

# TITLE PAGE

A COMPARATIVE STUDY OF THE ROLL OF  
REMUNERATION ON ATTITUDES TO WORK IN THE  
PRIVATE AND PUBLIC ORGANIZATIONS IN  
NIGERIA:

A CASE STUDY ON NITEL PLC AND KATSINA STEEL  
ROLLING MILL.

BY

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## DECLARATION

I hereby declare that this Thesis report has been written by me and that it is a records of my own research work. All sources of information and, where applicable, other writers view have been duly acknowledged in form of references and bibliography.



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GUDAJI MUSTAPHA SALIHU

## CERTIFICATION

This thesis entitled "A Comparative Study of the Role of Remuneration on Attitudes to Work in the Private and Public Organizations in Nigeria:

A Case Study on NITEL Plc and Katsina Steel Rolling Mill." by GUDAJI MUSTAPHA SALIHU, meets the regulation governing the award of the Master of Business Administration of Ahmadu Bello University, Zaria and is approved for its contribution to knowledge and literary presentation.

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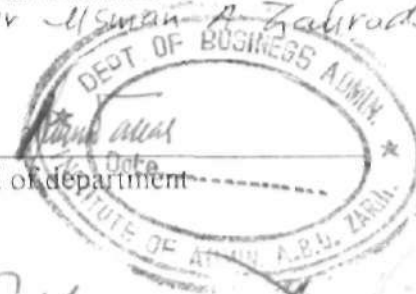
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## **DEDICATION**

This work is dedicated to my wife, and my children both male and female

## ACKNOWLEDGEMENT

I thank Almighty Allah for His blessings and guidance throughout the course of my study and research.

I am grateful to my supervisor for his guidance and suggestions that have brought this work to a successful completion.

I am also very grateful for the support understanding of all members of my family. Mrs Mairo Mohammed and Ezekiel Peter

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## ABSTRACT

The study of the impact of remuneration on work attitudes in Nigerian Public and Private organizations was to enable us make a comparative analysis of the two sectors, with view to finding out whether they differ in their ramifications.

It is a well-known fact that, Nigerian workers are often associated with having a bad attitude to work, causes to such attitude have remained a mystery. The system we operate does not provide for enough self-examining gadget to enable workers to assesses themselves. The system also allows too many external factors to determine the fate of workers.

This project consists of five chapters. Chapter one deals with the objectives of the study, statement of the problem, Hypothesis etc. Chapter two deals with highlights on public and private organizations in Nigeria, work attitudes, theories of motivation, etc.

Chapter three constitutes the research methodology. While chapter four constitutes data presentation. Lastly, chapter five constitutes general findings, conclusions and recommendations.

From the analysis made, it was found that those in the public sector do receive their pay on basis of equity, and was generally dissatisfied.

It is thus recommended that management of both private and public sectors should create a forum, where workers can express their grievances and suggestions.

Finally, workers themselves should try to be more discipline tow ards their work in order to enhance the economic progress of the country in general.

# CHAPTER ONE

## 1.1 INTRODUCTION

There is usually competition in all organizations, whether private or public, to attract or retain the best employees. As such any portion of an organization that lacks good and efficient workforce is going to be left behind.

In trying to achieve this objective, various remunerative packages are employed by these organizations in motivating their employees. However, these packages do not necessarily mean a highly satisfied work force. Although, it is clear that monetary reward directly influence the job behavior, its impact can also be largely symbolic.

People tend to work harder and in a manner more consistent with the role of prescriptions not only to gain the thing money can buy, but also to obtain the esteem and status that money represents. Perhaps, one may like to ask why monetary rewards have received so much attention in work behavior. It is true that with a few exceptions, majorities of Nigerian workers are besieged by poverty and as such are unable to provide certain basic needs for themselves, from their meager wages.

Unfortunately, many Nigerian organizations and especially their leadership seem to have rather shallow view of the problems poised by operating systems of salary administration. Most of them see the task of work motivation as a simplistic process, forgetting the fact, aside from salary, promotions greater sense of patriotism and better offices, there are still other external or internal variables that go along way in motivating workers.

The mass wage increments during the Udoji Era, frequent promotions, threats of retrenchment and retirement, are yet to have an impact on the general workers behaviour and work styles.

The main aim of this study is to find out what is actually wrong with the motivational efforts of many employ organizations, which makes reward inputs not to result in appropriate work behaviour.

## **1.2 STATEMENT OF PROBLEM**

People gait satisfaction from their work, but the type and strength of satisfaction have been difficult, if not impossible to identify, define and measure with any degree of precision. An issue that has never been properly identified and looked into when conducting or researches an human behaviour in relation to work, is the link between remuneration (whether compensatory or non-compensatory) and work behaviours exhibited by employees.

Is it possible to a promotion to provide such a non-compensatory reward as a sense of achievement to put together certain behaviour, increase in status,

and greater recognition, it is not accompanied by a significant improvement in earnings?

The public sector has been characterized as bad producers of output while the private sector is often associated with the best producers of output.

Does remuneration policies administered in both sectors a contributory factor to such orientation as mentioned above?

What have these two organisations (NITEL PLC AND K.S.R.M.) done to improve the situation? These questions constitute the main problem this study aims at solving.

### **1.3 OBJECTIVES OF TILE STUDY**

The study aims at solving and examining how employees perceive remuneration generally, and whether such have any impact on work attitudes in both private and public organisations in Nigeria. This helps us to find out whether or not there is any share differences between remuneration's administered in NITEL and K.S.R.M. that influences the type of work behaviour exhibited.

Hence, the following are the main objectives of the study;

- i To make comparative analysis between NITEL PLC and Kastina State Rolling Mill (K.S.R.M.).
- ii To find out specifically how , it remuneration has influence over arid above the ways in which individuals behave in their working environment.

- iii. To ascertain how valid is the notion that generally people working in the private sector are provided with more amenities than those in public sector.
- iv. To examine to what extent fringe benefits are provided in both organisation
- v. To find out, specific sources of employee irritation and resentments.
- vi. To evaluate and recommend in the light of the above objectives.

### **HYPOTHESIS**

Hypothesis is the basis of any research, under this study the researcher now assumes the following :

1. Fair and just remunerative package stimulates employees to put in more extra effort in their jobs to achieve organisational goals and objectives.
2. Unfair and unjust remunerative package lowers the morale of employees in putting in their best in achieving organisational goals and objectives. This study aims at finding out if one or both hypothesis are true or wrong.

### 1.5 **JUSTIFICATION FOR THE PROJECTS**

In today's modern business environment, emphasises on work place behaviour relates to individual desire and willingness to accept responsibilities. Organisations must provide, reward that stimulates the desire of employees to achieve to be constructive, to enhance self-growth and to be all production.

One major objective of the objectives of any government is to improve the general working conditions of it's citizens through industrial and economic growth.

The economy cannot grow in any meaningful way without positive contributions of the employees and industrial growth that is stable. This in turn requires a sustained remunerative package within the country's organisations.

#### **1.6 SCOPE AND LIMITATION OF THE STUDY**

Remuneration and attitudes to work are extremely excessive topics. This study however intends to look at factors that contribute the subject areas, their improvements with relevance to our environment. The aim of this study is to look briefly into theories or motivation on relation to remuneration and work behaviour; and the psychological interpretations and discussion that involve attitudes to work and attitudes by individuals, summarising, from the relevant literature, we would be able to analyse the data collected, order to draw sound conclusions.

The limitations of this study are that, the management of both organisations refuse to disclose vital information on their remuneration systems. However, sampling of attitudes, survey, questionnaires were made. Another limitation is the problem of gathering data from various sources since, the organisations under study, NITEL PLC and Katsina State Steel Rolling Mill were located far from each other. As a result questionnaires results are extremely difficult to adequately interpret. They only offer few close to the kind of remedial action, which will be most effective in dealing with particular problems.

#### **1.7 DEFINITION OF TERMS**

Because of the complexities of meanings, which can be associated with terms and concepts. It is necessary that working definitions be made to avoid

misconception and ambiguity. The following definitions of terms are made for the purpose of the study:-

**Work environment**

Refers to those factors within an organisation that influence the work attitudes and behaviours of employees - These factors includes, reward systems of the organisation general working conditions, rules and policies, disciplinary procedures, organisational structure, supervision and leadership styles, job itself interaction with co-workers, size of organisation, governmental policies, as well as other external factors.

**Work:-**

Basically speaking work refers to the use of physical or mental ability in order to do something as a result of application of force. This definition has different connections, in order to avoid cases. A job is an occupational level and consists of recognised, normal recurring set of duties and responsibilities, assigned to particular employees as their part in the whole work or services function.

**Attitudes:**

Are learned predisposition to consistently to a given manner either positively or negatively to a certain persons, objects or concepts. They have cognitive, objective and behavioural concepts

However, for the purpose of this study, attitudes would be referred to as frame of references those influences the individual views or opinion on various issues of topics, and that influences his or her behaviour.

**Moral:**

Is defined as the extent to which an individual needs are satisfied and the extent to which individuals perceives that satisfaction as a stemming from his total job situation. Is entails willingness to co-operate in the best interest of the organisations

**Remuneration:**

This term refers to discharge of an obligation in return for monetary reward, or giving an equivalent reward for services rendered. There are two terms connected to remuneration and these are compensation and wages.

**Motivation: -**

Is defined as the way in which urges, derives, desires, aspiration, striving, or needs, influence the choice of alternatives in the behaviour of human beings.

**Needs:**

Needs can be defined to mean something within individuals that prompts them to engage in behaviour which is directed towards the attainment of incentives or goals that they perceive to be capable of satisfying their needs.

**Incentives:** This refers to what is offered to people on addition to wages and salary to stimulate quota productivity. They could take different format and are formulated to meet specific needs of the organisation.

It could either be in the form of monetary reward, security, affiliation, esteem and self-actualisation. But for the purpose of this study the term “incentive”



would be listed to cover other factors such as fringe benefits training and development, bonus systems, and overtime payments that organisation offer to make their employees work hard.

**Productivity:**

This terminology is closely related to quantity of work-life in terms of individuals internal work standards or output. It includes such attitude as a loosen feelings, turn-over, grievances, union activity and so on.

**Discipline:**

Discipline refers to conditions of orderliness in which the members of the organisation, subordinating to some extent their own needs and desires. It must exist to a high degree in every organisation in order to promote good work behaviours.

**Promotion:** -

It is the re-assignment of individual to a job of higher rank, which entails more demands upon the individual.

**Supervision:-**

It is defined as the function of leading, co-ordinating and directing the work of others to achieve the desired goal and objectives of an organisation. The reason pertaining this duty must be able to guide other co-workers to produce the right quantity and quality of work.

**Frustration:-** This is an action that occurs when a motivated drive is blocked before the intended goal is achieved. It may have adverse consequences like acquisition withdrawal and so on.

**Open-door policy:-**

This is a systematic approach by the management to listen to workers grievances or suggestions concerning their work. It is a process whereby the management carry all the works along or otherwise known as management by concession.

**Job satisfaction:**

This is the extent to which the reason doings to work interest him as structure by his attitude to do the job.

## CHAPTER TWO

### **2.1 INTRODUCTION**

For the purpose of the study, it is necessary to define what organisation means and also to define private and public organisation.

It is also necessary to review some of the relevant theories concerning human motivation in relation to work attitudes exhibited in the work settings.

The problem is that many jobs in both sectors are poor motivators as persons list of expectations and satisfactions. They offer a wage in return for services and little more for the non-material rewards and satisfactions are slender.

### **2.2 DEFINITIONS OF ORGANIZATIONS**

Organisations are set-up primarily for meeting humanistic and economic needs of a society. They provide basement for the attainment of social physical, security esteem and self-actualization needs, but the most significant reason for their existence is the opportunities they provide through specialization, speed, accumulation, performance and synergism. There are various definitions of the subject by organisational theorists:

But the universally accepted definition of the subject -defines organisations as systems with a number of with a number of organisation is a complex of sub-systems makes it more difficult to apply what has been called the "one best way", or "single cause solution", to organizational problems. Only by continuous consideration of the structural design, work flow, and human factors can out deal realistically and successfully with the complexities of organizational life.

Presthus points out “an organization is defined as a system of interpersonal relations individuals are differentiated in terms of authority, status and role with the result that personal interaction is prescribed. An anticipated reactions tends to occur, while ambiguity and spontaneity is decreased”

Finally, human relations suffer as a result of misunderstandings and conflicts, which seem to be inherent in formal organizations especially in Nigeria.

### **2.2.1 PUBLIC AND PRIVATE ORGANIZATIONS IN NIGERIA**

Public sector organizations, otherwise known as corporations, parastatals, authorities, commissions, boards, institutions and enterprises are created by public status, decree or act that defines their powers.

They are supported either by local, state or federal taxes given as grants or allocations. They are sometimes solely owned and managed by the government. Some possess the characteristics of private firms Some are profit oriented while others are service oriented.

Public enterprise sector is a very mixed one with enormous variations in functions, activity,, status and power.

Private sectors on the other hand, are owned by individual entrepreneurs or shareholders and constitute the majority of most business organizations. The main laws governing the setting up of business in Nigeria are contained in the companies and allied matters act (CAMA) and the Nigerian Promotions Acts of 1972 and 1977.

The management of public co-operations are normally appointed by local state or federal government that establishes them. So different officials often

change offices, and emphasis on programs often shifts with the change. This is perhaps the greatest challenge in such organizations, the constant changes and shifts in emphasis in the nature of the programs for which they are responsible.

The management of private organizations on the other hand are selected by shareholders. They have the advantage of continuity Their top management and their shareholders are relatively stable.

Bureaucracy has eaten deep into most of the public enterprises, their decisions are influenced by social and political situations in which they find themselves.

Public organisations generally have multiple objectives. The objectives often intertwine, but sometimes conflict. Their overriding objective is profit maximization.

Both the public and private sectors are operating in the same economic environment competing for the utilization of scarce resources, and since the public is in a dominant position, its activities creates favourable or unfavourable economic environment for the private sector.

The organizational structure of the public enterprise may be similar to that of private enterprise except there are usually two or more layers of authority. In a private enterprise, there is a management group with executive duties headed by managing directors. Above this is the board of directors appointed by the shareholders who meet at -least once a year to deliberate on policy matters.

### **2.2.2 WORK ATTITUDES**

Today's Nigerian work force are certainly different from those at the turn of the century. They are generally educated, less willing to accept authoritarian pattern of supervisors. They are more self-conscious, get-a long with co-workers etc.

They prefer a democratic style of supervision, very opposed to arbitrary discipline and lay-off s. Wish to be consulted on matters that affects them and their jobs.

The importance of work attitude has been emphasized for quite a long-time and the problem always associated with that attitude is negatively of behaviour of employees, generally associated with those workers in the public sectors.

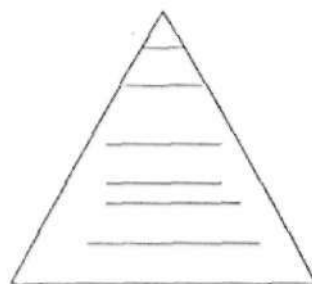
The manner in which a person approaches work is influenced by a great number of interacting factors. The work itself may be difficult, or simple strenuous or easy. The tasks involved in the job can directly influence the attitude of the person performing them.

The old attitude of managerial elitism is being replaced by an attitude of egalitarianism. Employees nowadays seek equality of results in place of an equality of opportunity pertaining to employment, promotion, pay, health and retirement.

## 2.3 CONTENT THEORIES OF MOTIVATION

### 2.3.1 Maslows Hierarchy of Needs

In 1943 Abraham H. Maslow identified five levels of needs satisfaction in order of their basic importance



- i Psychological needs
- ii Safety needs

- iii Social needs
- iv Esteem needs
- v Self-actualization needs

Maslow argued that preceding level of needs must be satisfied to a significant

Degree before the next higher need becomes dominant in stimulating human action.

- i **Psychological needs:** These are the basic needs of human beings such as food, water, shelter, clothing etc
- ii **Safety needs:** Includes need for freedom from physical danger and fear of job security.
- iii **Social needs:** are interpersonal relationships between people or the workers.
- iv **Esteem needs:** These needs centres on recognition as being important which often lead people to seek powers, prestige and status.
- v **Self-actualisation needs:** This is termed as the highest point in the hierarchy indicating the situation in which one realises one's maximum potential or maximum self-satisfaction.

Maslow's hierarchy of Needs can be shown diagrammatically:

*Maslow's Hierarchy of Needs*

### **2.3.2 MACCHLAND ACHIEVEMENT MOTIVATION**

Macchland is a psychologist that built on the work of behavioural scientists on factors that influence human behaviour. He identified the need for achievement, need for affiliation, and the need for power, as drives that produce essentially the same results.

He also identifies personality characteristics typical of an individual with a high need for achievement and states that the need for achievement can be learned through the establishment of an environment in which it is possible to overcome obstacles and accomplish things.

As a result of this, he developed some hypothesis, which states that:

(a) Individuals with high need for achievement tend to prefer the following situations and will work harder than those with low need for achievement.

- i Situations of moderate risk
- ii Situations where knowledge of result is provided
- iii Situations where individuals responsibility is provided

Individuals differ in the degree to which they find achievement a satisfying experience.

However, this theory has been criticised because of the difficulty in distinguishing between higher achiever from low achiever.

### 2.2.3 HERZBERG'S TWO-FACTOR THEORY

The two factor theory suggest that two separate set of factors influences the attitudes and behaviour of workers. Herzbergs identifies those factors

that lead to high level of job satisfaction and goal oriented behaviour as motivators, and those that prevent job dissatisfaction as hygiene factors.

Hygiene factors include

- i Company Policy and administration
- ii Supervision



- iii            Salary
- iv            Interpersonal relations
- v            Working conditions

The motivators are:

- i            Achievement
- ii           Recognition
- iii          Work itself
- iv          Responsibility
- v            Advancement

Hygiene factors refers to the situation in which the worker performs assigned activities when these factors are provided in sufficient quantity and quality, they prevent job dissatisfaction.

Motivators on the other hand, refers to what the worker does and how the worker gains intrinsic satisfaction from the job.

According to Herzberg's motivators are the factors that truly lead to job satisfaction and better performance.

The theory has been criticized on the job dissatisfaction for one person and job satisfaction for another, or vice versa.

#### **2.2.4            DOUGLAS MCGREGOR THEORY X AND Y**

He identifies certain assumptions that successful managers make about workers and those that unsuccessful manager make about workers. He labelled the assumptions made by successful managers as theory Y assumptions made by unsuccessful managers as theory X assumptions.

Theory Y assumptions states that:

- i The drive of man for physical and mental effort involved in work is as natural and rewarding as play sleep and laughter.
- ii External control and the threat of punishment are old-fashioned means of getting people involved in serving the organisation so it can attain its objectives The nature of man is such that he exercises self-direction and self-control in an integrative way in the service of objectives to which he is committed
- iii Commitment to objectives is a function of rewards and expectations of rewards.
- iv The average man learns, given the right situation not only to accept but also to seek responsibility.
- v The capacity of exercising a relatively high degree of imagination, ingenuity, and creativity in solving organisational problems is widely, not narrowly distributed among people.
- vi The nature of work in the modern world is such that the intellectual potential of the average human being is only partly utilized.

Theory X assumptions are:

- i Human beings are lazy and will avoid work if it is all possible
- ii People must be directed, controlled, motivated by fear of punishment to work as the organization requires.
- iii The average human being prefers to be closely supervised, wishes to avoid responsibility, has relatively little ambition, and seeks security above all.

What McGregor is saying is that a manager who recognizes only the basic biological needs of the worker will provide a work environment that permits the satisfaction of only these needs. However, if a manager is to be successful, the higher level needs of workers must be recognised, and work place activities must to some degree lead to the satisfaction of these needs.

## **2.4 PROCESS THEORIES OF MOTIVATION**

These theories focus on how behaviour originate and operates. They attempt to explain how workers are motivated, and are concerned with the way the individual makes his choices over causes of action. Process theories are more concern with identifying the factors concern with the factors that go into motivational and how importantly they relate to one another.

### **2.4.1 FESTINGER'S COGNITIVE DISSONANCE THEORY**

Cognitive dissonance is an imbalance between what a person knows or learns and what the value system of the individual considers to be acceptable. When an individual learns something or receives a communication that is incompatible with his or her value system, internal conflict develops, which then results in anxiety or some other emotion that can adversely influence the behaviour of the individual.

### **2.4.2 VICTOR H. VROOM EXPECTANCY THEORY**

This theory is based on a rational economic view of people. It is assumed that people are decision-makers who choose among alternative causes of action. By selecting that at a particular time appears most advantageous. Vroom states that "motivation is a combined function of the individual perception, that effort will lead to performance and of the perceived desirability of outcomes that may results from such performance. There are four variables from this model critical to work motivation can be identified

- i The ability of the worker to perform.
- ii The attractiveness of the results of working hard i.e. valence

#### **2.4.3 MARUJN D. DUNNATTES MODEL**

Under this model he incorporates the ideas of Maslow, Testinger, Adams and Vroom. his model includes the individuals calculations of perceived probability of success of various behaviours before choosing one of them and perceived value of the reward before determining the degree of satisfaction of the specific need-drive.

#### **2.4.4 PORTER AND LAWLER THEORY OF EXPECTANCY**

Their research is based on that carried by Vroom. Their research was mainly concerned with testing the hypothesis that the amount of effort expended on a job is related to the extent to which he perceived that he could achieve desired outcomes by engaging in such effort.

More important to their model is what happens after performance. According to the results that follow and how these are perceived will determine satisfaction. They states that the strength of motivation to behave in a particular way, depends on one's perceived probability that it would lead to desired outcomes. That performance is a function of ability, traits, accurate roles perception.

#### **2.4.5 JAMES G. MARCH AND HERBERT H. SIMON MODEL**

Their research stresses the point raised by Porter and Lawler approach but they offered a different view for emphasizing the relation between

performance and reward. They develop a different model that adds another variable-level of aspiration that should be considered when attempting to analyze employee behaviour.

They concluded from their research that organisations that relate promotional and monetary rewards to seniority are less productive than those that relate rewards to some index production.

## **2.5 COGNITIVE BALANCE THEORIES**

There are three cognitive balance theories that stress the motivational consequences of the relationship between pay and work. The three have at their core the notion that motivation flows from one's own cognition about other person's being consonant to dissonant with some internalized standard. Any relevant to the individual such as level of pay either above or below his own standard create dissonance, and it is the dissonance that arouses the individual to consonance by a variety of behavioral or cognitive methods.

### **2.5.1 HOMAN DISTRIBUTIVE JUSTICE THEORY**

Homan sees the concept of distributive justice as a set of perceived expectancies with regard to the way in which the rewards and costs of activities are distributed among people.

He states that: "A man in an exchange relation with another will expect that the rewards of each man be proportional to his costs. The greater the rewards as profits on each man be proportional to his investments into balance through various behaviours, or by changing his perception of the situation"

### **2.5.2 PATCHERS SOCIAL COMPARISON THEORY**

His monetary derivation of Testinger's social theory postulates "even though a person perceives any comparison as presently equitable, he still may perceive totem inequity. In either case, the perception of inequity by a person will cause him to pursue behaviour or adjust his perceptions so that the equitable state is created or restored.

He focuses completely on the matter of fact payment as the key equity variable, while Homan's does with whatever object in the person perceived environment that has cost, outcome significant to him. Patchen's approach on the other hand, does not demand behavioural exchange interactions, but simply stresses the importance of relevant other with whom one compares oneself.

### **2.5.3 ADAMS EQUITY THEORY**

Adam develop his theory of social theory from testingers cognitive dissonance concept, but was also influenced by Strutter et-al earlier research on relative deprivation, as well as Homan's research on distributive justice.

According to him, people hold certain beliefs about the outcomes they get from their jobs and the inputs they bring to bear on their jobs to get these outcomes.

A major input into job performance and satisfaction is the degree of equity or inequity that people perceive in their job situation.

He suggests that individuals weigh their inputs and outcomes by the importance of the individual. In this regard, the ratio of individuals outcomes to

inputs is compared with the ratio of outcomes to inputs of other individual or group.

Inequity therefrom, has great consequences that are not to the organization's advantage. This is because inequity creates tension in the individual and tension heads to dissatisfaction.

#### 2.6 EXPERIENCES OF WAGE AND SALARY POLICIES IN NIGERIA

Wage and salary policy determination and review is a major pre-occupation of management. It is a continuing process, must occupy the attention of top management and must blend technical requirements skillfully with human needs. Salary policy and its purpose must meet closely with overall organizational policy and purposes and therefore requires continuous research and audits.

A successful wage and salary program is one that minimize dissatisfaction and minimize conflicts. Because it gives the workers a meaningful earning that would be able to cater for their needs in rapidly changing harsh economic condition. However, it should be noted that salary and wage administration is concerned with financial aspects of needs, motivations and rewards. Non-financial incentives are equally important.

#### PURPOSES OF SALARY AND WAGE POLICIES

- i Facilitate pay-roll administration, budgeting and wage and salary control.
- ii Explain to employees how and why they are paid.
- iii Get improved employee morale and productivity.

- iv Reward employee according to effort and merit.
- v To attract and retain the best employees.
- vi Pay employees according to the importance and difficulty of the job performed.
- vii Facilitate employee organizational flexibility including promotions and salary.

The main purpose of developing different types of monetary payment programs for employees is to introduce an important input-output mediator to maximize motivation which in turn contribute to the achievement of organizational goals and objectives.

Nigerian has had seven commissions regarding these policies the last one of them was the Udoji Commission in 1974. They were primarily set-up to look into the wage and salary grading in the country.

Most of these commissions were set-up to look into the public sector establishment.

One important feature of these commissions, they are basically set-ups to look into the public sector establishments with the exception of Morgan Commission in 1963.

The Morgan Commission was set-up primarily to examine the need for a general upward revision of salaries and wage of junior employees in both government and private establishment. But there were disagreements between



the members of the commission as to the interpretation of the terms of reference, and the scope of the inequity.

What brought all the argument was contention whether it should be applicable to the private sector.

Generally speaking, most of these commissions list recommend across the broad types of increases based on cost of living considerations

Finally, as from 1975 to 1977, national policies have either imposed total wages freezes or incomes guideline, which have concentrated on wages rather than incomes. But the most painful thing is that wages and salaries are not settled generally until they get blown-out in tell scale crises with a devastating economic and social consequences to cue nation.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

In order to conduct a comparative study on the role of remuneration on attitudes to work in both private and public sectors, NITEL PLC and Katsina Steel Rolling Mill (K.S.R.M) were taken as a case study for each sector.

Naturally, the best people to be asked about this study would be organizations.

Those employees working in such With this assumption in mind, various classes of employees ranging from clerks, typists, administrators, directors, managers and other employees.

#### **3.2 RESEARCH SITES AND SAMPLE**

The population for this study were chosen at random from NITEL PLC and K.S.R.M.

The questionnaires were distributed in Kaduna territorial office of NITEL and at the K.S.R.M main factory located at the industrial area of Katsina town.

In all one hundred and fifty questionnaires were distributed and one hundred and six were returned. Seventy-five questionnaires were distributed at NITEL but forty - eight were returned while seventy-five were distributed at K.S.R.M. while fifty eight were returned. Random selection was applied in the choice of samples from the two sectors from the purpose of achieving a population that will fairly represent the total population in both sectors.

### 3.3 DESCRIPTION OF SAMPLE SIZE

A general survey was made, specifically taking two organization's NITEL PLC (Kaduna Territorial Office) and K.S.R.M (Katsina Steel Rolling Mill) . The questionnaires were distributed at random. 150 questionnaires were sent out as a total sample for the study, and 106 were returned, which accounts for 71% responses rate, out of which 106 were effective returns. The rates of returns from the two sectors are stated in the table below, with effective responses and their percentage.

#### DISTRIBUTION OF RESPONDENTS

Company	Sample size	No. of returns	Effective response rate and the %
Public Company K.S.R.M.	75	58	57% and 76%
Private Company NITEL PLC	75	48	48% and 64%
TOTAL	150	106	105

NOTE: K.S.R.M stands for Katsina Steel Rolling Mill.

For the public and private sectors scores 76% and 64% signifies the effective returns rate from the two samples drawn from the total sample in respect of two types of organizations.

The two samples were selected in such a manner that the characteristics of each of the units of the sample approximated to the broad characteristics inherent in the total population of organizations in both sectors.

A table was set-up to specifically highlights the various demographic characteristics of two sectors and their percentage response returns from the questionnaires.

### **3.3 RESEARCH INSTRUMENTS**

The research instrument used for the study is the questionnaire method to measure subject perceptions on questions asked about remuneration's and work attitude.

### **QUESTIONNAIRE DEVELOPMENT**

It was constructed in such a manner that it consists three parts, first part deals with bio-data, the second part deals with remuneration's and finally the third part deals with work attitudes. In addition, questions were asked on various aspects that touch on employee welfare and job security. Data were also collected on personal matters of the employees such as sex, level of education, religion and ethnic grouping etc.

The questionnaire was developed in such a way it gives complete anonymity because the respondents were not asked to reveal their names, where they work etc. It was produced in quantified number thus, permitting wider analysis of the respondent various working unit

### **3.4 PROCEDURE**

First, I took some of the questionnaires to NITEL territorial office in Kaduna, due to some financial difficulties I was unable to take the questionnaires to K.S.R.M but my brother took them on my behalf. They were given to

employees during working hours. Participation was voluntary and the respondents were assured of confidentiality of results.

### **3.5 COLLECTION AND ORGANIZATION OF DATA**

Data was collected from primary sources through the questionnaires. The questionnaire was not the only source used in gathering data personal. An interview with the respondents was also carried out. Difficulty was encountered to the collection of data from the two sectors. Another problem faced was the non-willingness of ten respondents to fill the questionnaires on the spot. Some respondents were silent on some issues claiming not knowing or have no knowledge of what they are being asked.

### **3.6 METHOD OF ANALYSIS**

Data was first analysed using cross tabulations to help facilitate easier analysis of some of the variables. Most of the statistical analyses center on percentages and frequencies of respondents. To compare the degree of inter-relations of salary variable between K.S.R.M and NITEL PLC.

## CHAPTER FOUR

### 4.1 HISTORICAL BACKGROUND OF NIGERIAN TELECOMMUNICATION PLC (NITEL PLC)

Nigerian Telecommunications PLC came into being as a result of a merger of two sister Telecommunications -Nigerian External Telecommunication (N.E.T) and Post and Telecommunication (P&T) department.

Prior to the merger, Nigerian External Telecommunications took care of the external telecommunication service while, the post and (P&T) was in charge of the postage and telecommunication services within the country (i.e. internal).The origin of Nigerian External Telecommunications (NET) dated back to 1886, when the first direct telegraph service between Lagos and London was operated through submarine by the African Direct Telegraphy company (ADTC)

Thus, in December 1963 the company became known as Nigerian External Telecommunications Company with equity and was formally constituted on January 1<sup>st</sup> 1985 as a result of the merger of internal and external telecommunication services.

The reason for merger was basically the compatibility of services and equipment's and the streamlining of activities of both organizations (NET and P&T).

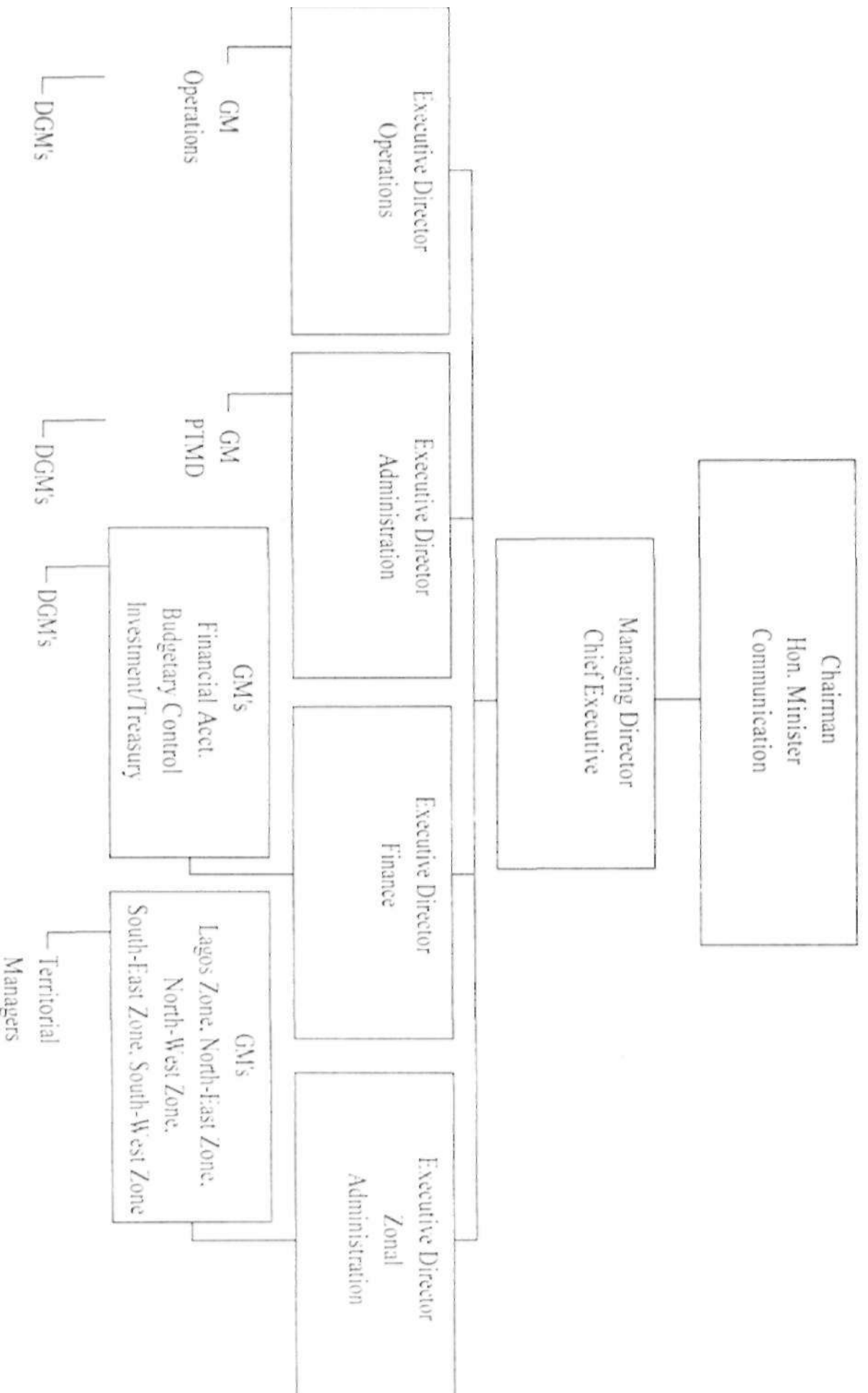
Nigerian Telecommunication PLC as a whole comprises of six (6) zones and thirty-eight (38) territories in the whole Federation. It has its corporate

ZONE	ZONAL HEADQUARTERS
(1) Lagos Zone	- Lagos
(2) North-East Zone	- Bauchi
(3) North-West Zone	- Kaduna
(4) South-East Zone	- Enugu
(5) South-West Zone	- Ibadan
(6) Central Zone	- Abuja

#### **4.2 FUNCTIONS OF NITEL PLC**

1. Improving and expanding external telecommunication services in order to stimulate rapid industrial development and boost international trade and cooperation between Nigeria and the outside world.
2. To provide three basic telecommunication services all over the country. These are Telephone, Telex and Telegraph.

# ORGANISATIONAL STRUCTURE OF NITEL PLC





3. It also provides other specialized services (e.g. International Direct dialing IDD, Private Lease Telephone and Telex, Satellite Mobile communication INMARSAT, Electronic Mail Data Switching System etc)
4. To improve the effectiveness and efficiency of providing telecommunication services (both internal and external) and reduce operational cost.

#### **4.3 REMUNERATION SYSTEM OPERATE IN NITEL PLC**

The type of remuneration system operated in NITEL PLC is the bands level as below:

Band A1-GL 01, A2 ,GL 02, B1-GL 03, B2-GL 04, C1-GL

05, C2-GL 06, 01-GL 07, D2 - GL08, E1-GL 09, E2-GL

10, F-HL 12, C-GL 13, H-GL 14, J-GL 15,

K-Consolidate, L-Consolidated, M-Consolidated.

From grades level A1 to E2 for the Junior Staff while from grades level F to M is for the Senior Staff. Consolidated means salary that was not specified.

#### **4.4 FRINGE BENEFITS IN NITEL PLC**

Management of the company provides many fringe benefits to their employees. Employees in all categories are provided with rent and housing

**allowance. Employees are also provided with subsidized medical care for them and their families.**



Insurance cover is also provided for employees who would take care of any I eventuality in the course of duty. Employees are provided with meal subsidy and canteen services. Service lines are provided for staff on bands it and above and those on essential duties.

#### **4.5 HISTORICAL BACKGROUND OF KATSINA STEEL ROLLING MILL**

About one kilometer South-West of Kofar Kauro gate in Katsina lies Katsina Steel Rolling company, one of the five major steel plants established by the Federal Government in its effort to develop a sound steel industry which will form the basis for industrial takeoff of the Nation.

The Katsina Steel Robing company limited, which manages the affairs of the Katsina Steel rolling Mill, was incorporated in February, 1981. A month earlier the nucleus of the company's administration commenced operation in a temporary accommodation off the project site. In addition to the monitoring of the progress of the construction work at the site, worked out a comprehensive plan for the smooth take off of the company. Implementation of that plan brought the company from the scratch to what is today, a pride not only to the management, but to the Ministry of Mines Power and Steel, and the Nation in general.

Some of the manor highlights are of significance in the history of Katsina Steel Rolling company: JUNE, 1979

The agreement for the construction of the Rolling Mill was signed by the Federal Government of Nigeria and Koba Steel Limited of Japan January, 1981

Formal establishment of the administrative machinery of the company. And the steel development issued appointment letters calling 50, first batch Nigerian Trainees, 25 of whom later departed to Japan for training.

APRIL, 1981

The foundation stone of the company was ceremoniously laid.

DECEMBER, 1982

The formal commissioning of the Plant took place

NOVEMBER, 1984

Katsina Steel Rolling commence two-strand rolling. And the wire drawing annealing plant commenced production.

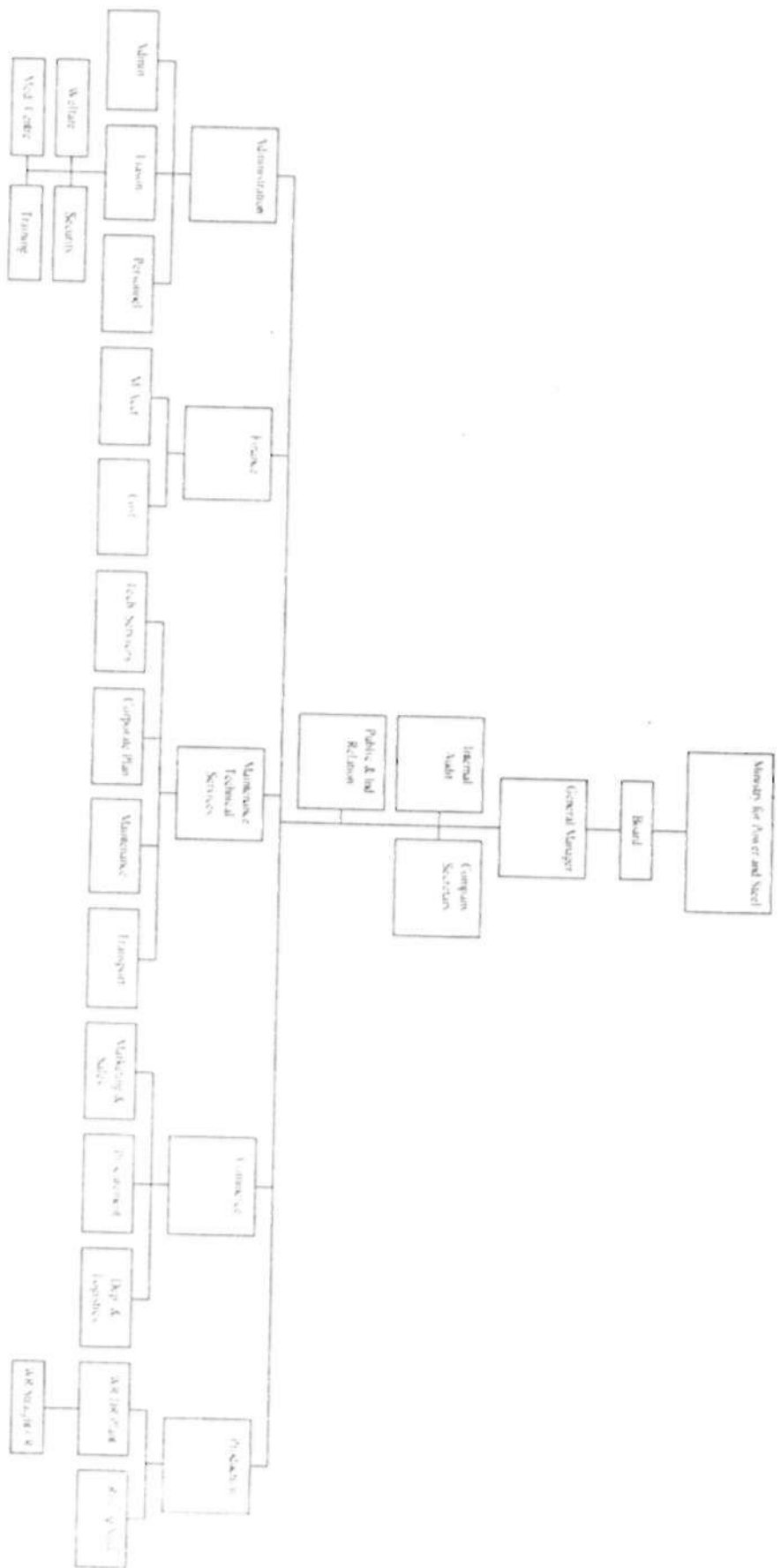
#### **4.6 FUNCTIONS OF KATSINA STEEL ROLLING MILL**

1. Production of bars and wire rods from billets.
2. Transfer of technology
3. Production of hard drawn and annealed wire products ranging from 1.0mm -5.7mm.
4. Production of plain and ribbed bars and wire coils for various diameters for construction of projects.

#### **4.7 REMUNERATION SYSTEM OPERATED IN K.S.R.M**

The type of remuneration system operated in K.S.R.M is the same as those obtained in other steel industries otherwise known as the SS (Steel Salary) salary structure.

Though, the management refused to disclose the amount earned by each level.



#### **4.8 FRINGE BENEFITS PROVISION IN K.S.R.M**

1. Medical and other welfare services are provided to the staff at subsidized rate.
2. There is also a canteen service for all categories of employees.
3. Housing and transport allowances are also provided for employees.

#### **DATA PRESENTATION**

K.S.R.M. and NITEL PLC employees were selected to make comparative analysis, and the data so gathered is presented and analyzed.

The analysis was carried out bearing in mind the objectives of the study. In analysing the data, a comparison of the R.S.R.M. and NITEL PLC response data was made using tables to show the frequencies and percentages response rates, this was carried out in order to deduce whether there is any correlation between K.S.R.M and NITEL PLC in terms of remuneration's and the way employees perceive their jobs.

#### **4.9 ANALYSIS OF DATA**

From the sample drawn, for K.S.R.M and NITEL PLC understudy, the responses indicated that most of the respondents' salary grading falls between the range of scales 5-10. This distribution among the employees could be associated with their educational background and the ages of the respondents. The under 35 constitute 55% and 81% of the respondents in K.S.R.M and NITEL PLC respectively. Cross tabulations were made in respect of the questionnaire with regard to demographic variables, this would be used as a guide for making certain inferences about the findings. In the analysis,

questions that relate to each other would be analysed in-groups, to facilitate a clear understanding of the purpose.

*Question 14*

What is your grade level?

TABLE 4.3 (A) SALARY GRADES

	K.S.R.M.	N = 57	NITEL PLC	N = 48
VARIABLES	F	%	F	%
1 - 5	12	21	7	15
6 - 10	37	65	31	65
11 - 15	4	7	5	10
ABOVE 15	4	7	5	10

**SOURCE:**

F : Stands for Frequency

N : Stands for sample drawn in respect of each other

K.S.R.M : Stands for Katsina Steel Rolling Mill.

**Question 15**

What do you think of your present salary?

Employees in NITEL PLC seems to be more satisfied with their present salary as compared with their counterparts in K.S.R.M. 56% in NITEL PLC indicated their satisfaction, while 41% indicated their satisfaction in K.S.R.M

One interesting thing is that, employees who show sign of dissatisfaction in K.S.R.M are of the age of 30, while the same group shows sign of dissatisfaction in

NITEL PLC. The reason for this as I understood is largely due to the fact that youths tend to spend more money than the older people.

TABLE 4.3(B)

SAMPLE CHARACTERISTICS: BOTH NITEL AND K.S.R.M  
ORGANISATIONS RESPONDENTS PERCENTAGE DISTRIBUTION OF

DEMOGRAPHIC VARIABLES

K.S.R.M.			NITEL PLC		
CHARACTERISTICS	FRE	%	CHARACTERISTICS	FRE	%
<u>SEX DISTRIBUTION</u>			<u>SEX DISTRIBUTION</u>		
MALE	46	81	MALE	38	79
FEMALE	11	19	FEMALE	10	21
<u>AGE DISTRIBUTION</u>			<u>AGE DISTRIBUTION</u>		
BELOW 20	3	5	21-30	39	81
21-30	36	63	31-40	8	17
31-40	17	30	41-50	1	2
41-50	1	2			
<u>EDUCATIONAL LEVEL</u>			<u>EDUCATIONAL LEVEL</u>		
SECONDARY	11	19	SECONDARY	6	15.5
DIPLOMA	15	20	DIPLOMA	6	12.5
DEGREE			DEGREE	24	50
POSTGRADUATE			POSTGRADUATE	12	25
OTHERS	3	4			
<u>MARITAL STATUS</u>			<u>MARITAL STATUS</u>		
SINGLE	14		SINGLE	23	48
MARRIED	43		MARRIED	25	52
<u>RELIGION</u>			<u>RELIGION</u>		
Muslims	38	68	Muslims	32	

Christians	17	30	Christians	16	
Others	2	4	Others	0	0
<u>ETHNIC GROUP</u>			<u>ETHNIC GROUP</u>		
Hausa	23	40	Hausa	19	40
Yoruba	2	4	Yoruba	4	8
Ibo	4	7	Ibo	2	4
Minority Group	21	37	Minority Group	13	27
Blank	7	12	Blank	10	21
<u>YEAR'S ON PRESENT JOB</u>			<u>YEAR'S ON PRESENT JOB</u>		
Less 1	4	7	Less 1	6	13
1 - 4	34	60	1 - 4	26	54
5 - 10	15	26	5 - 10	12	25
Above 10	2	4	Above 10	4	8
Blank	2	4			
<u>YEAR'S OF SERVICE</u>			<u>YEARS OF SERVICE</u>		
Less 1	6	11	Less 1	3	6
1 - 4	23	40	1 - 4	29	60
5 - 10	19	23	5 - 10	13	27
Above	8	14	Above 10	3	6
Blank	1	2			

This shows that promotion whether in K.S.R.M. and NITEL PLC depends on years put in, in the serve of the company

Question 18

Since you started work here, have you been promoted?



To analyze this question, years of service was considered as  $J$ -variable having an influence upon the way an individual is promoted

**TABLE 4.4 PROMOTION AND YEARS OF SERVICE**

VARIABLES	K.S.R.M N = 57		NITEL PLC	
	a PROMOTION			
b) years of Service	Yes	No	Yes	No
Less than 1 year	0 (0)	6 (17)	0 (0)	2 (6)
1 - 4 years	8 (38)	15 (42)	5 (38)	23 (66)
5 - 10 years	12 (57)	7 (19)	5 (38)	9 (26)
Above 10 years	1 (5)	7 (19)	3 (23)	0 (0)

NOTE: The numbers outside parenthesis indicates the frequency while those within, are the percentages. The response indicates that most of the employees who responded as having no promotion, are those who falls between 1-4 years of service both in K.S.R.M and NITEL PLC.

Question 19

How are people promoted in your organisation?

**TABLE 4.5 BASIS FOR PROMOTION**

VARIABLES	K.S.	R.M.	NITEL	PLC
	F	%	F	%
Based of qualification	5	20	3	6
Merit basis	12	20	14	29
Trough the ranks/years of services	27	40	20	42
Others	13	20	11	23
TOTAL	57	100	48	100

This shows that promotion whether in K.S.R.M. and NITEL PLC depends on years put in, in the service of the company.

### Question 20

Have you ever gone on full-time or part-time course since you started work here?

From the table, it appears as the training and development is beginning to be taken serious as a prerequisite for improving workers morals and performance on the job.

### Questions 21 and 22

The two questions focuses on provision of medical facilities and the categories of employees provided with such facilities.

The findings shows that 81% of employees are provided with subsidized medical facilities at NITEL PLC. While 77% also claimed to be provided with such facilities in K.S.R.M. However, these percentages figures cannot be generally applied to the overall sectors, but to those sectors the study constituted.

### Question 28

When is an employee eligible for gratuity?

VARIABLE	PUBLIC = 57		PRIVATE N = 48	
	F	%	F	%
After a year service	2	22	3	6
2 - 5 years	13	28	10	21
6 - 10 yrs of service	7	18	3	6
Above 10 years	25	44	17	35
No response	10	18	15	31

From the % distribution of responses, it appears as though most of the employees both in K.S.R.M. and NITEL PLC are not conversant with the rules governing provisions of certain benefits.

Questions 29 and 30(a) and (b)

The questions centres around normal retirement age, early requirement eligibility and how such eligibility is determined. 70% in NITEL responded that the normal retirement age begins from 55-65 years of age, while 74% so indicated same in K.S.R.M. They also believe that such eligibility is determined based on the length of service.

Question 31

How do you compare your company with other places to work in?

Do you think that your prospects for steady job at the company is?

There are two parts to this question, prospects and comparison of the job with other places of work.

TABLE 4.5

EMPLOYEES PERCEPTION ABOUT THEIR JOBS AS COMPARED WITH OTHERS

VARIABLES	K.S.R.M.	=	57	NITEL	N = 48
Very good	12		21	13	27
Average	29		51	21	44
Not so good of service	10		18	8	17
Do not know	5		9	6	12
No response	1		2	0	0

From the % distributions, it appears that employees in K.S.R.M and NITEL organizations are satisfied with their job prospects compared with other places to work

in. At least 72% indicated between very good to average in K.S.R.M while 81% indicated same in NITEL.

Questions 32 and 33

Employees were asked whether they own a motorcycle, a bicycle, a car or none of the above, and second question following asked the employees whether they have problem getting to work.

TABLE 4.6

DISTRIBUTION OF EMPLOYEE RESPONSES ABOUT TRANSPORT AND GETTING TO WORK

VARIABLES	K.S.R.M. = 57		NITEL N = 4	
	F	%	F	%
32 A bicycle	0	0	0	0
A motorcycle	7	12	10	21
A car	21	37	13	27
Non of the above	29	51	25	52
37 Yes	16	28	14	29
No	41	72	34	71

This shows that owning a transport vehicle does not really have any influence over and about problems getting to work. However, owning personal transport could help towards improving worker morale.

Question 34

Does your company do a good job of keeping you informed about the operations of the company? For this particular question, it appears that the NITEL employees are more informed about their company operations, than their counterparts in K.S.R.M.

Question 35

How do you feel about your opportunity for advancement with the company as compared with others?

TABLE 4.7 OPPORTUNITY FOR ADVANCEMENT

VARIABLE	K.S.R.M.		NITEL	PLC
	F	%	F	%
Excellent	2	4	4	8
Better	7	12	12	25
Average	27	47	20	42
Poor than average	10	18	2	4
Do not know	11	19	10	21
TOTAL	57	100	48	100

The response rate from both sectors were encouraging, most of them rated their responses between excellent and average.

Question 36

Do all employees in your organization clearly understand what their tasks and responsibilities are?

Most of the respondents indicated that they are very clear about their task and responsibilities.

Question 37

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How friendly are you with co-workers?

TABLE 4.8: ASSOCIATION WITH CO-WORKERS

VARIABLES	K.S.R.M.		NITEL	PLC
	F	%	F	%
very friendly	24	42	18	37
Friendly	21	38	19	40
Just polite	11	18	11	23

Not friendly	0	2	0	0
No response	1	0	-	-
TOTAL	57	100	48	100

Most of the respondents show that, they were either very friendly of friendly with their co-workers. This findings, indicates that with such cordial relationship existing among the workers, a clue could be made as one reason why most of them behave the way do at their work place.

Are you given a part on the back by your boss, when you perform a good job?

Does your boss make it easy for you to express your complaints?

TABLE 4.9 RELATIONSHIP WITH SUPERVISORS

VARIABLES.	K.S.R.M.		NITEL	PLC
		%	F	%
Most of the times	12	7	4	8
Sometimes	25	69	30	63
Seldom	9	20	5	10
Never	11	4	9	19
TOTAL	57	100	48	100

37 Expression of complaints to your boss

Yes	25	40	23	48
Sometimes	29	50	21	44
No	3	10	4	8
Total	57	100	48	100

For the first question, the respondent shows that their bosses do appreciate a job well done. While for the second question, at least one third of the respondents indicated that their bosses do grant them audience, when they wish to express their complaints.

Question 41

Why do you choose to work in your present company?

From the analysis, respondents in NITEL PLC indicated that they work in their present organizations because they like the job. While employees in K.S.R.M also indicated that they work in their present organization because they like the job, but if they have other alternatives or available job, they would leave such jobs.

## CHAPTER FIVE

### 5.1 GENERAL FINDINGS

The main aim of this study is to find out how remuneration's affects attitude to work in both K.S.R.M and NITEL PLC. In the course of this study, the following findings were made. The finding discovered that remuneration's, particularly salary, is an important factor for an average Nigerian.

#### SALARY

On the basis of the comparative study between K.S.R.M and NITEL PLC, there was a general perceptions of inequity among the K.S.R.M workers. This could be attributed to the fact that, salaries and wages are normally fixed by law in the organization. While NITEL PLC has more flexibility when it comes to fixing salaries and wages.

In this regard, the relevant literature of equity by Adams, Porter and Lalers theory also holds. The feeling of inequity among the employees may results because of comparisons, and due to also lack f adequate funds in such organizations.

Recreational facilities were mostly for senior management.

#### SELF EXPRESSION:

The need for self-expression has been found to a basic incentive in both sectors. It was discovered that when an individual comes to identity with his superiors, his tasks and responsibilities as well as his co-workers, human resources are made much more fully utilized in the production process.



## ADVANCEMENT:

In terms of promotional opportunities and training, most educated workers who have been in the service in the various organizations for up to two to, three years have been promoted. Some workers feel that wages given are not complimentary to the type of work they perform. They indicated if they have other alternative jobs elsewhere they would leave.

## PRINCE BENEFITS

Along side salary, these organizations (K.S.R.M) and NITEL PLC) operate benefits which go together with economic remuneration's. However, even though such benefits ranging from housing, recreational facilities, pension and gratuity etc, most of the workers seemed to complain about it, because they feel most of such benefits just favours those at the top.

Finally, ethnicity, cultural factors, educational levels, responsibilities that workers face at home, frustration with job prospects carried to work, seems generally to influence receptivity or diversity in respect to the orientations to work.

## 5.2 CONCLUSIONS

Conclusions drawn from the study are that many organizations especially K.S.R.M. as one of the organization of our case study pay inadequate financial rewards to their employees. There is an increasing tide to base salaries on some perception of equity rather than reflection or merit. Always, those who are internally motivated gain a sense of personal satisfaction from their accomplishment that goes beyond material rewards.

So far most of the objectives drawn for the purpose of the comparative study were achieved. On the basis of the comparative study between K.S.R.M and NITEL PLC, it seems right to say that generally workers in NITEL PLC have an upper hand, they can boast of more skilled personnel than K.S.R.M.

While examining the extent to which fringe benefit are provided in the organisations. The percentage responses in most of them leaves much to be desired. Most of the employees were not fully conversant with their various organisational policies regarding benefits, salaries and working conditions. This actually can raise the level of resentments in employees, and would tend to affect the ways they carry-out their assigned duties.

Work in our society, as a whole does not appear to be a central life interest for a substantial proportion, let alone majority of our citizens. Their apathy and indifference results from this. But this does not militate against their effective performance as workers so long as their required behaviours are adequately set forth for them and the incentives in form of pay-offs are calculable. This is the magic of social organisations, the ability to sustain required behaviours even when the institutions are not central to the actors interests.

### **5.3 RECOMMENDATIONS**

Taking from this line of thought, that particularly in Nigeria, that good salaries and wages plays a leading role in the search for greater productivity. Therefore, the working class man has to be able to support himself, wife or wives and children. In some cases, he is expected to be able to support other relations. And unless a man's job is such that it can assist him to fulfil his

obligations, a host of problems would militate against his being reasonably satisfied at his work place.

In light of this, the following recommendations would be made taking into consideration the conclusions of the study:

i. PERFORMANCE EVALUATIONS:

Performance evaluation standards should be set in every organisation, or measuring the performance of employees on the job. It will go a long way in enhancing worker's morale. But for it to be effective, its subjective nature should not be allowed to over-shadow its objective drives. A feeling of inequity should not be allowed to set in the system. It should therefore be seen as a means to an end.

ii. CREATION OF WORKERS FORUM:

It is a kind of open-door policy between management and the workers. Where workers would be given a chance to air their views, complaints about company policies, as well as meaningful suggestions to decision making processes. This forum should consist of both members of executives and workers who deliberate over some suggestions for implementation. This generally will improve workers understanding of some of the major policies as well as boost their morale.

iii. JUDICIOUS USE OF CAPITAL:

Once people, including ordinary citizens, detect that the money they had helped in accumulating is being wasted on frivolous and useless projects rather than the interest and continuous growth and development of the organisation to which they belong, they usually lose interest. Loss of interest of course causes

morale problems and consequent lowering of productivity. However, if the management of these organisations makes proper use of their capital, it will go a long way in improving the efficiency of the organisations.

iv. **IMPROVEMENT OF SALARY AND WAGES/FRINGE BENEFITS**

There should be improved so as to enable the workers survive the harsh economic crunch. Adequate compensation creates motivation and incentives to higher productivity. Higher wages are a pressing means by which the gains from increased productivity and goods are distributed to workers.

v. **REVIEW WORKERS FRINGE BENEFITS' AND WORKING CONDITIONS**

A review of such benefits and conditions of service is long over due, particularly for employees in public organizations. Efficiency in the public sector is imperative especially if we note that government acquires its resources by compulsion, through its taxing powers and can always bring up its business by providing subsidies even for inefficient operations.

In view of this government must review and device means of sustaining workers moral and raising the level of job satisfaction.

vi. **OPPORTUNITY TO ADVANCEMENT**

Promotion is another factor which motivates a worker. So when workers remain for too long at one point of their salary grading, they begin to grumble and become frustrated. To avoid this unhealthy situation, management should make sure that promotions in future should only be administered to deserving members of the workforce. Discrimination associated with promotion should be avoided at all the cost. This can only be guaranteed if only the leaders are trusted worthy themselves.

Training and development facilities should be provided, so that workers can improve their educational background and also improve their social status. Orientation, another important factor should be given to employees on their first day at work, so as to acquaint them with the type of jobs and tasks they are to perform when assigned.

vii. COMMITTED AND MOTIVATED STAFF

All the recommendations mentioned above influence employee performance. The question to whether they are committed or not, or motivated or not, depends on how we achieve these recommendations. Most employees in public sector are associated with poor attitude to work, but the situation is not well pronounced with employee at the private sector.

For a worker to be committed, he must actually know what is happening in his organization, and some of the decisions taken must be made known to him. There must be a means of communication between him and the management.

Unless a man is able to solve his financial problems, he is not likely to be committed to his job. This can be shown with the mass resignations of Nigerian professionals for greener pastures abroad.

Concluding this project in the words of Marvin D. Dunnette in his analysis of employee-employer exchange process, he rightly stated that "reality can only be estimated by viewing the world through the eyes of the perceiver.

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## APPENDIX

### QUESTIONNAIRE

TITLE: COMPARATIVE STUDY ON THE ROLE OF REMUNERATION ON ATTITUDES TO WORK IN THE PRIVATE AND PUBLIC ORGANIZATIONS IN NIGERIA: *A STUDY ON NITEL PLC AND KATSINA STEEL ROLLING MILL*: The Purpose Of The Questionnaire Is To Help Us In Finding Out The Role Of Remuneration On Attitudes To Work. The Questionnaire Is Divided Into Two Sections. Section Deals with Personal Questions Concerning the Employees

While section b deals with remuneration aspect of the Job.

#### SECTION A

##### BIO-DATA

Please fill in the necessary answers 1.x:

a Male                      b Female

##### **JOB TITLE**

Age:

a	Below 20 years
b	21 - 30 years
c	31 - 40 years
d	41 - 50 years
e	51 - 50 years
f	61 and Above

Religion:

- a Muslim
- b Christian
- c Others

Level of Education:

- a None
- b primary
- c Secondary
- d Diploma
- e Degree
- f Postgraduate
- g Others

- a Single
- b Married
- c Separated
- d Widowed
- e Divorced

Number of Dependents:

- a Wives
- b Children
- c Other dependents
- d Husband

8. Does any of your dependents earn to supplement your Income?

Yes or No, if yes , please specify

- a Children

*KASIM IBRAHIM LIBRA*



- b Wife
- c Relatives
- d None
- e Husband

Type of Establishment:

a K.S.R.M

b NITE

11. Ethnic Group: \_\_\_\_\_

12. Years of Service: \_\_\_\_\_

13 Year(s) on your present Job: \_\_\_\_\_

## **SECTION B**

Questions Dealing with remuneration Aspect of the Job

14. What is your salary grade level

a 1-5

b 5 - 10

c 11 - 15

d 15-over

If others, please specify: \_\_\_\_\_

a Very satisfactory

b Satisfactory

c Not satisfactory

d Less than work performed

16 From what you know of other companies that have jobs like yours do you feel that your take-home pay is?

- a More
  - b About the same
  - c Less
  - d Do not know
- 17 How do you feel about the company policies, as compared with other establishments?
- a Very good
  - b Good
  - c Average
  - d Below average
  - e Do not know
- 15 Since you started work here, have you been promoted?
- a Yes
  - b No
- 16 How are people promoted in your organisation/
- a Eased on qualification
  - b Merit
  - c Through ranks/years of service
  - d Others
- 20 Have you ever gone on full-time or part-time courses since you started work here?
- a Yes
  - b No
- 21 Does your companies provide subsidize medical facilities for employees?
- a Avaregely
  - b To some extent
  - c None at all

- d Completely
- 22 What category of employees enjoy the subsidized medical facilities?
- a Top management
  - b Middle management
  - c Lower management
  - d All Cadre

23 which of the following does your Company Provides for employees?

(Tick all those benefits provided)

- a Housing
- b Transport allowance
- c Transportation
- d Medical facilities
- e Training and development
- f Recreational facilities
- g Cafeteria services
- h First aid
- i annual leaves
- k Leave allowances
- l Car/Housing

24 What incentives schemes are in use?

- a Bonus
- b Profit-sharing
- c Group bonus
- d others

25 How popular or otherwise are these schemes?

- a With managerial staff
- b With workers

- c Popular with all staff
- 27 Do you have a pension plan in your establishment? Does it include all employees?
- a Yes
  - b No
- 28 When is an employee eligible for pension benefits?
- a 2 - 5 years
  - b 6 - 10years
  - c 10 - Above
- 29 When is an employee eligible for gratuity?
- a After a year's service
  - b 2 - 5 year
  - o 5 - 1u years
  - d 10 - Above
- 30 What is your normal retirement age?
- a 55 veers
  - b 60 years
  - o 65 years
  - d 55 and above
  - e No limit
- 31(a) Do you have early retirement eligibility?
- a Yes
  - b No
- 31(b) If yes, how is it determined?
- a Age
  - b Length of service
  - o Age and Service
  - d Others

## SECTION C

### QUESTIONS ON WORK ATTITUDE

1. How do you compare your company with other places to work in? Do you think that your prospects for steady job at the company is
  - a Very good
  - b Average
  - c Not so good
  - d Do not know
  
2. Do you own?
  - a A bicycle
  - b A motorcycle
  - c A car
  - d None of the above
  
3. Do you have problem getting to work?
  - a Yes
  - b No
  
4. Does the companies do a good job of keeping you informed about the company operations?
  - a Yes
  - b No
  
5. How do you feel about your opportunity for advancement with the company as compared with others?
  - a Better
  - b Poorer than average
  - c Excellent
  - d Average
  - e Do not know
  
6. Do all employees in your organization clearly understand what their tasks and responsibilities are?

- a To some extent
  - b Greatly
  - c Not at all
7. How friendly are you with co-workers?
- a Very friendly
  - b Friendly
  - c Just Polite
  - d Not friendly
8. Are you given a pat on the back by your boss?, when  
You perform a good job?
- a Most of the time
  - b Sometimes
  - c Seldom
  - d Never
9. Does your boss make it easy for you to express your complaints?
- a Yes
  - b Sometimes
  - c No
11. Do you choose to any union at work?
- a Yes
  - b No
12. Why do you choose to work in your present company? it is because,
- a No jobs available
  - b No alternatives
  - c You like the job
  - d Indifferent