

## EXPLORATION OF JOB RACKETEERING AND EMPLOYEES' LEVEL OF PRODUCTIVITY

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*Abstract: The paper explored the influence that job racketeering exerts on the employees level of productivity. Both primary and secondary sources of data were used in this paper; information was gathered by distributing questionnaires to the designated respondents. There were 205 respondents in the study population who were OYRTMA officials', commercial motorists, and motorcyclists. A Taro Yamane formula was employed to arrive at 205 respondents for the sample size, and 185 questionnaires were retrieved from the administered questionnaires on the sample population size. Secondary data were gathered from books, scholarly journals, official documents, and the internet. The acquired data were analyzed using both inferential and descriptive statistics. The study's inference from descriptive statistics showed that, of the ten acknowledged assertions on the influence of job racketeering and employees level of productivity; eight assertions affirmed the substantial influence that job racketeering exerts on employees level of productivity. While two assertions showed that job racketeering does not have substantial influence on employees' level of productivity. Also, the inferential statistics from the data collected showed that there is significant relationship between fizzling out of employees (OYTRMA officials') level of productivity and influence of job racketeering variants (harassment, unprofessionalism, and extortion). With the p value from the SPSS gives 0.000, which is less than the 0.005, this affirms that there is significant relationship between fizzling out of OYTRMA officials' level of productivity and job racketeering. As results from both descriptive and inferential affirmed the correctness of the assertions, and hypothesis; the study comes to the conclusion that job racketeering has substantial positive influence on the employees level of productivity significantly.*

*Keywords: Job, Racketeering, Employees, Productivity, Influence, Efficiency*

### Introduction

A trend that kills productivity level of employees should be decisively addressed so as to achieve the desired quality growth and development accordingly. Public and private enterprises drive business to excellence via employees, be it staff, or contract basis. The reason for employing more hands boils down from the fact that such enterprise could not do every activities by same number of people it had previously and perhaps, as a result of expansion or the need to provide more for people as population increases. Developed economies in the world develop significantly through their labour force level of productivity which has positive relationship with the policies and programmes of such economies. For labour force to be productive there is need to remove all bottlenecks which can hinder their efficiency, and productivity level. One critical force that makes the difference between the developed economies of the Western and Eastern world viz-a-viz African is the quality of their labour force and the commitment they wield on their works. However, Nigeria's main public enterprises problem is an offshoot of its labour recruitment process, which is often characterized by clientelism, patronage, rent seeking, political consideration, party affiliation, nepotism, favouritism among others. These attributes are noted in the employment process at public enterprises where every citizens clamour for job

in the public enterprise which often time not to put in their best, rather as citizens' rights of getting employment from Governments offices, and works. The bastardisation, and balkanisation of recruitment process significantly influences the productivity level of labour force in African public enterprises, Nigeria as reference point, and Oyo state OYRTMA in particular. Development is not accidental it comes as a result of methodical attitudes and positive contributions of the labour force which drives the policies and programmes of government in different ministries, parastatals, departments, and agencies so as to fulfill their electoral promises, and party manifestoes among others.

However, various recruitment both at federal and state level are majorly based on patronage, the recent revelations at federal House of Representatives investigation of jobs slot being sold at federal character commission is one out of major job racketeering that are at behest of principal officers in the various ministries, departments, and agencies among others Vanguard, 8<sup>th</sup> August 2023. Despite the enrolment of civil and public servant in the (IPPIS) Integrated Payroll and Personnel Information System, these anomalies were still being perpetrated, this was unearthed during the probe of job racketeering at federal government agency, where a personal assistance to head of federal government agency admitted to this crime (guardian.ng, August 14th, 2023)

These anomalies were also a point in action at Oyo State Road Traffic Management Authority where recruitment is based on clientelism among many other job opportunities in the state, a prospective job seeker that applied online, must provide three guarantors, in person of a member at Oyo state house of assembly, Mogaji, or Baale, and a 14 level officers before such applicant can submit his or her form (jobportal.oyostate.gov.ng/oyrtma) of 2022 recruitment process. This recruitment procedure actually lead to low level of commitment on the part of applicant since it is based on patronage. A successful applicant often times misbehaved at his or her duty post, the various officers at traffic lights in the state capital, Ibadan. Where a former head of service's son in Oyo state was alleged to have sold slot, and the rubber stamp house of assembly refused to investigate this strong allegation (dailypost.ng, 11<sup>th</sup> May 2020).

#### Statement of Problem

Nigeria society complaints of poor delivery of public goods and services in every facets of human endeavours. Government projects are implemented without corresponding positive impacts on the citizenry, roads constructed with poor quality materials due to contract inflation, kicks back, and 10% percentiles gatekeeper, amongst other factors. These among other reasons affect the quality of services that government employees provide which are ridden with low productivity as this is depicted in the implementation of policies and programmes of government. Public institutions, enterprises, parastatals, ministries, department, and agencies suffered unprecedented impediments due to job racketeering which has taken precedence over competitive recruitment, competence, efficiency, and modernization has been done in private enterprises, or businesses. The menace that job racketeering is causing pervades every spheres of human endeavours in Nigeria as being seen in the borders where Nigeria Customs Service, and Immigration officers allow contraband goods, and illegal migrants into the country; unholy actions at federal and state hospitals, higher institutions of learning, amongst others (punchng.com, 2017; unodc.org2021). The menace of job racketeering in government owned institutions, enterprises cannot be overemphasized which ranges from compromised educational system; where graduates are being turned out yearly without quality it deserves, poor health

care, shoddy formulation, and implementation of public policies and programmes, contract inflation amongst others, all these pose a great threats to growth and development in the country.

Often times these problems are self-inflicted among the citizenry who should have been better informed that the driving force of government policies and programmes are majorly from the employees who make sure that the deliverables are implemented according to appropriated budget. Rather, the sets of labour force that needs to drive these developmental, laudable, impactful projects are employed through shambolic manner. Previous researches on employees majorly focused on job satisfaction, productivity among others. Hence, the need to look at process of recruitment which often contributes to employees' level of efficiency and productivity respectively.

## **Literature Review**

### *Job racketeering*

The rate of ruin that this menace has caused the country economy cannot be over-emphasised, public enterprise employment process is marked with racketeering. Ikwuka (2016) opined that job racketeering is the fraudulent manner of getting employed where one is capable of working, or where one is not capable to work. The idea of job racketeering is great menace that its effect has trickled down to every facets of human endeavours in the country. This menace kills patriotism, and promotes greed, avarice, nepotism, among others. The rate at which people are being fraudulently employed in the public sector with or without regards to quota system, or competence, or technical know-how cannot be quantified. The case of recent probe at house representatives in Nigeria of the Federal Character Commission, among many atrocities in the public service Vanguard, August 2023. The idea of selling slots for employment kills the level of productivity such person that got employed. The idea of job racketeering consistently makes the mockery of the public service, no wonder public policies are shabbily implemented, roads are poorly constructed, admission processes are ridden with miracle centres, public goods that are meant for citizens are being waylaid by an individual, health institutions are compromised, and incompetent health practitioners are major workers. These are among the menace that job racketeering caused, and it totally kills efficiency and productivity in the public sectors, these are among the major reasons public sectors, enterprises are at its lowest ebb when compared with private sectors.

### *Service Compact*

From the existing literatures, the quality potentials of SERVICOM for operational efficiency and improved quality of services in the public sector has been adequately verified. Compact is a formal agreement between two or more people. In this case, SERVICOM is a Service Compact (Agreement) amid the National Government as well as its organs and the Nigerian people. Olaopa (2008) argues that SERVICOM seeks to introduce the "Customer Orientation" through "service compact with all citizens". The citizen's charter is the relationship between public service providers and the users. The charter put public organisations in the shoes of the recipient of services and asks, "What can I, as an individual, expect from this organisation"? According to Egbewale (2011) service compact is the fundamental principle of citizen/public service charter including

principle of equality of treatment, rules governing relations between the public service and the users, accessibility of services, effectiveness and efficiency, evaluation of services, transparency and information. Abdullah (2008) simply defines service compact as a way of organising public management in order to increase efficiency, transparency, accessibility and responsiveness to citizens through intensive and strategic information and communication in the inner management of the public sector as well as in its daily relations with citizens. Drawing from various definitions of SERVICOM, Egbewale (2011) identifies fundamental principles of transformation of public service delivery. The principle of equality of treatment, that refers to the citizens' rights and entitlements to good service delivery. SERVICOM is the engine for effective and efficient service delivery. It is mounted on the imperative to change the system of service delivery. It is driven by government's commitment to deliver service and citizens' expectations of service delivery. Evaluation of services, transparency and information - SERVICOM opens up new possibilities for governments to be more transparent to citizens, given access to a greater range of information collected and generated by government. SERVICOM also creates opportunities for effective public service delivery to citizens.

#### *Labour force*

Labour force OECD 2023 sees the labour force as the presently energetic population, comprises all persons who fulfil the requirements for inclusion among the employed (civilian employment plus the armed forces) or the unemployed. The employed are defined as those who work for pay or profit for at least one hour a week, or who have job but are temporarily out due to illness, or leave. To OECD, the labour force consists of those that are gainfully employed, and those not fully employed. Labour force makes the country economic activities viable, and industrious, for a country to have greater economic activities, its labour force must be productively employed in a competitive manner so as to make them produce at higher efficiency level (Fagbemi, 2006). The quality and competence of labour force, via their recruitment process would significantly impact on the policies and programmes of government which is to make life more meaningful to the citizenry. A competitively recruited labour force is sine qua non to a prosperous economy.

#### *Employee*

An employee is an individual who works for an organization or business under an agreement, contract, or arrangement, typically in exchange for wages, salary, or other forms of compensation. Employees are usually subject to the direction and control of the employer regarding the work they perform, the hours they work, and other aspects of their employment. They may work full-time, part-time, or on a temporary basis, depending on the nature of their employment arrangement.

#### *Productivity*

OECD, 2000 it is the capability of bringing forth, generating, creating, enhancing production with less overhead cost. For public sector to be productive, the labour force must put in their best so as to ensure that public objectives are achieved in the course of making government works, or revenue efficient driving. The government policies and programmes are productive when it is for greatest good for the greatest number of people. A government revenue generating department must be productive such that the amount use

for revenue generating must not be more than the revenue itself, such as Customs Service, FIRS, and NNPC among others (Olaleye, 2001).

## **Theoretical Framework**

### *New Public Management theory*

Level of efficiency is fundamental to NPM which is measured through policies and programmes that are people-centered rather than remuneration only. The NPM emphasizes on the assessment of management, policy usefulness and accountability which forms a result-oriented government (Olowu, 2001). Therefore, the need to ingratiate sanity in the public policies implementation process brings employees level of proficiency into limelight. This is in line with the best practices in order to curb corrupt practices and get value for tax payers' money. Since government policies and programmes gulp a huge sum of money, and direct job recruitment is ridden with sharp practices, there is a need to evolve a recruitment process that is devoid of job racketeering, nepotism, favouritism so as to achieve the greatest good for the greatest number of citizenry. Hence, there is a decisive urgency to run a government or public sector in a business-like approach so as to embrace competition, efficiency, effectiveness, and value for tax payers' money. Farazmand (2006); Hood (2000) both argue that the new public management theory prioritizes the taxpayers' contribution, in the same manner, the private sector focuses on customer satisfaction. That is, the NPM sees the need on the importance of implementing various government policies via decentralization of public policies and as well ensuring efficiency and effectiveness so as to address the various sharp practices that hinder public policies and programmes implementation adequately.

New public management theory advocates the use of the private sector's manual for the purpose of implementing, that is contracting out to various vendors, professionals, firms, and contractors of public works that are to be carried out by government or its representatives such as MDAs in order to ensure value for money, increase efficiency, monitor performance, and ensure that targets are met (Barzelay, 2001). The theory advocates the need to address accountability, leakages, and inefficiency in governance so as to ensure that reorganisation of the public sector in line with private sector business-like mechanism; namely: accountable, efficient, productive, effective, and above all value for taxpayers' money is paramount. It also portrays the need to ensure that promotion, and competition in the effective delivery of public goods and services to the populace which are majorly taxpayers get maximum benefits for their money accordingly (Kalimullaha, Khan, & Norman, 2011).

Many scholars argue against the adoption of private sector model of carrying out government policies to them, it will not be in the best interest of common man as those private organisations are owned by those who enjoyed government patronage which often leads to rent-seeking and economic rent in the long run which is not in the best interest of the taxpayers whose money are expended on the inflated contracts awarded as well as privatization policy. In spite of the argument against new public management theory, the theory still stands as an effective theory for implementing public policies and programmes through the public-private partnership which the theory advocated, and this ensures value for money, promotes efficiency, competence, technical know-how in all facets of human endeavours. With NPM theory, recruitment into the public sectors would be competency

and competitive driven this would in long run enhance, and promote the quality of employees in the government enterprises, parastatals (MDAs) ministries department, and agencies; likewise the process of recruiting, formulating, and implementing government policies and programmes would ensure that citizens benefit immensely accordingly.

### **Methodology**

This section describes the methodology that was used in the administration of questionnaires for this paper so as to discuss the methods and techniques that were used in order to achieve the paper's objective, the exploration of job racketeering and employee level of productivity with adoption of use of inference data analysis technique. The study was centered on the activities of workers at Oyo State Road Traffic Management Authority, the state is in the Western Region of Nigeria. The agency is the main face of government, in the road and traffic management so as to ensure that there are free flows of vehicular movement. The Oyo State Traffic Management Law 2009 as amended, made provision for the agency, so as to ensure effective, efficient, and appropriate compliance with traffic rules in the state among the road users. With the use of highly skilled manpower to drive the traffic management of the state.

The study employed a purposive sampling technique for employee at OYRTMA 312, and commercial motorists and commercial motorcyclists 108. The two levels of officers were considered in the OYRTMA since they were actively involved in the decision making and implementation of the agency the junior officers that man the traffic lights, and senior that sends them; the road users were also considered in the administration of questionnaire. The reasons for the selection of the agency and the beneficiary of such efficient management of road, or otherwise, of its functions were as a result of the complaints of extortion, unprofessionalism, non-compliance with free flowing of vehicle, and indiscriminate harassment on the both sides of traffic officials and road users.

The paper adopted use of Taro Yamane formula to arrive at the total number of respondents that questionnaires were administered upon.  $n = N / 1 + N(e)^2$ ;  $n = 420 / 1 + 420(0.05)^2$   
 $420 / 1 + 1.05$ ;  $420 / 2.05$ ;  $n = 205$ .

The paper adopted 5% level of significance in the course of using Taro Yamane. The 205 respondents were administered questionnaires on so as to ensure that the paper attained the needed credibility and validity. Statistical instrument for data analysis for the paper analysis were both descriptive and inferential statistics computed via SPSS, Statistical Package for Social Scientists respectively.

### **Analysis and Interpretation of Data**

Two hundred and five questionnaires (205) were administered among the respondents, and one hundred and eighty-five (185) were retrieved accordingly. This implied that over 90% response rate was recorded in the questionnaires administered. The quantitative data generated were subjected to both descriptive and inferential statistical analysis. Regression statistical was adopted so as to establish relationship that exists between OYRTMA officials' level of productivity fizzles out and job racketeering variants (harassment, unprofessionalism, and extortion).

This part provided the four-dimensional assessment scale of; largely significant (4), significant (3), and less significant (2), and insignificant (1) which were used by the researcher to elicit information from the respondents on the significance or insignificance

of the assertions acknowledged. Where the summation of per cent of both largely significant, and significant is greater than both of less significant, and insignificant, the decision is substantial otherwise insubstantial.

The first claim from the objective of the paper was centered on indiscriminate harassment of commercial motorists, and motorcyclists by OYRTMA officials. The respondents affirmed this assertion with the per cent summation of largely significant and significant greater than that or less significant and insignificant, 63.2%>36.8%. From the proof supported by the responses in the questionnaires administered, the harassment being perpetrated by the OYRTMA officials substantially leads to low level of productivity as the official are more interested in the activities that profit them rather than making the roads traffic free.

Also, nepotism and favoritism affects employees' level of productivity was as well affirmed as another claim that substantially leads to low level of productivity with per cent summation of largely significant and significant of 56.2% which is more than less significant and insignificant 43.8%. The level of productivity was substantially affected by the act of nepotism and favouritism which had characterised the recruitment process of the agency. The per cent of largely significant and significant is greater than less significant and insignificant 63.3%>36.7% which affirmed the assertion that OYRTMA officials level of productivity fizzles out due to unjustifiable influence being deployed in the job recruitment procedure, and promotion in the agency by politician. These contributed to the kind of personnel that the agency used in enforcing traffic regulations among others.

Job racketeering at OYRTMA allows for unprofessionalism in the conduct of traffic management this claim was confirmed with the 65.9%>34.1% which was substantial. There is enough evidence to conclude that the level at which productivity level reduces was attributed to unprofessionalism conduct of the OYTRMA officials. The unprofessionalism conduct makes the officials to pursue personal agenda rather than what the law that established the agency recommends, motorists were apprehended in a manner that were uncivilized, and uncouth.

Politicized recruitment process does not affect employees productivity with the per cent summation of largely significant and significant less than less significant and insignificant 39.4 %< 60.6% which is insubstantial. From the respondents' results collected , it is suffice to conclude that politicized recruitment process did not lead to low level of productivity. If the agency level of productivity is low, this could not be attributed to politicized recruitment process accordingly. The claim that the strenuous recruitment procedure deters best hands from getting enlisted in the agency's duty schedule was also explored and it was substantial with per cent summation of largely significant and significant are more that the per cent summation of less significant, and insignificant 56.4%>43.6%. With affirmation of the claim as substantial, it can be evidently concluded that the unnecessary strenuous recruitment procedure deters best hands from getting enlisted in the traffic management duty in the state. Recruitment procedures are ridden with strenuous activities that are not in any ways related to intended work schedule of prospective employees, this particular act deters best hands from get enlisted in the agency's work.

The claim that monetization of recruitment process kills expertise level of employees was insubstantial as the per cent summation of largely significant and significant was less than the per cent summation of less significant, and insignificant 37.3%<62.7%. The expertise level of employees' poor discharge of their onuses was not as a result of monetization of

recruitment process, rather it was due to some pressing constraints that affect the agency's objectives.

The assertion that lack of highly skilled personnel kills agency's objective was substantial with the per cent summation of largely significant and significant greater than that of less significant and insignificant, 60%>40%. From the evidence buttressed by the responses in questionnaires administered, lack of highly skilled personnel kills agency's objective substantially this leads to low level of productivity as the official are more interested in the act that will give direct money to the pocket of agency's officials. Traffic offenders are often bribed their way through when need arises.

The results of the data analysis, which showed that the per cent summation of mostly significant and significant greater than that of less significant and insignificant, 67.1%>32.9%, significantly confirmed that OYRTMA officials' job prescription boosts extortion. The administrative framework of the agency was designed to coerce road users into paying for any infraction on a traffic light violation due to the daily targets that field agents are confronted with, and the penalty is paid directly into the agency's official's pocket rather than the state government coffers. All of these added to the job's exploitative character, which eventually results in employees' low level of productivity.

Racketeering activates employees non-committal to job etiquette significantly confirmed by the data analysis result, which showed that, per cent summation of largely significant and significant greater than that of less significant and insignificant, 63.3%>36.7%. The administrative structure of the organisation was designed to promote disregard for workplace protocol, with penalties going straight into the agency official's pocket rather than into the state government's coffers. This issue can be linked to the employment racketeering that pervaded OYRTMA's hiring process. In the end, all of these abnormalities were linked to the OYRTMA officials' low productivity level.

**Table 1 Job racketeering and employees' level of productivity**

Assertions	LAS f %	SIG f %	LES f %	INSIG f %	Σ%	Decision
Indiscriminate harassment of commercial motorists , and motorcyclists by OYRTMA officials	82 44.3	35 18.9	11 6.0	57 30.8	63.2>36.8	SUB
Nepotism and favoritism affects employees' level of productivity.	42 22.7	62 33.5	38 20.6	43 23.2	56.2>43.8	SUB
OYRTMA officials level of productivity fizzles out	54 29.2	63 34.1	25 13.5	43 23.2	63.3>36.7	SUB
Job racketeering at OYRTMA allows for unprofessionalism in the conduct of traffic management	67 36.2	55 29.7	13 7.0	50 27.1	65.9>34.1	SUB
Politicized recruitment process affects employees productivity	35 18.9	38 20.5	64 34.7	48 25.9	39.4<60.6	INSUB
Strenuous recruitment procedure deters best hands from getting enlisted in the agency's duty schedule	51 27.8	53 28.6	33 17.7	48 25.9	56.4>43.6	SUB
Monetization of recruitment process kills expertise level of employees	27 14.6	42 22.7	25 13.5	91 49.2	37.3<62.7	INSUB



Lack of highly skilled personnel kills agency's objective	63 34.1	48 25.9	18 9.7	56 30.3	60>40	SUB
OYRTMA officials job prescription enhances extortion	49 26.6	75 40.5	33 17.7	28 15.2	67.1>32.9	SUB
Racketeering activates employees non-committal to job etiquette	67 36.2	50 27.1	15 8.1	53 28.6	63.3>36.7	SUB

Source: field survey, 2024

Largely significant (LAS), significant (SIG), less significant (LES), insignificant (INSIG), frequency (f), and % (per cent) Substantial (SUB) Insubstantial (INSUB), Sigma ( $\Sigma$ )

### Testing of Hypothesis

This section analysed and interpreted the hypothesis formulated for this study. A regression analysis was used as the statistical tools for testing the hypothesis. The hypothesis stated that there is no significant relationship between fizzling out of OYTRMA officials' level of productivity and job racketeering variants (harassment, unprofessionalism, and extortion). To test the above stated hypothesis, data gathered from respondents were standardized, and subjected to regression analysis, and was subsequently run on SPSS.

The p value from the SPSS gives 0.000, which is less than the 0.005, there is enough evidence to reject null hypothesis, and affirms that there is significant relationship between fizzling out of OYTRMA officials' level of productivity and job racketeering. The coefficient table gives the model as  $y = 3.753 - 0.83t - 1.78u - 1.22z$  where y is OYTRMA officials and t, u, z, and are harassment, unprofessionalism, and extortion respectively. The multi regression result indicated that there is negative relationship between variant harassment, unprofessionalism, extortion, and OYTRMA officials' level of productivity. An increment in the harassment, unprofessionalism conduct, and extortion from motorists being perpetrated by road officials lead to decrease in their level of productivity accordingly. The last column gives us the significance of each coefficient (the coefficient is significant if p-value is less than 0.05). From the model therefore, unprofessionalism is significant since the level of significance is (0.05), while p-value t is (0.10) therefore the model  $y = 2.413 - 1.78u$ . The column of the standardised coefficient gives the relative importance of each variable to the dependent variable. The importance is ranked base on the absolute value of its standardised coefficient, in this case the variables in their order of importance is unprofessionalism, extortion, and then harassment. It is suffice to conclude that there is significant relationship between fizzling out of OYTRMA officials' level of productivity and job racketeering variants (harassment, unprofessionalism, and extortion) as it was revealed through the analysis.

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.753	.396		9.484	.000
	Indiscriminate harassment of commercial drivers, and motorcyclists by OYRTMA officials	-.083	.065	-.096	-1.278	.203

Job racketeering at OYRTMA allows for unprofessionalism in the conduct of traffic management	-.178	.068	-.191	- 2.621	.010
OYRTMA officials job prescription enhances extortion	-.122	.084	-.108	- 1.449	.149
a. Dependent Variable: Employees (OYRTMA officials) level of productivity fizzles out					

### Discussion of Findings

This section afforded the paper to discuss the results on the exploration of job racketeering and employees level of productivity, the paper elicited information from the respondents on the substantial nature or otherwise of each of the claims acknowledged. This was employed so as to deduce the direction of their responses, and hypothesis was further computed via linear regression in order to acknowledge the significant influence, or otherwise of the employee level of productivity and job racketeering through variant (extortion, harassment, and unprofessionalism) acts. The hypothesis tested via linear regression analysis acknowledged that there is significant relationship between fizzling out of OYRTMA officials' level of productivity and job racketeering variants (harassment, unprofessionalism, and extortion). The first claim on the research tool confirmed the low level of productivity of the agency's employees as a result of indiscriminate harassment of commercial motorists, and motorcyclists by OYRTMA officials. According to the analysis's findings, 63.2% of the respondents affirmed this assertion with largely significant and significant responses, while 36.8% of respondents substantially negated the claim. From the evidence supported by the responses in questionnaires administered, the harassment being perpetrated by the OYRTMA officials substantially leads to low level of productivity due to job targets, and job racketeering in the agency's enrolments processes. The assertion of nepotism and favouritism was also affirmed as other claim that impedes employees' level of productivity in the OYRTMA quest for free flow of traffic in the state of Oyo, especially in the major cities and towns where there are traffic lights. 56.2% of the respondents affirmed the substantial nature of the claim, while, 43.8% of respondents negated the assertion. The level of productivity was substantially affected by the act of nepotism and favouritism which had characterised the recruitment process of the agency, which resulted from job racketeering acts in the agency.

63.3% of respondents substantially which affirmed the assertion that OYRTMA officials level of productivity fizzles out due to unjustifiable influence being deployed in the job recruitment procedure, and promotion in the agency by politician, while 36.7% of the respondents disagreed with claim. The affirmation of this assertion, with per cent of summation of largely significant and significant greater than less significant and insignificant indicated the kind of personnel that the agency employed in enforcing traffic regulations among others.

Job racketeering at OYRTMA allowed for wanton unprofessionalism in the conduct of traffic management this claim was confirmed with the 65.9% of responses agreed with the assertion, while 34.1% of responses negated the claim which was negligible. From the responses, it is suffice to conclude that the level at which productivity level reduces was attributed to unprofessionalism conduct of the OYRTMA officials. The unprofessionalism conduct makes the officials to pursue personal agenda rather than what the law that established the agency recommends, motorists were apprehended in a manner that were uncivilized, and uncouth, all these were associated to job racketeering.

The politicization of recruitment process does not affect employees' productivity with the per cent summation of largely significant and significant which was 39.4%, while the less significant and insignificant was 60.6%. From the respondents' results collected, it is suffice to conclude that politicized recruitment process did not lead to low level of productivity. If the agency level of productivity is low, this could not be attributed to politicized recruitment process accordingly, politicization has not been a major setback that resulted from job racketeering as such.

The claim that the strenuous recruitment procedure deters best hands from getting enlisted in the agency's duty schedule was also explored and it was substantial with 56.4% per cent summation of largely significant and significant while the per cent summation of less significant, and insignificant was 43.6%. With affirmation of the claim as substantial, it can be evidently concluded that the unnecessary strenuous recruitment procedure deters best hands from getting enlisted in the traffic management duty in the state. Recruitment procedures are ridden with strenuous activities that are not in any ways related to intended work schedule of prospective employees, this particular act deters best hands from get enlisted in the agency's work.

62.7% of responses negated claim that monetization of recruitment process kills expertise level of employees, while the per cent summation of largely significant and significant was 37.3%. The expertise level of employees' poor discharge of their onuses was not as a result of monetization of recruitment process, rather it was due to some pressing constraints that affect the agency's objectives. Monetization of recruitment was insubstantial in the agency's official's level of low productivity, the low level of productivity was general attributed associated to those working in public sectors, due to monitoring mechanism that is absent, and compromised.

Lack of highly skilled personnel kills agency's objective was another assertion that was affirmed as being substantial with the per cent summation of largely significant and significant, of 60%, while the per cent summation of less significant and insignificant was 40%. From the evidence, supported by the analysis of questionnaires administered that the lack of highly skilled personnel kills OYRTMA's objective which resulted from the job racketeering processes at the agency during the recruitment process and promotions exercise which afterwards leads to low level of productivity as the official are more interested in the act that will benefit them unswervingly.

67.1% of the respondents substantially affirmed that OYRTMA officials' job prescription inspires extortion, this was a result of the administrative structure of the agency, which was designed to coerce, inconveniency, and wring the road users into paying directly in to their private account rather than the coffers of the state government so as to meet their daily targets as instructed by senior officers. All of these added to the job's exploitative method, which eventually an offshoot of job is racketeering.

Job racketeering triggers employees' non-committal to job etiquette. The assertion was confirmed substantial through the 63.3% of responses that agreed with the assertion as against 36.7% that negated it. The data analysis result, which revealed that, per cent summation of largely significant and significant greater than that of less significant and insignificant. The administrative organogram of the OYRTMA was intended to promote disregard, unethical, and boisterous behaviour of workplace etiquette. The agency's employee's attitude to work emanated from the political balkanization of the agency, in which there is flagrant, and total abuse of agency's constitutional provisions.

## **Conclusion and Remarks**

The study concluded from result of the inferential analysis tested that there is a significant relationship between fizzling out of OYTRMA officials' level of productivity and job racketeering variants (harassment, unprofessionalism, and extortion). Also, the descriptive analysis also affirmed that job racketeering substantially determines, influences the level of productivity of an employees in any governments'; ministries', agencies, parastatals, and department as the case may be respectively. It was obvious as ten assertions that were acknowledged, eight of ten assertions indicated substantial as against two assertions that indicated insubstantial. In order to ensure that employees level of productivity commensurate with money being paid as salaries by governments at various levels, governments job recruitment process should be competitive, efficient, economy, transparent, and devoid of unprofessionalism, patronage, and nepotism among others . When all these are taken into consideration, which often signpost the governments' recruitment, and promotion exercises, employees' level of productivity would be at efficiency, and effective level, and public works, and services would not suffer significant abandonments.

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