

Capacity Building as a Tool for Enhancing Service Delivery of Civil Servants in Ogun State

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Abstract

Capacity building is the basis for an organisation's efficiency, enhancement of employees' productivity and competitiveness. Prompt service deliveries of civil servants make people in a country possess high-quality life and worthy living. This study examined how capacity building could enhance service delivery of Civil Servants in Yewa South Local Government Area, Ogun State, Nigeria. The study adopted a descriptive survey design with the use of structured questionnaire administered on senior members of staff selected randomly from Civil Servants in Yewa South Local Government Area, Ogun State, Nigeria. However, ninety eight (98) copies of the questionnaire were retrieved and used as sample for the study. Data collected were analysed with frequency counts, percentage and mean method. The study concluded that capacity building as a tool enhanced civil servants' excellent performance towards prompt service delivery in Yewa South Local Government Area, Ogun State, Nigeria. It was recommended that government should make adequate provision in its budget for continuous capacity enhancement for civil servants' effectiveness and efficiency toward effective service delivery to the citizens.

Keywords: Capacity Building, Tool, Service Delivery, MDAs, Civil Servants.

Introduction

The statutory duty of every government all over the world is to provide basic amenities that would make life bearable for her citizens. This is done through policy formulation and implementation. While political leaders formulate policies, civil servants carry out the implementation for the benefits of the people. Civil service resourcefulness and efficiency in delivering services cannot be achieved without proper management of information and capacity building for national development. Service delivery is indispensable to individuals, entrepreneurs, academics, organisations and government to facilitate innovations and creativities in meeting the longings of the general public. Without, the public would be deprived of government's attention, goods and services would not be known, and intellectuals' knowledge would be stagnant.

Civil Service is the body that oversees government activities and implements policies; and as well carry-out programmes of the ruling government. Eke (2016), posited that civil service in Nigeria is traceable to Lord Lugard's administration and comprised workers in the various Ministries, Departments and Agencies (MDAs) apart from political office holders. It was created by the British Colonial Administration and Amalgamation of 1914. The British government introduced the rudiments of Public Bureaucracy because of the annexation of Lagos in 1861. This administrative structure was later transformed into what is known as Nigerian Civil Service today. He said further that no modern government accomplished its vision and mission without a virile civil service to make input into the policy making process and the implementation of such policies.

According to Abah, Abdulahhi and Modibo (2020), civil service comprised workers liable of designing; formulating and implementing public policy; discharge government functions, and development programmes in an effective and efficient way. It is the stable government and most significant managerial arm of government which is void of politics (Giri and Shakya, 2018). Rasul and Rogger (2016), affirmed civil service to be governed by a set of public service rules and financial regulations, ad hoc circular instructions, decrees circulated across government and gazette notices (decrees published in the government's gazette). Government gazette summarizes the laws regulating the activities of government and cover service appointments, promotion, training, exits, discipline, salaries and other major aspects of official assignments.

Civil servants pivot the wheel of Ministries, Departments and Agencies (MDAs) of government; and they take the front position while implementing government policies. They put into effect rules and regulations of government to bring about efficiency in service delivery toward enhancing publics' confidence in government; and as well ensure total compliance to the rules and regulations.

The Legal Dictionary (2020) defined civil servants as workers in the civil service who are also known as public employees. They are part and parcel of the executive arm of government that is permanent government officials (Eke, 2016); manned the engine box that drives the affairs of government (Abah et al, 2020); in teaching, sanitation, finances, agriculture, health care, transport, community development, physical planning and administrative arm of the federal, state and local government.

Civil servants' effectiveness and efficiency should not be an understatement because its importance to service delivery is highly indispensable and significant in achieving developmental goals of government toward her citizens. According to Nubarlity (2019), the civil service rule PSR 2205 and 02206 posited the Nigerian civil servants as so strategically located in roles, functions, activities, resources that their performance determines the state pace and level of development. There is no doubt that they are the driving force for government, vital to the improvement of planning and synergy, fundamental and link up development plans for government's mission and vision attainment. Therefore, civil servants as medium by which government initiates, formulates and implements policies to enhance governance through resourcefulness reveal the state of the nation as no nation has been able to advance beyond its civil service (Osawe, 2015).

Civil servants' service delivery at times may be confronted with some challenges which serve as impediments to government vision and mission. According to Oyedele (2015), civil service in Nigeria has not been delivering services as expected of them. He stated further that services being rendered by the Civil Servants have been in disarray, unfounded, substandard, inferior, terrible, rigid, and nothing to write home about. Infrastructures are in a pitiable state while there is no maintenance culture for the few available ones. Lawal (2014), avowed that roads are not well catered for, epileptic electricity supply; health institutions are in state of dilemma without drugs and insufficient health workers, while water supply projects are

abandoned. Also, Ndevu and Muller (2017) stated that deficiencies in civil service affect negatively the delivery of civil servants' mandate to the public.

The Nigerian Scholars (2020), asserted that unqualified personnel are appointed sometimes or promoted into a position he cannot function well, while the qualified person is passed over due to favouritism in the civil service. Also, long rule of the military destroyed the civil service because unqualified personnel were positioned into places they could not handle very well. Further, the creation of many states, particularly, 12 and 19 states by Gowon and Obasanjo Regimes made the then government catapulted civil servants in lower cadres to occupy Grade Level 12 vacant positions. This step, seriously affected prompt service delivery and ruined the civil service as unqualified personnel were manning offices they could not handle very well (Ogunna, 1999).

According to Chizoba (2020), the biggest challenge of quality service delivery in the country is poor civil service. Giri and Shakya (2018) opined that the challenge of building civil servants' capacity may not necessarily connote replacing retired officers, updating their skills and knowledge for optimum service delivery alone; but, lack of equal distribution of infrastructures; human capital and interference of political office holders. Other include lack of expansion of government agencies, bureaucracy in service delivery, failure to make individual officials responsible; lack of delegation of authority; groupings and factions also form bottlenecks to effective service delivery of civil servants.

On the other hand, good governance enhances a nation's economic growth through Ministries, Departments and Agencies (MDAs) that create, put into practice and control resources proficiently. Loyalty to principles of good governance brings about accountability, participation, transparency, rule of law, openness, efficiency, effectiveness and equitable distribution of resources. Chizoba (2019), therefore avowed that good governance is very important for countries to develop. John (2020) opined that the most important component in good governance is service delivery where efficient and effective delivery of good services is the *raison d'être* of government since no government avers to be thoroughly represented when it is not driven by her citizens' well-being. Civil servants then stimulate prompt service delivery and mediate between the public and government as well-incorporated advancement of service delivery sustains mission accomplishment, employees' performance, improvement of group

abilities and individual competencies. Hence, service delivery is indispensable undertakings MDAs guaranteed for government continuous vision and mission attainment (Giri, 2019).

Attaining government mission and vision, civil servants' knowledge enrichment through capacity building should focus on resolving environmental and economic challenges, and as well improve on provision of social amenities to the populace. Chizoba (2019), affirmed that civil servants being the resident tool may not only implement policies but also provide good governance. The need for building staff capacity cannot be overemphasized in the present-day when knowledge capital drives operations of organisations because absence of systematic training is responsible for capacity gaps in most MDAs (John, 2020). Building civil servants' capacity through training, seminars, and workshops build up intrinsic knowledge to exhibit expertise in handling changing circumstances (Agunyai, 2015). Therefore, civil servants' service delivery would be geared up towards national development through capacity building. This study therefore investigated how capacity building serves as a tool for enhanced service delivery of civil servants in Yewa South Local Government Area, Ogun State, Nigeria.

Statement of the Problem

The value of civil servants' service delivery for government and general public cannot be overestimated as unrestricted service delivery is crucial to guaranteeing the wellbeing of a nation and motivation toward economic development. Civil servants have not been able to position themselves for qualitative service delivery as the heartbeat and driving force that synergize and strategize to attain government vision and mission.

Unfortunately, the dreadful position of bureaucracy with other civil service features sourced leadership crash and the simultaneous wearing down of civil servants' service delivery values that contributes to the disintegration conspicuously identified with civil service administration bottlenecks such as keep in view (k.i.v), wait for your turn, to mention but a few. This study therefore examined how capacity building enhanced service delivery of civil servants in Yewa South Local Government Area, Ogun State, Nigeria.

Objectives

The objective of this study was to examine how capacity building serves as a tool for enhanced service delivery of civil servants in Yewa South Local Government Area, Ogun State, Nigeria. The study examined the roles of Civil Servants in the governance of Yewa South Local

Government Area, Ogun State, and the challenges facing civil servants' service delivery were also investigated.

Research Questions

1. What are the roles of Civil Servants in the governance of Yewa South Local Government Area of Ogun State, Nigeria?
2. What are the challenges facing civil servants' service delivery?
3. How does capacity building enhance civil servants' service delivery?

Methodology

This study was a descriptive survey carried out in Yewa South Local Government Area of Ogun State, Nigeria. The population comprised senior civil servants of MDAs in the Local Government Area. A total number of one hundred and twenty (120) respondents were randomly selected for the study as sample. Questionnaire which consists of 13 items was the main instrument used to gather data for information sought on capacity building as a tool in enhancing service delivery of civil servants in Yewa South Local Government Area of Ogun State. The questionnaire was validated by management experts. However, respondents were asked to choose one out of the four options provided as Strongly Agree – 4; Agree – 3; Disagree – 2, and Strongly Disagree – 1. 120 copies of the questionnaire were produced and administered on the selected respondents used for the study. However, 98 copies of the administered questionnaire were retrieved and used for analysis. Data collected were analysed with frequency counts, percentage and mean method with the acceptance value of not be less than 2.50.

Results

Table 1: Descriptive Figures of the Perceived Response on the Roles of Civil Servants in the governance of Ogun State

	Items	f	SD	D	A	SA	Total	Mean
1	Civil servants implement government policies.	4	4	10	32	52	98	3.40
		4.1	4.1	10.2	32.6	53.1	100	
2	Government vision materializes through Civil Servants.	0	0	4	44	50	98	3.47
		0	0	4.1	44.9	51	100	
3	Assures good governance.	0	0	12	34	52	98	3.41
		0	0	12.2	34.7	53.1	100	
4	Civil servants' performance determines the pace and level of development.	0	0	0	32	66	98	3.67
		0	0	0	32.7	67.3	100	
Grand Mean = 3.49								

Field Survey, 2020

Table 1 showed the grand mean of 3.49 which depicted that civil servants played significant role in the governance of Yewa South Local Government Area of Ogun State, Nigeria.

Table 2: Descriptive Figures of Perceived Response on the Challenges facing civil servants' service delivery

	Items	f	SD	D	A	SA	Total	Mean
5	Official bureaucracy.	0	0	2	30	66	98	3.65
		0	0	2	30.6	67.3	100	
6	Lack of continuity in governance.	0	0	2	38	58	98	3.57
		0	0	2	38.8	59.2	100	
7	Non prompt maintenance of already available services.	0	0	0	30	68	98	3.69
		0	0	0	30.6	69.4	100	
8	Poor funding of services to be provided.	0	0	2	32	64	98	3.63
		0	0	2	32.7	65.3	100	
9	Interference from politicians.	2	2	2	24	70	98	3.65
		2	2	2	24.5	71.4	100	
Grand Mean = 3.64								

Field Survey, 2020

Table 2 revealed 3.64 as the grand mean which depicted that civil servants are facing challenges militating against service delivery in Yewa South Local Government Area of Ogun State, Nigeria.

Table 3: Descriptive Figures of Perceived Response on Extent to which capacity building enhances civil servants' service delivery

	Items	SD	D	A	SA	Total	Mean	
10	Capacity building produces value oriented service delivery.	f	0	4	32	62	98	3.59
		%	0	4.1	32.6	63.3	100	
11	It promotes efficient service delivery.	f	0	0	44	54	98	3.45
		%	0	0	44.9	55.1	100	
12	Identify and organise personnel needs for MDAs.	f	2	6	38	52	98	3.42
		%	2	6.1	38.8	53.1	100	
13	Aids the building-up of necessary device for result oriented service delivery.	f	2	4	36	56	98	3.22
		%	2	4.1	36.7	57.1	100	
Grand Mean = 3.42								

Field Survey, 2020

Table 3 also showed 3.42 grand mean because capacity building as tool enhanced civil servants' service delivery in Yewa South Local Government Area of Ogun State, Nigeria.

Discussion of Findings

Items one to four were used to collect data on research question one. The result revealed mean responses of 3.40, 3.47, 3.41, 3.67 with their corresponding combined percentage of agreed and strongly agreed responses as 85.2, 94.9, 87.8 and 100 in that order. The result showed that research question one which sought to know whether civil servants played significant roles in the governance of Ogun State, Nigeria was upheld. This is in line with Eke (2016) assertion that civil servants are part and parcel of the executive arm of government which is permanent government officials that contributes to the policy making process and the implementation of such policies. Also, it corroborates Abah, Abdullahi and Modibo (2020) position that civil servants manned the engine box that drives the affairs of government.

Items five to nine were used to gather data on research question two which sought information on the challenges facing civil servants' service delivery. The result showed mean responses of 3.51, 3.65, 3.57, 3.69, 3.63 and 3.65 with combined percentage of agreed and strongly agreed responses as 98, 97.9, 98, 100, 98 and 95.9 respectively. With the Grand Mean of 3.60, the research question was upheld. The result of this study is in tandem with Chizoba (2020) assertion that biggest challenge of quality service delivery in the country is poor civil

service. Also, it corroborates John (2020) position that services fail when they are not timely delivered with the right quality that indicates shoddiness and tardiness due to wrong directives, bureaucratic delays in processing requisite approvals, non availability of needed resources at the right time, lack of target setting with timelines, corruption, and indiscipline.

Items ten to thirteen were used to gather data on research question three which sought the extent to which capacity building enhances civil servants' service delivery. The result revealed mean responses of 3.59, 3.45, 3.42 and 3.22 with combined agree and strongly agreed percentage of 95.9, 100, 91.9 and 93.8 correspondingly. Based on the results, the Grand Mean of 3.39 was generated showing that the research question was upheld. The result of this study is in line with John (2020) position that building staff capacity is not an exaggeration in the present-day when knowledge capital drives operations of organisations because the absence of systematic training is responsible for capacity gaps in most MDAs. Also, it is in tandem with Agunyai (2015) views that civil servants' capacity building through training, seminars, and workshops build up intrinsic knowledge to display enhanced service delivery.

Conclusion

Civil Servants' prompt service delivery, is the evidence of government's commitment to good governance and well-being of her citizens. Capacity building therefore produces value oriented environment for efficient service delivery; identify and put in order personnel needs for efficiency and effectiveness in implementing government policies.

Capacity building therefore reduces wastages in governance and builds up the required device for result oriented service delivery of civil servants.

Recommendations

The study therefore recommends that:

- Government should make adequate provision in its budget for continuous capacity enhancement for civil servants' effectiveness and efficiency toward service delivery.
- Government should encourage continuous capacity building programmes for value oriented service delivery.
- Government should staff civil service with competent hands to enrich organisational potency.

- Government should provide the necessary gadgets to aid result oriented service delivery.
- Prompt maintenance culture should be instituted for already available services to better the citizenry condition of living.
- Government should imbibe the culture of continuity in governance for wastages reduction.
- Government should see civil servants' as executioner of its vision towards national development.
- Constitutionalism of civil service should be void of political office holders' interference for value oriented service delivery.

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