the merit of prospective employees. It is also recommended that the service raises its rewards to a level where they are competitive enough to attract and retain competent employees and enhance their performance.

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