

[DOI: 10.20472/BMC.2020.011.005](https://doi.org/10.20472/BMC.2020.011.005)

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## **TRANSFORMATIVE FACTORS FOR ENHANCING ADMINISTRATIVE SKILLS IN NIGERIAN PUBLIC SECTOR**

### **Abstract:**

One of the most important human activities is administration. Ever since people began forming groups to accomplish aims they could not achieve as individuals. No organization whether public or profit oriented that will operate successfully without some elements of administration. Administration has been essential to ensure the coordination of individual efforts and material resources. Despite the significance of administration in an organization, many organizations experience low output due to the absence of qualified administrators who are acquainted with administrative skills such as inter-personnel skills, numeracy, strong communication skills, self-initiative, problem solving and analytical skills, etc. This, usually results to low efficiency in an organization. The main objective of the study is to find out and evaluate the factors that enhances administrative skills in an organization. The methodology was drawn from secondary data which includes publications such as annual reports, books, journals, conference papers, gazettes and internet. The research found out among other things that organizational efficiency and productivity is influenced by administrative skills. It was recommended that organizations should improve administrative skills of their staff through training, proper monitoring and workshops among others.

### **Keywords:**

Transformative, Factors, Enhancing, Administrative skills

**JEL Classification:** M10

## 1.1 INTRODUCTION

One of the most important human activities is administration. Ever since people began forming groups to accomplish aims they could not achieve as individuals. No organization whether public or profit oriented that will operate successfully without some elements of administration (Oluwu and Ademolekun, 2011). Administration has been essential to ensure the coordination of individual efforts and material resources. Modern administrative systems are always faced with the problem of how to utilize the potentials in her employees to ensure higher productivity. Also, they are always faced with varying differences in the performance of their employees because, while some perform at high levels, needing little or no supervision and as well appear to be enjoying their work, others perform at marginal levels, and constantly require attention and supervision. It is based on these traits and behavioural patterns that periodic and constant training and development is needed in every organisation. Skill capacity building is a relatively new concept in the field of management. Nowadays, organizations have been faced with challenges like never before. This calls for paradigms and strategies which performance management is best suited for.

The capacity building in Nigeria's public sector is one of the activities among others, that constitute personnel or human resources management which is geared towards improving the effectiveness and efficiency of the civil service performance in order to achieve the will of the state. Oluwu and Ademolekun (2011:141) argued that the success of transforming the traditional human resources management from an instructional and reactive orientedness to a proactive and responsive civil service largely depends to a great extent on the civil service capacity building activity.

In essence, the World Bank (1997) pointed out that capacity building of public servant does not only emphasize on the process of training and retraining of civil servants on various task or jobs based on their area of specialization and expertism so as to encourage the spirit of professionalism.

The institutionalization of capacity building in the civil service is expected to encourage a sense of commitment towards knowledge acquisition civil servants in terms of attending seminars, national and international conferences, workshops, training and re-training and are also expected to be more committed to the accomplishment of both the organization and citizen's publicly defined goals. In

essence Follet 1981 (in Sapru, 2013) opined that professionalism of civil service will promote service motives and scientific foundation. This is to say that the service motives provide a better opportunity civil servant development through proper organization of human relationships. Also the civil servants will develop the love of work, craftman and artist's joy in work will done. In addition the above service motive, the scientific foundation will also emphasize on the development and application of the scientific standard, i.e in technical sphere and human relations side for effective management of the civil service.

Conversely, when public administrators in both federal and state government are not encouraging a scientific building of organized knowledge among civil servants in terms of skills capacity building, the civil service will tend to be ineffective and inefficient in performing the basic tasks of government at all levels. Basu (2013) lamented that the increasing variety, number and complexity of civil service functions expected to be effectively performed by civil servants often result in to administrative lag. Invariable, there is an increasing gap of serious imbalance between the societal expectation and civil servants performance due to inappropriate capacity building scheme and programme.

Evidently, Hashim and Hassan (2016) expressed that administrative skill capacity building of its staff is still not inclusive of all qualified civil servant who ought to enjoy the training opportunities. Consequently, the process of selecting trainees and suitable training programmes by the managerial cadres is often influence by favouratism, political godfatherism, sycophancy among others. Additionally, Gambo (2016) also affirm that the major constraints toward administrative efficiency in the civil service is the inability of the managers to allow those who attends trained to get into practice what they have been learned.

In Nigeria, many institutions have been established to provide professional and nonprofessional training to the civil servants, administrative staff college of Nigeria (ASCON) is one of these institutions. Therefore, it is against this background that this paper intends to examine and evaluate the transformative factors enhancing administrative skills in Nigerian public organizations.

## **1.2 Statement of the problems**

The tasks of administrative skills in both public and private organizations have been rising in importance towards realizing organizational goals. Thus, an effective administration is not only an asset to a business but holds one of the most valuable position within a business in both public and private organization. It has been identified by many researches, however, that many organizations face with problems of low efficiency and low productivity due to lack of basic administrative skills of their staff. It will therefore, be of great significance to conduct a fresh study in order to evaluate the problems and arrive at workable solutions.

## **1.3 General Aim**

The research paper is generally aimed at evaluating the factors for enhancing administrative skills in public organizations.

### **1.3.1 Objective of the study**

The major objective of the paper is to evaluate the factors enhancing administrative skills in public organizations.

### **1.3.2 The specific objective includes**

Any research paper must have specific objectives it wants to achieve at the end of it. The specific objectives of this research paper are:

- ✓ To examine how capable the factors are in enhancing the administrative skills in Nigerian public sector
- ✓ To examine the relationship between administrative skills and organizational productivity and efficiency.

## **1.4 Significance of the study**

1. The research work will provide explanation to the policy makers, managers, stakeholders and other individual person on the procedure for enhancing administrative skills in an organization.

2. The study will give a better understanding of the role of administrative skills in enhancing organizational productivity and efficiency.

3. The research will provide solutions to the decliners of administrative skills in an organization.

4. The research will also serve as reference material to scholars and students who seek information on the subject matter.

## **1.5 Scope of the study**

The scope of this paper is transformative factors for enhancing administrative skills in Nigerian public organizations. The study also covers the issue of how capable the factors are in enhancing the administrative skills in Nigerian public organizations as well as the relationship between administrative skills and organizational productivity and efficiency. The study will also cover the year 2016 to 2019.

## **1.6 Literature Review**

### **1.6.1 Conceptual Framework**

According to Chester Bernerd (1938) and Sani (2017) administration can further be broadened to four different connotations depending on the context in which the term is used.

Dwight Waldo (1955) sees public administration as a process of carrying into effect governmental law contained in various policies, which is an expression of government's authoritative allocation of values and action.

In the same vein, Nigro and Nigro (1994) posits that it is referred to as governmental because in modern society government is the sole organization that encompasses everybody within a specified state or country.

In a similar way, Pfiffner (2005) cited in Kazin, Edwards, and Rothman (2010) "public administration consists of getting the work of the government done by coordinating the efforts of the people so that they can work together to accomplish their set tasks...managing, directing, and supervising the activities of thousands, even millions of people.

## **Transformative Factors for Enhancing Administrative Skills**

Administrative roles perform four main functions namely; coordination, planning, communication and organizing.

Therefore, an administrator needs the following transformative factors for enhancing his administrative skills to enable him discharge the above mentioned functions in an efficient and quality way.

### ***Interpersonal skills:***

Administration officer is one who gives the first impression to an organisation's client. As such, he is considered as the image maker of his organization. People have different perceptions, attitudes and characters. Therefore, possessing and honing interpersonal skills will help you interact better with people, build relationships as you understand people in different circumstances and generally makes it easy to reach across different audience.

### ***Numeracy:***

It is crucial for an administration officer to note that tasks like paying bills, calculating expenses, making estimates, analysing budgets all require him to easily and swiftly work around with numbers. Numeracy is not only about mastering numbers; it can be as simple as writing and rounding off decimals or as complex as interpreting charts and graphs or making conversions with whatever tool he finds available – a calculator, a pen, your head, anything. You have to love working with numbers because you'll be doing it often.

### ***Strong Communication Skills:***

Communication is the lifeblood of business and at the core of every human interaction; whether verbal or written. People in administrative roles do lots of paperwork and something perhaps trivial as a client's name spelt wrongly can mean bad business for you. There are countless reasons why this skill is important; you'll need to pass on information to co-workers, you may need to book appointments,

transfer calls, speak with suppliers, clients and other external agencies. A lot of things can go wrong without a good grounding in this skill.

***Self-initiative/Decision Making:***

Working as an admin officer doesn't make you a yes-man (or woman). Many situations will call for quick decisions to be made (smart ones by the way). Employers look out for candidates who will hit the ground running, people who can think on their feet, who work with less supervision and who avidly expand their knowledge base. The ability to logically draw conclusions and makes decisions in different circumstances makes your work easier by preventing against any reoccurrence in the future.

***Problem solving/Analytical skills:***

Asides the fact that an admin role could mean lots of things wrapped into one, you could also think of it as a micro-project management role. In other words, admin officers sometimes are straddled with responsibilities like dealing with workers' grievances and complaints. This requires paying attention to details, with the understanding that they play into the big picture of the organisation.

***Organising:***

As mentioned earlier, an admin role involves lots of paperwork; sourcing, filing, documenting, book-keeping, accounting, and whatnots. You need to aptly recall information or know how to source for it. Beyond paperwork, nearly all the tasks you'll perform would entail putting things together in the shortest time possible, which means you'll need to plan and prioritise what's important, be proactive, and generally ensure operational activities run smoothly.

***Computing:***

Maintaining records and tracking project progress would require a working knowledge in computer software packages like the Microsoft Office and any other form of technology that helps you work efficiently. The modern day technological advancement helps` administration officers in organizations discharge their

administrative responsibilities easily and smoothly. The use of technology has nearly become indispensable in every organization due to its significance in providing speed, accuracy and timely information.

### **1.7 Theoretical Framework**

This study utilizes administrative theory profounded by Henry Fayol (1841-1925). Henry Fayol is behind that management plays vital roles.

“Management plays a very important part in the government of undertakings; of all undertakings, large or small, industrial, commercial, political, religious, and others”. Fayol observes that administration is an activity common to all human undertakings, whether in the home, business, or government. He notes further that all these undertakings require planning, organizing, commanding, coordinating and controlling, “all must observe the same general principles”. General principles can be applied equally well to public and to private affairs. Fayol maintains that “there is no one doctrine of administration for business and another for affairs of state; administrative doctrine is essential”.

This theory is relevant to this paper because it will provide better understanding of the role of administrative skills in enhancing organizational productivity and efficiency.

### **1.8 Empirical Review**

Many studies has been conducted on and several scholars contributed toward the development of the field Marshal and Dimock (1983) observed that administration is concerned with "the what" and "the How" of the government. The "what" is the subject matter, the technical knowledge of a field, which enables the administrator to perform his task. "The How" is the technique of management, the principle according to which co-operative programmes are successfully carried out. His findings resulted that each is of two variables (what and how) are indispensable and together they perform the synthesis called administration".

Maduka and Okafor (2014), carried out a study investigating the Effect of skills capacity building on Employee Productivity: A Study of Federal ministry of labour in Nigeria. Salary, reward and training, seminars and workshops were serves as the independent variable while employee productivity is the dependent variable. The study found that junior staff is rarely promoted and the junior staff prefers in-service



training than others form of training, the study fails to used population infect methodology.

Abdul and Ghafoor (2011), conducted study on the Impact of Training and Development on Organizational Performance. Using questionnaire and SPSS he discovered that organizational performance and all these have positively affect the organizational performance.

Bature (2015), investigate manpower training and development: A Tool for Higher Productivity in Zenith Bank Plc, Maitama Branch, Abuja Nigeria. Manpower training and Development is the independent variables and employee productivity as the dependent variable. The study revealed that there is a positive relationship between cost of manpower training and productivity of Zenith Bank Plc. Further researcher has to use variables such as induction on organizational performance.

Oladosu (2004), examine the purpose of the skill training where he discovered that is to instruct the employees in some specialized techniques or a complicated system of law or procedure, e.g the teachers training is primarily intended to develop. Yahaya (1999) investigate the effect of employee attitudinal transformation toward organizational performance, and he explored that skill in the art of teaching, the police officers in the prevention and detection of the crime, and the income tax officers in the income tax law and procedure. Training of craftsmen and manipulative employees is almost entirely a skill training.

## **1.9 Gap of the study**

This study came at the time of need when most researches on human resource management concentrated more on effective human. resource policy, sophisticated instrument for production and efficient supervision. None of such research is directly concerned with administrative skills as an input to organizational efficiency and productivity which is actually the most desirable research in recent time in this area. This study is very crucial in providing information in relation to the relationship between administrative skills and organizational efficiency and productivity.

## 1.10 Methodology

The study employ secondary data as a means of sourcing information. The secondary data include newspaper, books, government publication, conference papers, unpublished dissertations and internet. The choice of secondary data in this research work is justifiable considering the availability of materials in the field which are capable of providing the needed information.

## 1.11 Discussion Result and Findings

The attainment of Nigeria's political independence on 1<sup>st</sup> October 1960 have inevitably necessitated an increasing need of the structural attitudinal and behavioural change of civil servants in order to give direction and dynamism to the pace of achieving self governance. Implicitly, number of new administrative techniques, such as civil servants capacity building and professionalization were introduce with section 14(2) a, b and c as well as section 17(1)(2) and (3) of the 1999 constitution.

### *Administrative Reforms in the Pre-Independent Era*

Colonial era in Nigeria witnessed unprecedented constitutional reforms and amendments which resulted to a number of reforms in the civil service sector. Most reforms during the colonial era focused on administrative restructuring and are aimed at Nigerianization, devolution of political authority and decentralization of administrative powers. The reforms were products of gradual and consistent agitation for inclusion of Nigerians in senior cadre of civil service (Adamolekun 2004), ineffectiveness, fear and low morale (Debie 2004, Boyle 2013), political decay, arrogance, corruption and emergence of primordial chunk of civil servants (Diamond 1983 and Ihonvbere 1994), These reasons were seen as a worthy step towards self determinism and indeed liberalization as against the closed system in the operations of civil service. In the view of (Olusanya ,1973) agitation for reforms opened the door for training indigenou professional public servants in the like of John Otunba Payne (who retired as Chief Registrar and Taxing Master of the Supreme Court of Lagos and Henry Carr (Inspector of Schools).

Chikwendu in (Obikeze and Obi (2004:148) identified five major civil service reforms during the colonial era to include: Tudor Davies Commission 1945, Harragin Commission 1947, Huge Foot Commission 1948, Adebo 1952, Gorsuch commission

1954 and Mbanefo commission 1959. Colonial administration was premised on centralized closed administrative system dominated by expatriates, a situation that prompted agitation for open system. The closed centralization of civil service strengthened the workers to speak with one voice in demand for reforms.

Tudor Commission of 1945 was the first civil service reform effort by the colonial administration. It was inaugurated at the eve of growing tension mounted by labour unions particularly after the 1945 nationwide industrial action. Crux of the nationwide strike was located in the demand for inclusion of Nigerians into the senior cadre. Against this backdrop, the commission suggested decentralization of administrative authorities and powers without due consideration to the prevailing dearth of qualified manpower. Given the commission's submission the quest for more reforms continued with increased pressure.

#### ***Harragin Commission 1947***

The commission was named after its chairman Walter Harragin who as well doubles as the Chief Justice of Gold Coast (Ghana). The commission was inaugurated to address the observed manpower shortage and prevailing harsh whether and poor working condition for expatriates, a situation that adversely affected the staff strength of colonial government.

The commission reviewed the operations and conditions of the public establishment and recommended, unified civil service structure as well as exclusive preserve of senior cadre for expatriates. It also recommended establishment of furnished staff quarters for expatriates. The idea was to offer them juicy and attractive options in order to increase the manpower strength. The recommendations were adopted and applied thereof.

The recommendations were fundamentally implied deepening the process of excluding Nigerians in the management cadre as well as marginalize and dehumanize Nigerians. It was also intended as institutionalizing closed bureaucratic system, perpetuate inexperience for Nigerians, limitation of their career opportunities and create wide margins of career disparity. This led to frustration and intensified labour pressure. The development wrecked public service, slowed productivity and threatened attainment of the interest of colonial administration.

Other major set backs suffered by the recommendations of Harragin's commission include the vibrant and vocal trade union's mobilization of the seemingly populated

junior (Junior) workers, persistent request for Nigerianization and decentralization of the civil service. These problems formed the basis for another commission in 1948.

### ***Hugh Foot Commission 1948***

By may1948, a commission of inquiry chaired by the then secretary of the government, Mr Hugh Foot was set up to advice the colonial government on a number of bickering issues concerning public services (Olaopa, 2008:131). The commission was mandated to study and review the complaints on recruitment of Nigerians into the senior cadre, training and improved condition of service (Abba, 2008:286). Instructively, the commission recommended first, regionalization and Nigerianization of civil service, except where there is no available, qualified and willing Nigerian (Olaopa 2008:131). Second, it recommended for the establishment of central and regional public service boards in the regions, which is the precursor or the present day federal and state civil service commissions, establishment of public service boards dominated by appointed ex-officio members with the mandate to recruit candidates, ensure their training, award scholarship and include women in the public service through scholarship schemes. The recommendations were adopted and applied by the colonial administration as it momentarily diluted the growing tension and pressure from trade union as well as stabilized productivity and efficiency in the public service (Philips 2010).

On the contrary, its application marked the genesis of mediocrity, inefficiency and structural deformity. In response, (Maduabum 2006) referred this as Nigerianization principle in civil service and noted that it replaced merit with mere representativeness and this adversely affected the quality of civil service in Nigeria.

The recommendation is partly responsible for the present day disparity between federal and state civil service as well as clash and repetition of duties by federal and state agencies. Generally, the reform reflected in a shift from administrative centralization to decentralization without recourse to administrative difficulties and quasi federalism, manpower shortage and ethnic mentality. Agitations continued unstopably because the recommendations were short of expectations. First, it was tied to the whims and caprices of the centralized colonial administration. For instance recruitment was based on availability of qualified Nigerians. This situation would be difficult given that Nigerians were not opportune to receive the necessary assistance to enhance their qualification. Also, training by scholarship award was still an

exclusive policy of the colonial administration to determine who would be given scholarship.

Appointment of ex-officio regional board members was undoubtedly a scheme for controlling the activities of the various boards by the colonial administration. These were the major impediments to the success of the commission's recommendation, thus leading to search for a productive and acceptable civil service.

#### ***Philipson–Adebo Pannel 1952***

The panel was mandated to draw a framework for the attainment of Nigeriazation status, review complaints arising from decentralization policy, and liberalize recruitment and training policy. Major achievements of the panel include increased number of senior cadres of Nigerians as civil servants as well as regional devolution so that the boards would be active.

The policy of Nigerianization was truncated, even as most of the expectant Nigerians were not given the needed professional training. The committee was silent on the issue of devolution of authority and decentralization was in principle. Liberalization of recruitment was relevant but was limited by available qualified personnel. These gaps remained unresolved and the wave resulted to the 1954 reform.

#### ***Gorsuch Commission 1954***

The commission was chaired by Messr L. H Gorsuch and was the first reform commission since 1945 that attempted a corresponding match of Nigerianization policy with structural formation as well as bureaucratization. Agitation for increased number of Nigeria senior civil servants was intense. The commission among other things was mandated to review and recommend structural framework and required qualification for public service in Nigeria. It was also directed to review the salaries and condition of service for the workers.

The commission restructured civil service into two broad groups “professionals” and “generalists” or professionals and administrative groups. There are three distinctive hierarchies in the professional group; senior, middle and junior cadres. Within the cadres, there are super-scale, professional, higher technician, technician and minor technician. On the administrative/generalist group, the hierarchies are super-scale, administrative, executive, clerical and sub-clerical cadres.

The classification granted Nigerians greater opportunities to migrate under any chosen and qualified broad groups (generalists/professionals). This was a landmark effort at creating a gradual ladder for career progression. It reviewed the salaries and general

conditions of civil servants as the palliative measure to enhance their performances and probably douse the growing tension of labour unions.

The Gorsuch commission was criticized on a number of platforms. It was viewed to be alien conceived and structured after British public service organogramme and as such served and promoted colonial interest. It favoured expatriates given the gap inherent in the structure. Both professionals and generalists were still been dominated by expatriates who occupy the senior cadre. The middle class created were not filled immediately by many Nigerians even when some of them by years of work experience were due. The recommendations still bequeath the colonial bureaucrats the authority and powers to recruit and dismiss, promote and discipline, supervise and direct junior civil servants. It caused bureaucratic delay, bred inefficiency and poor output due to bureaucratic bottle necks. The suggested improved condition was met with complications in the grading and justification for any grade therein. There were variation in grading, salaries and condition of service. These generated tension and contempt among the groups. Implicate in the development was feeling of superiority among some of the cadres and groups. These were the impediments that prompted further reform initiative in 1959.

#### ***Mbanefo/Hewn's Commission 1959***

The Mbanefo commission inaugurated in 1959 was essentially welfarist in nature rather than structural. It was nevertheless mandated to reconcile the ensuing centrifugal issues orchestrated by the parallel classification of civil servants into cadres and groups. It was also expected to harmonize the salaries and conditions of service between civil servants of the federal and regional governments, particularly Northern and Eastern regions and Cameroon. It was the expectation that the commission would recommend an acceptable modus of grading and condition of service.

Mbanefo commission recommended the same salary scale for federal and regional public servants. For the artisans, it recommended 15% increase in daily pay. This is to ensure uniformity in pay and condition of service for all cadres and groups across the country.

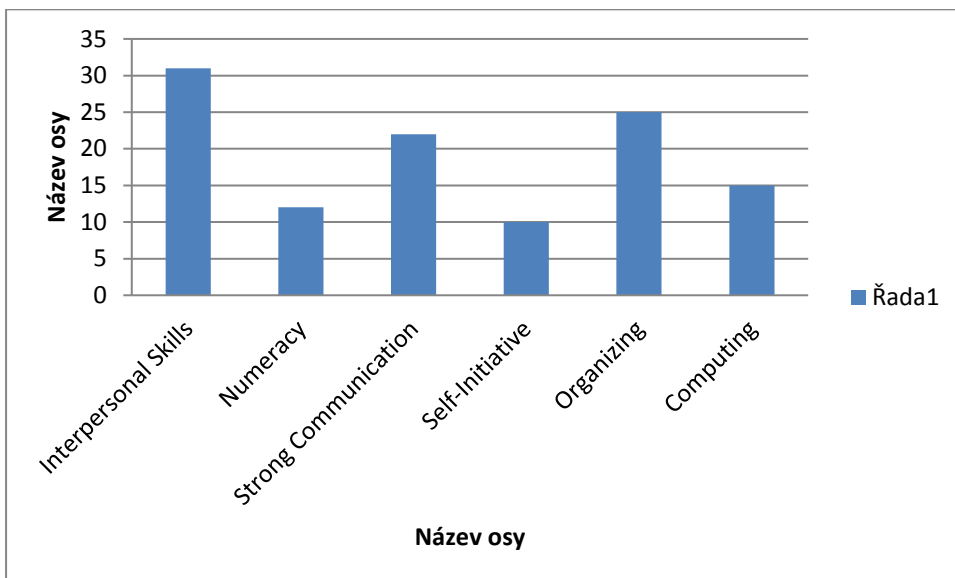
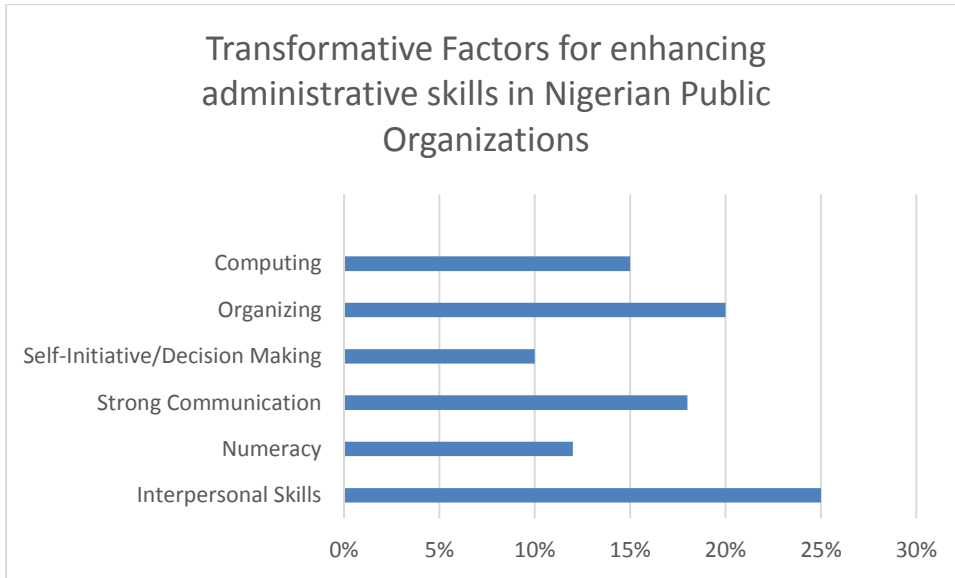
In the same year, the Hewn's commission was inaugurated. The committee was headed by Mr A F. Hewns with the singular mandate of structural harmonization. It recommended for the integration of existing departments into ministries under directors to be headed by permanent secretaries. This is significant in the annals of

Nigeria civil service reform and British colonial administration. Mbanefo and Hewn commissions marked a turning point in the civil service reform initiatives. Their submissions reflected deeply rooted British bureaucracy anchored on the Weberian bureaucratic principles. Their recommendations institutionalized professionalism and hierarchicalism where the relationship among civil servants was firm and rooted in compatible corporation, partnership and mutual respect. (Attlee 1956 in Adamolekun 1985:21).

The major pitfall of their submission was the introduction of capitalist based bureaucratic model of weberian principles. It impliedly reduced the level and areas of authorities. Advice and decisions are hierarchically structured. In ministries where the permanent secretary is not a professional (as he cannot be in all departments) he will rely on the advice of directors or heads of sections/departments before advising the minister. This will result in red-tapism and besides, it was structured in the form where input and output must be measured and seen to determine investment. For these reasons, all was not well in the civil service sector before Nigeria's independence in 1960.

Indeed, the Nigerian government since then emphasized on transformational skills and promotional service activities which include conduct of seminars, conferences, workshops, interactive sessions and on-the-job training in order to ensure a strong, technically competent effective, efficient and responsive civil service performance in dispensing quality social services in Nigerian public sector.

However, in support of the above data empirical evidence shows that unfortunately researches which include the work of Hassan and Muhd (2009), Pidelist (2000) and Patrick (2012) have indicates that there is an existing gap between career civil servants professionalization through capacity building and efficient performance for a responsive administration. For example researches remarks that stills there is an increasing tendencies of civil servants attitudes of inefficiency, interms of idealness, loafing redundancy, wastage time and materials resources as well as monotonousness of the work, that has worsen the image of civil servants even under the present democratic dispensation.

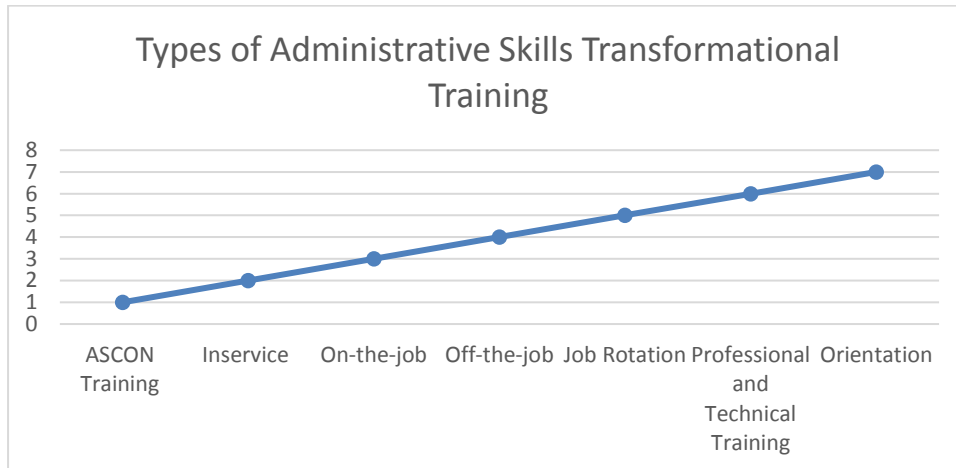


The illustration above shows that level of adherence to the transformative factors for administrative skills in Nigerian public sector. The data were computed in barchart based on the percentage. Whereby the data revealed that the practice of interpersonal skills recorded 30%, numeracy has 12%, strong communication skills has 22%, self-initiative 10%, organizing 25% and computing 15%. Therefore, interpersonal skills has the highest level of practice in Nigerian public sector. Whereas, self-initiative has the lowest level of practice. Despite the amount of criticisms against organizations that most of them had poor policies in relation to training and procurement of staff, the research has identified



some positive remarks in relation to the organizational efforts on staff development as follows:

1. Some organizations have good policies on staff training and development (as shown in below graph), this has been identified in the case study area.



The graph above shows the type of training used in Nigerian public sector organization whereby the data shows that there were several form of administrative training programmes which include ASCON administrative training, inservice, on-the-job, off-the-job, job rotation, professional and technical training and orientation.

The research has also identified the following:

1. Training and development programmes that are meant for enhancing administrative skills are not done on merit. Staff were selected for training using primordial attachments.
2. Training programmes were being delayed due to administrative bottle-neck which in some cases rendered the programmes ineffective.
3. Poor funding in some organizations brings about poor results in training and development programmes.
4. Poor motivation of staff rendered staff less productive.

## 1.12 Recommendations

The research has recommended that:

- 1) Public organizations in Nigeria should consider staff due for training based on merit.
- 2) There is need for provision of adequate training of staff to help them boost their ability for self-initiative in the discharge of their administrative responsibility
- 3) There is strong need for the public organizations to train their administrators on modern methods of computing i.e computer and sophisticated application software
- 4) As doer in his organization an administrator should have been trained on how to achieve effective administration through efficient organization.

## 1.15 Conclusion

This research paper concludes that the productivity of any organization depends on the level of administrative skills possessed by the administrators of the organization. The transformative factors for enhancing administrative skills in Nigerian public sector have nearly become indispensable in organizational management such factors are interpersonal skill, numeracy, strong communication skill, self-initiative/decision making, problem solving and analytical skill, organizing, and computing.

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