Due Process and Organisational Governance in Civil Service Commission in Nigeria

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Abstract
This study investigated due process and organisational governance in civil service commission, Delta State, Nigeria. The study employed descriptive survey design and variables: transparency, fairness and consistency were used as the proxies of due process. Sample sizes of two hundred and seventeen (217) copies of questionnaires were administered to employees in selected civil service commission and data obtained were analyzed using descriptive and inferential statistical techniques. Findings revealed that transparency, fairness and consistency significantly influence organizational governance. Hence, the study concludes that due process is a legal requirement for civil service commission to be able to become transparent, fair and consistent in their undertakings. The implication of the finding is that it would make stakeholders in the civil service commission to embrace diversity of perspective, accountability, effectiveness, equity, respect, justice and trust. On the basis of the findings, the study recommends the need for stakeholders to be transparent, fair and consistent in their responsibilities.

Keywords: *Due process; Governance; Organizational governance; Civil service commission*

1. INTRODUCTION

Due process plays a critical role in enhancing organisational governance by fostering fairness, consistency, transparency, truthfulness, respect for rule of law, impartiality and accountability, probity, integrity and openness for decision-making processes in organizational governance. Arkadiusz (2022) reports that due process implies the government activities carried out openly, economically, consistently, fairly and transparently without any sense of face of procurement and other government services are made in such a way they allow equitable distribution and utilization of scare resources. Ryszardand Michał(2017) is of the view, "due process is a legal requirement that organisations must respect all legal rights that are owed to a person or group of persons" who are saddled with responsibilities.

Tatiana and Maria-Alexandra (2020) assert that due process balances the power of law of and organisation and protects the individual person, civil servants or government officials from it. When a government harms a person without following "the exact course of the law; or when a government official/Political office holders prepared a memo seeking for approval to release funds for contract award without adherence to all the due processes and procedures set by the award of contract (Ryszard & Michał, 2017; Milena & Russell, 2018). Governance is processes of governing, human, material and capital resources. It can be undertaken by government, market or network, over a family, tribe, formal/informal organization or territory, through the laws, norms, power or language.

Chen (2023) argued that organizational governance is a framework of policies and guidelines that inform organization's conduct, decision-making and practice. He further revealed that organisational governance is built on key principles such as accountability, transparency, fairness and responsibility". The adherence of directors and executive officers to principles is important, to monitor and meet critical needs and goals of an organisation. Non-compliance is certain to damage business integrity, investment and projected profitability. Rezart (2023) opined that, corporate governance is the directing force of a business, which brings about ethical behavior, financial reporting, hiring and firing policies, law compliance, corporate strategy, compensation and risk management, to mention but a few.

With stakeholder investment, staff engagement and public confidence is at stake, executive officers must strive to serve all areas and interests using best intelligence, strategies and tools (Rezart, 2023). There has been considerable interest in organizational governance practices of civil services organisation as a result of corporation facture due to inefficient managerial function (Karabulut, Civelek, Basar, Öz & Kucukcolak, 2020). This is necessary for organisation to understand due process and organisational governance, to identify problems posed for not adhering to due process, which can affect performance adversely. Thus necessitating this study to examine due process and organisational performance by considering the impact of transparency, fairness and consistency on organisational governance

Organisational governance system has the aim of entrenching the principles of transparency, fairness and consistency among those charged with the governance of organisations. Transparency requires disclosure of all relevant information so that others can make informed decisions. This implies that that all of an organization's actions should be scrupulous enough to bear public scrutiny. Tatianaamd and Maria-Alexandra (2020) point out that transparency is also a key element of ethical business practices. Transparent businesses are more likely to gain employees' trust, customers and other stakeholders. Transparency has benefits for businesses and consumers.

According to Hassan, Abdulkarim, and Ismael, (2022), these include improved customer relationships, increased trust, greater employee engagement, enhanced reputation and better decision-making". Fairness means treating people with equality. It entails avoiding bias towards "one or more" entities as compared to the other(s). Deliu (2022) opined that fairness in corporate governance is a matter of national interest for many other state owned organisations such as Delta State Civil service. Fairness is usually considered with various stakeholders of an organisation. According to Tatiana and Maria-Alexandra (2020), "consistency is a skill that will set workers up for life in many ways; it can help with building relationships, daily routines, behaviourto mention but a few. Due process mitigates the risk of favoritism, thereby promoting trust and equity among employees. The adherence to due process principles helps in resolving conflicts efficiently. Moreover, by upholding the principles of due process, organisations can enhance employee morale, engagement, and commitment, leading to improved productivity and overall performance.

Effective implementation of due process safeguards organisation against legal liabilities and reputational risks. Thus, integrating due process principles into organizational practices serves as a cornerstone for fostering a conducive work environment that nurtures innovation, collaboration, and sustained success. Base on the aforementioned, this study examined due process and organisational governance of Delta State Civil Service Commission. On the basis of the above discuss, the following were hypothesized:

Hypotheses of the Study

H_{o1}: There is no significant effect of transparency on organisational governance in Delta State Civil Service Commission

H_{o2}: There is no significant effect of fairness on organisational governance in Delta State Civil service Commission

H_{o3}: There is no significant effect of consistency on organisational governance in Delta State Civil service Commission

2. REVIEW OF RELATED LITERATURE

2.1 Due Process

Due process according to Bogdana and Dumitrescu (2020), "is a course of legal proceedings according to rules and principles that have been established in a system of jurisprudence for the enforcement and protection of private rights". Carini, Rocca, Veneziani, Teodori (2018), argued that due process contemplates an exercise of the powers of government as the law permits and sanctions, under recognized safeguards for the protection of individual rights. Dănescu and Popa (2020), report several attribute which include: truthfulness (public should be told the truth on any issue, especially contentious ones at all times; openness (every action taken must be open to public debate and criticism; fairness (an organization must not be seen to favour any person, group or entity); impartiality (everybody must be treated fairly and equally to avoid favouritism); respect for rule of law (what the law says must be obeyed to the letter no matter who is involved); and free flow of information (information on any action must be made available to those who wants to find out what has happened).

Due process promotes integrity; makes the public trust those in government and in private sector; =institutes openness in all forms of business transaction; reduces corruption; institutes respect for rule of law; reduces wastes of taxpayer's money; makes citizens of a country to be well informed about government action; institutes good government and good governance and establishes a known and acceptable way of doing business" (Carini, Rocca, Veneziani &Teodori, 2018).

2.2 Transparency

In governance context, "transparency is the quality of being easily seen through or refers to being open and honest". Merino, Manzaneque-Lizano and Sanchez-Araque (2019) is of the view, establishing transparency in the workplace is key to creating a positive company culture and solidifying employee loyalty and engagement -there should be no unpleasant surprises, no concerns around uncertainty, and no indecisive behavior that may weaken reputation as a leader -transparent leaders strive to practice what they preach, set crystal-clear expectations, and communicate effectively with every member of their team.

Arkadiusz (2022) argues that, "transparency is concerned with official business conducted in such a way that substantive and procedural information is available to and broadly understandable by, people and groups, in society, subject to reasonable limits protecting security and privacy". Pintea, Pop, Dan Gavriletea and Sechel (2020) classified transparency into three (3) - opaqueness, translucency and clarity. They further postulate that, opaqueness is the act of withholding information, hence an opaque work-group is not a transparent; translucency is the disclosure of information partially while clarity is full disclosure of information. Transparency builds upon trust. An organisation must "exercise openness and willingness to disclose truthful, accurate and timely information regarding the company's financial, social and political position to shareholders, stakeholders, consumers and the wider community. A board with a comprehensive audit committee, routine external audits and informed and transparency (Merino et al., 2020; Bogdana & Dumitrescu, 2020).

2.3 Fairness

In corporate governance, according to Deliu (2020), "Fairness refers to the treatment of all those with interests in organisation". It means protecting the rights of shareholders and ensuring fair treatment of organisation's various stakeholders, including: Directors and officers, Employees. "The community in which the business operates and Public officials and entities with which an organisation interacts". Pintea et al (2020) is of the view, "Fairness is about avoiding any behaviors or policies that show unjustified favoritism toward one or more stakeholders or shareholders.

Organisations exist to benefit shareholders and those who run it, The primary benefit is money, which flows from organisation's products and services. The better company performs, the more satisfied stakeholders. Effective governance strives for good business ethics, shareholders and stakeholders should be considered and treated equally, regardless of their respective shareholdings or position on the corporate ladder. Businesses that exercise favouritism risk losing investors, suppliers, consumers and public support. Board of directors that strives for success, actively conducts succession planning, develops a reflective and incentivised compensation policy, and considers the interests of stakeholders by exercising good understanding of fairness and eliminate red flags of bad corporate fairness such as: nepotistic promotions, internal corruption and incompetent or a 'closed-door' approach to leadership" (Popescu, 2019).

2.4 Consistency

Consistency is stability, regularity and dependability of doing something. Tatiana and Maria-Alexandra (2020) defined the term as, "carrying out something the same way, or something staying the same as it is achieved in a particular way". "Corporate governance involves not only working out the relationship between aorganisational and its shareholders, but also a search for consistency on a daily basis". When consistency is achieved, shareholders' satisfaction is higher and relations improve. Consistency is a company's prerequisite for effectiveness and efficiency. To be consistent is a board of directors' task (Ryszard& Michal, 2017).

Creating consistency is key to help create an effective working environment. Stakeholders will then begin to establish a clear understanding of work rules, routines and behaviour as it helps them remain more in control of their actions. Milena and Russell (2018) supported this by saying, "It help stakeholders gain an understanding of everyday work expectations as it established consistency for all, helping workers behave appropriately in carrying out their duties".There are some ways consistency to routine, these include, "stick to the same way of doing things and .use to-do or checklists to structure out daily activities.

To create a consistent behaviour management system in "Delta State Civil Service Commission Asaba", it begin with the Co-ordinator. To make the set of rules and instructions as clear as possible, leaders of organisation must deliver clear instructions avoiding any confusions or any questions, so there will be no confusion. These set of rules should be clear for stakeholders to understand so that they know exactly what is expected of their behaviour in at workplace (Tatiana & Maria-Alexandra, 2020).

2.4 Organizational Governance

Arkadiusz, (2022) postulates that, organisational governance is the act of oversee critical decisions that affect shareholders' and company's interests. Directors and chief executive officers ensure adequate resources and effective strategy to thrive. Arslan (2018) posit that, corporate governance consist of policies for hiring and firing senior executives; oversight of business activities to ensure compliance with laws and ethics; ensuring transparency for shareholders and other interested parties; and corporate strategy, compensation and risk management.

Good corporate governance relies on principles such as: accountability, transparency, fairness and responsibility. Each principle requires right data and the right level of interaction to be effective. Accountability is more than understanding where blame or praise lies (Sneha, 2023); being able to explain every action, is vital in building confidence among stakeholders and shareholders. Understanding and taking ownership of risks is crucial for success and organization's future. Transparency, like accountability, engenders confidence. It lets others know there is nothing to hide while improving accountability for company's actions. organization's willingness to provide clear information to all shareholders and stakeholders regarding its performance plays a significant role in decision making (Kagan, 2022).

Informed decision-making "is only possible with systems that provide accurate and reliable information. In this way, transparent processes allow informed and powerful decisions promptly" -good corporate governance requires equal treatment of all shareholders within each share class; this mean fairness. These principles require wielding your power responsibly - failing to lead in an informed and reasonable manner hurts your corporation at every level" (Investopedia Team, 2021). Failing to follow "the four principles of corporate governance adversely impacts any business -in a world of fast-paced news and instant information, any misstep or unethical practice can ruin a business in a heartbeat -take Showroom.ng for examples -the Showroom.ng platform came on board with the aim of making millionaires of up to 100,000 Nigerian carpenters and try it did".

The showroom "platform for carpenters to display their works and get connected to customers also shut down business -after 12 years of hustling, CEO, Sheriff Shittu, announced in 2016 that it was closing up shop". "The inability to scale on its operations dealt a big blow to this promising platform -this can be seen as a result "of or consequence of bad corporate governance (Mostepaniuk, 2017) - good corporate governance often uses a data-driven approach to setting the rules and policies that guide an organization -the board of directors must act following the four principles of governance - accountability, transparency, fairness and responsibility - for the best interest of stakeholders, shareholders and the business as a whole" (Mattheus, 2017; Walters &Tacon, 2018).

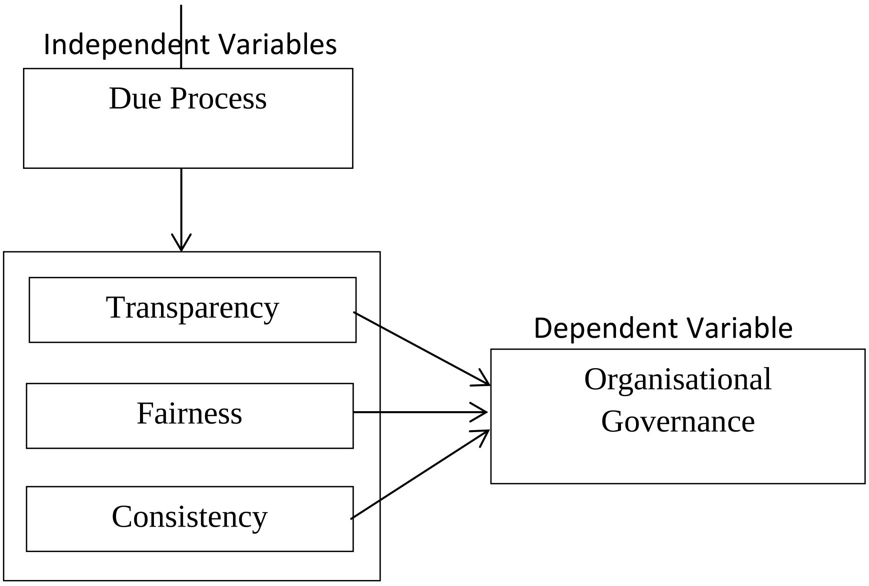

Figure.1: Conceptual Framework
(Researcher's Conceptualization, 2024)

2.5 Theoretical Framework

This study was hinged on the general systems theory. In 1940s, Bertallanfy propounded the theor, who sought a new approach to the study of living systems -one of the most important assumptions of this theory is that changes influence not only other elements of the system, but also the effectiveness of the whole system". According to general systems theory, "a change in one element of the system influences the other elements and hence the functioning system: it may improve its effectiveness, deteriorate its effectiveness or have no results at all.

Organization as a system when observed, the conclusions drawn from general systems theory has a key meaning for organizational harmonization and optimization. When organization is optimized by implementing constant changes, it is seen and analyzed it as one system, and when observed in different directions, which means searching for possible effects of changes "in various areas of the functioning of the organization". Possible effects may also appear in areas located far away from each other. The assumptions of general systems theory are "characterized by a high level of abstraction". The problem becomes apparent when one try to put these assumptions into practice.

3. METHODOLOGY

The study adopted descriptive survey to examine the effect of due process on organisational governance. All staff of Delta State Civil service Commission Asaba (the headquarter of the commission) were used as the population of the study which is estimated to be about 500 staff with a sample size of217was derived from the total population using the "Krejcie and Morgan Table for sample size calculation (See Appendix B)". Questionnaire was used as instrument for data collection and it was designed in two sections; A and B. Section A got personal information from respondents, while section B drawn out information based on the subject matter.

The reliability of the instrument was established by using the test and retest method. The responses were analyzed using Cronbach Alpha. The coefficient of reliability obtained was 0.79. The researcher personally administered copies of the questionnaire to the respondents after due permission from the head of the commission. 217copies of the questionnaire were distributed but 200 copies were retrieval which shows 92% retrieval rate. Mean responses and multiple regressions were used for data analysis.

4. RESULTS

Table 1: Transparency and Organisational Governance

S/N	STATEMENTS	SA	A	D	SD	Mean	STDEV	Remark
1	It create a stronger organisational culture	89 (45%)	75 (38%)	7 (4%)	29 (15%)	3.12	38.45	Accepted
2	Employees can advocate for their needs	73 (37%)	59 (30%)	43 (22%)	25 (13%)	2.90	20.69	Accepted
3	It is easier to manage expectations	75 (38%)	77 (39%)	23 (12%)	25 (13%)	3.01	30.04	Accepted
4	It improve employee performance and stronger customer relationships	91 (46%)	85 (43%)	9 (5%)	15 (8%)	3.26	44.02	Accepted
GRAND TOTAL						3.07	33.30	Accepted

Source: Compiled by the Researcher (2024)

The means responses to items 1-4 (Table 1) are 3.12, 2.90, 3.01 and 3.26 respectively; with a grand mean and standard deviation of 3.07$\pm$33.30. "Base on this analysis, transparency create a stronger organisational culture; advocate for their needs; manage expectation easily; improve employee performance and stronger customer relationships.

Table 2: Fairness and Organisational Governance

S/N	STATEMENT	SA	A	D	SD	Mean	STDEV	Remark
5	"It embrace diversity of perspectives"	83 (42%)	63 (32%)	39 (20%)	15 (8%)	3.07	29.46	Accepted
6	"Fairness build trust and accountability"	93 (47%)	83 (42%)	5 (3%)	19 (10%)	3.25	44.44	Accepted
7	"Fairness enhance board effectiveness"	81 (41%)	73 (37%)	25 (13%)	21 (11%)	3.07	31.39	Accepted
8	"Fairness leads to equity, respect, justice and trust"	75 (38%)	95 (48%)	21 (11%)	9 (5%)	3.18	41.52	Accepted
GRAND TOTAL						3.14	36.70	Accepted

Source: Compiled by the Researcher (2024)

The means responses to items 5-8 (Table 2) are: 3.07, 3.25, 3.07 and 3.18 respectively; with a grand mean and standard deviation of 3.14$\pm$36.70". "Base on this analysis, fairness embrace diversity of perspectives; build trust and accountability; enhance board effectiveness; leads to equity, respect, justice and trust among stakeholders.

Table 3: Consistency and Organisational Governance

S/N	STATEMENT	SA	A	D	SD	Mean	STDEV	Remark
9	Consistency help to find routines and methods that work for organisation to achieve her goal and objectives	65 (33%)	101 (51%)	25 (13%)	9 (5%)	3.11	41.36	Accepted
10	It improve both employees and organisational performance"	95 (48%)	65 (33%)	19 (10%)	21 (11%)	3.17	36.75	Accepted
11	Consistency creates an effective and efficient work environment	85 (43%)	71 (36%)	21 (11%)	23 (12%)	3.09	32.84	Accepted
12	It enable employees to establish a clear understanding of workplace rules, routines and behaviour as it helps them remain more in control of their actions.	93 (47%)	70 (35%)	20 (10%)	17 (9%)	3.20	37.59	Accepted
GRAND TOTAL						3.14	37.14	Accepted

Source: Compiled by the Researcher (2024)

The means responses to items 9-12 (Table 3) are: 3.11, 3.17, 3.09 and 3.20 respectively; with a grand mean and standard deviation of 3.14$\pm$37.14". "Base on this analysis, consistency help to find routines, methods that work for organisation; improve both employees and organisational performance; enables employees to establish a clear understanding of workplace rules, routines and behaviour as it helps them remain in control of their actions.

Table 4: Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.170	3	5.390	20.051	.000[b]

Residual	52.687	196	.269		
Total	68.857	199			

a. Dependent Variable: OG
b. Predictors: (Constant), CY, FN, TP

Source: Compiled by the Researcher (2024)

The value of Sig (0.00) in Table 4 indicates that, the independent variables combined has a statistically significant association with the dependent variable

Table 5: Regression Coefficients.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.750	.569		3.073	.002		
	TP	.668	.103	.428	6.517	.000	.905	1.105
	FN	.140	.076	.120	1.838	.043	.923	1.083
	CY	.138	.107	.085	1.287	.020	.903	1.107

a. Dependent Variable: OG

Source: Compiled by the Researcher (2024)

The Sig-value of "Transparency"(0.002) in Table 5 indicates that, "there is a significant relationship between transparency and organisational governance, since the Sig-value (0.002) is lesser than 0.05 -therefore, the null hypothesis which stated that there was no significant effect of transparency on organisational governance in Delta State Civil service Commission, is rejected–"this implies that there is a significant effect of transparency on organisational governance. This finding supports the finding of Pintea et al (2020) and Arkadiusz (2022) are of the view that transparency advocate for employees' needs, manage expectation easily, improve employee performance and creates stronger customer relationships.

Furthermore, the Sig-value of "Fairness (0.000) in Table 5 indicates that, there is a significant relationship between fairness and organisational governance, since the Sig-value (0.000) is lesser than 0.05". Therefore, "the null hypothesis which stated that there was no significant effect of fairness on organisational governance, is rejected". This implies that "there is a significant effect of fairness on organisational governance. This finding is in "agreement with Bawazir et al (2021); Christiansson and Rentzhog, (2020) who have similar view that fairness built trust and accountability, leads to equity, respect and justice.

Finally, the Sig-value of "Consistency (0.020) in Table 5 indicates that, there is a significant relationship between consistency and organisational governance, since the Sig-value (0.020) is lesser than 0.05". Therefore, "the null hypothesis which stated that there was no significant effect of consistency on organisational governance, is rejected" - this implies that, "there is a significant effect of consistency onorganisational governance". This finding in line with the findings of Tatiana and Maria-Alexandra (2020) ; Bandara et al (2019) who reported that consistency helps to find routines, methods that work for organisation and improve both employees and organisational performance.

5. CONCLUSION AND RECOMMENDATIONS

Due process has a significance effect on organisational governance - due process creates a stronger organisational culture, advocates for stakeholders needs, manages expectation easily and improves employee performance. Also, it embraces diversity of perspectives, accountability, enhance board effectiveness, leads to equity, respect, justice and trust among stakeholders - more also, due process help to find methods that work for organisation; improve both employees and organisational performance, enables employees to establish a clear understanding of workplace rules, routines and behaviour as it helps them remain more in control of their actions.

The implication of the finding is that it would make stakeholders in the civil service commission to embrace diversity of perspective, accountability, effectiveness, equity, respect, justice and trust. On the basis of the findings, the study recommends the need for stakeholders to be transparent, fair and consistent in their responsibilities. Also, management should make out time to interact with employees and encourage them to express commitment to transparency.

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