

**Ethnic Factors as Correlates of Employees' Performance
in Selected Federal Bureaucracies in Ibadan Metropolis,
Oyo State, Nigeria**

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ABSTRACT Given the history of ethnic politics in most Nigeria's federal bureaucracies and the failure of the various governmental policies which have attempted to address it, this study was carried out to examine the effects of ethnic factors on employees' performance in some selected federal bureaucracies in Ibadan metropolis, Oyo state, Nigeria. The study adopted a survey research design, using a total of 240 respondents from eight federal bureaucracies. Ethnic factors and employees' performance questionnaire (EPAEPQ) with reliability co-efficient of a 0.82 obtained through cronbach alpha method was the main instrument used to elicit responses from the respondents. The chi-square (χ^2) inferential statistics was used to test the four research hypotheses stated for the purpose of this study. The results obtained show that ethnic affiliation does significantly influence ethnic domination and marginalisation in Nigeria's federal bureaucracies ($\chi^2 = 55.926$, $df = 8$, $P < 0.05$). The result of the study further revealed that interpersonal relationships among the employees are significantly influenced by the socio-cultural, linguistic and ethno-regional identifications ($\chi^2 = 87.555$, $df = 12$, $P < 0.05$). Also, the result showed a significant relationship between ethnic politics and employees' performance in Nigeria's multi-ethnic federal organisations ($\chi^2 = 212.766$, $df = 20$, $P < 0.05$). The results of this study has indicated that ethnic considerations always override competence, economic and technical considerations and therefore gave rise to inefficiency and wastages in most of the government owned bureaucracies. Based on the above findings, this study recommends that there is the need for proper power-sharing strategies on the basis of the principle of proportionality with affirmative actions from the government. Also there is the need to promote complementarities, mutual tolerance, respect to pluralism and accommodation of diversity of opinions among the various ethnic group members in the country.