

# **Plateau State Civil Service Commission and its Impact on the Development of the State, 1976-2015**

**Peter Wilfred Naankiel**

*Department of History and International Studies,  
Federal University of Lafia, Lafia, Nasarawa State, Nigeria  
Email-naankiel@gmail.com*

## **ABSTRACT**

**P**lateau State Civil Service Commission (PSCSC), a statutory body in-charge of the state Civil Service, has obviously contributed significantly to the development of the state since 1976, when it was established. This study sets out to interrogate its impact from 1976 to 2015. Using both primary and secondary data. The study reveals that the Commission has contributed to the development of Plateau State, basically through its core functions of recruitment, training, promotion, discipline, retirement and processing/paying pension and gratuity. The major challenges faced by this Commission include political interference and misdeeds, corruption, indiscipline, erosion of ethical values and professionalism, tribalism and favouritism among others. The study submits that through its functions, PSCSC has largely exerted positive impact on the development of Plateau State. It recommends change through operational legislations with accompanying penalties, efficacious application of the civil service rules without fear or favour, effective leadership, adequate monitoring and supervision, independence of the Commission, discipline and changed attitude.

**Keywords:** *Impact, Plateau Civil Service Commission (PSCSC), Development, Challenges*

## **Introduction**

Public institutions are globally known to be productive and impactful in various regards amidst their lapses. Those of Nigeria, such as the Civil Service and Civil Service Commission, are likewise. They engage in service delivery to the government, the populace and the society at large. The Plateau State Civil Service Commission (PSCSC) is an all-important public institution that oversees the entire affairs of the Plateau State Civil Service (PSCS). Globally, Civil Service is an indispensable agency of government saddled with the responsibilities of ensuring smooth and efficient delivery of government administration. Next, through proper training of personnel in technical and non-technical fields, recruitments, promotions, transfers, the Civil Service Commission of every state and country provides the administrative framework upon which the day-to-day management of government affairs rests. Therefore, scholars, practitioners and other authorities believe that the ideas and strategies necessary for the development of any nation have a direct bearing on the efficiency and effectiveness of its Civil Service. The importance and necessity of the Civil Service to nation building and in the implementation of government policies have been captured thus:

A strong political leadership needs neutral, efficient, honest civil service. Officers must be recruited and promoted completely on merit. They have to share the same nation-building philosophy and development goals of the political leaders. They must be adequately paid so that temptations will not be difficult to resist. An impartial [and] capable Public Service Commission has to be

shrewd at assessing character. Appointments, awards of scholarships must be made to the best candidates.<sup>1</sup>

Historically, the Nigerian Civil Service as well as the Civil Service Commission has a colonial origin. Specifically, it is traced to the emergence of British colonialists in Lagos and the subsequent subjugation and amalgamation of Southern and Northern Protectorates in 1914 by Sir Lord Fredrick Lugard.

After Nigeria's Independence in 1960 and the subsequent creation of new states, there was the need to establish new state (regional) based civil service commissions. The new civil service commissions were expected to provide the needed framework for effective day-to-day workings of government. This is mainly because of the nature and performance of the Civil Service Commission, whether state or federal, has great implications on the lives of people. The need for an honest and upright Civil Service, backed up by neutrality and efficiency of productivity, is essential for nation building and the full implementation of government policies. For this to be achieved, the Commission, saddled with the responsibility of co-ordinating the affairs of Civil Servants must fulfil its core mandates of objective recruitment, promotion, discipline and retirement of civil servants without fear or favour, based on professionalism and established standards, and ensuring transparency in carrying out its functions and in government administration. For efficiency, the Civil Service has been decentralised to state level since the early years of independence, following the colonial legacy cum practice. To that end, the Plateau State Civil Service Commission had been created in April, 1976.

Hence, this study sets out to analyse the formation, core responsibilities, changes, impact and challenges of the Plateau State Civil Service Commission since its creation in 1976 up to 2015. It focuses specifically on its

impact on the development of the state since 1976. In other words, arising from the above concern, this research descriptively analyses how the Civil Service Commission in Plateau State has been able to fulfil its foundational mandates to the state, through which it contributes to the development of the state, particularly through the ministries, departments and agencies it oversees. It is thus guided by the following posers, which it sets out to answer:

What are the activities carried out by the Commission within the period under study?

What impacts has the Commission been able to make in order to enhance the development of Plateau State since 1976, especially under the military and civilian dispensations?

What are some of the challenges impeding the full realization of the impact of the Commission to the overall development of the state?

### **Conceptual Clarifications and Theoretical Framework**

In order to put the discourse in proper perspective and give the work a clear direction, it is pertinent to begin this section with the major concepts that constitute the keywords of the study.

**Civil Service:** The term civil service has been differently conceptualised according to their persuasions. While some view them not only as implementers of government policy and part of the bureaucracy responsible for service delivery,<sup>2</sup> others view them as strictly those government workers in Ministries, Departments and Agencies.<sup>3</sup> Besides, there is even the debate as to whether public service and civil service is the same.<sup>4</sup> In spite of these opinions, this study maintains that the civil service is the vital arm of government that performs the function of implementing government policies in ministries, agencies, parastatals and departments. The implementation of these functions is obviously undertaken by career civil servants, whose terms of appointments are guided by the civil service rules. It would be stated that the Civil Service

Commission at the second tier of government is responsible for overseeing the activities of the civil servants especially in terms of recruitment, appointment and training, amongst others as stipulated by the laws that established it.

**Commission:** This study conceptualises a commission as a group of people within a body authorised by government to carry out certain multiple functions for the achievement of certain institutional goals that are geared towards the development of an area,<sup>5</sup> a people,<sup>6</sup> a government and the given body/sector to which it is an appendage and a watchdog,<sup>7</sup> and towards pursuing, rendering and attaining qualitative service delivery to all concerned. Hence, a commission must first have the statutory powers to act and perform certain duties entrusted on it by law. It is within these parameters that the study situates the discourse on the Plateau State Civil Service Commission.

### **Theoretical Framework**

This goes without saying, every study of this nature needs a theoretical backing. The functionalist theory is adopted for this study. This is because the study aptly explains the reasons for the establishment of Plateau State Civil Service Commission (PSCSC). It thus reflects the functions cum impact of the PSCSC, which contribute to the entire development of the state.

From the viewpoint of the functionalist theory, the PSCSC is established to perform certain functions and so falling short of the functions means it is deficient or not functional. Government with its agents evolves to serve various strategic and essential functions for the functionality and survival of the society in various regards. Failed government (governance) thus implies non-functional or irresponsible government. The theorists use the terms functional and dysfunctional to describe the effects of social elements on society. Elements of society are functional if they contribute to social stability and

dysfunctional if they disrupt social stability.<sup>8</sup> These terms, functional and dysfunctional, apply to the case under study. The fulfilment of the functions of the PSCSC implies the functional element, while the failure in service delivery implies the dysfunctional element of the functional theory. Some aspects of society can be both functional and dysfunctional. They identify two types of functions: manifest and latent. Manifest functions are consequences that are intended and commonly recognised. Latent functions are consequences that are unintended and often hidden.<sup>9</sup>

Also, the proponents of this school of thought reason that the society is a system of interconnected parts that work together in harmony to maintain a state of balance and social equilibrium for the whole. And, each part of the society works or functions singly and collectively for the good of all or the entire society. Each organ of the society plays a crucial role in the functionality, stability and sustenance of the society. Durkheim<sup>10</sup> the classical pioneer of the functionalist theory, emphasizes integration through interdependence, in which the parts of the whole reciprocate services as do the parts of an organism. By implication, he likens the connectivity between and among things to the bodily functional connectivity that characterizes organisms, for which they are interdependent and cannot function or work in isolation.

Like others, Durkheim sees socio-political phenomenon as entities that work collectively in a functional manner for the good of all. PSCSC is one of such socio-political phenomena working independently and interdependently for the good of all civil servants (the whole Civil Service), the government and the society at large.

Clearly, this view reflects the discourse on the impact of PSCSC on the development of Plateau State. From his sociological point of view, Durkheim insists that to explain any social phenomenon, it is necessary to

identify the cause, which produced it along with the function which it fulfils, beginning always with the former. That is, it is from the cause that the effect draws its energy, but it also restores it to the cause on occasion, and consequently, it cannot disappear without the cause showing the effects of its disappearance. It implies that the establishment of the PSCSC followed a cause, while the effect is the envisioned prospects in terms of the functions through which it contributes to the development of Plateau State. Theoretically and empirically, it proves the connectivity between PSCSC and Civil Service in Plateau and beyond. It is to that end that this study concerns itself with appraising its impact so far since its creation in 1976, with a view to ascertaining its major achievements and challenges.

### **Plateau State Civil Service Commission and its Impact on the Development of the State, 1976-2015**

This section discusses the impact of the Plateau Civil Service Commission on the development of the state from 1976 to 2015. Accordingly, the recruitment function of PSCSC entails appointing new civil servants to fill in vacancies in the Plateau State Civil Service, as it is with the Civil Service of the Federal Republic of Nigeria.

Even though the Civil Service Commission would claim to always follow due process in its recruitment procedures with emphasis placed on merit, oral sources consulted at fieldwork have expressed mixed feelings about the claimed due process and merit. Some maintained that due process and merit were followed accordingly during the military era, particularly during JD Gomwalk's administration, unlike in the civilian era when lobbying, favouritism, tribalism and Godfatherism have taken precedence over recruitment, appointment and promotion. The irregularities in the civilian era ushered negative changes, such that even when vacancies are

advertised, it takes having a godfather to be successfully enlisted. Meritocracy is sacrificed for mediocrity. There is simply 'no recruitment' into the State Civil Service in the civilian administration, because politics has negatively affected almost all the necessary laid-down due processes, which had been erstwhile maintained to a large extent during the military era.

Recruitment during the military era was so massive and based on merit without any ethnic, religious and social sentiments, amongst others. For example, Nancer Ladan noted that recruitment during military administrations was usually characterised by arbitrariness and boycott of normal procedures; civilian administrations adhere to laid-down procedures but are often times characterised by lobbying, nepotism and favouritism.<sup>11</sup> In fact, Patricia Kaneng Gyang, J. Dakup, S. Yunana and J. Asabe also affirmed that recruitment by the PSCSC during military dispensations and civilian eras differ. They claim that the exercise during the military was characterised by eligibility such as being a Nigerian and having the requisite educational qualification and experience. In fact, the process starts with announcement in both print and electronic media for applicants to apply for vacant positions and the entire process was based on merit.<sup>12</sup>

Unfortunately, recruitment in the democratic era is most times done silently without adverts and not based on merit. Merit is jettisoned as people get recruited into the service based on political affiliations. In fact, Gyang, Dakup, Yunana and Asabe assert that selfish leaders, like the then Governors Joshua Chibi Dariye and Da Jonah David Jang, frustrated workers through an unending process of staff verification. They owe civil servants' salaries many times and bluntly refused to employ new staff to fill vacant positions in the State Civil Service. In view of the foregoing, the Commission has seemingly become a 'toothless bulldog or a rubber stamp of the government.'<sup>13</sup> It is obvious that the Plateau State Civil



Service Commission (PSCSC) had better performed its recruitment function during the military era than in the civilian era. During the civilian era, political interference continuously shatters the efforts of the Commission in contributing to the development of the state through objective and fair recruitment of applicants into the state civil service.

Promotion is another kernel function of the Civil Service Commission, as applicable to the PSCSC. It is charged with the responsibility of promoting its members and other civil servants. With the promotion of deserving staff members, as one of the responsibilities of the Civil Service Commission in the state, staff members are expected to get their promotions within a three (3) year interval. Promotion, as affirmed by both oral and written sources, is one crucial way of motivating employees, including civil servants. Oral informants had maintained that promotion is crucial to staff welfare, because it motivates them to put in their best towards service delivery to the people.

During the military era, the procedures for promotions were taken seriously, which involved filling the Annual Performance and Evaluation Report (APER) forms and same being assessed by unit and departmental superiors. Then the next stage was to sit and write promotion examinations. The outcome would later be made known to successful staff.<sup>14</sup> This therefore means that civil servants in the employ of the state government apart from filling APER forms had to pass the promotion exams. Informants maintained that the procedures were only followed during the military era, and the promotions were organised by the CSC every year for staff that were due for promotion. It is quite unfortunate that the annual promotion exams exercise has been stopped in the civilian era. These days, staffs due for promotion only have to fill their APER forms, which are assessed by their superiors and forwarded to the CSC.<sup>15</sup>

Besides, civilian administrators since 1999, when Nigeria fully return to civilian rule, have politicised promotion and do not take it seriously. Staff members who are due for promotion usually stay on a particular rank for over three (3) years without being promoted.<sup>16</sup> For example, the backlog of promotion arrears for workers has always been a bond of contention between the Dariye and Jang administrations and labour union in Plateau State.

Furthermore, PSCSC has the responsibility of retiring state civil servants in due time. This is another way through which PSCSC contributes to the development of Plateau State. Every officer must retire from the public service on his/her attainment of the age of sixty (60) or after 35 years of active service. In so far as the retirement at the age is mandatory, it is compulsory retirement. The officer may or may not be entitled to a pension or gratuity. That would depend on the length of service he had put up and, in the post, recognised as 'established' or 'pensionable' and this is left for the Commission to decide in collaboration with the ministry or the agency the officer served and has been part of their function. The commission requires officers to retire from the civil service after attaining the required age for retirement with three months' notice in writing to the concerned officer(s). Next, the said officer proceeds on a three-month terminal leave from his duty post. This action clearly indicates that the official departure of such an officer from the Service of the state government.

Generally, a staff of the state civil service retires upon the attainment of thirty-five (35) years in the service or at sixty (60) years of birth. Whichever one that comes first for a particular staff automatically means that the person must retire from the state civil service. The PSCSC is usually responsible for the computation of staff records and benefits in collaboration with other relevant agencies, like the Ministry of Finance and the Pensions Board. This is usually done without any hitches except when a staff

member tampers with his/her records. The most important part of this process is the payment of severance benefits, such as the person's gratuity and retirement benefits.

The Commission also contributes to the development of the state through playing a significant role in the payment of civil servants' salary or remuneration. A civil servant normally enters the Civil Service on a particular grade-scale appropriate to his qualification and experience and is entitled to be paid the salary or wage within that grade-scale, as long as he remains in the Service. Thus, salary or wage actually earned by any officer must be paid accordingly, based on the provision of the Labour Act of 1979, regarding the protection of wages.<sup>17</sup> The right of the worker to be paid his wage is automatically incorporated into the contract of his/her employment. Even when the public officer is unable to perform his/her function by reason of illness or absence on leave, he/she is still entitled to be paid his/her wages and is usually paid for six months.<sup>18</sup> It is only on disciplinary action that the salary or wage of a public servant can be held and this is already statutorily incorporated into the contract of employment of all public officers in the Civil Service.

Workers in government employment had over the years enjoyed payment of their salaries and allowances according to the provisions of the law. Most oral informants complained of delayed salary and accrued arrears of either leave or transport grants and promotion arrears, among others.<sup>19</sup> The Plateau State NLC has been pushing for better welfare, due payment of salaries and arrears and labour (service) conditions. It continuously negotiates and bargains with the state government over the issues, which in certain instances often result to strikes.

Also, the Plateau State Civil Service Commission (PSCSC) is to provide training for civil servants to improve

their administrative skills and develop their professionalism. One of the cardinal objectives of the PSCSC is training, which brings about productivity. It is only an experienced workforce that drives and improves productivity. Every responsible government systematically prioritises training and development of all staff in order for them to be acquainted with necessary skills for their various jobs. Oral data gathered at fieldwork for this study proved that there was better re/training of civil servants during the military era than in the civilian era. For example, Danlami Gofwen and Dennis Gyang applaud the military administrations for effective, regular or consistent, due and appropriate training. In fact, the Plateau State Polytechnic Jos Campus was once the Staff Development Centre (SDC) for adequate administrative re/training of Plateau civil servants.<sup>20</sup> Staff members on training usually got their payments and allowances appropriately without any delay.<sup>21</sup> Civil Servants had the privilege of attending seminars, workshops and conferences in and outside of the country. Government sponsorships were given to civil servants to attend schools and workshops abroad.<sup>22</sup>

Democracy has further eroded the level of training of staff, as the intensive training of staff experienced in the past is no more available. Patricia K. Gyang disclosed that those on training are either not given allowances or have to share their allowances with some seniors like the Directors of Personnel and Management, Directors of Finance, Training Officers and their Deputies.<sup>23</sup> Training of civil servants is strictly based on areas of need. Often times, those sent for training are nominated by their units and departments, and emphasis is usually placed on seniority. In fact, many oral informants lamented that they no longer enjoy training, unlike during the military regime. Inadequate funding on the part of government is the sole reason for the decline in training within the service.

Pension and gratuity constitute another function of the Civil Service Commission in general and PSCSC in

particular. Every civil servant, who has rendered continuous service for a minimum of fifteen years, is *prima facie* entitled to a pension.

Informants expressed dissatisfaction with pension and gratuity in civilian/democratic administrations, unlike what obtained in military administrations.<sup>24</sup> In other words, payment of pension and gratuity to retired civil servants was better during the military era than in the current civilian era. Civilian administrators are known to delay the payment of pension and gratuity to between 2-6 years.<sup>25</sup> Worst still, civilian administrators owe backlog of pension arrears. The already precarious and poor living conditions of retirees are aggravated by the delay in and frustrating conditions of payment of pension and gratuity. In fact, retirees have wallowed in miseries and/or severe ailments until death without getting their entitlements from the state government after years of meritorious service. For instance, Isaac Dagyen Peter said his late father, Mr. Peter Guwor, retired in 2009 and was not paid his complete gratuity until his death in August 2014.<sup>26</sup> For instance, a retiree, Mr Bala Rumtong, lamented that he had only got 60% of gratuity since retirement in 2011, and government still owes him over four months arrears of his monthly pension.<sup>27</sup>

Informants further revealed that without pledging part of one's total sum of pension and gratuity to some interested authorities at the Pension Board, it becomes almost impossible to access one's own or to get paid completely. In order for corrupt practices to take place, instead of crediting retirees' bank account, they were paid cash at the Pension Board office, Jos. This practice elevated corruption at the Pension Board, especially its Finance Department, to an unprecedented level. For example, Isaac and Levi said when their father was paid his first tranche of his gratuity, which was over Eight hundred Thousand Naira in 2012; someone in the Finance Office of the Pension Board deducted the sum of two hundred

thousand naira from the amount paid to him. Engr. Levi Dashe Peter, who had accompanied him, protested and raised alarm at the scene, when he counted and realised that two hundred thousand was missing from the amount before it was returned. Consequently, it became impossible for the other tranche(s) of his gratuity to be got from the Board since then. Upon enquiry at the Pension Board recently, they were told that the balance of their father's gratuity could not be made because his file could not be found. Meanwhile, their father has died.<sup>28</sup> That has been the situation suffered by many retirees. Many cases of this nature abound. Clearly, military administrators are noted to have performed better than their civilian counterparts.

Also, the PSCSC upholds ethical standards, for which it is statutorily empowered to punish for indiscipline and breach of set standards.<sup>29</sup> The ethical standards upheld by the Commission include code of conduct, norms, values and virtues, such as decorum, integrity, honesty, discipline, punctuality, commitment, respect for constituted authorities and fellows, fairness, efficiency, integrity, accountability and patriotism, among others. Regrettably, these days, erring officers/civil servants are rarely punished since those who ought to punish for indiscipline and breach of law are themselves often guilty.<sup>30</sup> Based on the above, the Commission delegates some of its powers and functions on appointment, promotion and discipline of officers on salary grade levels 01-05 to its constituent Ministries and Extra-Ministerial Department that render regular returns to the Commission in respect of actions taken concerning all functions. This is to enable it monitor and ascertain the extent to which the guidelines are adhered to.

Acceptable laid-down ethical standards, principles and behavioural conducts alongside penalties for the otherwise are contained in the Civil Service Rules, which constitute work ethics. Any act of serious misconduct is usually investigated and proved and then the erring civil

servants are punished accordingly. The civil service rule defines serious misconduct as a specific act of serious wrongdoing and improper behaviour, which can be investigated and proved. It includes absence from duty without leave; disobedience, for example, refusal to accept posting; corruption, dishonesty, drunkenness, insubordination, falsification of records, negligence, etc.

The core values of the civil service are usually trust, integrity, engagement and professionalism. All civil servants are expected to adhere strictly to these ethics and failure to comply usually attracts severe sanctions. During military administrations, discipline used to be strictly adhered to without any bias. Discipline in service in terms of lateness and absenteeism from duty post without reason and permission, redundancy, closing early from work before the closing time, and corruption, among others, were serious offences that attracted punishment according to the civil service rules and other regulations irrespective of ranks.

Depending on the offence committed, erring civil servants were queried, suspended and dismissed from work etc. Strict adherence to discipline and work ethics is usually the hallmark of the civil service and a laid-down disciplinary procedure and measures are expected to be followed. This is not to say that there were no cases of unethical conducts among civil servants during the military era. For instance, Governor Joseph Dechi Gomwalk had expressed his displeasure and concern over the partisanship displayed by civil servants in Benue-Plateau State in one of his meetings with various ethnic groups in March, 1970 in the state. In his words:

I am particularly worried about the role played by some civil servants. Some of their activities border on politics. It is even worse when they are encouraged in these activities by the ordinary people. Civil servants are known all over the world to

have no business with politics. Ours cannot be an exception. I appeal to them to desist from fanning the embers of sectionalism and disunity. They must work as a body and guide and help the tax payers, whose servants they are. They must orientate their minds towards unity. There should be no grouping with anybody or bodies of people on purely sectional groups. They must stop using their tribal groupings for selfish ends.<sup>31</sup>

The above excerpt affirms J.D. Gomwalk's good leadership qualities and dispositions and his consciousness towards having efficient Civil Service through ethics, professionalism, non-partisan politics, employee commitment and productivity, adequate service delivery, teamwork, unity and integration, selflessness, group cohesion and work diversity. It is quite regrettable that the return of democracy in 1999 under the Obasanjo administration worsened the involvement of civil servants in politics. In fact, democratic leaders and appointees, especially at the state level, seemed to have encouraged it by keeping mute and not punishing offenders or reprimanding them to stop, based on the Civil Service Rules and other Service Regulations.

Civil servants of this period (democratic era) have become openly used as tools by political parties and their appointees during campaigns. For instance, Bwashi Rufai informed that while she was serving in Jos East Local Government Area from 2008 to 2012, some civil servants openly campaigned for and against certain political parties,<sup>32</sup> which should not be. Accordingly, civil service has been infected with partisan politics, indiscipline, gross misconducts, unprofessionalism, God-fatherism, tribalism, ethnic and religious sentiments, hijacked functions of the PSCSC, mediocrity, etc. Consider the following bar chart for empirical proof that high rate of unethical practices



characterises democratic administrations, unlike military administrations:

From the above, it is clearly understood that unethical practices cum unprofessionalism in the military era can never be equated with what obtained during civilian rule. This shows the extent to which military governments had tried in ensuring and maintaining ethics and professionalism among civil servants and other public office holders within and outside the military world. This is a worthwhile legacy that ought to be sustained by successive civilian governments. But quite regrettably, the reverse has been the case over the years since the return of democracy in 1999. This difference and others, which make military rule stands out above civilian rule, reaffirms the fact that military rule also has its own good sides.

The above reality negates the common tendency of completely lashing military administrators for despotism without any consideration of their positive contributions to the society, such as maintaining ethics, professionalism, objectivity, integration, meritocracy rather than mediocrity, indiscriminate development, etc. It should be noted however that this work does not advocate military rule in place of democracy. Rather, it objectively reiterates the good sides of military rule, which if civilian government adopts as well as evolves would better democracy. Corrupt, ethnic and religious political leadership, which has infiltrated and corrupted the Civil Service cum the Civil Service Commission, is the bane of unethical practices, unprofessionalism, and other issues. It has worsened the ageing problems characterising the Civil Service cum Civil Service Commission and has brought forth new phases of the inherent problems bedevilling the Civil Service cum Civil Service Commission respectively.

### **Summary and Conclusion**

This study has described in some detail the contribution of the Plateau State Civil Service Commission

(PSCSC) to the development of the State since its creation in 1976. It covers the period 1976-2015. PSCSC oversees the activities, dealings and performance of the Plateau State Civil Service (PSCS). It recruits, trains, promotes, disciplines and retires civil servants. It also processes and pays retired civil servants their pension and gratuity. It consolidates democracy; contributes to governance; contributes to policy-making; carries out development - targeted and -involving activities as well as makes recommendations that lead to the development of the state in various regards; and ensures law and order, professionalism and efficient service delivery by the civil service (or civil servants).

The performance and impact of the Commission in both military and civilian administrations have been appraised. The differences between the two administrations as regards the Commission in playing its role are highlighted. Both Plateau State Civil Service and Plateau State Civil Service Commission did better during the military than in the civilian era. This is because military administrations gave priority to these public institutions and accorded the Commission some level of independence that allowed for its better performance and productivity. But the reverse is the case in civilian administrations. Its functions are tampered with by civilian administrators. This political interference is the bane of the leadership challenges it faces. Other major challenges it faces include corruption, negative impact of military rule, greed, elitism, indiscipline, erosion of ethical values and professionalism, tribalism and favouritism. On the whole, through its functions, PSCSC has largely exerted positive impact on the development of Plateau State. However, there is the dire need for change through operational legislations with accompanying penalties, efficacious application of rule of law without fear or favour, effective leadership, adequate monitoring and supervision, independence of the Commission, discipline and changed attitude of civil servants and political leaders. Only these

would further ensure improved realization of the impact of the PSCSC in the overall development of the state.

### Endnotes

1. Singapore International Foundation, *The Relevance of Singapore's Experience for Africa*, Singapore International Foundation, Singapore; 1994, P.5
2. C. Demmke, 'Are Civil Servants Different because they are Civil Servants', in *European Institute of Public Administration*, Luxembourg, June, 2005,P.42. Retrieved Via [www.eupan.eu/files/repository/02-Ar....](http://www.eupan.eu/files/repository/02-Ar....)On 19/5/2014
3. Avasthi and Maheshwari, *Public Administration*, Agra; Lakshmi Narain Agarwal, 1962, P. 366-367
4. M. Onuorah and T. Otaru, 'Why Civil Servants Carry Burden, Blame of Governance', in *Guardian Newspaper*, 25<sup>th</sup> March, 2014, P.4. Also see M. U. Adikpe, "Civil Service Rules", presented at the Women Education Model Centre, Jahun ,Bauchi for the Bauchi State Ministry of Education on 25<sup>th</sup> May,1994,P.1
5. *The New Encyclopaedia Britannica*, Vol. 3, Chicago: Encyclopaedia Britannica, Inc., 2002. P.490.
6. S.A. Yise and P. Dakyap, *Principles of Government*, Jos, Quality Functions Publishers, 2008, P.27. Also see *The New Encyclopaedia*...P.490.
7. *The Encyclopedia Americana International Edition*, Vol. 27, USA; Grolier Inc., 1998. P.804.
8. C. Ijiomah, '*Harmonious Monism*' a Philosophical Logic of Explanation for Ontological Issues in Supernaturalism in African Thought, Calabar: Jochrisam Publishers, 2014.
9. C. Ijiomah, '*Harmonious*...
10. E. Durkheim, 'Organic Solidarity' in David L. Sills (ed.) *Encyclopedia of Social*, Vol. 7 & 8., The Macmillan Company and Free Press, 1968.

11. Interview with Nancer N. Ladan, 42 years, Civil Servant, State Secretariat, Jos, 18/10/2018
12. Interviews with Patricia K. Gyang, 52 years, Civil Servant, Kwal, Kanke LGC Secretariat, 25/2/2018; J. Dakup, 32 years, Civil Servant, Local Government Service Commission, Jos, 26/2/2019; S. Yunana, 47 years, Civil Servant, State Secretariat, Jos, 27/2/2019 and J. Asabe, 43 years, Civil Servant, State Secretariat, Jos, 1/3/2019
13. Interviews with Patricia K. Gyang... ; J.Dakup...; S. Yunana... and J. Asabe...
14. Federal Civil Service Commission, *Guidelines for Appointments, Promotion and Discipline*, Abuja: Federal Government Press. Lagos.1998.
15. Interviews with Danlami Gofwen, 60+ years, Male, Retiree and Former NLC Chairman Plateau State, Angwan Rukuba, 23-24/7/2019; Izam Azi, 50+ years, Head of Service, Adjacent JCMS Jos, 20/5/2019; Danlami Gofwen ... and Dennis Yakubu Gyang, 38 years, Civil Servant, Barkin Ladi, 18/10/2019
16. Interviews with Danlami Gofwen...
17. Labour act 1974, s.14
18. Akin Eniola, *Public Servant and The Law*, Ile Ife: University of Ife Press.1985. PP.40-41
19. Interviews with Silas Bitrus, 47 years, Civil Servant, Local Government Service Commission, Jos, 10/9/2019 and Dapul E. Maurice, 41 years, Civil Servant, Jos North L.G.C Secretariat, Jos, 18/10/2018; Ishaya Haman Mohammed, 64 years, Male, Retired Civil Servant, Gwarandok, Jos South L.G.A., 13/10/2019; Yakubu M. Mallo, 49 years, Male, Civil Servant, Ministry of Lands, Survey and Transport Jos, 28/9/2019
20. Interviews with Samson C. Tokma, 35 years, Male, Civil Servant, Civil Service Commission, Jos, 23/10/2019; Izam Azi...; Danlami Gofwen... and Dennis Yakubu Gyang...

21. Interviews with Danjuma Gajere B., 51 years, Male, Civil Servant, Office of the Head of Civil Service, Cabinet Office, Joseph Gomwalk Secretariat, Jos, 9/8/2019 and Danlami Gofwen...
22. Interview with Danlami Gofwen...
23. Interview with Patricia K. Gyang...
24. Interviews with Danjuma Gajere and Danlami Gofwen...
25. Oral Interviews with Izam Azi, Danlami Gofwen and Dennis Yakubu Gyang
26. Interview with Isaac Dagyen Peter, 37 years, Businessman, Gwarandok Jos, 7/7/2019
27. Interviews with Mr Bala Runtong, 68 years, Retired Civil Servant, Zarmaganda Jos, 15/01/2020
28. Interviews with Levi Dashe Peter, 37 years, Civil Engineer, Gwarandok Jos, 15/12/2019 and Isaac Dagyen Peter...
29. Interviews with Claudia Habu Zhantur. 38 years, Female, Civil Servant, Office of the Head of Civil Service, Cabinet Office, Joseph Gomwalk Secretariat, Jos. 20/10/2019; Izam Azi and Samson C. Tokma...
30. Interviews with Danlami Gofwen and Samson C. Tokma...
31. Goyol Anthony, *J.D. Gomwalk, A Man of Vision*, Jos: LECAPS Ltd. 1996.P.255
32. Interview with Bwashi Rufai, 43 years, Female, Civil Servant, Jos South L.G.C, 15<sup>th</sup> March 2019.