An Overview of Ecological Challenges in the Practice of Public Administration in Nigeria

Awotunde Taiye Adewale[1*]

[1]*Department of Political Science, University of Ilorin, P.M.B. 1515, Ilorin, Nigeria*

Corresponding Author: awotunde.ta@unilorin.edu.ng

Abstract

All over the world, public administration is an important aspect of governance. It is the means by which governments fulfill the yearnings of the people in terms of political and socio-economic development. In developing countries, it also helps to sustain democracy in order to ensure work performance. To carry out these responsibilities, public administration operates in an environment comprising internal and external implications. The ecology of public administration has however proved challenging as a result of impediments like socio-cultural issues, poor remuneration and inadequate supply of internet services, computers and accessories. Qualitative methodology was adopted for the study. The study was anchored on Herzberg's two-factor theory. The study revealed that the state of ecology is critical to the practice of public administration in Nigeria. The study also realised that for the practice of public administration to be effective in Nigeria, it has to surmount its ecological challenges. The study recommends that government should intensify efforts in combating security challenges in Nigeria. It also recommends that workers' welfare should be improved upon.

Keywords: Challenge, ecology, facilities, public administration, security

INTRODUCTION

The importance of public administration in the 21st Century cannot be overemphasised. Its importance has been increasing steadily as state's activities are also increasing (Basu, 2004; Inakefe & Umoh, 2022). It has infact become an all-encompassing factor of the daily life of the individual as well as the community, giving rise to what has now been labelled the 'Administrative State' (Basu, 2004:84; Halden, 2022). The practice of public administration is as old as ancient civilisation (Avijit, 2023; Sagar, 2021). It aids governments in executing actions or policies that are in line with the laws of the state. Nchuchuwe (2007), corroborates the position of some authors when he posited that, the practice of public administration dates back to the beginning of what is perceived as 'civilisation' traceable to places like Egypt, India, China, and the Roman Empire. This is because it was in those places that people started organising themselves for public or general good and embracing real administrative principles and functions. As further observed by Nchuchuwe (2007), there is also the view that international organisations like the United Nations contributed to the evolution of public administration, because the end of the First World War (WW I)

brought about a great need for the provision of public welfare services, thus, promoting industrialization in Europe.

As Sharma, Sadana and Kaur (2013) opined, public administration as an activity seems to have existed from time immemorial and the term 'public administration' was adopted in the 17th century. The rise of professional civil service came into the fore with the advent of the industrial revolution and consequently, the administrative skills and experience of civil servants became systematised into administrative codes and manuals. In Nigeria, the practice of public administration could be traced to the pre-colonial era when traditional rulers were in charge of governance and administration. The different traditional communities were administered based on their history (Ogunna, 2007). With the advent of colonialism in Nigeria, the British with Lord Lugard as High Commissioner, introduced the indirect rule policy in 1906 in Northern Nigeria (Dike, 2023). As Dibie (2014) observed, the British indirect administration in Nigeria involved identifying the local power structure, that is, kings, chiefs, or headmen and inviting, courting or bribing them to become part of the colonial administrative structure. As Dibie (2014) further posited, between 1861 and 1960, the objective was to establish an effective bureaucratic system with a small number of foreign and domestic officers that have been oriented to defend and implement the policies of the British colonial regime. Nigeria took over the control of the federal bureaucracy after independence in 1960. By this time, the colonial civil servant disengaged from Nigerian public service.

Clearly, public administration operates within a milieu. The environment or ecology of Public Administration are political, social, economic and cultural (Sharma, Sadana and Kaur, 2013). An indication that Public Administration does not exist in isolation. It is influenced by its environment just like other institutions are influenced by their environment and culture (Sharma, Sadana and Kaur, 2013; UK Essays, 2017).

The significance of Public Administration is obvious considering that every organization that is set up for a purpose in a country (Nigeria) must have administration, that will organise and provide direction for the establishment (Adebayo, 1984; Halden, 2022).

However, in spite of the significance of administration, it is faced with ecological challenges all over the world, Nigeria especially. In other words, there exist

ecological challenges, inhibiting the effective functioning of Public Administration in Nigeria. While scholars have dealt with a lot of internal ecological challenges in the practice of public administration in Nigeria, they have not adequately dealt with external environmental challenges like security and transportation. It is in view of this that this gap that this study becomes imperative.

The main objective of the study is to attempt an overview of the ecological challenges in the practice of Public Administration in Nigeria. The specific objectives are to (i) examine internal and external work environment; (ii) attempt a discussion of the ecological challenges in the practice of Public Administration in Nigeria; (iii) make appropriate recommendations concerning the amelioration of these challenges.

STATEMENT OF THE PROBLEM

The importance of ecology to the practice of public administration in Nigeria cannot be overemphasised. It goes without saying that the importance is not peculiar to whether a country is developed or developing. As Nzewi, Arachia, Ibrahim and Okoli (2018) opined, the mode and manner of the structuring of the physical work environment influences the performance of employees in such establishment. In a similar vein, Lambert *et al.* (2001) cited in Manu (2015) posited that, environmental factors play important role in job satisfaction which translates to effective and efficient service delivery in the public service. This, according to him, has to do with salary level, promotion, system of appraisal and relationship among workers.

However, in Nigeria, the ecology of the practice of public administration is beset with challenges. Some of these challenges are poor remuneration, insecurity and socio-cultural issues (Agbonifoh & Osifo, 2017). These have impeded effective and efficient functioning of public servants in Nigeria (Egugbo, 2020).

Conceptual Clarification

In attempting the clarification of relevant concepts, the two concepts that will be clarified are, ecology and Public Administration.

Ecology

As observed by Eneanya (2014), the word "ecology" has been defined by the Oxford Dictionary as the study of the interaction of people with their environment". Simply put, people function in their environment for a purpose based on interaction with the environment since man cannot exist in isolation. As Sharma, Sadana and Kaur (2013); Elliot-Graves (2024) observed, the word "ecology" is borrowed from biology and it suggests the interdependence between an animal species and its environment. The analogy between biological ecology and management ecology has been perceived as imperfect though. Rather than adopt or subject itself to the environment, human organisations have greater propensity to change their environment (Monilla, n.d). The Ecological Society of American holds that many specialists in ecology like marine and vegetation provide us with information so that we can understand the world around us better. Ecology is thus vital to our well-being. As Shama *et al* (2013) further asserted, sociologists adopted the word into their field to mean a study of man's relation in urban set up. It was introduced to Public Administration by a scholar, John Gaus in 1945. Gaus believed that government functions should be related to environmental factors like people, culture, economy, technology and they must be seen as part of the ecology of Public Administration (Quadri, 2013 and Sharma *et al*., 2013). This approach further advocated for the moulding of administrative behaviour by the environment in which it exists. Thus, a proper understanding of Public Administration takes into cognizance, the environment.

Public Administration

Another concept that is worth clarifying is Public Administration. As posited by Adebayo (1984), "Public Administration is concerned with the study of how a country's administration is organised and how it functions. That is, Public Administration as a discipline deals with that study of how people are organised so as to achieve a specific goal in government. Public Administration as Dibie (2014:1) observed is "concerned with the management of public resources, programmes, activities and the implementation of public policies". Another definition of Public Administration is that of Gordon (1998 in Dibie, 2014) which sees public administration as involving "all processes, organisations and individuals associated with carrying out laws and other rules adopted or issued by legislators, executives, and courts". These two definitions point out the fact that public administration has to do with government, and governance does not denote arbitrary exercise of authority. Instead, it is executed based on laws that exist independent of personalities and their values (Goel, 2008). In addition, Naidu

(2015) provided some traditional definitions of public administration by some scholars. Luther Gulick, as Naidu (2015) observed, sees public administration as "that part of the science of administration which has to do with government and thus concerns itself primarily with the executive branch where the work of government is done, though there are obviously problems in connection with the legislative and judicial branches". Another traditional definition provided by Naidu (2015); Beluchi and Inienge (2020) is that of Herbert Simon which perceives public administration as "the activities of the executive branch of the national, state and local government". These two definitions in their traditional forms emphasised the role of executive arm of government in governmental affairs. Modern writers on the other hand have seen public administration in a broader sense as encompassing responsibilities of all the three branches of government in terms of study and practice of public administration (Naidu, 2015). The fact, however, is that the executive branch of government still maintains a dominant role in public administration whether in Nigeria or elsewhere.

Scholars have come up with two broad views regarding the nature of public administration. Naidu (2015) and Bhagwan and Bhushan (2012) opined that the nature of public administration comprised the integral view and the managerial view. The integral view sees public administration as the sum total of all the activities undertaken to realise the set objectives in view, involving all the activities of the officials of government. This makes the scope of public administration vast, heterogeneous and unwieldy. The managerial view, on the other hand, sees public administration as comprising the work of only those persons that are engaged in performing managerial functions in an organisation (Naidu, 2015; Bhagwan and Bhusan, 2012). This thus implies that public administration focuses primarily on planning, organising, controlling, and coordinating of government activities (Naidu, 2015; Bhagwan and Bhusan, 2012). These roles in addition to budgeting have been recognised as basic functions of administrators. This view has been corroborated by scholars like Herbert Simon, Smithburg and Thompson. In addition to these responsibilities, public administration in Nigeria can further be seen as an aspect of administration that manages the resources of the State, while utilizing same for policy implementation in government Ministries, Departments and Agencies (MDAs).

The relationship between ecology and public administration can be seen in the fact that public administration functions within a particular environment, and the ecology can exhibit some differences depending on the country concerned. As Eneanya

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(2014) pointed out, when ecology is applied to public administration, it refers to the origin, importance and effect of public administration vis-à-vis Nigerian environment.

Methodology

This study adopted a qualitative methodology. The study made use of secondary sources of data, such as textbooks, monographs, magazines, journals and online materials. This is because the secondary sources enable this study to benefit from previous research works. As Martins, Dacunha and Serra (2018) opined, secondary sources of data are suitable for a large number of activities. Thus, its adoption for this study.

Theoretical Framework

Fredrick Herzberg came up with his two-factor theory in 1959 (Yusoff, Kian and Idris, 2013). The theory was based on the feedback gotten from the study of 200 engineers and accountants in the United States of America (USA) with regard to their personal feelings towards their working environment (Yusoff, Kian and Idris, 2013). Herzberg's two-factor theory identifies two types of factors which were mainly (i) hygiene factors such as salary, work place culture and working conditions, (ii) motivation factors like advancement, recognition, and responsibilities. The hygiene factors are the factors that are necessary to prevent dissatisfaction, while the motivation are necessary for the satisfaction of employee (Koncar, Helic, Santos and Strohmaier, 2022).

There is also the need to point out that the hygiene factors of Herzberg's two-factor theory are the job factors that are imperative for motivation (Management Study Guide, 2015). In addition, the existence of these factors does not lead to positive satisfaction for a long term. Their absence or non-existence at work place brings dissatisfaction. That is to say, the hygiene factors pacify the employees on the job and are extrinsic to work. For instance, interpersonal relations, status and job security (Management Study Guide, 2015).

A benefit of Herzberg's theory is that it can help to develop a motivated workforce. The meaning is that, in a situation where there exists dissatisfiers in the work environment, the hygiene factors have to be improved upon. In order to improve

the performance, the manager has to work on the motivators (Tosi, Rizzo and Carroll, 1986 in Pardee, 1990).

Recent studies have also clearly shown that motivational factors are essential in understanding job satisfaction. One such study conducted on some Ghanaian workers within the service industries revealed that job security, relationship between subordinates and supervisors were all prerequisites for accessing whether or not they felt satisfied with their jobs (Sarwar and Abugre, 2013 in Yousaf, 2019). Herzberg's theory has also been widely accepted in various studies on job satisfaction (Alrawahi, Sellgreen, Altouby, Alwahaibi and Brommels, 2020). It is important to note however that a satisfied person is not necessarily productive or hardworking. For instance, the attitude of some Nigerians to works leaves much to be desired even when they are well payed. This is because they engage in unpleasant activities like gossiping on the job, merchandising and outright indolence.

Herzberg' two-factor theory has been criticised on the basis that it assumed that there is correlation between satisfaction and productivity. Despite this assumption however, Herzberg in his research work laid emphasis on satisfaction and ignored productivity (Management Study Guide, 2015). Productivity needs to be emphasised as an important aspect of job satisfaction. The two-factor theory has also been criticised on the ground that it has not measured satisfaction from a comprehensive perspective and as further observed, an employee may still accept his job despite the fact that he hates part of the job (Management Study Guide, 2015).

The relevance of the theory to this study is that it recognises the existence of environmental factors that impede job performance due to lack of motivation. This is in the sense that when the motivators are absent from the job, it brings dissatisfaction.

AN ANALYSIS OF BOTH INTERNAL AND EXTERNAL WORK ENVIRONMENT

Internal Work Environment:

Organisation's internal environment comprises those elements that are embedded within or inside the organisation like physical resources, financial resources, technological resources, human resources, information resources, corporate culture,

organisation's goodwill and the likes (iEdunote, 2017). This definition applies to both public and private sector organisations and it covers everything within the established boundary of the organisation. The internal work environment not only influences employees' activities and choices but also affects their behaviour within the organisation (Bhasin, 2020). Internal factors are things within the establishment and the sphere of control of the establishment, which can be tangible or intangible in nature (Vanessa, 2020). A broader definition is that of Al-Rawashdeh (2019), which views internal environment as that class of human, moral and material elements within the organisational setup that relate with one another with a view to achieving the goal for which the organisation has been set.

Some elements within the internal environment are thus tangible in nature, like the physical facilities and plant capacity. The intangible ones are such things as reward and task structure, information processing, performance expectations and changes within the organisation's culture (iEdunote, 2017). These are noticeable in the public service.

External Work Environment:

The external environment has been viewed by scholars in different ways.

External factors can be seen as those influences, circumstances or even situations that business organisation cannot control which impact the business or organisation's decisions made by the stakeholders (Futurelearn, 2017; Adagba and Shakpande, 2017; Eruemegbe, 2015). The analysis of external environment and its factors have been given the acronym, PESTLE by scholars like Adagba and Shakpande (2017). PESTEL means P – Political factors; E – Economic factors; S – Social factors; T – Technological factors; L – Legal factors; and E – Ecological factors. This, in other words, implies that the external environment exists as a number of factors that are outside or external in nature in relation to the organisation and exert influence on the organisational efficiency (Kuznetsova *et al*., 2017). All the outside factors that affect an organisation constitute the external environment.

Vanessa (2020) in her unique definition of eternal environment sees the external environmental factors as affecting factors outside and not subject to the authority or control of the company or organisation. Vanessa (2020); Muscanu, Lancu and

Halmaghi (2016), divided the external environmental factors into micro factors and macro factors. Muscalu, Lancu and Halmaghi (2016) further identified three characteristics of the external environment. These are (a) uniqueness: which implies that each organisation has its external environment that is peculiar to it and cannot be replicated by another; (b) dynamism: this means an organisation's external environment changes; (c) sensitivity to influence – the external environment also determines in a lot of ways, the work of the organisation. There is a reciprocal relationship between the external environment and an organisation. That is, just as the external environment influences the organisation, the organisation also influences the environment through its services. The external environment through its institutions and external forces influences the survival and progression of the organisation. This is directly or indirectly through its influence on the objectives, plans, activities and results, procedures that exist in the organisation (Muscalu, Lancu and Halmaghi, 2016). The influence is passed on through laid down rules of the legislature, development in technology, political and economic elements. These create opportunities and threats in an organisation.

Furthermore, it is imperative to note that the external work environment of public administrative practice in Nigeria comprise such factors as socio-cultural, political and legal factors that influence service delivery.

Ecological Challenges in the Practice of Public Administration in Nigeria

There are some ecological challenges inhibiting the practice of public administration in Nigeria. These challenges can either be internal or external in nature. These challenges are enormous but the study will focus on those considered germane.

Security challenges: Currently, Nigeria is faced with lots of security challenges like terrorism and kidnapping. These have posed lots of dangers to public security in virtually all the states of the federation. These acts have been perpetrated by Boko Haram members, Fulani herdsmen and hoodlums, for pecuniary reasons. For instance, towards the end of 2021, the Boko Haram group abducted some staff of the Bornu State Ministry of Works who were supervising a road construction at Wori village axis. A police officer and two other persons were abducted about the same time. (Sahara Reporters, 2021).

Two years earlier, suspected herdsmen had kidnapped three civil servants engaged in road maintenance along Ayede-Isin Ekiti road. They were released after the payment of ₦1million ransom (This Day Live, 2019). In a similar vein, an ex-top civil servant (Bamisaiye) was kidnapped in his farm by gunmen in Orin-Ekiti, Ekiti State (Nejo, 2022). These no doubt had affected adversely the effective functioning of public servants working outside the state capitals.

Colonialism: In Nigeria, the practice of public administration was influenced by the British colonialists who amalgamated the colony and protectorates of Nigeria in 1914 to form one political entity known as the colony and protectorates of Nigeria (Ogunna, 2007; Obasi and Otobo, 2011). This was aimed at making the administration of the then new colony less burdensome. In addition, the civil servants in Nigeria initially belonged to one administrative entity that existed as an integral part of the colonial office in London. The situation however changed in 1954 with the establishment of a central and three regional civil services (Adamolekun, 2004). This goal was to decentralise the state administration, so as to enhance service delivery in the civil service. It must however be pointed out that the exploitative motive of the British and entrenchment of colonial rule were also reflected in the administrative structure of the civil service (Rahim, Oguntoyinbo, Obanla and Aremu, 2017).

In addition to Adamolekun's assertion, Eneanya (2015) observed that rules and regulations to be observed were provided. Official conduct was therefore, regulated and guided in such a way that the elements of bureaucratic control found expression within the power and authority relations in the organisation. Nigerians eventually became obsessed with the rules in terms of how they observed and applied them, failing to recognise that the rules were to be used as a guide to an end (Eneanya, 2015). This is still the situation till date in both the federal and state public services in Nigeria, and as a result, public servants find it difficult to use their initiatives while carrying out their official duties.

Military rule: By the time the military took over the government of the country in January, 1966, it inherited a civil service that was administrative based, instead of management system based, in consonance with the idea of new public management and as a result of the enactment of Decree No. 34 of May 24, 1966, which introduced a unitary system of government in Nigeria, (under the Ironsi's military administration) there was a move towards the unification of the Nigerian civil service, with centralised

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political authority as it existed before 1954 (Olaopa, 2008; Teniola, 2017, Teniola, 2020). The environment under which the civil servants operated during military rule was that of dictatorship.

Adebayo (1984) notes that civil servants were deprived of their share in policy making by the military and as a result, a lot of policy decisions were made and announced without carefully considering the workers. While looking at the effect of military rule on Nigerian civil service, Olaopa (2008) opined that, the command-and-control governance tradition inexorably destroyed accountability mechanisms and civil service cherished values, especially the ethical norms that condition good governance. This was an assertion equally made by Fatile (2013), as he opined that authority and command structure that the military in Nigeria had imbibed made accountability to be weaker. In a similar vein, Ediagbonya (2019), posited that military administrations in Nigeria were found of bureaucratic infractions, by which they take arbitrary decisions without recourse to appropriate bureaucratic channels. They just used fiat to take arbitrary decisions. They eventually entrench a civil service that comprised mediocre, corrupt and incompetent individuals.

Poor attitude to work/inefficiency: This is an ethical issue that exists as part of the ecological challenges to the practice of public administration in Nigeria. This challenge of poor attitude to work or inefficiency emanates from poor remuneration, poor working conditions and absence of punishment and penalty for erring public servants (Nigerian Finder, n.d). In addition, Fatile (2013) observed that a major factor that had resulted in unethical behavior in the Nigerian civil service is faulty placement and promotion of staff to positions of leadership.

Inefficiency in public service in Nigeria is not limited to both the federal and state government, it is also found at the local government level. As Ananti and Umeifekwem (2012) noted, civil servants at the local level manifest negative attitude to work through widespread lateness, absenteeism and abandonment of duty posts, outright indiscipline and high rate of corruption. Ogunna (2007) asserted that workers in Nigeria exhibit negative attitude to work through widespread lateness to work, lack of dedication to work and abuse of time and properties. The poor attitude to work has, in no small measure, affected productivity in the public service.

Lack of enabling environment, occasioned by inadequate and poor e-governance infrastructures: It is imperative to mention here that of the general public service, it is the civil service that is mostly affected by dearth of e-governance infrastructural facilities. Lack of regular internet services, irregular supply and maintenance of computers and their accessories and also poor transportation system to and from work all adversely affect productivity in the civil service.

Website and internet facilities are being developed and provided by organisations outside the civil service in Nigeria. But Nwachukwu and Pepple (2015) have observed that Nigeria has a slow rate of software development which incidentally is a key part of software infrastructural development, for the civil service. This thus poses threat to e-governance initiatives in the civil service. Nwachukwu and Peppel (2015), also observed that Soriyan and Heads (2014) carried out a study which revealed the following concerning software development in Nigeria. Their study reported that Nigeria's civil service has 51% imported application, while the development and service of local application is 25% and servicing and means of local and imported application stands at 24%. This, as they further asserted, not only revealed that there was an increasing penetration of the market by foreign companies and their products, but also, a displacing of locally developed applications. As a panacea, Dibie (2014), came up with two things that government needs in order to develop e-governance strategies. These are, provision for a competent central authority responsible for the task and long range planning for the project. This no doubt would enhance efficient technology driven administration.

Socio-cultural Issues: Socio-cultural issues are issues that would be expected in a multi-ethnic country like Nigeria, with different languages, dialects and religious. As Eneanya (2014) posited, socio-cultural issues has led to ethnicity, nepotism and federal character syndrome dominating public administration system in Nigeria, instead of merit system. Eneanya (2014), further opined that religious ceremonies currently also affect the public administration system, based on their inculcation into the system. Thus, public holidays are declared for public servants in order to celebrate religious festivals. This point has been elucidated upon by Dr Goke Adegoroye in his compendium in two volumes and reviewed by Professor LadipoAdamolekun (2015) who opined that as per the appointment of Permanent Secretaries (PSs), the merit principle has been subordinated to patronage considerations, ethnicity and quota system. Adegoroye (in Ademolekun, 2015), further asserted that Permanent Secretaries, are

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rarely deployed based on their competence, cognate experience and concern for seniority.

Means of transportation: The means of transportation to and from work is a technological innovation which exists as an external environmental factor in work situation. As posited by Aderamo and Abolarin (2014), the journey to work serves as one of the most common movement patterns. This usually involves transport facilities which are in the form of public transport, roads, cars and car parks. We observe that most of the movements being made by people in the cities are dominated journeys to and from work. These result in congestion problems, especially in the peak periods of morning and evening (Aderamo and Abolarin, 2014). The problem of road and transportation infrastructure in Nigeria has also been seen as impeding business activities which has to do with inter-city and intra-city movements (Odor, 2022). With the use of personal vehicles by civil servants, transportation to and from work can be less stressful and less challenging, and invariably enhance productivity.

Poor remuneration: Remuneration, otherwise referred to as employee compensation is the benefit or payment that accrues to an employee in return for the services rendered and also in line with the terms of the contract of the employment that exist between them (Oluata, 2019 cited in Awotunde and Ojo, 2022). Aptly put, remuneration can be in different forms such as salary, transport allowance, housing allowance and lunch allowance (Oluata, 2019 in Awotunde and Ojo, 2022). Poor remuneration exists in a situation where what the individual earns as salary and emolument are not enough to cater for his or her basic needs of life like food, clothing and shelter. The current minimum wage of thirty thousand naira currently being implemented in Nigeria at the federal level and which states are expected to adapt, is not enough to meet up with the inflationary trend in the country. Below is the table on the federal government salary structure:

Table 1: *Wage Disparity among the following:*

GL	Federal Government Salary Structure Effective from 2019 (Step I)	
	Per Annum	Monthly
01	360,000	30,000
02	363,328	30,277.3
03	366,170	30,514.6
04	376,194	31,349.5
05	294,498	32,874.8

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06	449,429	37,452.4
07	638,133	53,177.7
08	799,421	68,618.4
09	928,981	77,415
10	1,060,833	88,402.7
12	1,221,722	101,810.1
13	1,362,110	113,509.1
14	1,503,149	125,262.4
15	2,027,623	168,968.5
16	2,505,352	208,779.3
17	4,769,304	399,442

Source: National Salaries Incomes and Wages Commission 2019, The Presidency, Abuja.

From Table 1 above, it would be seen that a civil servant on grade level one step one receives thirty thousand naira monthly as consolidated salary. A director with years of experience on grade level seventeen step one receives three hundred and ninety-seven thousand four hundred and forty-two naira as monthly salary. The thirty thousand naira at the current dollar rate translates to sixty-nine dollars per month at the CBN exchange rate of four hundred and thirty-one naira to a dollar. The salary of a director translates to nine hundred and twenty-two dollars per month.

DISCUSSION OF FINDINGS

This study dwells on the ecological problems that impact on the practice of public administration in Nigeria. It is safe to say that some of these challenges are traceable to colonial influence and military rule in the country. From its findings, the study revealed that the state of ecology is critical to the effective functioning of public servants in Nigeria. The study also revealed that some internal and external environmental factors in Nigeria are not conducive for effective and efficient functioning of public servants. In Nigeria today, public servants working with the local and state government outside the state capitals and some field officials of the federal government report for work amidst fear of being kidnapped for ransom or ritual around their work places. The study found that most times, especially in urban areas, public servants and in particular civil servants find it difficult to get to work on time due to poor means of transportation. There is this harrowing experience involved in using public transport in Nigeria by public servants. In addition, the study revealed that a large number of public/civil servants are not able to meet up with their basic needs of food, clothing and suitable shelter due to poor remuneration.

CONCLUSION

From the foregoing it would be seen that the ecologies of public administration in Nigeria are mainly internal and external in nature. It would also be seen that public administration in Nigeria operates in an environment that is full of challenges. Some of these challenges are security challenges, colonial influence, and poor remuneration.

RECOMMENDATIONS

The study therefore recommends that public servants in Nigeria should be provided with the necessary working tools like computers and internet services through such means as wifi in order to enhance their productivity.

There is also the need to increase the salaries of public servants, especially the civil servants in order for them to be motivated on the job.

Moreover, the government should tackle insecurity in order for public servants to move around unhindered while performing their duties.

Conflict of Interest
None.

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