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THE EFFECT OF WORK ETHICS ON JOB PERFORMANCE: AN ASSESSMENT OF SELECTED FEDERAL MINISTRIES IN THE FEDERAL CAPITAL TERRITORY OF NIGERIA

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ABSTRACT

Employee behaviour at work can be ethical or immoral, and is typically linked to work ethics. The purpose of this study is to investigate the relationship between government officials' performance and work ethics. In this study, work ethics and their effect on performance are assessed using a structural model. The methodology utilized was the exploratory type. A total of 384 self-administered questionnaires were distributed to respondents who were selected using a convenience sample technique. Using a six-point Likert scale, only 157 returned self-administered questionnaires were given to 157 respondents who were chosen at random from administrative positions in several Nigeria Federal Ministries situated in the Federal Capital Territory. The Multidimensional Job Ethics Profile (MWEP) was the tool used to evaluate ethical behaviour in the workplace. The findings obtained support the validity and accuracy of the structural model as a means of assessing the connection between performance and work ethics. The study concluded that work ethics have a significant influence on workplace performance, emphasising their critical role in enhancing job performance.

Keywords: Work ethics, human behaviour, workplace, multidimensional work ethics model, job performance.

INTRODUCTION

Human resource management, like numerous other disciplines, places significant emphasis on moral issues. An organization's values and moral culture guide various other aspects to produce a cohesive, harmonious, and ethical staff profile. However, there is no universally applicable set of regulations or criteria for the conduct of ethical business practices that apply to all organizations. An organization's commitment to maintaining and promoting ethical conduct is demonstrated by its code of ethics, which serves as a guiding principle (Wood, 2000).

Work ethic refers to an individual's level of concern for and adherence to the rights and obligations of other employees in the workplace (Komari & Djafar, 2013). This illustrates that higher-level executives and managers are in a position to establish a commendable precedent in terms of ethical conduct. For a company to sustain a competitive edge, all stakeholders including the board of directors, management, employees, owners, and consumers are required to follow a set of culturally based principles as described in the company's code of ethics (Haider et al., 2015).

Another study by Al-Arimi et al. (2016), viewed Islamic work ethics as a moderator of the relationship between knowledge management capabilities and organizational performance. It had provided a new framework for private higher education institutions to assess their knowledge management capabilities with organizational performance by moderating these in the context of Islamic work ethics. According to Jex (2002), employees' performance in their work would have a greater influence on their conduct than the characteristics of the job itself. This aligns with the findings of Tom and Biobele (2015) regarding the profound influence that an ethical work environment may exert on the overall success of an organization. The concept of work ethics, as the study has elaborated, would allow individuals to assume responsibility for their employment and conduct themselves in a morally honest manner.

In order to examine the concept of work ethics via Max Weber's first lens, it is important to differentiate it from other concepts linked to the workplace. According to Weber (1930), as cited in Miller et al. (2001), there are seven aspects of work ethics that may be measured using the Multidimensional Work Ethic Profile (MWEP). They are as follows: resourcefulness, morality/ethics, leisure, labour, work centrality, wasted time, and delay of pleasure. A typical laborer's inventiveness reflects his/her desire for autonomy on the job.

The morality/ethics component is based on the belief that human existence is intrinsically just and moral. The leisure component encompasses individuals' attitudes and perspectives regarding the significance of extracurricular activities. The dimension of hard effort encompasses the conviction that exerting significant effort is valuable. Labour centrality encompasses the idea that work possesses inherent worth and significance. The Wasted Time dimension encompasses beliefs and attitudes on the efficient utilization of time. Lastly, the Delay of Gratification dimension demonstrates a forward-thinking perspective that emphasizes the deferral of benefits.

The increased competitiveness brought about by globalization has led to the growing importance of corporate values (Berenbeim, 2000). Fifty percent of the respondents in a 2015 poll conducted by Transparency International in Nigeria were government personnel, focusing on bribery, fraud, and corruption. Remarkably, state personnel were employed by 38.9% of small and medium-sized enterprises (SMEs) in the country, possessed 27.6% of fixed assets, operated 99 percent of service sector businesses, and contributed 25.8% to value-added manufacturing. Based on Transparency International's 1996 Corruption Perception Index (CPI), Roy, (2017), Nigeria was ranked as the most

corrupt country in the world. The governance of developing nations has been plagued by systemic corruption, mostly caused by the prevalence of informality, which renders the enforcement of formal legislation impracticable.

Placing ethics as the foremost desirable characteristic for leaders in both the public and private sectors is a difficult task. In recent times, there has been a continued presence of unethical behaviour in different manifestations, despite worldwide efforts to encourage accountability and transparency. Corruption is becoming pervasive in the political and corporate sectors of numerous countries, as per widespread belief. Inadequate and deceitful management of public affairs, together with various other types of corruption, serve as a prominent example of unethical conduct (Gildenhuis, 1991).

Governments face mounting pressure from civil society members, ordinary people, and business leaders to develop and maintain greater levels of ethical conduct. Despite the resolute efforts of multiple Nigerian governments, civil workers in the country have not successfully adopted ethical concepts, beliefs, and attitudes to enhance their job performance. The Nigerian public sector faces numerous challenges, such as a significant lack of accountability and unethical conduct among its personnel (Beetseh & Kohol, 2013). Instances of influence peddling, bribery, embezzlement, favoritism, fraud, and extortion are prevalent as well (Ayand, 2012). The extensive criticism of the Nigerian government's lack of adherence to ethical norms is evidenced by the condemnation expressed by Ayand (2012) and Beetseh and Kohol (2013).

The present study's primary goal is to investigate the connection between job performance and work ethics in selected Federal Ministries in Nigeria's Federal Capital Territory. The following research questions were addressed in this study:

- i. How does resourcefulness among employees affect job performance in the Nigerian civil service?
- ii. What is the impact of adherence to moral ethics on job performance in the Nigerian civil service?
- iii. How does the management of wasted time influence job performance in the Nigerian civil service?
- iv. What is the relationship between leisure activities and job performance in the Nigerian civil service?

LITERATURE REVIEW

Shafique et al. (2018) studied the tourist industry in Pakistan to see how ethical leadership affected employee satisfaction, performance and plans for leave. According to the study's authors, a positive work environment mediates the relationship between ethical leadership, employee satisfaction, and performance on the job and plans to leave the company. Based on data collected from 196 employees, the researchers found that ethical leadership improves employee happiness and performance while lowering turnover intentions. It was demonstrated that employee satisfaction was the critical link between ethical leadership and improved performance and lower turnover rates. The research found that fostering ethical leadership in Pakistan's tourism sector increased employee happiness, output, and loyalty. The impact of ethical leadership on public sector employees' productivity was also investigated by Syahrani et al. (2022). Normative commitment and public service motive were also investigated for their potential mediating roles in this connection. The study drew on leader-member exchange theory

to emphasize the value of ethical leadership as a tool for social learning and as a method of leadership within the public service job performance system. The results from a survey of 327 public personnel in East Kalimantan were analyzed using structural equation modeling (SEM) covariance techniques. According to the findings, ethical leadership had a substantial positive effect on public servants' motivation to serve, adherence to norms, and performance on the job. This suggests that in order to raise public officials' level of ethical awareness, it is essential to strengthen and develop the bond between superiors and subordinates as a method of social learning. However, despite the contradictory views on the impact of bank size on Deposit Money Banks' performance, Yahaya et al. (2022), using a dynamic panel approach on Sub-Saharan African banking sector, consider bank size as one of the vital internal essentials of banks' performance in Nigeria. Their study focused on banks within the region which included Nigeria, and they found that smaller banks performed better than larger banks, suggesting that banks should minimize the rate of their non-performing loans.

In their study titled "Ethical Leadership and Core Job Characteristics: Designing Jobs for Employee Well-Being," Piccolo et al. (2012) pointed out that leaders and organizations were often judged by tangible and quantifiable short-term outcomes like financial metrics, market performance, and accounting results. While this method of evaluating performance promotes constant growth and innovation, it also puts a heavy burden on managers at all levels to produce and report favorable financial results. Success in reaching financial objectives can be rewarded with considerable perks like stock option gains and bonuses, while failure to do so might result in severe consequences like dismissal. A narrow view of success and moral dilemmas while making choices are possible outcomes of this kind of pressure. At a time when workers expect more from their jobs than just a pay cheque, this is an issue of paramount importance. The way leaders act ethically shapes the workplace culture and influences employees' decision-making in real and indirect ways.

Piccolo et al. (2010) investigated the issue of how ethical leadership correlated with key job requirements. Within the framework of ethical leadership, their study established the relationship between task importance, employee agency, effort, and performance on the job. To examine this connection, they used both the original Job Characteristics Model (JCM) and a revised job design model. When leaders consistently operated ethically and showed their dedication to ethics, it could positively affect the JCM characteristics of task significance and autonomy. This beneficial effect has the potential to raise the level of corporate accountability by increasing staff enthusiasm and preparation, which in turn improves task accomplishment. These researchers surveyed pairs of coworkers from different companies as part of their field study. The findings provided credence to a fully mediated model, demonstrating that the sole mediators of the relationship between moral leadership and subordinates' work performance were task relevance and effort. Work design research directions for the future were also included in their paper.

Previous studies in Nigeria on public sector performance mostly did not focus on work ethics. For example, Sakpere (2022) assessed the effectiveness of employee performance in the Nigerian public sector. It had used the purposive sampling technique and found performance appraisals used in Nigeria were not effectively implemented. Oladimeji & Abdulkareem (2023), examined the link between public service motivators and job performance in the Nigerian public service. Their study employed PLS-SEM for data analysis and found Public Service Motivation (PSM) to have a significant effect on job performance and partially mediated by job satisfaction and Person-Organization Fit (POF). Onwuemene (2020), viewed organizational retention and performance of employees in the Nigerian public service. The study found that the Nigerian public service had lagged behind when providing suitable incentives for employee retention. Ado et al. (2020), appraised employee performance in the

Nigerian public sector. By using questionnaires and interviews they found that the performance appraisal technique tended to boost public servants' productivity. In another study by Folayan & Alabi (2023), the relationship between public service motivation and employee performance in Nigerian public higher institution was examined.

On the other hand, a few studies considered Islamic work ethics as a relevant factor in assessing an organization's performance. According to Adam et al. (2018), Islamic work ethics has been employed as a moderator of the relationship between corporate governance and performance of Islamic financial institutions in Nigeria. Their study concluded that poor Islamic work ethics conquers a central area on low performance of Islamic financial institutions in Nigeria. The performance of small and medium enterprises (SMEs) in Nigeria have also been assessed for the influence of Islamic work ethics on the magnitude of organizational culture proposing a conceptual framework, (Kareem et al., 2018). The said study suggested that Islamic work ethics provided guidelines that would enhance the quality of management and organizational performance. In another study by Mostafa and El-Motalib (2018), the researchers tried to answer questions about the connection between ethical leadership, purposeful employment, and public-sector employee engagement.

In response to repeated calls for more studies in this direction, the present study has made use of leadership replacement theory as well as self-concept-based theory to investigate the link between ethical leadership and employee outcomes. This approach is focused on the function of meaningful labour as a mediator and regulator of the relationship between moral leadership and employee engagement. Structural equation modeling (SEM) results showed that among Egyptian public hospital nurses, job meaningfulness partially mediated the association between ethical leadership and job engagement (Sayed Mostafa & El-Motalib, 2018). Additionally, there was a stronger association between ethical leadership and professional engagement among individuals who reported lower degrees of meaningfulness compared to those who reported higher levels. Consequently, there seems to be a consensus that public sector organizations must place a premium on fostering ethical leadership and enhancing workers' feeling of purpose in their job.

In addition, an interesting study by Badr Shah et al. (2021) had looked at whether some technological factors, such as climate change, waste management, air and water pollution would have an impact on the practice of business ethics. Their study used Tobin's Q to examine some factors that could influence the financial performance of Malaysian green technology companies, and their findings underscored the view that green technology would be an essential element in inspiring companies to become more financially sustainable in future.

Tahir (2020) explored the connection between ethical leadership and employees' innovative work behavior, specifically on how workers' perceptions of meaningful work mediated that relationship. The researchers relied heavily on surveys as a data gathering tool, which allowed them to interview 121 people with ties to the 10 chosen ICT companies. For the purpose of data analysis, they employed SmartPLS version 3. The researchers examined the measuring model as part of the study to evaluate the constructs' reliability, convergent validity, and discriminant validity and found positive results. Testing hypotheses using a structural model was the focus of the investigation's second stage. According to their study, employees' inventive work behavior ($\beta=1.77, P<.05$) and their sense of meaningful work ($c=.815, P<.05$) were positively and significantly affected by ethical leadership. However, employees' innovative work behaviour was not shown to be significantly related to their view of meaningful employment ($\beta=-.077, P>.05$). Based on the analysis of indirect effects and the mediation hypothesis

test ($\beta = -.634, P > .05$), the study concluded that workers' perceptions of meaningful work did not impact the relationship between ethical leadership and innovative work behaviour.

The present research has shown that, supervisory workers, line managers, and team leaders could greatly benefit from receiving training on ethical leadership conduct from ICT companies. According to June & Mahmood (2011), others role ambiguity was found to be a factor contributing to employee poor performance, especially in small and medium enterprises. This claim was made in their study of small and medium size enterprises performance in the Malaysian service sector. Bijaang et al. (2018) assessed how company culture and ethics affected workers' happiness and productivity on the job. With work happiness as a moderator, their study looked at how work ethic and organizational culture affected employee performance. A total of 357 people, all of whom were workers for the Pinrang Municipality in South Sulawesi Province, were surveyed for the study. The study had also employed the use of structural equation modeling (SEM). Employee happiness in the workplace was heavily influenced by company culture and work ethic, according to the findings. In addition, other studies shown that when employees are happy in their jobs and the company culture is strong, performance would be boosted. However, the results show that there is no significant relationship between work ethic practices and performance. According to their study, there is a strong correlation between employee happiness on the job and positive organizational culture, ethics in the workplace, and productivity.

METHODOLOGY

Altogether 289,798 government servants in selected Nigerian Federal Ministries situated in the Federal Capital Territory, participated in this exploratory study. Using a convenience sample technique, a total of 384 self-administered questionnaires were distributed to the selected respondents. This approach was found to be most suitable for the selected target groups, such as federal ministries with specific interests, and it had facilitated the data collection. A response rate of 40.9 percent was achieved as a result of the 157 completed survey questionnaires returned. The work ethics tool utilised was modified from Miller et al. (2001) Multidimensional Work Ethics Profile (MWEP). It comprised four elements of work ethics as follows: morality/ethics, leisure, resourcefulness, and wasted time. A 5-item Newman et al. (2004) tool was used in the study to measure performance. A 6-point Likert scale was used to evaluate each instrument as follows: 1 representing completely disagree, 2 disagree, 3 neutrals, 4 agree, and 5 representing highly agreed. Even though, a 5-point Likert is more respondent friendly for ease of use, a 6-point scale provides a thorough and detailed feedback.

RESULTS

The validity of the assessment model was established by Confirmatory Factor Analysis (CFA). The first model analyzed the following two implicit factors: the performance and the work ethic of government personnel. A unidimensional measurement model was developed by adjusting parameter estimates and removing items with low factor loadings. Table 1 presents the fit indices for the two models. The study has employed chi-square/df, RMSEA, and the Comparative Fit Index (CFI) to evaluate the adequacy of the models in fitting the data. For a model to be deemed appropriate, the chi-square/df ratio must be below 5.0, the RMSEA value must be below 0.08 (Browne & Cudeck, 1993), and the CFI value must be more than or equal to 0.90, as stated by Bendler (1990). For a model to be considered for evaluation, Holmes-Smith (2001) states that it must exceed the acceptance level on a minimum of one indicator

from each category of model fit. According to the findings, the structural model met the requirements for absolute, parsimonious, and incremental levels of fit.

Table 1

Evaluation of Measurements Modelling Performance Indicators

	ChiSq/df	CFI
RMSEA		
Model 1	1.427	0.912
0.052		

Hair et al. (2010) reported that each scale's Cronbach's Alpha value was greater than 0.6, suggesting good reliability, which was used to establish internal reliability. To assess the dependability and internal consistency of the measured variables, the Construct Reliability (CR) calculation was performed. A CR value above 0.60 was considered acceptable by Bagozzi and Yi (1988). On top of that, the AVE measures how much each item inside a construct adds to the total variance. Zainudin (2012) states that a value of 0.50 or higher is deemed desirable. As seen in Table 1, the model reliably evaluates the expected combinations.

Table 2

CFA Findings of Measurement Models

Construct Cronbach Alpha	Item	Factor Loading	CR	AVE
Work ethics 0.903	Resourcefulness	0.674	0.885	0.576
	Morals ethics	0.862		
	Wasted time	0.875		
	Leisure	-0.117		
	Hard work	0.866		
	Centrality of work	0.792		
	Delay of gratification	0.825		
Resourcefulness 0.874	SR2	0.687	0.879	0.594
	SR7	0.801		
	SR8	0.888		
	SR9	0.783		
	SR10	0.676		

(continued)

Construct Cronbach Alpha	Item	Factor Loading	CR	AVE
Morality/Ethics 0.826	MO1	0.693	0.827	0.546
	M02	0.752		
	MO5	0.73		
	MO9	0.777		
Wasted Time 0.805	WT2	0.709	0.779	0.5449
	WT5	0.625		
	WT6	0.861		
Delay of Gratification 0.716	DG1	0.594	0.739	0.500
	DG5	0.779		
	DG7	0.711		
Leisure 0.862	LE6	0.6	0.867	0.570
	LE7	0.685		
	LE8	0.853		
	LE9	0.873		
	LE10	0.728		
Hard work 0.916	HW1	0.612	0.908	0.554
	HW2	0.846		
	HW3	0.797		
	HW4	0.701		
	HW5	0.665		
	HW6	0.791		
	HW7	0.834		
	HW9	0.673		
	Centrality of Work 0.794	CW3		
CW4		0.701		
CW5		0.852		
CW6		0.605		
CW9		0.592		
CW10		0.609		
Job Performance 0.614	JP1	0.894	0.747	0.506
	JP2	0.549		
	JP3	0.647		

Measurement Model 1 is effective since it meets the criteria for discriminant, concept, and convergent validity. There was evidence of convergent validity since the Average Variance Extracted (AVE) value was more than 0.5, as is shown in Table 2. After the model's construct validity was verified, it was found that the model's fit indices met all the necessary requirements. For instance, the construct Resourcefulness in Table 2 indicates item SR8 with a loading of 0.888 as impactful in explaining resourcefulness. It seemed to suggest that there was a strong alignment with the construct, while SR2 and SR10 with slightly lower loadings still contributed meaningfully, but might be less central than SR8, SR7 or SR9. Resourcefulness appeared to be a robust indicator of employee performance in the public sector. Similarly, morality/ethics items measured positively to the construct; MO1 with 0.693 lower than MO5 and MO9 aligned positively too. Furthermore, wasted time showed a positive contribution to time management, resulting in improved performance. Its items aligned well though with a lower loading for WT5. The remaining constructs, namely delay in gratification, leisure, hard work and centrality of work all aligned well with their respective constructs, with one of each of the loading lower than the others, but still contributed significantly. The presence of discriminant validity was shown by the square root of AVE (0.759 and 0.712). As is shown in Table 3, this was more than the correlation value (0.320) between work ethics and job performance. This suggests that Measurement Model 1 has provided a good picture of how government employees' work ethic affected their productivity.

Table 3

The Measurement of the Model's Discriminant Validity

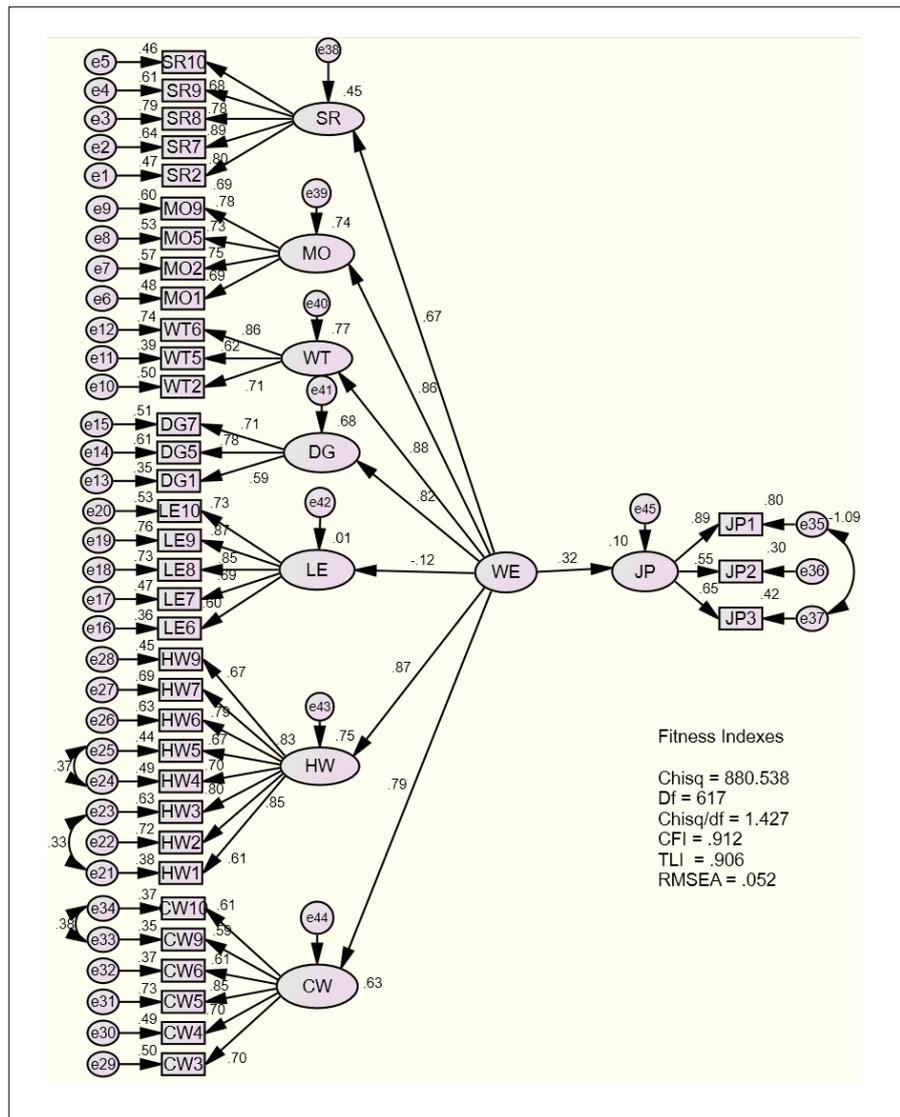
	Work Ethics	Job Performance
Work Ethics	0.759	
Job Performance	0.32	0.712

STRUCTURAL EQUATION MODELLING

The study hypotheses were tested using structural equation modelling, commonly referred to as SEM. In Figure 1, the outcomes of the SEM study can be seen. With loadings ranging from 0.55 to 0.89 for each manifest indicator, there was a statistically significant link between all the relevant latent variables. The standardized regression weights show how much of an impact each predictor variable has on the dependent variable (the one under study).

Figure 1

Structural Model of the Study



The current research suggests that the scale has multiple dimensions. The seven factors—resourcefulness, morality/ethics, wasted time, hard labour, work centrality, and delay of gratification—were highly loaded with all variables except leisure ($p = 0.198$). Leisure was the sole variable that did not heavily rely on these characteristics. Even though, a variable with negative loading does not indicate any meaning regarding its strength to the factor, it gives meaning in that it is related in the opposite direction with the factor (Anne, 2003). As such, the absence of leisure contributes to the principal component that is performance. Long leisure time and higher income tend to affect the time devoted to work for the best performance (Wang et al., 2022).

The significance of the regression path coefficients and their correlation with work ethics and job performance are as shown in Table 3. It is worth noting that at the 0.05 level (two-tailed), which was statistically distinct from zero, there was indication of a direct link. This remained true even after administering the two-tailed test.

Table 4

Standardized Regression Weight

	Estimate	S.E.	C.R.	P
Job Performance.....Work Ethics	0.626	0.182	3.445	***

The beta weight shows the variance of dependent and independent variables which was 1. This shows that there was an absolute and meaningful relationship between the constructs.

FINDINGS

As a whole, the results indicate that employees in the Nigerian public service have benefited from their resourcefulness, which in turn has led to improved job performance. The findings also suggest that self-reliant employees were more likely to take the initiative, find solutions to difficulties on their own, and had a strong commitment to the work that they do. All these factors have contributed to increased levels of job satisfaction, productivity, and efficiency within the organization.

Investigations in this study have also revealed that adhering to morality and ethics has resulted in improved work performance of employees in the Nigerian government service. When it comes to their work, employees who had placed a high value on ethics and morals were more likely to make honest decisions, to keep their integrity, and to uphold the objectives of their organization. The actions of ethical employees had led to the creation of a healthy working environment and fostered trust among coworkers and superiors. As a consequence of this, the team had become more cohesive and productive, which ultimately contributed to an improvement in the overall performance of the Nigerian civil service. The management of lost time has been shown to affect work performance in the Nigerian civil service. Employees can more effectively manage their time and prioritize their duties when they are encouraged to be resourceful, which ultimately results in a more efficient workflow.

A widely held belief was that participation in leisure activities would lead to improved job performance in the Nigerian civil service, however, it was found that mostly sport leisure activities that had contributed to reducing stress, improving health and relieving depression (Rook & Zijlstra, 2006). Other social leisure activities, such as cultural leisure and creative leisure were found to have had a negative impact on performance (Bloom et al., 2018).

CONCLUSION

Based on the findings of this study, there was certainly a significant correlation between the work ethics of civil officials and their effectiveness on the job. Work ethics was found to be an effective mechanism for predicting performance, which corroborated previously held beliefs that high work ethics often increased employee productivity and would contribute to the achievement of greater organizational results. However, factor loading indicated that the influence of work ethics on the performance of civil officials ranged from little to moderate.

This is the conclusion that can be drawn from the data analyzed in this study. Therefore, for employees to achieve success, they need to prioritize their work obligations and pay attention to their jobs. Delay of gratification practiced in the Nigerian public sector will tend to enhance the performance of the public service, employees must realize that to appreciate the value of a reward one has to patiently wait for it. Work is seen to attract material reward, as such work becomes relevant even before the payment of compensation. Hard work reflects employees' will to work and the Nigerian public sector employee will strive to be self-reliant to work with confidence. This leads to success and contribute positively to performance and recognition from others. Where work is centralized, employee tend to understand the line of authority better, thus the Nigerian public sector will develop the employees' desire to get approval from the line of authority for enhanced performance. Workers must perceive work as an obligation and the basic activity in life. This implies autonomous motivation to work harder and perform better. Therefore, attempts to increase employee performance should not just concentrate on salary and awards; rather, they should also focus on cultivating excellent work ethics.

RECOMMENDATIONS

To enhance job performance within the Nigerian civil service, the Federal Government should promote a culture of ethical behaviour and embracing moral values as essential to enhancing job performance in the organization. A strong ethical culture fosters trust, accountability, and integrity—core values necessary for an effective and respected civil service. By integrating ethics training into regular staff development programs, establishing clear codes of conduct, and holding leaders accountable to these standards, the government can lead by example and create a culture that motivates employees to act responsibly. Instilling these values not only improves individual job performance, but also builds public trust in governmental institutions. In addition, encouraging resourcefulness among civil servants is vital. Employees should be trained and empowered to think creatively, solve problems independently, and make optimal use of available resources. This can be achieved through targeted workshops, recognition programs for innovative contributions, and providing tools that enhance decision-making and efficiency in daily operations.

Moreover, the Federal Government should implement practical strategies to address time management and work-life balance—two often-overlooked factors that significantly impact job performance. Many civil servants face burnout or disengagement due to poor time utilization and excessive workloads. Introducing flexible work schedules, enforcing reasonable work hours, and promoting regular breaks can help employees remain focused and productive. Government agencies should also adopt digital tools to streamline processes, reduce bureaucratic delays, and minimize time wastage. Managers should be trained in effective supervision practices that discourage micromanagement while promoting accountability and productivity. By combining these efforts—fostering ethics, encouraging resourcefulness, and improving time management—the Nigerian civil service can become more efficient, innovative, and responsive to the needs of its citizens.

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