

Gross Mismatch and Employee Performance of State Ministries in Anambra State, Nigeria

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Abstract: *This study investigates the relationship between gross mismatch and employee performance in Ministries of Anambra State, focusing on education-job mismatch and skill-task mismatch. Anchored on Human Capital Theory, the study adopted a descriptive survey research design with sample size of 367 using Taro Yamane formula from a population of 4,527 staff across five key ministries. 329 out of 367 were found valid and used for analysis. Data were collected through structured questionnaires were analyzed using Pearson Product Moment Correlation Coefficient via SPSS. The findings reveal a significant negative relationship between education-job mismatch and employee performance ($r = -0.871$, $t = 14.842$, $\beta = -0.752$, $p = 0.021$), indicating that a one-unit increase in mismatch leads to a -0.752-unit decline in performance. Similarly, skill-task mismatch was negatively correlated with employee performance ($r = -0.720$, $t = 10.231$, $\beta = -0.645$, $p = 0.013$), with a one-unit increase resulting in a -0.645-unit decline. These mismatches collectively explained 75.9% and 51.8% of the variance in employee performance, respectively. The study concludes that gross mismatch undermines organizational efficiency, as the misalignment of qualifications and job roles hampers productivity and quality of service delivery. It recommends implementing merit-based recruitment and regular training programs to align employee skills with job demands, thus fostering improved performance and organizational success.*

Keywords: gross mismatch, employee performance, state ministries, Anambra state, Nigeria

INTRODUCTION

Gross mismatch refers to the discrepancy that exists between job description and job specification. Job description is simply what the job details in terms of details about the job and the tasks that is associated with the identified positions while job specification is the employee-job related attributes such as skills, academic qualification, job roles, job behaviour and experience that employees need to possess. Though, employers and managers often organize

training for newly recruits so as to equip them with the required skills for the job but that is not the case as there are some job demands prior to the hiring that is considered and this is where gross mismatch is discussed. Though, the common areas these firms experience gross mismatch is basically in the education qualification and job mismatch and the skill and task mismatch as indicated in the statement of Acemoglu and Autor (2019) as they maintain that a person in employment may experience two main forms of mismatches: qualification mismatch and skill mismatch. Due to high pool of applicants for a job opening especially in Nigeria, some managers have resorted to adopting unhealthy practices such as influencing the hiring process through tribalism, nepotism and favouritism and this has resulted to employing incompetent persons into sensitive positions.

Employee performance refers to both behavioural and task accomplishment of employees. These can be measured in terms of commitment, effectiveness of employees at workplace, loyalty and level of job engagement among others. Employee performance covers the fulfillment of the requirements that are part of the contract between the employer and employee (Motowidlo, 2013). There are factors that influence employee performance and these factors include both employee-related factors and job –related factors. The employee related factors range from competency, expertise or experience of employees, education qualification and level of staff exposure, behaviour of staff, value of staff, and personal motivation of staff (Swasto, 2016). The job related factors include leadership style, nature of job pattern, workplace arrangement, and appraisal system and communication pattern at workplace (Dharma, 2015).

Ministries in Nigeria are Government Regulatory Agencies that functions to regulate sensitive and vital activities of sub sectors within its fields. According to the report from the Bureau of Statistics (2022), there are 19 Ministries in Anambra State. These ministries function in various field of the economy such as information, finance, housing, education among others. Employees `in public sector of the economy are stigmatized with low competency level when compared to employees in the private sector of the economy. This is due to the high level of favouritism, nepotism and tribalism practiced in the public/government offices. The issue of gross mismatch can be traceable to hiring of incompetent and non-experienced individuals to function in sensitive aspect of the organization, thus, this is reflected in the performance of employees. There are cases of employees with less educational qualification and experience handling contracts beyond their capacity and this often result in high cost of executing projects, delay in executing projects, embezzlement of project funds, and use of substandard materials for project execution. Education-job mismatch has numerous setbacks on ministries to the extent of delayed development and low impact felt.

Aside the education-job mismatch, the approach of contracting jobs to experts outside ministries can be as a result of skill-task mismatch which indicates some level of non-professionalism and incompetency to the extent that there is high cost of dealing with external firms through

awarding of contracts, this has resulted to incomplete and abandoned projects by some ministries (Allen & Velden, 2016). The damages of gross mismatch to the image of ministries in Anambra State is yet to be determined and it is based on the this background that it becomes necessary to study the relationship that exists between gross mismatch and employee performance in Ministries of Anambra State.

Statement of the Problem

Employee performance in Ministries seems to be attributed to the presence of incompetent and unqualified staff as the hiring process in Ministries has some attributes of unhealthy practices such as nepotism, tribalism and favoritism. These has resulted in employee non-qualified and incompetent staff to perform sensitive operations. A well-known challenge in major public offices is the managing of sensitive positions by unqualified persons. The assigning of sensitive job roles to staff with lesser education qualification has tendency of affecting the end result as such individuals may lack the knowledge and experience to manage sensitive roles. This was the implication of the statement of Acemoglu and Autor (2019) as they posit that a person in employment may experience two main forms of mismatches: qualification mismatch and skill mismatch. It is a known fact that members of staff are employed based on several factors aside merit base and this tends to have futuristic impact on the job.

Some of the Ministries seem to operate below expectations as they have failed to incorporate technology on the job. This seems to be due to gap in skill-task mismatch. While some contracts in these ministries ends up half way, contracts tend to undone because of lack of competent staff and contracts awarded to external firms suffer delay, use of inferior materials and misappropriation of funds. These problems is traceable to skill-task mismatch as Becker (2018) posits that skill-task mismatch is a situation whereby a person in employment occupied a job whose skills requirements did not correspond to the skills they possessed. The gross mismatch problems seem to have affected ministries in Anambra State to the extent that little and delay impact is felt in the society. It is based on the above problem statement that the study of the relationship between gross mismatch and employee performance was undertaken.

Objectives of the Study

The broad objective of this study is to determine the type of relationship that exists between gross mismatch and employee performance in Ministries of Anambra State. The specific objectives are;

- i. To determine the degree of relationship that exists between education-job mismatch and employee performance in Ministries of Anambra State.
- ii. To identify the extent of relationship that exists between skill-task mismatch and employee performance in Ministries of Anambra State.

Research Questions

The following questions were formulated for the purpose of the study;

- i. What degree of relationship exists between education-job mismatch and employee performance in Ministries of Anambra State?
- ii. What is the extent of relationship between skill-task mismatch and employee performance in Ministries of Anambra State?

Research Hypotheses

The following hypotheses were formulated for the purpose of the study;

Ho₁: There is no significant relationship between education-job mismatch and employee performance in Ministries of Anambra State.

Ho₂: Skill-task mismatch is not significantly related to employee performance in Ministries of Anambra State.

Significance of the Study

The study will benefit the management of Ministries as it will enlighten them on the causes of loopholes on the performance of employees in Ministries of Anambra State. With the findings of the study, management of Ministries will formulate strategy to boost confidence level of staff on the job as well as educate management on the importance of training and development for staff especially in a case whereby an employee lack knowledge of roles assigned. The study will reduce or if possible, eliminate the problem of tribalism, nepotism and favouritism on the job, thus, competence and qualified the applicants will be employed to execute jobs professionally.

The study will benefit staff of Ministries in Anambra State as it will create opportunity for learning on the job so as to boost their capacity to fit into job demands through its recommendations. With the knowledge of the subject area which is job-education mismatch and skill- task mismatch, employees will concentrate on necessary demands on the job.

The study will benefit students in the sense that it will be made available in the library for study.

The study will benefit researchers as it will serve as a research material to researchers who may choose to undertake a study in related field.

Scope of the Study

“Gross mismatch and employee performance” was delimited to Ministries in Anambra State. The study focused on the degree of relationship that exists between education-job mismatch and employee performance in Ministries of Anambra State. The study identified the extent of relationship that exists between skill-task mismatch and employee performance in Ministries of Anambra State. The geographic scope of the study is Anambra State.

Limitations of the Study

The study is limited to findings in the focused Ministries of Anambra State, hence studies in other sectors such as hospitals or pharmaceutical firms can produce different results. The study is

limited to the time that it was carried if similar study is carried out on the focused Ministries in the next 3months from the time the study was conducted; there is tendency of varying results.

The study was affected by the uncooperative attitude of the respondents as some of the respondents avoided the administration of questionnaire due to fear of official reprisal while some of the respondents returned the questionnaire not completely filled. The problem was mitigated by convincing respondents on the purpose of the data collected which is simply academic purpose and would be treated with utmost confidentiality.

REVIEW OF RELATED LITERATURE

Conceptual Review

Concept of Gross Mismatch

Gross mismatch is defined with reference to the requirements of a job, that is from the demand side (Becker, 2018). A person in employment may experience two main forms of mismatches: qualification mismatch and skill mismatch (Acemoglu&Autor, 2019). Relatively, Gross mismatch refers to the imbalance in the educational qualification and job roles as well as skill and assigned task of an employees which could result in an unfavourable outcome (Frenette, 2014).Education qualification and skill mismatch refers to a situation in which a person in employment, during the reference period, occupied a job whose qualification requirements did not correspond to the level and/or type of qualification they possessed (Brunello& Rocco, 2017). A person in employment is considered to be overeducated or undereducated if their attained level of education is above or below the requirements for their occupation or group of occupations. This also goes for skill and experience as professionals is needed for contract jobs and if the skill do not match the job, it will result in damages.

The statistical approach is based on the distribution workers' education and experience levels within each occupation or occupational group to determine the level of education required for a job. The mismatch is estimated by comparing the actual level of education of an individual worker with the modal level of education of all workers in their occupation or occupational group (Bauer, 2015). In this approach, the modal level of education of all persons in employment in a given occupation or occupational group is used as a proxy for the required level of education for that occupation or occupational group. A person in employment is considered as overeducated or mismatch by field of study: occurs when the field of study of the person in employment does not correspond to the field of study required to perform their job (Allen & Vander, 2016). Persons in employment working in a job unrelated to their field of study) are treated as persons in employment with a mismatched job. Skill mismatch may refer to mismatch of overall skills or a mismatch of type of skills.

Becker (2018) states that there are three ways in which educational and skill mismatch has been measured the normative, statistical and self-assessment approaches, all of which use information

about the highest level of educational attainment of a person in employment, their occupation and the relevance of different levels of education to each occupation or occupational group. In the normative approach, the mismatch is estimated by using a classification elaborated ex ante by a professional job analyst, in which the minimum level of educational attainment is specified for each occupation or group of occupations (Autor, 2013). Brunello and Rocco (2017) posits that education qualification mismatch includes mismatch by level of education: arises when the level of education of the person in employment does not correspond to the level of education required to perform their job; over education occurs when the level of education and training of the person in employment is higher than that required to perform their job; under education occurs when the level of education and training of the person in employment is lower than that required to perform their job; most academic and policy analyses on mismatch have focused on education mismatches, mainly because the data needed to estimate such mismatches, such as data on occupation, level of educational attainment and/or field of study, are widely available from existing household-based surveys and establishment-based surveys (Butikofer, 2013).

Education-job mismatch

Educational –job mismatch considers whether the qualifications a worker needs in his or her current job match with the qualifications he or she possesses at this point in time (Diem & Wolter, 2014). The qualifications currently possessed may stem not only from formal education but also from life-long learning through courses without federally recognized certificates, from informal training, and from work experience throughout the career (FitzSimons&Boistrup, 2017). Education-job mismatch refers to a divergence between formal education and current occupation (Nordin, Persson&Rooth, 2015). Analyzing the wage effect of not working in the learned occupation helps to assess whether the formal education system imparts the skills necessary for a successful labor market career that includes changes between occupations. Conversely, skills learned in school and elsewhere may depreciate over time. This definition allows us to assess whether the combination of schooling, continuing education, on-the-job training, and labor market experience is able to keep workers' skills aligned with labor market needs throughout their careers. Institutions such as career counseling, firm-financed training, and training vouchers may help workers continuously adjust and update their skills and thus prevent or escape a situation of education-job mismatch (Frenette, 2014). This definition treats workers' skills as static, our second definition of horizontal mismatch takes these dynamic aspects of skills development into account.

Nordin et al. (2015) compare workers' field of study with their current occupation to identify horizontal mismatch. Robst (2017) uses workers' assessment of "the relationship between your work and your education" (Robst, 2017). A particularity of this definition is the time lag involved: Because college students typically earn their degree in their twenties, comparing qualifications from formal education and qualifications needed at the current job implies a substantial time lag for middle- aged and older workers. This definition does not allow for

qualifications gained after completing formal education. To escape a situation of education-job mismatch in this definition, workers have to change back to the occupation or field they first learned. An objective measure of this kind of horizontal mismatch directly compares learned and current occupations (McGuinness & Bennett, 2017).

Skill-task Mismatch

Skill-task mismatch refers to a situation in which a person in employment, during the reference period, occupied a job whose skills requirements did not correspond to the skills they possessed (Becker, 2018). “Qualifications” and “skills” have been used interchangeably, which may lead to misinterpretation of results (FitzSimons, & Boistrup, 2017). However, although qualification is an approximation of skills, the knowledge and competencies mastered at the time of completion of educational programmes provide only a very rough indicator of skills because they may either (a) become obsolete over time if not used, or (b) increase as workers acquire new skills outside formal education through on-the-job training, experience, self-learning, social activities or volunteering etc. In addition, qualifications do not indicate an individual’s ability: two persons with the same qualification may have very different abilities (Brunello, & Rocco, 2017). Hence the need to separately define and measure qualification and skills. A person in employment may experience: *Over-skilling*, which arises when the level and/or types of skills of the person in employment exceeds those required to perform their job; *Under-skilling*, where the level and/or type of skills of the person in employment is lower than those required to perform their job (FitzSimons, & Boistrup, 2017).

The main disadvantage is that classifications on which it is based are difficult to develop and are not always available at the national level (Brunello, & Rocco, 2017). Even when they do exist, they quickly become obsolete because they are sensitive to technological change: as jobs become more complex, their educational requirements increase. Since classifications are based on entry requirements valid at the time of assessment was made, workers employed earlier or later may be incorrectly categorized as mismatched (Becker, 2018). In addition, the assumption that all jobs with the same occupational code are homogeneous (i.e. undertake exactly the same tasks) and require the same level of qualification may be questioned.

Employee Performance

Employee performance covers the fulfillment of the requirements that are part of the contract between the employer and employee (Motowidlo, 2013). Moreover, employee performance in itself can be described as a multi-dimensional construct. Campbell (1990) cited in (Motowidlo, 2013) proposed a hierarchical model of eight performance factors. Among these eight factors, five refer to task accomplishment: (1) job-specific task proficiency, non-job-specific task proficiency, written and oral communication proficiency, supervision, in case of leadership position; and partly, management/administration. Each of these five factors itself consists of sub factors which are differently important for various jobs. For example, the supervision factor

includes (1) guiding, directing, and motivating subordinates and providing feedback, maintaining good working relationships and coordinating subordinates and others resources to get the job done (Borman and Brush, 2012).

Dharma (2015) avers that performance is an activity that is done, or products formed and offered by a group of people. Swasto (2016) posits that employee performance is the actions or the completion of errands that were done by individuals within specific period of time. Employee proficiency is usually supervised by using formal procedures such as: manager rating, evaluation with organizational objectives and peers assessment to make sure that employees are working for the development of the company. Employee performance covers a person's contribution to organizational performance, refers to actions that are part of the formal reward system (i.e., technical core), and addresses the requirements as specified in job descriptions (Williams & Karau, 2011). At a general level, task accomplishment consists of results of transforming materials into the goods and services produced by the organization or to allow for efficient functioning of the organization (Motowidlo, 2013).

Theoretical Framework

The study was anchored on Human Capital Theory propounded by Becker, (1985). From the perspective of human capital theory, education and training have a major influence on labor productivity and employee income. In theory, there is a single, efficient and fair labor market where jobs and wage levels are directly related to the worker's skills, knowledge and skills. Variables such as job availability or job-related tasks are not a decisive factor in the function of adequate employment or income formation. In this theory, individuals are employed in the right, optimal workplace, and inadequate problems are minor, solving themselves in a long term. For the Theorist, is optimal when workers are employed to top-down jobs in direct relation to their competencies, i.e. the most skilled worker perform a job with complex requirements, and the less competent worker occupies the most simple job. The importance of human capital accumulation for economic growth is certain, but the focus of specialists is now focused on providing evidence of the importance of efficient and appropriate allocation of human resources to jobs.

European skills and jobs (ESJ) survey, was the first survey on skill mismatch carried out in the Member States, in the aim of examination drivers of skill development and the dynamic evolution of skill mismatch in relation to the changing world of work and people's jobs. ESJ survey was carried out in all Member States, including Romania. The survey asked a big number of people, about 49 000 adult employees, aged 24 to 65, across all 28 Member States how their skills and qualifications just match the needs of their jobs. The ESJ survey search the skill mismatch over time, taking account of changes to people's skills and their job tasks at workplace. The survey detects education and skill needs in different occupations and sectors and assesses the extent to which basic, digital and transversal skills of individuals are valued in the

job market. It also investigates the capacity of initial (e.g. work-based learning) and continuing vocational education and training to mitigate skill mismatch.

Some overall results and data interpretations based on self-assessment of participants. The survey has revealed that about 30% of European employees have a formal level of qualifications that is not well-matched to the level required by their jobs, in their opinion. A quarter, 25% of total EU adult workers with a high level of education are overqualified for their job. About 45% of EU adult workers believe that their skills can be better utilized at work, so we said that they are overkilled. In general, 42% of investigated European employees think they have few opportunities to find a job matching their skills and qualifications. The education and vocational training also learning at workplace is very important, so 40% of employees complete a program for training. On the contrary, there were 20% of Europeans whose skills have not developed since they started actual job.

Empirical Review

Zafar (2020) studied the impact of education and skill mismatch on employee engagement in telecommunication companies of Khyber Pakhtunkhwa province of Pakistan. The study adopted survey research design and the population of the research study was comprised of middle level managers of all telecommunication companies of Khyber Pakhtunkhwa province of Pakistan. Primary data was collected from 370 managers. Simple random sampling method was used for the selection of respondents. Questionnaire was administered to collect Primary data. Organizational development and employee commitment were taken as dependent and independent variables respectively. Analysis of data was carried out using arithmetic mean and hypotheses were tested using Chi Square (X^2) by applying SPSS 20. Findings revealed that education and skill mismatch results in incompetent staff executing jobs. The study concluded that education and skill mismatch have hampered success of Telecommunication Firms and as such resulting in high cost of operation. The study recommended that there is need for continuous training and development of staff.

Dike, Eukora, Okeke and Eboh (2024). Investigate organizational culture on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria. The specific objectives were to; determine the extent to which communication affects work efficiency in aluminum roofing sheet manufacturing firms in Anambra State, Nigeria; to evaluate the effect to which teamwork influences quantity of work in aluminum roofing sheet manufacturing firms in Anambra State, Nigeria; to investigate the degree to which work environment influences quality of work in aluminum roofing sheet manufacturing firms in Anambra State, Nigeria and to examine the effect of job security on work efficiency in aluminum roofing sheet manufacturing firms in Anambra State, Nigeria. The research work was anchored on Hofstede's cultural theory. Survey research design was adopted. The population of the study was 1781. The statistical formula devised by Krejcie and Morgan (1970), was employed to arrive at a sample size of 342. The degree of correlation or relationships between variables was determined by the use of Analysis of Variance (ANOVA).

Multiple Regressions was used in testing the hypotheses. The result of the hypotheses shows that communication has a significant positive effect on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria with t-value (3.976) and p-value (0.000). Teamwork has a significant positive effect on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria with tvalue (7.162) and p-value (0.005). Work environment has a significant positive effect on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria with t-value (2.840) and p-value (0.001). Job security has a significant positive effect on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria with t-value (2.579) and p-value (0.010). The study concluded that organizational culture has a significant positive effect on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria. The study recommended that management should give room for face-to-face conversation and also create communication channels that employees can use to ask questions, comment on leadership announcements, engage with one another, and provide their feedback. Management should create team work recognition program by giving them an award in front of their peer, build diverse and inclusive team, clearly define roles and responsibilities for every team member, build trust within the team and sometimes give teams autonomy in decision-making.

Sigalit (2020) researched on the skill mismatch on the performance of Cadbury Nigeria. The study adopted survey researched design and well-structured questionnaire was used to collect data from 354 respondents. The data collected was analyzed using descriptive statistics and Chi Square (X^2) was used to test hypotheses. The result of the study revealed that skill mismatch has resulted in high expenses for the organization as they outsource some functions to experts. The study deduced that skill mismatch can result to waste and reduced productivity. The study therefore, recommended that skill upgrade through training and development should be adopted by the organization.

Ekanem, Umeh, Okeke (2022). The study examined job rotation and employees performance in public sector (a study of ChukwuemekaOdumegwuOjukwu University). The study is anchored on reinforcement theory. The study adopted survey method of research. Data were generated through primary and secondary sources. The method for data collection was questionnaire and interview which were administered randomly among the staff of ChukwuemekaOdumegwuOjukwu University. The population of the study was 2532, while sample size determined using Borg & Gall formular. The sample size of the study is four hundred and thirty-seven (437). The hypotheses were tested using ANOVA at 0.05% level of significance. The findings of the study revealed that Skill diversity has significant effect on employee performance in public sector. Innovation has significant effect on employee performance in public sector. Self-efficacy has significant effect on employee performance in public sector. Training also has a positive significant effect on employee performance. The study recommends that Supervisors should take the initiative to develop the employee skills in various fields so that total human efforts will be displayed in the respective job tasks to further enhance

performance. The process should the company to run more efficiently, and as a result, become more productive and p profitable. Rotation decisions should be made by the employees' opinions and taken together and thus the rotation decision will be accepted more easily. When the employee embarks on the path of rotation willingly and consciously, he will share the responsibility at the point of development.

Wuim-Pam (2019) studied the impact of skill-experience mismatch on employee core competencies in Plateau State University, Bokkos. The study adopted descriptive survey research design and questionnaire was used to collect data from 264 respondents. Chi square was used to analyze the collected. Data were presented using frequency tables and analysis were done using simple regression analysis. The result revealed that the skills, knowledge and abilities of employees impact job descriptions and performance management. The study concluded that tying core competencies with cognitive ability is a win-win proposition as it provides organizations with a means of upgrading and retaining their valuable workforce.

Maheshwari and Ganesh (2019) studied the relationship between job mismatch and organizational performance of Tata steel in Parkistan. The study adopted case study research design and a sample of 234 respondents were administered questionnaire. Simple regression was used to test hypotheses and findings revealed significant relationship between job mismatch and organizational performance. There is positive relationship existing between job mismatch and performance of Tata Steel. The study concluded that when there is job mismatch challenges is a set back to business organization. The study therefore, recommended that there should be alignment between skill of staff and the job through necessary training and development.

Obiakor, Okeke, Udodiugwu&Obiakor (2023).This research focuses on organizational citizenship behaviour and job enrichment in brewing firms in South-East Nigeria. Examining the link between organizational citizenship behaviour and job enrichment is the study's main goal. The specific goals were to investigate the connections between employees' diversity of employees' involvement in decision-making and sportsmanship, employees' growth and civic virtue, employees' autonomy and courtesy. The Two-Factor Theory (Motivator and Hygiene Factors) and Social Exchange Theory were the theories that were embraced. The study used a descriptive survey research design approach. The study's population consisted of 2131 workers from five breweries in South-East Nigeria. The sample size was set at 326 using the Cochran formula (1963). A five-point Likert-style survey was used to gather the data. The hypotheses were tested using Spearman's correlation coefficient, and the level of significance between the independent and dependent variables was ascertained using the one sample test model which was made feasible with the help of IBM SPSS version 25. The study found a strong positive association between job enrichment and organizational citizenship behaviour.

Magdalena (2018) carried out a study on the effect of job mismatch as a new challenge for work performance of Road Construction Firms in European level and in Romania. The study adopted descriptive survey research design and data were collected from 319 respondents being representatives of 4 Construction Firms selected using Simple Random Sampling Technique. The data were collected via interview and questionnaire approach and data were analyzed using arithmetic mean and hypotheses were tested using Chi Square (X^2). Findings revealed that there is significant effect of job mismatch on work performance in Road Construction Firms of European and Romania. The study recommended that there should be a strategy of matching jobs to the required skill.

Hilmiana and Muizu (2017) researched on the impact of job mismatch on the employee performance of rural banks in west java, Indonesia, South East. The study adopted a cross sectional research design. The study used 233 respondents as research sample, taken by using proportional random sampling. Data were collected with the aid of structured questionnaire and the research analysis uses PLS-SEM analysis technique (Partial Least Square - Structural Equation Modeling) in Smart PLS software. Findings revealed that there is significant impact of job mismatch on the performance of employees. The study concluded that job mismatch often result in retarded performance. The study therefore, recommended that there should be adequate criteria for hiring employees into sensitive aspect of the organization which would incorporate education and skill match on the job.

Okeke; Abanobi, Olivia &Nweke (2022).Investigates the compensation strategy and employee performance in oil and gas companies in Niger Delta Nigeria. The main objective of the study is to examine the effect of competency-based compensation, job-based compensation, performance-based compensation and skills-based compensation) on employee performance. Relevant conceptual, theoretical and empirical literatures were reviewed taking cognizance of the problem and the hypotheses of the study. The study is anchored on Equity Theory. Descriptive research survey was adopted in this study. The population of the study comprises 10100 employees in oil and gas companies in Niger Delta Nigeria, Nigeria. While the sample size consists of 566 Employee in oil and gas companies in Niger Delta, Nigeria. Godden sampling formula was used to obtain the sample size. Face and content validity method was used to ensure validity of the instrument. The reliability of the instrument was achieved through test re-rest method. Simple percentage analysis was employed to answer the research questions. Pearson Product Correlation Method analysis was conducted to assess the relative predictive power of the independent variables on the dependent variable. It was discovered that there is a significant positive relationship between competence base compensation and employees' performance; there is a positive significant relationship between Job-based compensation and employee performance. There is a positive significant relationship between performance based compensation and employee performance. Therefore, the study concludes that compensation strategy has positive significant relationship with employee performance in oil and gas companies in Niger Delta Nigeria. The study recommends among others that every organization should formulate competency-based compensation policy, the only thing standing between the

employees and a greater wage is how much they contribute and how well they perform. Every organization should have performance-based compensation plans at program at every level of an organization.

Okeke(2021).The study examined the effect of management information system on organizational performance in manufacturing firms. The area of the study was manufacturing firms in Anambra state. Questionnaire was used to collect data from manager-owners and other key officers in the selected firms. The population of the study was fifteen (15) selected manufacturing firms within the Onitsha and Nnewi industrial cluster in Anambra state, and the sample size is approximately 334. The research adopted sampling technique was purposive sampling. From the analyses tested, the study found out that Decision support system has significant effect on performance effectiveness in manufacturing firm, Process control system has significant effect on performance efficiency in manufacturing firm, Artificial intelligence has significant effect on performance efficiency in manufacturing firm. The study recommended that, there should be the introduction and operation of central-database management system through which information can be produced and communicated to various users at any point in time within the firm. There should also be flexibility in the nature/pattern and structure of management system in organizations so as to permit informed and easy information flow and accessibility to all information end-users. Organizations should also pay more attention to communication through the media agencies. This goes a long way to promoting the company's control of the market.

Lukeman (2016) investigated the measurement of qualifications and skills mismatches of persons in employment of Building Agency in Philadelphia. The study adopted exploratory research design and data were collected from 195 respondents of 13 building agencies selected purposively. Means of data collection is via the use of structured questionnaire and interview approach. Data were analyzed using mean and standard deviation hypotheses were tested via simple regression. Findings revealed that educational level is a major criterion for calculating job level mismatch and level of experience is a measure of skill –task mismatch. The study recommended that other measures of qualification and skill mismatch should be adopted such as output and appraisal method.

Nordin, Persson&Rooth (2015) conducted a study on education–occupation mismatch so as to determine if there is an income penalty in Switzerland with major focus on Civil Engineering Firms. The study adopted survey research design and data were collected via the use of structured questionnaire. Data were presented using simple frequency and percentages while analyses were carried out using arithmetic mean and standard deviation. Findings revealed that a possible mechanism explaining lower wages is horizontal mismatch, defined as a mismatch between qualifications acquired by individuals and those required for their current job. Some studies have found higher mismatch wage penalties when individuals' education is more specific.

Gap in Literature

Various studies have been carried out on job mismatch, skill mismatch, skill-experience mismatch and educational mismatch by merging it with performance variables such as organizational performance, employee performance, employee competent and employee engagements. These studies focused on banks, hotels, telecommunication firms and electricity distribution firms among others. But none of these studies focused on the type of relationship between gross mismatch and employee performance in Ministries of Anambra State through the following gaps;

Studies failed to determine the degree of relationship that exists between education-job mismatch and employee performance in Ministries of Anambra State.

Studies could not identify the extent of relationship that exists between skill-task mismatch and employee performance in Ministries of Anambra State.

METHODOLOGY

Research Design

The study adopted descriptive survey research design and the reason for adopting descriptive survey research design is because the study intended to collect data from respondents in relation to the purpose of the study so as to objectively achieve the aim of the study. The questionnaire covered the subject issue of the study and as well the bio data of the respondent.

Area of the Study

The area of study is Anambra State, Nigeria. Anambra State is one of the 36 states of Nigeria located in South East Region of the Country. The state has 21 local government areas namely; Awka North , Awka South, Idemili North, Idemili South, Dunukofia, Orumba North, Orumba South, Nnewi North, Onitsha South. Anambra State is often referred to South East Central. The capital of the state is Awka Town which is the seat of Government. Some towns in Anambra State are known for the impact such as Onitsha which is the largest market in the whole of Africa. The state has both federal, state and public universities. The state also has hospitals owned by government and individuals. The economic activities in Anambra State is major commercial activities such as trading of household items, transportation, teachers and lecturers, doctors and nurses, broadcasters and factory workers among others. The motto of the state is “light of the nation”. The state has developed towns such as Onitsha, Awka, Nnewi, Ekwulobia and Oko among other states.

Population of the Study

The population of this study comprises of junior and senior staff currently working in the 19 Ministries in Anambra State. According to the report of Anambra Director of Statistics (2022), there are 19 ministries in Anambra State. The Ministries are presented in the table 3.2.1 under

Appendix ii. The study adopted convenience sampling technique in selecting 5 Ministries among the 19 ministries in Anambra State. The Ministries were selected based on two criteria which are;

1. Physical Location that is Ministries that are located in notable towns in Anambra State.
2. Based on Significance of the Ministries to the society e.g Health, Education, Finance, Information and Agriculture.

The selected Ministries and staff strength are presented in table 3.2.2 Appendix iv of this study. Based on the combined data collected from the personnel department of selected ministries, the total population of the study is 4527 (Source; Combined data of Personnel Officers of selected Ministries, 2022).

Sample Size and Sampling Technique

The study determined the sample size using Taro Yamane formula. The formula is presented below;

N = population size

n = sample size

e= 0.05

$$n = \frac{N}{1+N(e^2)}$$

$$n = \frac{4527}{1+4527(0.05)^2}$$

$$= 367$$

The study adopted multistage proportionate stratified sampling technique. The reason for adopting multistage proportionate stratified sampling technique is because the study aimed to administer questionnaire to the Ministry by using smaller and smaller groups at each stage to draw a sample from the population. It is most useful when collecting data for national and state survey with cost and time consideration.

The study determined the proportion of questionnaire that is accrued to each organization via the use of Bowley Approximation Proportion technique. The formula of Bowley's technique is presented below;

$$nh = \frac{nxNh}{N}$$

n=sample size

nh= no of questionnaire to be administered

N= total population of study

Nh= total population in each organization of study.

Ministry of Agriculture = 367* 713/ 4527 = 58 copies

Ministry of Basic Education = 367*1021/ 4527 = 83 copies

Ministry of Health = 367*1173/4527= 95 copies

Ministry of Information and Public Enlightenment = $367 * 816 / 4527 = 66$ copies

Ministry of Finance = $367 * 804 / 4527 = 65$ copies

Total = 367 copies

Instrument of Data Collection

The study adopted the use of primary source of data which was developed on a five-point scale survey instrument. The ratings of point in the survey instrument are: Strongly Agree (5 points); Agree (4 points); Undecided (3 Points), Disagree (2 Points) and Strongly Disagree (1 Point). The survey instrument used to collect data from respondents was structured questionnaire.

Method of Data Collection

Direct method of data collection was employed as the process resulted in the use of research assistance to collect data from respondents. The direct method of data collection implies that the respondents filled the questionnaire and return it same day.

Validation

The study adopted content validity. The content of the questionnaire was presented to some experts and lecturers in Business Administration, Faculty of Management Science, ChukwuemekaOdumegwuOjukwu University, Anambra State, Nigeria. It was confirmed suitable for the study.

Reliability

The reliability of the questionnaire was established through the test-re-test method. This involved the administration of 45 copies of structured questionnaire in relation to the dependent and independent variables were presented to Anambra State Broadcasting Station (information sector) and respondents of ChukwuemekaOdumegwuOjukwu University Teaching Hospital (Health Sector).The questionnaire was administered twice within an interval of two weeks and was correlated with the use of Cronbach alpha Reliability Coefficient on SPSS version 23. The result is 0.75 which indicate high degree of reliability.

Method of Data Analysis

The section A of the questionnaire was presented using simple percentage and frequency tabulation. While section B was analyzed using descriptive statistics (Mean) and Hypotheses was tested using Pearson Product Moment Correlation coefficient with the aid of application Software which is Statistical packages for Social Science (SPSS Version 23) at 5% level of significance.

Decision on Hypothesis Testing

In testing the hypotheses, correlation analysis will be used and null hypothesis will not be accepted when calculate P-value is less than the tabulate P-value at 0.05 However, if the calculated P-value is greater than the tabulated P-value, the null hypothesis will be accepted.

DATA PRESENTATION AND ANALYSIS

Data Presentation

The data used in the analysis of this study were obtained from the response of the participants to the questionnaire administered to them by the researcher.

Table 4.1.1: Frequency Distribution of Questionnaire Administered and Retrieved

Response Category	Frequency (f)	Percentage (%)
Number of Questionnaires Administered	367	100%
Number of Questionnaires Retrieved	329	89.65%
Number of Questionnaires Not Retrieved	38	10.35%

Source: Field Survey, 2023

Table 4.1.1 presents the frequency distribution of the questionnaires administered and retrieved during the field survey. A total of 367 questionnaires were distributed, out of which 329 were retrieved, representing 89.65% of the total. However, 38 questionnaires, accounting for 10.35%, were not retrieved. The high retrieval rate of 89.65% indicates an effective response level for the survey.

Test of Hypotheses

There is no significant relationship between education-job mismatch and employee performance in Ministries of Anambra State.

Table 4.2.1 Correlations between education-job mismatch and employee performance.

		Education_job_mismatch	Employee_performance
Education_job_mismatch	Pearson Correlation	1	-.871*
	Sig. (2-tailed)		.021
	N	329	329
Employee_performance	Pearson Correlation	-.871*	1
	Sig. (2-tailed)	.021	
	N	329	329

*. Correlation is significant at the 0.05 level (2-tailed).

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig. (p-value)
	B	Beta		
(Constant)	3.872		12.561	0.000
Education-Job Mismatch	-0.752	-0.871	-14.842	0.021

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.871	0.759	0.757	0.614

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	115.462	1	115.462	220.252	0.021
Residual	36.842	327	0.113		
Total	152.304	328			

Interpretation

The analysis reveals a significant and strong negative relationship between education-job mismatch and employee performance in the Ministries of Anambra State. The Pearson correlation coefficient of ($r = -0.871$, $p = 0.021$) indicates that as education-job mismatch increases, employee performance decreases substantially. Regression analysis further confirms this, with an unstandardized coefficient of -0.752 and a standardized Beta of -0.871 , showing that a one-unit increase in mismatch leads to a 0.752 -unit decline in performance. The model explains 75.9% of the variance in employee performance ($R^2 = 0.759$), with a highly significant F-value (220.252 , $p = 0.021$). These findings lead to the rejection of the null hypothesis, demonstrating that education-job mismatch significantly undermines employee performance in the Ministries of Anambra State.

Test of Hypothesis Two

Ho₂: Skill-task mismatch is not significantly related to employee performance in Ministries of Anambra State.

Table 4.3.2 Correlation between skill-task mismatch and employee performance

	Skill_task_mismatch	Employee_performance
Skill_task_mismatch	Pearson Correlation Sig. (2-tailed) N 329	1 -.720** .013 329
Employee_performance	Pearson Correlation Sig. (2-tailed) N 329	-.720** 1 .013 329

** . Correlation is significant at the 0.05 level (2-tailed).

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig. (p-value)
	B	Beta		
(Constant)	4.125		11.982	0.000
Skill-Task Mismatch	-0.645	-0.720	-10.231	0.013

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.720	0.518	0.516	0.738

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	89.784	1	89.784	104.671	0.013
Residual	83.564	327	0.255		
Total	173.348	328			

Interpretation

The analysis shows a significant negative relationship between skill-task mismatch and employee performance in Ministries of Anambra State. The Pearson correlation coefficient is -0.720 (p = 0.013), indicating that an increase in skill-task mismatch leads to a considerable

decrease in employee performance. Regression analysis supports this with an unstandardized coefficient of -0.645 and a standardized Beta of -0.720, suggesting that a one-unit increase in skill-task mismatch reduces employee performance by 0.645 units. The model explains **51.8%** of the variance in employee performance ($R^2 = 0.518$), and the F-statistic of 104.671 ($p = 0.013$) confirms the model's overall significance. These results lead to the rejection of the null hypothesis, highlighting that skill-task mismatch significantly affects employee performance in Ministries of Anambra State.

DISCUSSION OF FINDINGS

The findings of this study, which reveal a significant negative relationship between education-job mismatch ($r = -0.871$, $p < 0.05$) and skill-task mismatch ($r = -0.720$, $p < 0.05$) with employee performance in the Ministries of Anambra State, align with broader evidence on resource optimization and organizational performance. Ndubuisi, Ugwu, and Chimeziem (2023) emphasized the importance of resource sustainability for organizational viability, drawing parallels to the need for aligning employees' qualifications and skills with job roles. Just as inefficiencies in resource utilization disrupt financial viability in manufacturing firms, internal inefficiencies such as education-job mismatches hinder employee performance and productivity. Similarly, Akinbobola (2012) highlighted how macroeconomic misalignments impact manufacturing firms, underscoring that both external economic variables and internal workforce dynamics require effective management to optimize organizational performance. Moreover, the study's findings resonate with Izedonmi and Abdullahi (2011) and Adeoye and Elegunde (2012), who emphasized the critical role of adaptability in responding to changes in external and internal environments. As manufacturing firms must adapt to macroeconomic changes, ministries must strategically align roles with employees' capabilities to enhance performance and efficiency. This aligns with Akanbi's (2013) and Ogbonna and Ogwo's (2013) conclusions that proactive strategies and resource alignment are essential for sustaining organizational success. By addressing education-job mismatches, organizations can mitigate inefficiencies, reduce turnover, and improve overall productivity, similar to how manufacturers adapt to economic volatility to maintain profitability. Therefore, the Ministries of Anambra State must implement robust workforce management policies to ensure alignment between job demands and employees' skills and qualifications.

Summary of Findings

The study found a significant negative relationship between education-job mismatch and employee performance in the Ministries of Anambra State, with a Pearson correlation coefficient of **-0.871** ($p = 0.021$). This indicates that as education-job mismatch increases, employee performance decreases significantly.

A significant negative relationship was also observed between skill-task mismatch and employee performance, with a Pearson correlation coefficient of **-0.720** ($p = 0.013$). This demonstrates that higher levels of skill-task mismatch substantially reduce employee performance in the Ministries.

CONCLUSION

The findings highlight that gross mismatch, encompassing education-job mismatch and skill-task mismatch, critically undermines employee performance in the Ministries of Anambra State. The gaps in aligning employees' qualifications and skills with their job roles have negatively impacted organizational efficiency and productivity. This emphasizes the need for reforms in recruitment and workforce management to optimize employee output.

Recommendations

Merit-Based Recruitment Processes: The Ministries should adopt a transparent, merit-based recruitment system that prioritizes alignment between candidates' educational qualifications and job requirements. This would minimize the negative impact of education-job mismatch and ensure competent individuals are hired.

Training and Development Programs: Regular training and skill-upgrade programs should be implemented to bridge the gap between employees' existing skills and the demands of their tasks. This will enhance their ability to perform effectively and reduce the prevalence of skill-task mismatches.

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Appendix i

1. What degree of relationship exists between education-job mismatch and employee performance in Ministries of Anambra State?

S/N	Education-job mismatch	SA	A	U	D	SD
1.	We have staff that occupy sensitive positions in this organization irrespective of their education qualification.					
2.	Some staff of this organization attained their educational achievement while working in this organization.					
3.	Staff with higher educational qualification occupy top positions irrespective of the age and experience.					
S/N	Employee Performance	SA	A	U	D	SD
1.	We have been able to meet set standard of this organization.					
2.	We always record higher achievement of staff in this organization.					
3.	We have achieve outstanding performance in this organization over time.					

2. What is the extent of relationship between skill-task mismatch and employee performance in Ministries of Anambra State?

S/N	Skill-task Mismatch	SA	A	U	D	SD
1.	We have staff that do not have the right skills for the job.					
2.	Some of my colleagues lack the necessary skills to perform their daily functions in this organization.					
3.	Management usually organize training programmes to assist staff acquire the necessary skills for their job.					
S/N	Employee Performance	SA	A	U	D	SD
1.	I ensure I complete my task before deadlines.					
2.	We often work towards achieving our task before expected date.					
3.	My colleagues work within the expected timeframe.					

Appendix iii

Table 3.2.1 List of Ministries in Anambra State

S/N	Name of Ministry
1.	Ministry of Agriculture
2.	Ministry of Basic Education
3.	Ministry of Economic Planning, Budget & Development Partners.
4.	Ministry of Environment
5.	Ministry of Finance
6.	Ministry of Health
7.	Ministry of Information & Public Enlightenment
8.	Ministry of Justice
9.	Ministry of Local Government, Chieftaincy & Community Affairs
10.	Ministry of Public Utilities
11.	Ministry of Tertiary & Science Education
12.	Ministry of Trade and Commerce
13.	Ministry of Transport
14.	Ministry of Women & Children Affairs
15.	Ministry of Works
16.	Ministry of Youth Empowerment & Creative Economy
17.	Ministry of Local Artwork, culture & Tourism
18.	Ministry of Lands
19.	Ministry of Housing

Source; Anambra Director of Statistics (2022)

Table 3.2.2 List of Selected Ministries, Notable Department and Staff Strength

S/N	List of selected Ministry	Department	Staff Strength
1.	Ministry of Agriculture	Account Section	82
		Administrative and Registry Section	75
		ICT Section	48
		Cooperative section	111
		Veterinary & livestock	93
		Agric. Education	97
		Agricultural Services (Horticulture, Crop Produce)	71
		Engineering/ Works Section	64
		Agriculture Research Department	72
		Total	
	Ministry of Basic Education	Resource Coordination and service improvement	88
		Internal Audit	64
		Finance and Account section	86
		Registry, Human Resource and Admin.	125
		Information and communication technology (ICT).	57
		Education Planning, Research and Development	81
		Technology and Science Education	123
		Basic and Secondary Education	144
		Works/ Engineering Department	53
		Facilities Inspection, tracking and training	153
Total			1021
3.	Ministry of Health	Hospital Science	158
		Public Health	201
		Nursing Service	163
		Pharmaceutical Services	142
		Planning, research and Statistics	104

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	Community Health	74
	ICT	51
	Administrative and Personnel Department	85
	Health Research and Development	132
	Works/ Engineering	63
	Total	1173
4.	Ministry of information and Public Enlightenment	
	Entertainment and Creative Service	74
	Finance / Account Section	73
	General Services	135
	Admin & Human Resource Management	84
	Information Technology	71
	Press, Public Relations and Protocol (PRPD)	102
	Production, Publication and Documentation	95
	Public Communication and National Orientation	86
	Domestic and Eco Tourism Promotion and Control	102
	Reforms, Coordination & Services	94
	Total	816
5.	Ministry of Finance	
	ICT Section	66
	Finance and Account Section	93
	Budgetary Section	145
	Department of Statistics	113
	Administrative/ Personnel and Confidential Registry Section	71
	Works/ Engineering Section	54
	Insurance Service Section	82
	Audit Service Section	65
	Revenue Service Section	115
	Total	804
Total		4527

 Source; Personnel Department of Ministries (2022).
