

IMPACT OF QUOTA SYSTEM AND FEDERAL CHARACTER PRINCIPLE ON EMPLOYEE PERFORMANCE IN PUBLIC SECTOR: A STUDY OF ABIA STATE OIL PRODUCING AREA DEVELOPMENT COMMISSION

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ABSTRACT: This study examined the impact of quota system and federal character principle, on public sector employee performance with a particular focus on the Abia State Oil Producing Area Development Commission. Three research objectives, three research questions and three research hypotheses guided the study. The researcher used the structural functional theory to analyse the subject matter. A survey research design was adopted and a questionnaire served as the instrument of data collection. The data collected were analysed using simple parentage and Pearson product-moment correlation coefficient to analyse the data collected. The findings revealed a significant relationship between the federal character principle and appointment, quota system and federal character principle affect employee promotion and there is a significant relationship between the federal character principle and employee retirement. Based on the findings, it was recommended that recruitment and appointments in all government establishments should be done based purely on qualification, experience, capabilities and professionalism. Furthermore, promotion, responsibility/position, training and re-training in such government establishments should be purely based on merit, inputs and contribution to service.

Key Words: Quota System, Federal Character Principle, Employee Performance, Public Sector, Employee Promotion

Introduction

The federal character principle which was enshrined in the 1979 Constitution of Nigeria seeks to ensure appropriate linguistic, ethnic, religious and geographic diversity of the country (Bamidele and Ikulege, 2024). Today in Nigeria the use of federal character and quota system has become an instrument for recruitment, promotion, training, appointment, into federal, state and local government civil service. In most federal system of government, the major issue is usually that of resources sharing among the federal units at horizontal and vertical level. According to Elaigwu (2022) where the sharing arrangements are working well, there are less agitations and citizens have a feeling of belonging and equity. On the other hand, where the quota system is not working well the citizen agitates and makes all sorts of demands such as call for national conference, etc. If federal character principle is well applied and utilized in the employment, promotion, training and retirement of public servants, it will lead to the performance of the organization. But a situation where federal character is neglected, the staff performance may be low in the system.

The objectives of the policy are to foster national unity and give every Nigerian a sense of belonging in the country. In support of this view Akpanabia (2012; 117) said that it was an

effort to readdress the unbalanced structure and ethnic domination in government so that national integration could be achieved. The federal character principle which is implemented under the federal character commission is therefore designed and initiated to correct adverse impact resulting from opportunities and resources provided by the federal government to the citizens of the country that appears neutral but have a discriminatory effect on a protected group. The federal character principle is therefore structured to ensure strong and indivisible nation based on justice and fairness, while also ensuring that a sense of belonging of all Nigerians is still maintained (Ayah, 2014). As laudable as the above policy maybe, and the empowerment of the concept in the nation's constitution, its application has remained a debatable topic to which some critics have claimed that the policy comprise the merit system which will create an enabling environment for those that are only qualified to be employed into the Nigerian civil service, thereby fostering quality service rendering for the development of the country.

Statement of the Problem

Quota system and federal character principles were introduced in Nigeria to recognize and consider all geo-political zones, states and local governments of origin in all public sector employment/appointment etc. However, the extent to which federal character has been used to achieve its objectives becomes pertinent to researchers. In Nigeria, some public sector workers who are not qualified have been recruited in the service thereby encouraging ineffectiveness in the system. Not only that, some areas have been neglected in federal character consideration in the Nigerian public service. This means that the dominance of some geo-political zones and stays in public services is an issue which contradicts the objectives of federal character principles. A situation where there is high level of malpractices and inefficiency in staff performance calls for re-amendment on the federal character principle.

A situation where appointment comes from some particular places calls for concern. Federal character principle was introduced to enhance equitable distributions of employee appointment, promotion, and retirement. However, some local government sometimes benefits more than the others and this affect the effectiveness of federal character and productivity of staff. In this direction, some people have been retired from service without consideration to federal character recognition. For that the problem of this study focused on irregularities in appointments, promotion, and retirement of employees.

Objectives of the Study

The general objective of this study focused on quota system and federal character principle, not competent and qualifications, the bane of public service performance in national development. The specific objectives include to:

1. find out the relationship between federal character principle and appointment.
2. determine the extent quota system and federal character principle affect employee promotion.
3. examine the relationship between federal character principle and employee retirement.

Research Questions

Based on the objectives, the following research questions were used for the study.

1. What is the relationship between federal character principle and appointment?
2. To what extent do quota system and federal character principle affect employee promotion?
3. What is the relationship between federal character principle and employee retirement?

Research Hypotheses

Based on the research objectives and research questions, the following research questions guided the study.

H₀₁: There is no significant relationship between federal character principle and appointment.

H₀₂: Quota system and federal character principle have not affect on employee promotion.

H₀₃: There is no significant relationship between federal character principle and employee retirement.

Conceptual Review

Quota System and Federal Character Principle

Quota system is a formula aimed for sharing national benefits (Afigbo, 2017). It is used to make sure all federating areas or units benefits from national gain for development. It is the quarto system that necessitated federal character principle (Chukwuemeka, 2016). According to the constitutional drafting committee (1975:1), federal character refers to “the distinct desire of the people of Nigeria to promote national unity, foster national loyalty and give every citizen of Nigeria a sense of belonging to the nation notwithstanding the diversities of ethnic origin, culture, language or religion which may exist and which it is their desire to nourish, harness to the enrichment of the federal republic of Nigeria. This means that the people of Nigeria because of their peculiar features want to use federal character to ensure equity and fair play to all ethnic nationalities within the country (Akpanabia, 2012).

Njoku (2007:76) asserted that the application of the federal character principle democratizes personnel management, development and promotion of staff in the public sector. This leads to the appointment and training of mediocre in service as its practice obviously negates one of the important principles of Weberian ideal bureaucracy. Ekeh (2019:21) opined that, federal character purports to deal with the distribution of privileges and benefits among the primordial components of any state organization. This is to say that federal character as a doctrine of the 1979 constitution sought to give a semblance of order to the modes of this distribution by preventing any ethnic group from having dominance and exclusive access to these opportunities and thus ensuring that every primordial grouping has equal access to the bounties of state.

The federal character principle essentially refers to the recognition of the plural nature of the country in recruitment, distribution of administrative and political offices and power as well as the resources of the country (Olaopa, 2022). The essence federal character principle is to allow the composition and conduct of public institutions and affairs reflect the country’s diversity. It is premised on the ground that when national institutions and affairs are reflective, in composition and conduct, of the pluralism of the country then, a sense of belonging is likely to

be evoked from the citizenry. It is also designed to mitigate, if not obviate, the bellicose political struggle that characterized previous Nigeria's democratic systems (Obiyan & Akindele, 2021).

Employee Performance

Employee performance is all about the level of employee commitment, employee effectiveness and employee dedication to duty. In this direction, the level of employee performance in the organization determines the level of organizational growth, profitability and stability. According Armstrong (2007), High performance is a step towards the achievement of organizational goals and stability. Rajagopd (2020) believed that employee performance is the level of employee commitment in performing their functions in their organization. When there is high level of employee discipline, employee commitment, industrial peace and harmony and employee retention, we say that there is employee high performance. In this direction, when workers are committed towards the achievement of their set goals, there will be high level of performance because the goals will be achieved.

Ugwu (2013) believed that employee effectiveness and efficiency are variables which could be used to measure performance. To him, when employees are effective, focused and determined in the achievement of set goals, we say that there is employee performance. Such effectiveness means that no matter the cost, the employees are focused on the achievement of the organizational objectives notwithstanding their limiting factors. The efficiency in this case entails that the organizational workers in an effort to achieve the organizational objectives, take cognizance and careful management/utilization of human, financial, materials and other resources of the firm. However, he argued that employee performance is the action or the execution of tasks that were completed by individuals within a certain time in the organization.

Similarly, Jahangar (2006) noted that job performance is the set of employee behaviours that contribute to organizational goal accomplishment and organizational sustainability. The performance of employee is the achieved results of operations with the capabilities of the employee who acts in certain situations. According to Byars (2005) employee performance is a combined result of effort, ability and perception of tasks. High performance is a step towards the achievement of organizational goals. Therefore, efforts are needed to improve employee performance. Dharma (2011) stated that performance is something that is done on the products/services produced or provided by any persons or group of people.

Public Sector

Public sectors are establishments or institutions of government, formed to provide specific services and or products for public good at reduced price. Adams (2000) asserted that the term public sector is used for areas in which the government owns factors of production. To him, when government owns factors of production like land, labour and capital and controls them; that is public organization in practice. In the same view, Ihe and Umeaka (2006) defined public organizations as all organization, which are operated or established by government on behalf of the public.

In Nigeria, public sectors consist of the federal, state and local government enterprises. The institutions, parastatals and agencies owned by these tiers of government represent the public sectors. It therefore becomes imperative for the government to make annual budgetary

provisions for these organizations existence and welfare of the staff. Examples of public sectors are: Imo Transport Company, Ajaokuta Steel Company, the defunct Nigeria Air Ways, the ministries; the ministries of finance, Agricultural, Education, Defence etc. and their parastatals like the Central Bank of Nigeria, the Nigeria Universities Commission and their institutions like Universities, Polytechnics etc. it includes the judiciary which covers the ministry of justice, the court etc. Also included are the legislature, the house of senate and Representative etc.

In the same perspective Nnamocha (2002) opined that, public sectors of the economy consist of the Federal, state and local government, their institutions and other agencies. The state owns all the resources in the public organizations and uses these resources for whatever economic activities it considers appropriate. The public organization is that part of the economy whose activities are under the control and direction of the state. In the public organization, therefore, the state acts as an entrepreneur. The public organization in that sense refers to the areas of activity in the economy that are covered by the budgetary revenues and expenditures of the government.

Relationship Between Federal Character Principle and Employee Performance in Nigeria

Akpanabia (2012), Ayah (2014), and Ugo and Ukpere (2012) identified the following:

- 1. Quota System and Employee Discipline:** It's a fact that the application of the federal character principle in civil or public service is based on zonal affiliation. Nigeria has six geopolitical zones and all issues of employment, promotion, posting, training and retirement in most cases, are done in consideration of the quota system of the people. Such issues in most cases may affect employee discipline in the organization. When the federal character is considered in the recruitment of staff in the federal ministries, it may encourage employee absenteeism and indiscipline. Akpanabia (2012) stated that the federal character principle was no doubt introduced in Nigeria to correct the imbalance in terms of employment and appointment to government ministries and agencies among different ethnic groups, regions, states and local governments.

This is to ensure equity, fair play and order among different ethnic nationalities that make up Nigeria in the equitable distribution of resources, to promote national harmony and loyalty to economic development in the polity. In this direction, when the federal character principle is followed effectively, it will help to enhance equitable employment of people from different states and ethnic groups. Adherence to the federal character principle in recruitment can help to enhance employee discipline in the organization. This is true because the workers will know that they are representing a constituency and that may encourage them to do their job positively. In this case, the workers will add positive value in doing their job. On the other way round, when the federal character principle is not adhered to in the recruitment process, it may encourage acts of indiscipline by workers in the organization. It's a fact that the federal character principle was introduced to enhance equitable employment, selection and appointment of Nigerian people from different regions, states, and LGAs to reduce marginalization.

To some extent, many have argued that the federal character principle does not encourage the high commitment of workers. According to Egwu (2005), the issue of federal character has promoted tribalism, and nepotism and therefore encourages a low level of employee

commitment and dedication. To him, trying to balance employment in line with the federal character principle, may neglect the employment of qualified individuals who can be highly committed and dedicated in doing their job. For that federal character may hinder employee high commitment. Some other scholars have argued that the federal character principle will encourage employee commitment and dedication because workers will like to achieve outstanding performance so that more people from their state, LGA and locality may be employed. In this case, the federal character principle may encourage a high level of commitment/dedication of workers.

2. **The relationship between tribal affiliation and productivity/output:** Okpata (2011) argued that output maximization is all about high profitability, productivity, growth and stability and organizational/ employee high performance in the organization. In this direction, employees could enhance output maximization and do their best in the organization when the federal character principle is followed in the training, development and promotion of workers in the organization. This means that the federal character principle is one of the major variables that can enhance output maximization in an organization.
3. **Educational/qualification and employee retention:** When workers do not have the required educational qualification, their organization may replace them with other qualified workers; hence encouraging job turnover. However, this is not the case in the application of the federal character principle where ethnic/tribal groups are considered more than educational qualifications who are from a particular ethnic group may be employed and more qualified people may be left out in line with federal character issues. In this direction, job confirmation and permanency make the workers settle in the organization, do their job happily and follow the acceptable policies and standards in their establishment. When this is done, the issue of employee high performance as it concerns adherence to rules is achieved. When workers enjoy job security (confirmation of their appointment), it will make them remain in their job thereby reducing employee job turnover and encouraging employee retention in the organization. This means that adherence to the federal character principle in employee confirmation of appointment will lead to employees staying in their jobs permanently. Employee retention is the level at which workers remain in a particular job for a long time or within their career period.

Federal Character: The Bane of Public Service Performance in the Public Sector in National Development

The following entails how federal characters have marred our bureaucratic performance.

1. **Damage to the principle of excellence:** the federal character has damaged the prospects of our economic and social development by relegation in the background of the principle of excellence without which any modern nation is (loomed to a position of inferiority and economic quagmire. Because of its federal character, other countries like Brazil, India and China have all left Nigeria behind in economic, political and technological development. This is so as the principle of excellence is not encouraged in our polity because of sectional, regional, ethnic and state considerations (called federal character) in all aspects of our national life (Akpanabia, 2012).
2. **Federal character undermines the standard of professionalism:** in Nigeria today, our political, economic, and indeed, the public sectors are in shambles because professional and experienced individuals are overlooked because they are more in one

part of the country than the other. The imbalance in the literacy rate between the South and North of Nigeria has made it impossible to have qualified people in sensitive government positions. In Nigeria today, the North would rather let an unqualified person hold a high position in government instead of allowing qualified Southerners to play the role.

3. **It invaded the integrity and standard of public bureaucracy:** the formulation of the principle of federal character potentially invaded the integrity and standard, of public bureaucracy and such other governmental bodies that normally require safeguards from the ravages of politics. It did so by legislating, as it were, that they are subject to the federal character principles at every turn of recruitment, appointment, promotion, retention of service and tenure. Under this principle, many senior public and civil servants have been kicked around and removed and, in many cases, replaced with ill-qualified persons on the grounds of federal character apparently without regard to the protection of standard and national interest (Akpanabia, 2012).

Theoretical Framework

Structural Functional Theory

The Structural Functional theory was propounded by Gabriel Almond in 1954, and popularized by David Easton. Structural functionalism developed slowly over time with the help of many social science scholars in different parts of the world. This approach looks at both social structure and social functions. It addresses society as a whole in terms of the functions of its constituent elements; namely norms, customs, traditions and institutions. A common analogy, popularized by Herbert Spencer, presents these parts of society as “organs” that work toward the proper functioning of the “body” as a whole.

Application of the Theory

The theory also focuses on how government institutions (structures) perform the assigned roles (functions). The way many such institutions as the legislature, the judiciary and the executive etc function, determines the development, stability and unification of that society. Based on the subject matter, it can then be stated that the function of the Federal Character Commission is based on enhancing the effective representation of all ethnic nationalities in Nigeria. Therefore, the structure has to perform its functions in making sure that the state, local government and other ethnic groups in the country have full representation in the appointment and selection of political officeholders and administrative staff in government institutions.

Empirical Studies

Chukwuemeka (2016) researched the federal character principle and employee commitment. In line with the above, three research objectives, three research questions and two research hypotheses guided the study. A survey research design was adopted, and a questionnaire was used as the instrument of data collection. The data collected were analysed using simple percentages and Pearson product-moment correlation coefficient. The findings revealed that for Nigeria to develop and achieve the height achieved by developed countries of the world by being one of the 20th strong and best economy, we must do without a consideration of multi nature of our nation. It was recommended that only qualified candidate should be appointed to

public positions irrespective of their tribe, race, ethnic group, state and local government. This will help to achieve high level of performance and productivity in the government business.

Keke (2015) examined the impact of the federal character principle on the performance of staff in the public sector and the productivity of government establishments. The objectives formulated include finding out the effect of the federal character principle on the productivity of staff in the civil service, examining the role of the federal character principle in the unity and development of Nigeria, finding out the problems of the federal character principle that hinder the performance of staff in government establishment and to determine the solution for effective performance of public service in Nigeria to enhance development. From the above objectives, the research formulated four research questions and two hypotheses. The study will be beneficial to the Nigerian government, civil/public servants and the general public. A survey research design was adopted, and a questionnaire was used as the instrument of data collection. The staff of Federal Character Commission and the National Directorate of Employment in Owerri, Imo State made up the population/ sample. The data collected were analysed using simple percentage and analysis of variance (ANOVA). The findings revealed that federal character principle have positive impact on the unity and development of Nigeria. But the issue of federal character principle has hindered merit and professionalism in Nigeria civil service. It was therefore recommended that the Nigerian government should adhere to the issue of merit system and professionalism in the implementation of the federal character principle.

Furthermore, Iheanacho (2015) investigated the effect of the federal character principle on the productivity of public sector employees. The study was carried out because the federal character principle since it was introduced has had both negative and positive impacts on the productivity of staff. The researcher formulated three research objectives, three research questions and three hypotheses. A survey research design was adopted, and a questionnaire was used as the instrument of data collection. The staff of the Federal Character Commission and the National Directorate of Employment made up the population/sample. The data collected were analysed using simple percentages and Pearson Product moment coefficient correlation. The findings revealed that the federal character principle has a positive impact on the unity and development of Nigeria. However, the issue of the federal character principle has hindered merit and professionalism in Nigeria's civil service. It was therefore recommended that the Nigerian government should adhere to the issue of merit system and professionalism in the implementation of the federal character principle.

Research Methodology

Research Design: For this study, the research design that is adopted by the researcher is a descriptive survey research design.

Population of the Study: The population of this study is therefore made up of the entire 200 staff of Abia State Oil Producing Area Development Commission (ASOPADEC). The organization has a total of 200 permanent staff which the researcher used for the study (ASOPADEC, 2024). From the above population, a sample was selected.

Sample Size Determination: Sampling involves taking a portion out of the entire population. The sample size is mathematically derived using Taro Yamane's formula as thus:

$$n = \frac{n}{1+n(e)^2}$$

Where:

n = sample size

e = margin of error = 5% or 0.05

$$n = \frac{200}{1+200(0.05)^2}$$

$$n = \frac{200}{1+200(0.0025)}$$

$$n = \frac{200}{1+0.5}$$

$$n = \frac{200}{1.5}$$

$$n = 133.33$$

∴ 133 people were sampled

The sample random sampling technique was adopted from the non-probability method which entails random selection of staff. Also, members of the population have an equal chance of being selected.

Research instrument: In this study, the researcher used both primary and secondary sources of data.

Method of data analysis: This work used tables, simple parentage and Pearson product-moment correlation coefficient to analyse the data collected.

Data Presentation

Out of 133 questionnaires distributed, only 120 were returned and used.

Item 1: Character principle affects employee recruitment.

Table 1: Responses on if character principle affects employee recruitment.

Options	No of Responses	% of Responses
Strongly Agree	43	35.8
Agree	35	29.2
Disagree	32	26.7
Strongly Disagree	7	5.8
Undecided	3	2.5
Total	120	100

Source: Field Survey (2024)

Table 1 indicates that 35.8% of the respondents strongly agreed that character principle affects employee recruitment, whereas 29.2% of the respondents agreed. Also, 26.7% of the respondents disagreed while 5.8% of the respondents strongly disagreed. However, 2.5% of the respondents were undecided.

Item 2: There is a significant relationship between the quota system and recruitment.

Table 2: Responses on whether there is a significant relationship between quota system and recruitment.

Options	No of Responses	% of Responses
Strongly Agree	39	32.5
Agree	29	24.2
Disagree	28	23.3
Strongly Disagree	10	8.3
Undecided	14	11.7
Total	120	100

Source: Field Survey (2024)

Table 2 indicates that 32.5% of the respondents strongly agreed that there is a significant relationship between quota system and recruitment, whereas 24.2% of the respondents agreed 23.3% of the respondents disagreed and 8.3% of the respondents strongly disagreed. Also, 11.7% of the respondents were undecided.

Item 3: Productivity can increase through adherence to the federal character principle.

Table 3: Responses on whether productivity can increase through adherence to the federal character principle

Options	No of Responses	% of Responses
Strongly Agree	44	36.7
Agree	36	30
Disagree	34	28.3
Strongly Disagree	4	3.3
Undecided	2	1.7
Total	120	100

Source: Field Survey (2024)

Table 3 shows that 36.7% of the respondents strongly agreed that productivity can increase through adherence to the federal character principle, which will make them adhere to policy, whereas 30% of the respondents agreed 28.3% of the respondents disagreed while 3.3% of the respondents strongly disagreed. However, 1.7% of the respondents were undecided.

Item 4: There is a significant relationship between character principle and employee promotion.

Table 4: Responses on whether there is a significant relationship between tribal affiliation and productivity/output maximization in the organization.

Options	No of Responses	% of Responses
Strongly Agree	40	33.3
Agree	31	25.8
Disagree	29	24.2
Strongly Disagree	8	6.7
Undecided	12	10
Total	120	100

Source: Field Survey (2024).

Table 4 shows that 33.3% of the respondents strongly agreed that there is a significant relationship between tribal affiliation and productivity/output maximization in the organization, whereas 25.8% of the respondents agreed but 24.2% of the respondents disagreed while 6.7% of the respondents strongly disagreed and 10% of the respondents were undecided.

Item 5: There is a significant relationship between character principle and employee retirement.

Table 5: Responses on whether there is a significant relationship between character principle and employee retirement.

Options	No of Responses	% of Responses
Strongly Agree	45	37.5
Agree	36	30
Disagree	34	28.3
Strongly Disagree	3	2.5
Undecided	2	1.7
Total	120	100

Source: Field Survey (2024)

Table 5 above shows that 37.5% of the respondents strongly agreed that there is a significant relationship between character principle and employee retirement whereas 30% of the respondents agreed but 28.3% of the respondents disagreed while 2.5% of the respondents strongly disagreed. 1.7% of the respondents were undecided.

Item 6: Effective employee retention will enhance organizational growth through the federal character principle

Table 6: Responses on whether effective employee retention will enhance organizational growth through the federal character principle.

Options	No of Responses	% of Responses
Strongly Agree	41	34.2
Agree	31	25.8
Disagree	30	25
Strongly Disagree	8	6.7
Undecided	10	8.3
Total	120	100

Source: Field Survey (2024)

Table 6 above indicates that 34.2% of the respondents strongly agreed that effective employee retention will enhance organizational growth through the federal character principle whereas 25.8% of the respondents agreed while 25% of the respondents disagreed. 6.7% of the respondents strongly disagreed while 8.3% of the respondents were undecided.

Testing of Hypotheses

The hypotheses are stated in chapter one was tested in this section. The tests of hypothesis were based on respondent responses on the questionnaire distributed.

H₀₁: There is no significant relationship between federal character principle and appointment.

To test this hypothesis, tables 1 and 2 were used.

X	Y	XY	X²	Y²
43	39	1849	1521	1677
35	29	1225	841	1015
32	28	1024	748	896
7	10	49	100	70
3	14	9	196	42
120	120	4156	3442	3700

$$\sum X = \sum y = 120; \sum x^2 = 4156; \sum y^2 = 3442; \sum xy = 3700; n=5$$

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{(n\sum x^2 - (\sum x)^2)(n\sum y^2 - (\sum y)^2)}}$$

$$r = \frac{5(3700) - (120)(120)}{\sqrt{5(4156) - (120)^2)(5(3442) - (120)^2}}$$

$$r = \frac{18500 - 14400}{\sqrt{(20780 - 14400)(17210 - 14400)}}$$

$$r = \frac{4100}{\sqrt{6380 \times 2810}}$$

$$r = \frac{4100}{\sqrt{17927800}}$$

$$r = \frac{4100}{4234.12}$$

$$r = 0.969$$

$$r = 0.969$$

$$r = 0.969$$

$$r = 0.969$$

$$r = 0.969$$

$$4234.12$$

$$r = 0.969$$

The test statistic is t-test hence:

$$t_{cal} = r \frac{n-2}{\sqrt{1-r^2}}$$

$$t_{cal} = 0.969 \frac{5-2}{\sqrt{1-(0.969)^2}}$$

$$t_{cal} = 0.969 \frac{3}{\sqrt{1-0.939}}$$

$$t_{cal} = 0.969 \frac{3}{\sqrt{0.061}}$$

$$= 0.969 \sqrt{49.181}$$

$$t_{cal} = 0.969 \times 7.013$$

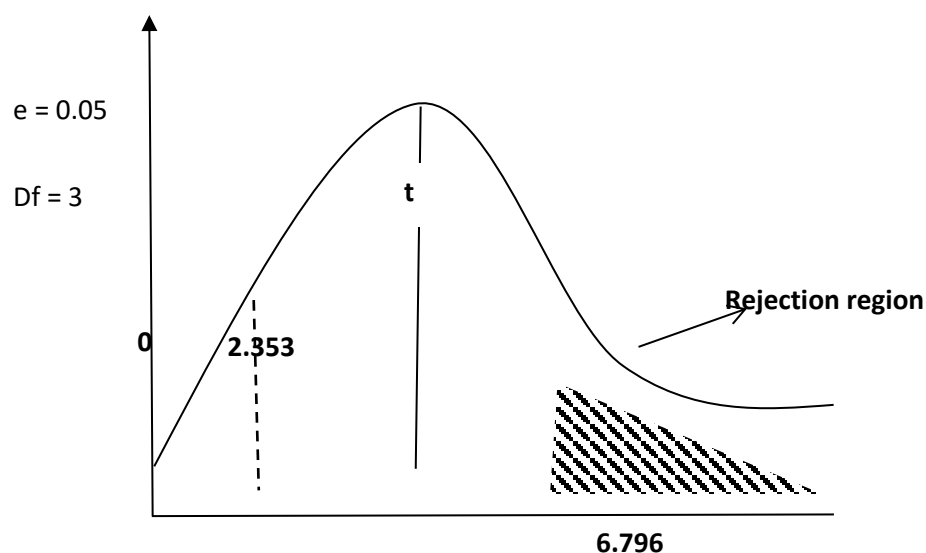
$$t_{cal} = 6.796$$

But $t_{0.05, 3} = 2.353$

t_{tab} at 0.05 level of significance and 3df = 2.353

$\therefore t_{0.05, 3} = 2.353$

Decision: Since the calculated value of t, 6.796 was more than the tabulated value of t, 2.353, the researcher accepted the alternative hypothesis and rejected the null hypothesis. And so, conclude that there is a significant relationship between the federal character principle and appointment.



Ho2: Federal character principle has no effect on employee promotion.

To test this hypothesis, tables 3 and 4 were used.

X	Y	XY	X ²	Y ²
44	40	1936	1600	1760
36	31	1296	961	1116
34	29	1156	841	986
4	8	16	64	32
2	12	4	144	24
120	120	4408	3610	3918

$$\sum X = \sum Y = 120; \sum x^2 = 4408; \sum y^2 = 3610; \sum xy = 3918; n=5$$

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{(n\sum x^2 - (\sum x)^2)(n\sum y^2 - (\sum y)^2)}}$$

$$r = \frac{5(3918) - (120)(120)}{\sqrt{5(4408) - (120)^2)(5(3610) - (120)^2}}$$

$$r = \frac{19590 - 14400}{\sqrt{(22040 - 14400)(18050 - 14400)}}$$

$$r = \frac{5190}{\sqrt{(7640)(3650)}}$$

$$r = \frac{5190}{\sqrt{27886000}}$$

$$r = \frac{5190}{5280.72}$$

$$r = 0.97$$

$$r = 0.97$$

$$r = 0.97$$

$$r = 0.97$$

The test statistic is t-test hence:

$$t_{cal} = r \sqrt{\frac{n-2}{1-r^2}}$$

$$t_{cal} = 0.983 \sqrt{\frac{5-2}{1-(0.983)^2}}$$

$$t_{cal} = 0.983 \frac{3}{\sqrt{0.033}}$$

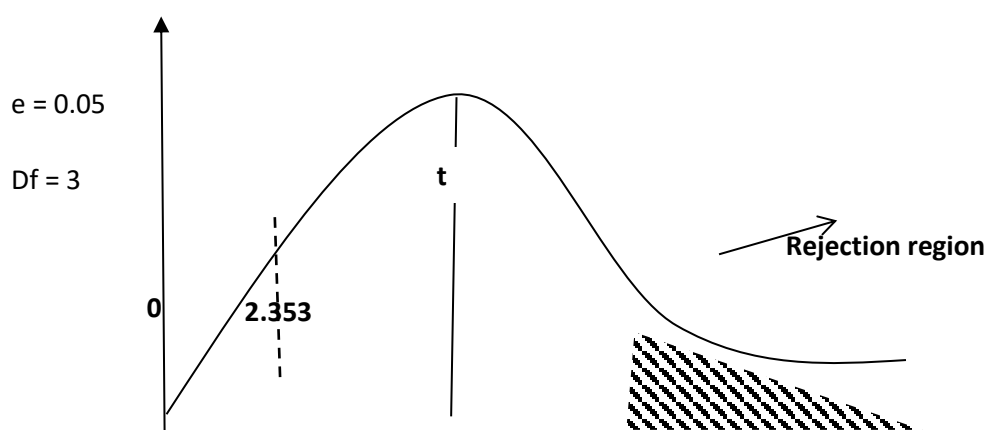
$$= 0.969 \sqrt{90.909}$$

$$= 0.983 \times 9.53$$

$$t_{cal} = 9.368$$

But $t_{0.05, 3} = 2.353$

Decision: Since the calculated value of t, 9.368 was more than the tabulated value of t, 2.353, the researcher accepted the alternative hypothesis and rejected the null hypothesis. And so, conclude that federal character principle has effect on employee promotion.



~~**H₀₃:** There is no significant relationship between federal character principle and employee retirement.~~

To test this hypothesis, tables 5 and 6 were used.

X	Y	X ²	Y ²	XY
45	41	2025	1681	1845
36	31	1296	961	1116
34	30	1156	900	1020
3	8	9	64	24
2	10	4	100	20
120	120	4490	3706	4025

$$\sum X = \sum Y = 120; \sum X^2 = 4470; \sum Y^2 = 3706; \sum XY = 4025; n = 5$$

$$r = \frac{n \sum XY - \sum X \sum Y}{\sqrt{(n \sum X^2 - (\sum X)^2)(n \sum Y^2 - (\sum Y)^2)}}$$

$$\sqrt{(n \sum X^2 - (\sum X)^2)(n \sum Y^2 - (\sum Y)^2)}$$

$$r = \frac{5(4025) - (120)(120)}{\sqrt{5(4490) - (120)^2}(5(3706) - (120)^2)}$$

$$r = \frac{20125 - 14400}{\sqrt{(22450 - 14400)(18530 - 14400)}}$$

$$r = \frac{5725}{\sqrt{8050 \times 4130}}$$

$$r = \frac{5725}{\sqrt{33246500}}$$

$$r = \frac{5725}{5765.98}$$

$$r = 0.993$$

The test statistic is t-test hence:

$$t_{cal} = r \frac{n-2}{\sqrt{1-r^2}}$$

$$t_{cal} = 0.993 \frac{5-2}{\sqrt{1-(0.993)^2}}$$

$$t_{cal} = 0.993 \frac{3}{\sqrt{1-0.986}}$$

$$t_{cal} = 0.993 \frac{3}{\sqrt{0.014}}$$

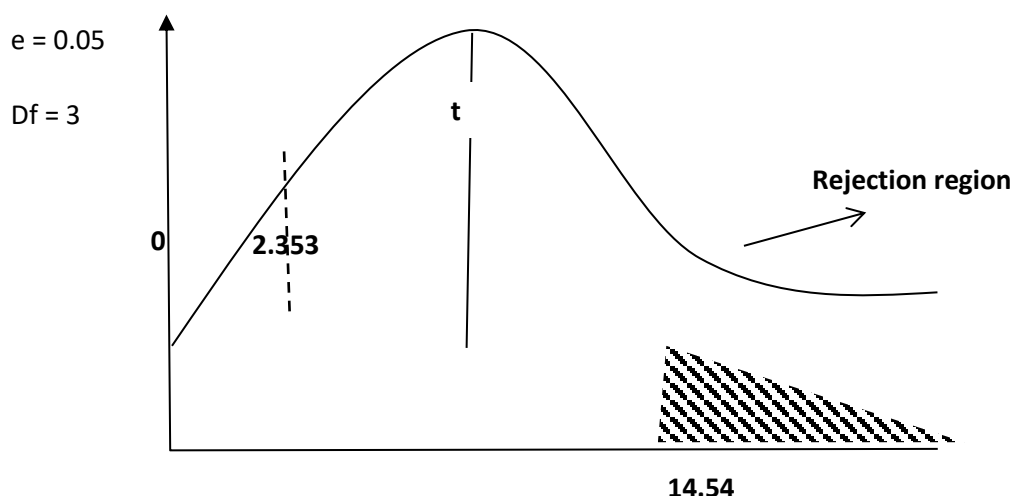
$$= 0.993 \sqrt{214.29}$$

$$t_{cal} = 0.993 \times 14.64$$

$$t_{cal} = 14.54$$

But $t_{0.05, 3} = 2.353$

Decision: Since the calculated value of t , 14.54 was more than the tabulated value of t , 2.353, the researcher accepted the alternative hypothesis and rejected the null hypothesis. And so, conclude that there is significant relationship between federal character principle and employee retirement.



Conclusion

The researcher discovered that nepotism with its related problems encourages the establishment of the Federal Character Principle in the country. Also, the strict application of the federal character principle in job appointment and promotion in the civil service will lead to ill-prepared candidates being employed, and this will in turn perpetuate inefficiency. Lack of training or proper qualification is, therefore, a contributory factor to the inefficiency of the civil service because a worker who is not adequately trained or not trained at all will not know or perform his job well.

Therefore, one would want to say that the application of the federal character principle can only work if and only when it is compulsory and quality education for all Nigerians in order to improve the level of political, economic, social and cultural awareness of the citizenry: the method of recruitment could be free and fair and for the most qualified candidates; and promotion of national unity through sustainable development of all the federating units in the area of infrastructural facilities and general welfare of the citizenry.

This study therefore concludes that the federal character principle was enshrined in 1979 constitution (and subsequent constitutions) of the Federal Republic of Nigeria based on the heterogeneous nature of the country and the need to enhance balancing. However, the country has grown to the extent that every section, region, ethnic group or state in the country now has highly qualified human resources. For that, the federal character principle has served its purpose and should give way for merit system, and professionalism so as to ensure high performance of workers in public sector.

Recommendations

Based on the findings, the following recommendations were made:

1. Recruitments and appointments in all government establishments should be done based purely on qualification, experience, capabilities and professionalism.
2. Promotion, responsibility/position, training and re-training in such government establishment should purely be based on merit, input contribution to service. This will help us to promote excellence and quality as it will encourage Nigerians to put in all their life endeavour.
3. Only qualified candidate should be appointed to public positions irrespective of their tribe, race, ethnic group, state and local government. This will help to achieve high level of performance and productivity in the government business.
4. There should be effective training and manpower development of the employees as it ought to be. This will help the government workers to perform very well in doing their job. Training and development can be used to empower workers with low qualification and low experience.

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