FINANCIAL COMPENSATION AND JOB PERFORMANCE

A CASE STUDY OF MINISTRY OF EDUCATION AND YOUTH DEVELOPMENT KADUNA STATE.

By

HABIBA HARUNA SOBA (MRS)

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HABIBA HARUNA SOBA (MRS)

MASTERS IN BUSINESS ADMINISTRATION
(M. B. A)

MAT. NO G91BA7213

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MAY, 2000

DECLARATION

I hereby declare that this thesis has been written by me and it is a record of my own research work, thus I am responsible for any error and/or omission therein.

All materials and articles used have been properly acknowledged in the reference section

Thank you.

Name: HARUNA - SOBA HABIBA MRS.

Signature: 

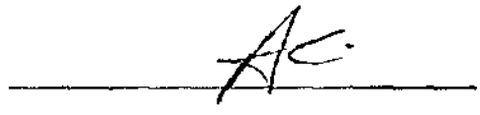
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CERTIFICATION

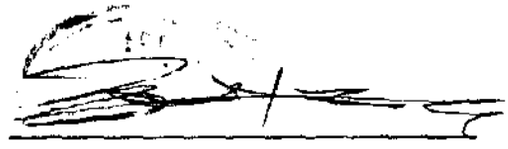
This thesis entitled "Financial compensation and Job Performance". A case study of Ministry of Education and Youth Development, Kaduna State by, Habiba Haruna – Soba (Mrs) meets the regulations governing the award of the Masters Degree in Business Administration (MBA) of Ahmadu Bello University Zaria and is approved for its contribution to knowledge and literacy presentation.



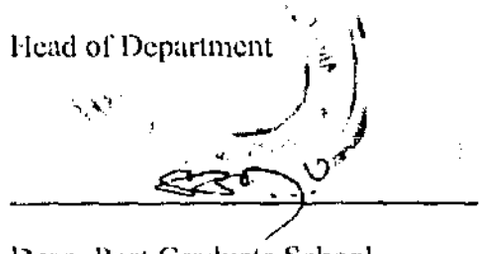
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A BSTRAC T

Public service in Nigeria, whether Federal or State, is acknowledged to be so ineffective in the State economy that some critics believe that increased financial compensation to the workers, would not attract commensurate job performance.

This study is an attempt to assess and find out the role financial compensation plays in job performance in the public service, with special emphasis on the Ministry of Education and Youth Development, Kaduna Slate.

Two hypotheses were postulated and tested on the workers. Questionnaires were distributed and oral interviews were administered on the members of staff in the different formations of the Ministry, with a view to finding out the effect of financial compensation on job performance in the Civil Service; to prove or disprove the hypotheses; and other motivating factors.

It was observed from the questionnaires and oral interview conducted that the two hypotheses viz:

i. Workers are attracted into the Ministry because they were not left with other alternatives and that they will switch over to a new job with greener pasture (higher pay) if readily available;
ii. Job performance in the Ministry is influenced by Financial compensation; have not been disproved.

Though the Ministry pays allowances for rent, transport, meal subsidy and utility with the monthly basic salary, these are seen to be grossly inadequate, to match the demand and

prevailing inflationary trend in the Nations Economy. This consequently, has made most of the Civil Servants to engage in private practice for their source of livelihood.

Other motivating factors such as medical facilities, office accommodation, toilet facilities, office furniture, pension/gratuity scheme, recreational facilities, leave allowances and schools for children are seen to be grossly inadequate and need to be improved upon.

With improvement on the financial compensation and these various motivating factors to match the prevailing inflationary trend in the country paragraphs 19 to 22 of section 111 of the schedule to the Civil Service (Re-organisation) Decree NO.43 of 1988, which provides for a new job performance scheme, the practice of target setting in the Civil Service can be effectively implemented.

DEDICATION

I dedicate this thesis to my Father, my husband and my family, whose encouragement I will never forget.

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CHAPTER ONE

1.0 INTRODUCTION:

The Civil Service is the instrument which Government uses to regulate and manage all aspects and areas of the society. It is through it that Government develops and implements policies. It is from Government bureaucracy that all the other institutions obtain various types of approvals, licences and permits e.t.c which are critical to their existence and operations. Also, Government allocation of resources passes through the bureaucracy of all other areas of the society, directly or indirectly. Therefore, all other institutions performance have to deal with the Civil Service at one point or the other in their existence and operations.

In fact, one could not possibly talk of any society without a Government, and the existence of a good Government pre-supposes the existence of a good and organised Civil Service. This is quite true in view of the fact that all Government policies and programme are being carried out through that very important agency – the Civil Service. Without a well organised, structured and efficient Civil Service, there could be no good Government.

To sum it up, the critical importance of the Civil service in any society cannot possibly be in doubt. In fact the condition of a society reflects its Civil Service.

The Civil service in Nigeria is patterned after the British Government Civil Service Structures, which is made up of diversely differing organisations. This diversity stems from the differing objectives of public sector organisations.

There are those organisations such as the Nationalised industries which operate on commercial lines and sell their products in the market places e.g the Nigerian National Petroleum Corporation (N.N.P.C), Steel Rolling Mills e.t.c. At the other end of the spectrum of public service organisations, are bodies like Local Government Councils, Ministries of Education, Works and Housing, Health, Establishment e.t.c which exist in the main, to provide services which are not sold in the open market.

In some public sector organisations, notably the Nationalised industries, Managers operate on broadly commercial lines. In other words, the success of the organisation is measured to a large extent by the amount of profit the organisation generates. Obviously, the Nationalised industries have objectives, other than profit maximisation e.g. improving the standards of service, but at the end of the day profit or its absence is available as a measure of efficiency for these types of public sector organisations. Their efficiency is judged in terms of the relationship between the inputs e.g. assets used, wages paid e.tc, and out put i.e. profit.

The accounting records in these types of public sector organisation try to record the total wealth controlled by the organisations, the form in which the wealth exists and whether there has been an annual increase or decrease in the wealth of the organisations.

However in the public service which is labelled 'non-profit organisations', the profit measure is not available as a means of measuring performance. In providing services such as Education, Health care facilities, Housing, roads e.t.c the

objectives are not centred on generating profits, but on improving the social welfare of the society. This absence of profit measure can make financial control more difficult to achieve, because the focus of control tends to concentrate on the quantity and quality of service provided.

The crux of control, therefore is the measurement of objectives of the organisation in order that performance can be monitored. Thus one could argue that the absence of the profit measure makes the measurement of job performance in public service a more subjective task, because measurement of objectives is often difficult, if not impossible.

At the heat of the answers to questions concerning the performance and spending of public sector bodies, are certain general aim of public service. These aims might generally be expressed as:-

(i.) Providing a basic standard of ammenity e.g purity of water, hygienic environmental conditions, good roads, good education e.t.c to all citizens irrespective of areas and in most cases irrespective of the individual's ability to pay.

(ii) improving the wealth and economy of the country, providing job opportunities .

(iii) Seeking for an improvement in the quality of life.

In other words public services are geared towards enhancing the individual's day to day exercise. However there is no universal acceptance as to how much or how little, public service must be provided to achieve this enhancements for the individual.

1.2 Statement of the Problem

The Public Service in Nigeria is generally and obviously, ineffective. This has therefore affected the general pattern of performance of Nigeria and Nigerians. One can comfortably say, it is not a goal-oriented public service.

Efforts made by past government to implore workers salary only succeeded in creating multiplicity of salary scales in the public service.

Salary increase in Nigeria are disastrous and are followed immediately with inflationary consequences in the market place. Unfortunately, Since the Government lacked the means to control the situation, the private sector successfully maneuvered to restore the differentials which had been largely acquired through government neglect to its employee and not for economically determined reasons productivity, scarcity or risk.

Since 1975, lack of job security caused by Mass retirement and retrenchment by the government has become a common feature in the public service. The mass retirement during Gen. Murtala./Obasanjo require took many people unawares. There had not been any preparation, like the Housing policy for the public servants, no natural pension benefits that would guarantee regular stipend etc.

Though, there is monthly pension in the public service, the processes of establishing the payment is demoralising.

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All these made the workers to look for other means, like engaging in other businesses while still active; a mass financial and non-financial benefits, (corruption) even without performing or neglecting the statutory function of their organisations.

1.3 Objectives of the study

It is the aim of this study to assess and find out the role financial compensation plays in job performance in the public service most especially in the Ministry of Education and Youth Development – Kaduna State.

In as much as auguments by some known scholars of Management to de-emphasize financial remuneration as a motivating factor in job performance[2] there is a disagreement bearing in mind the situation in less developed countries and Nigeria in particular.

A lot of emphasis had been laid on money, as it is the yard stick for measuring the status of individuals in the society, irrespective of its source. Government workers being members of the society, can not be delineated from that view point.

It is evident that there are officers who deliberately would wait to remain in subordiante positions and refuse to accept whatever gestures by the Management designed to further their knowledge and skills simply for fear of their place or position being taken by another person. This is as a result of the monetary gains such positions attract. Related to this argument is the rush to Banks and

Multinationals for employment, because of high financial remuneration inspite, of their stringent work schedule and the attendant low job security.

Specifically this study is aimed at the following objectives:-

1. Identification of the type of financial compensation available to public servants.
2. An analysis of the impact of the financial compensation on work attitude and the workers.
3. Examination of the views of workers in terms of the benefits they derive from the Ministry and to find out whether it is the financial compensation that actually motivates and retains them in working for the Ministry or some other factors

1.4 HYPOTHESIS

In this study, two hypotheses are formulated and to be tested. They are:

1. Workers are attracted into the Ministry as last resort and that they will switch over to a new job with higher pay, if readily available.
2. Job performance in the Ministry is influenced by financial compensation.

1.5 SIGNIFICANCE OF THE STUDY

A number of writers and commentators have tried to relate poor financial compensation to poor job performance in the public service organisations. It is also believed that the public service being a social service provider, is not goal oriented and motivation towards job performance is poor most employees do not show any commitment to the organisation in which they work as they have interests in businesses outside their place of work for extra-financial package.

The workers' negative attitude to work results in very low performance which may be attributed to inadequate supervision, poor leadership, poor reporting and assessment, tardiness, wrong appointments based on who one knows rather than what one knows poor funding, indiscipline, low marale, poor welfare programme, poor financial remunerations and the attendant frustration.

This study would be modest contribution to motivational literate and would give an insight on the role financial compensations play in the civil service.

1.6 RESEARCH METHODOLOGY

This research work will use both primary and secondary data.

The primary source of collecting data will include questionaries and interviews. The secondary data will be the information to be obtained from the Ministry's Personnel Department and the Library.

1.6.1 SCOPE

The scope of this research will cover compensation and job performance in the Ministry of Education and Youth Development, Kaduna State.

1.6.2 LIMITATIONS

This research work is limited by time. That is there isn't enough time to cover other states in the federation. Financial constraint is another. Despite these constraints, however, relevant data was collected that enclosed the researcher to advance useful recommendations

1.6.3 POPULATION SAMPLE

The scope of the research study will cover various sections of the Ministry headquarters and some zonal offices and some schools in the various zones, i.e, Zaria zone:-

Barewa College and Government Secondary School Zaria .

Anchau Zone:-

Girls Science Secondary School Soba and Government Technical School Soba.

Giwa Zone:-

Government Girls Secondary School Giwa and Government Girls Secondary School Samaru.

Kaduna Zone:-

Queen Amina College Kakuri Kaduna and Government Technical College Kajuru

Zonkwa Zone:-

Government Secondary School Fadan Kaje and Government Girls Secondary School Zonkwa.

Kafanchan Zone:-

Government Secondary School Kagoro and Government Secondary School Kafanchan

Lere Zone:-

Government College Saminaka and Government Secondary School Yarkasuwa.

CHAPTER II

LITERATURE REVIEW

2.0 INTRODUCTION

In the Public service, the difficulties of measuring performance stems from the peculiarities of the sector.

Apart from the non quantifiable nature of output in explicit terms, there is the pursuance of the multiple objective. Profit making is not the sole objective for instance, in a typical public sector organisation the Ministry of Education and Youth Development, the sole objective is meeting the academic social, moral and ofcourse other obligations.

Effectiveness is also very difficult to measure, where the tools and supplies necessary for performance are totally unavailable or are not available at the right time or at the right place or perhaps in questionable quantity and quality. Again ambiguous statements of objectives in the public sector could also affect the measurement of job performance.

Even though provating performance in the public service could be difficult, it is not impossible to conceive of certain factors and practice, which impede or promote job performance.

2.1 JOB PERFORMANCE

In Nigeria, job performance is so poor in the Public Service because public servants are poorly compensated. Officers could be sent overseas to train as Doctors, Engineers and the rest. Such officers will prefer to remain there because they know, they will be well compensated. This has created lack of commitment to the public service.

There are other cases where young graduates are not allowed spaces in the public service, simply because the older people are very greedy and will not relinguish their positions, consequently job performance is low because new skills have not been injected into the public service. The same set of people are therefore doing the same jobs with the same skills that were aequord several decades ago. These older officers refuse to retire simply because of the financial remunerations (es ta code). etc

In another area, affecting job performance is the possibility of the diversion of property rights by the workers. Thus argument save postulated that public sector employees and senior officers have opportunities to a mass financial and non-financial benefits (corruption) even without performing the statutory functions of their organisation, subject to the possibility of being caught and punished. (Akinitola Bello 1984).

From the foregoing one can say that job performance in Nigeria is so below expectations that unless the situation is improve, the public service will remain poorly managed.

2.2 JOB PERFORMANCE AND THE CIVIL SERVICE

When job performance evaluation is thought about, it is often visualised as a formal process involving rating forms, face to face interviews, statements of objectives and often heated discussions and hard feelings. However, it takes little effort to realise that while employees may be formally evaluated as infrequantly as once or twice a year, they are actually being informally evaluated almost constantly.

Supervisors meeting informally over coffee or lunch break frequently brag about and share amusing anecdotes regarding their employees behaviour and work performance. As they do this, the supervisors are actually informally – evaluating their employees, often on the basis of a few randomly observed events or remarks. Employees also informally evaluate themselves, their supervisors and each other, during meetings at the coke machine, water cooler or while on break. It is during these informally, loosely structured discussions that employees and supervisors begin to acquire reputations. These reputations, whether factual or not often colour the interpersonal relationships inherent in any functioning organisation.

The questions that often arise in this work are:-

How do we appraise the performance of a civil servant?

Who is the best evaluator of civil servants performance – the public the Government or the serving members of the Civil Service itself ?

From the point of view of public sector, that the civil servants in the Ministry are employed to serve, we might measure civil service performance against departmental objectives for which the Ministry is established.

The functions of the Ministry of Education and Youth Development of Kaduna State are as follows:-

(a) The coordination of all educational activities in the state.

(b) To enlighten and educate all its citizen.

(c) To give instructions to post primary and primary institution and the curricula related to it.

(d) The admission of pupils into post primary institutions and the transfer of students from one school to another.

(e) The standard required for admission to courses.

(f) The examination of students and the classification of certificates

(g) The fees to be charged in schools.

(h) The procedure to be followed with regards to the establishment, merger, discontinuance or transfer to new sites of any educational institution.

(i) The standards to which school premises are to conform.

(j) The records, accounts and other documents required by law to be kept in institutions.

(k) The organisation of institutions

(l) The physical and moral welfare of students in attendance at institutions.

From the point of view of the Ministry Authorities we might look at the core criteria from the Ministrys record and measure performance in terms of quantity and quality of output, absence, tardiness, queries. We may also measure performance in terms of employee ratings, using standardised forms – Annual Performance Evaluation Report Forms (APER). These forms contain a number of performance factors for example, punctuality, quality of work, Drive and Determination, Reliability under pressure et.c . Each of these performance factors, is described in terms of outstanding (A) and unsatisfactory performance (E). The three intermediate rating (B,C,D) represent behaviour between the extemes (Appenolix v).

The Civil Servants might evaluate their own performance, in terms of promotion they earn, commendations, special responsibilities.

Ordinarily, the Civil Service job is not an easy one to measure. The responsibility in the civil service is a collective one, which involves various decisions taken at different level of authority. For example, before funds are released for any work to be done, the proposal has to go through the tables of many officers before the final authority is given for its release.

Even at this stage, there is the external Ministry which ascertains the genuineness of the request and for what reasons the fund is released. At these stages of decision making for the final release of funds, there is the tendency for lapses on the part of one or two officers to delay in decision making. So when we try to appraise employees in the public service, – whose performance are we in effect measuring.

The performance of one, some, or all of the different officers involved in the decision making.

Compensation is defined as the adequate and equitable remuneration of personnel for their contributions to organisations objectives. Financial compensations are normally designed to:-

- attract capable employees to the organisation.
- to motivate them towards superior performance.
- to retain their services over an extended period of time

Ejoifor (1991), suggested that an employee should be adequately compensated through the following means among others:-

- Wages/salaries
- Transportation to and from work
- Housing allowance
- *Medical care for the family*
- Training and development
- Schools for offsprings
- Transportation of corpses of dead employees
- Publishing of one year remembrance in the 'Daulies'
- Annual leave grants
- Inconvinience or disturbance allowance.

After all these allowances are paid, the management expects that an employee performance very well. The question that now arises from these are two:

how effective are these suggested compensations, for the motivation of an average public servant towards job performance?

Several reforms have been embarked upon by the Government to improve the working conditions of the civil servant. Apart from other motivating factors, greater emphasis had been laid on higher financial compensation for an increased job performance. Have these compensation yielded any results, made an average civil servant perform?

It is therefore intended in this study to relate job performance with financial compensation, bearing in mind that there are other mojtivating factors, like improved medical facilities, vehicle loans, schools for children, training recreational facilities, housing loans, furniture loans etc.

2.3 FACTORS AFFECTING JOB PERFORMANCE

The link between motivation and performance at work has recorded considerable and sustained attention in recent years from both practicing Managers and organisational researchers.

Several theories of motivation have been used to explain why people behave the way they do and how human behaviour could be used to attain a specific goal. These theories of motivation have been presented in the literature, but the upsurge of theoretical interest is both a blessing and a curse. On the one land, the theories offer a better understanding of work behaviour and an appreciation of its complexity. On the other hand, a number of diverse theoretical orientations have evolved. For instance, in the search for motivational models or techniques, some

researchers focused on variables such as job factors (Hizbergy et al 1964), work situation (Neally 1964) needs (Maslow, 1970), beliefs about oneself and espied equity and inequity (Festinger, 1957) Adams, 1965). Theory X and Y (Mc Gregors). Further more motivational practices which are based on some of these theories have included goal setting, workers participation in decision making and collective bargaining and incentive system. It would be ideal if we could achieve an integration and evaluation of all motivation theories and thus a sigualrly acceptable position on work motivation.

The difficulty of integrating theoretical orientations partaining to work motivation not withstanding, there is a consensus of opinion that people must be attracted not only to join work organisations but also to remain in them.

Organisation most come to grip with the motivational problems of stimulating both decisions to participate (commitment) and the work. Inputs in the efficiency ratio include labour and equipment, and given that the right equipment is procured. Managers often try to capitalize on incentives to direct the energies of their employees towards organisational objectives thereby motivating them.

Inspite of the number of motivating theories the answers to job performance in Nigeria's Public Service seem elusive. Attempts to give employees a psychological pep up by training, do not appear to be achieving the desired goals. For example, possibly because of an absence of commitment or poor financial compensation, officers sent on over seas tour or training, elect not to return to Nigeria or where training has been completed, non performance results, because

some of the trained Managers or Personnels may not have been properly placed in the job for which they were schooled. There are other instances where training made for the benefit of qualified young officers with drive and determination are taken over by older officers about to retire from service, simply because of the financial remuneration (Esta code) such training attracts. Consequently, it is the same set of people who do the same jobs with the same skills acquired several decades ago. This is to say that the work place is not being rejuvenated with the militancy it ought to be. Some of these old senior officers are so repugnant to changes that when sound ideas are given by younger officers they are "killed" or "frustrated" with the saying "Wait for your own time or chance.

Another factor that constrains job performance in the public service is the view that the financial compensation does not provide attractive inducement to yield higher job performance. Hence most public servants try to have registered businesses on their own that bring in extra financial rewards to augment that from the office.

According to Vroom (1964), a worker will be motivated to perform efficiently if he is made to have a strong belief (valence) that a particular reward (attractive in size) will result (expectancy) if he performs well. Given the inflexible wage structure in the Public service, employees do not see higher remunerations resulting from distinguished performance. The rigid wage structure would appear to be a disincentive to higher performance. Another factor which probably affects the productivity of the public service is connected with the possibility of the diversion of property rights by the workers. This argument postulated that public sector employees and senior officers have opportunities to a mass financial and

non financial benefits (corruption) even without performing the statutory functions of their organisation, subject to the probability of being caught and punished. (Akintola Bello 1984). The reports of several commissions of inquiry into financial mismanagement in the public service serve to support this hypothesis. Coupled with the dysfunctional structure of financial compensation, the opportunities for misappropriating property rights on the job tend to yield motivation which is not work related, that is motivation towards the maximization of private benefits both within the job (corruption) and outside the job (multiple job holding). This situation appears to be less prevalate in the private sector, perhaps because of the more equitable financial compensation structure.

What factors then can be identified as capable of motivating the employees of public service to higher performance ?

There are actually a lot of factors but for the benefit of the aspect of financial compensation.

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2.4 THEORTICAL FRAME WORK

This chapter will deal primarily with theories which have been the subject of empirical investigation in Nigeria. Discussion here will be limited to content theories. Content theories seek to identify the major variable, which exert an influence on behaviour. Content theories direct their attention, e.g at classifying the basic needs which people try to satisfy. What rewards do people find most attractive ? What incentives are the most effective ? or what aspects of the job to be performed or the work environment lead to desired work related performance

or out comes ? In short, these theories provide a fairly comprehensive appraisal of factors which influence individual behaviour accurately (compbell and pritchard, 1976). They are best regarded therefore as frame works which deepens our work. Some of the theories might be treated in an attempt to understand some aspects of organisational behaviour.

2.4.1 A. H. MASLOW HIERARCHY OF NEED

This theory is one of the most popular theories of motivation in the organisational theory and behaviour literature.

Maslows theory of motivation rests on three basic premises:-

(a) People have needs which influence their behaviour

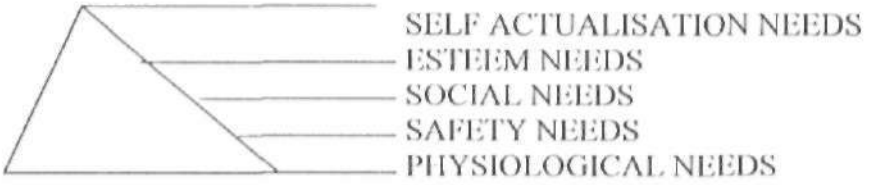
Only needs which have not been satisfied can act as motivators. When for example, physiological needs such as the need for food are unsatisfied they dominate the individual. All energy is directed at satisfying the unfulfilled need.

(b) An individual's needs are arranged in a hierarchy of importance, from the most basic needs, such as those for food, shelter and cloth, to more complex psychological needs such as the need for esteem.

(c) Needs at the upper level of the hierarchy are only activated, once needs at the lower levels have attained some minimal acceptable level of satisfaction.

Since this study is on financial compensation and job performance, it is only natural to apply the argument of Maslow. This is informed by the harsh economic condition biting majority of Nigerians, pay package is becoming more than ever before, a question of life and death. The struggle for survival is fast assuming a critical dimension e.g high cost of fuel, motor parts, food items to mention but a few. Its safe to suppose that the vast majority of lower level workers would partly because of their obligations to immediate family and kinsmen, be concerned with satisfying more basic needs. This means that at work, they would be most concerned about financial compensation and security of employment.

The basic human needs identified by Maslow in an increasing order of importance are as follows:-



1. **PHYSIOLOGICAL NEEDS:-**

These are basic needs for sustaining human life itself e.g. food, water, clothing, shelter, sleep and to reproduce. According to Maslow, until these needs are satisfied to the degree necessary to maintain life, other needs will not motivate. In some instances failure to satisfy the physiological needs can result in death. In Nigeria, at work, such factors as salary level, working conditions (e.g. heat, noise, and shift time) and distance from urban residence would feature prominently in this category. In the larger cities of Nigeria the latter consideration can be of prime significance to the worker who because of relatively low level of pay, can not

afford to buy his own car or to take public transport and must therefore, either walk or cycle long distances to and from work.

2. **SAFETY NEEDS**

These are needs to be free from physical danger and fear of the loss of a job, property, food, clothing or shelter. It may be regarded as a need to reduce uncertainties associated with basic physiological need satisfaction. In the work setting these needs would be reflected in the workers attitude to the possibility of pay increase.

3. **SOCIAL AFFILIATION OR ACCEPTANCE NEED**

The social or belonging needs reflect man's social nature, his needs for the friendship and company of others. These needs only take effect, however, when the physiological and safety needs have been satisfied to an acceptable degree for the individual.

4. **ESTEEM NEEDS**

This category incorporates the needs which people have for self respect and the respect for others and needs associated with feelings of self confidence, status and prestige, recognition.

At work such factors as job title, the nature of the work itself e.g highly skilled, scientific, professional e.t.c) and the amount of autonomy, power and responsibility associated with the job would feature prominently in this category. Occupational preferences provide some indication on the degree to which different types of work are seen as satisfying esteem needs.

In Nigeria, for example, Moryan (1965) found that the prestige rating attached to various occupations by sample of University students were very similar to western rating. High ratings were given to employees such as physicians, and accountants and the lowest ratings to manual work such as domestic service.

5. SELF ACCAULISATION

This is the highest need in the hierachy. It is the desire to become what one is capable of becoming, to miximize one's potential and accomplish something. Self Actualization refers to the individual's needs to strive not just to be good at something but to be as good as he is capable of being.

The Maslow hierarchy of needs though widely publicized and accepted by theorists and practitioners alike is basically a theoritical conception issuing from an attempted synthesis of much psychological research.

Most of the Empirical evidence pertaining to Maslow's theory has been gathered from North American Managers (Parter and Lawler 1965). However, there is a small but growing body of literature devoted to the study of cross-cultural Managerial attitudes and motivation, and there is some agreement concerning the possible effects of culture on need satisfaction and need importance. The data suggests that culture in its broadest sense taken in most cases, to be defined by national boundaries – has a significant impact upon percieved need deficiencies among managerial personnel.

Generally speaking in developing countries like Nigeria, where political and socio-economic systems may be regarded as unstable and more problematic, managers report much higher levels of need dissatisfaction than Managers in relatively developed societies.

2.4.2 HERZBERGS FACTOR THEORY

Herzbery el at (1959) postulated the existance of two independent work motivators – Extrinsic and Intrinsic factors.

While conducting a study using (200) two hundred accountants and Engineers, the subjects were required in an interview to describe in detail what was happening in their jobs at times when they had been particularly dissatisfied, frustrated or unhappy and at times when everything seemed to be going on well and they were satisfied, enthusiastic or interested in their work. The study showed that positive reaction to work were associated with jobs which provided opportunity for achievement recognition of performance, responsibility and scope for individual development, and interesting and challenging work.

These factors which essentially have to do with the content of the job having the most power to motivate people.

On the other hand, work situations which were regarded as most dissatisfying were characterised by deficiencies in such areas as technical supervision, working conditions, pay and company policy. These two patterns of response provided the basis for Herzbergs theory. It consists of two general propositions.

1. Individual Motivation at work is a function of the intrinsic characteristics of the job which include:-

   (a) Achievement

   (b) Recognition

   (c) Work itself

   (d) Responsibility

   (e) Advancement

   (f) Personal development

These factors are called motivators.

2. Dissatisfaction at work is a function of a set of job conditions called hygiene factors. When factors prevent dissatisfaction, but they can not act as motivators, such factors include

   (a) Salary

   (b) Job security

   (c) Working conditions

   (d) Personal life

   (e) Relationship with superiors

   (f) Relationship with fellow workmates and subordiantes

   (g) Company policy

   (h) Fringe benefits.

The theory asserts, then, that no matter how highly a worker is being paid or how good his working environment may be, the type of factor alone will not be sufficient to include high level of motivation or satisfaction. By the same token, irrespective of how interesting or how challenging a job might be (i.e intrinsically

motivating) there will still be dissatisfaction if pay or working conditions are inadequate.

The Herzberg theory has been criticized by some as being methodical, that is, when individuals are asked to explain why they feel happy or satisfied, they are inclined to explain in terms of their own behaviours, referring to the intrinsic factors but when things are not going so well, individuals tend to lay the blame else where on extrinsic factors associated with the work environment. The theory has also been criticized on the ground that a certain job characteristics can cause job dissatisfaction for one person and job satisfaction for another, or vice versa. Jibowo (1977) studied the effects on job performance of motivations and hygiene factors among a group of seventy five (75) Agricultural Extension workers in Nigeria. Adopting basically the same method as Herzberg et al, Jibowo found some support for the influence of motivators on job performance. There was also evidence to suggest that, hygiene factors, such as poor working conditions, low levels of pay and poor supervision, depresed productivity and performance in general, thus contradicting Herzberg's theory. In other words, the hygiene factors – pay, supervision and working conditions – acted as motivators among the Nigerian workers studied by Jibowo.

Despite these criticisms and others which have been omitted, Herzbergs theory has been extremely influential. The theory indicates that some employees may have achieved a level of social and economic progress, such that the higher level needs of Maslow (Esteem needs and self actualization) are the primary motivators. However these employees most still satisfy their lower level needs in order to

maintain their current state. Thus it could be seen that money might still be a motivator for non-management workers (particularly those at a minimum wage level) and for some managerial employees. The power of money as a motivator is especially important in an economy with a high rate of inflation like in Nigeria. Hence the study of Financial compensation and job performance in the public sector.

2.5 COMPENSATION

What is really difficult for any Personnel Administration is workers compensation. It is considered to be very complicated and crucial to both employers and employees. (Edwin Flippo 1980). Honestly, the level of wages and salaries are very low. This has really made if difficult for the Ministry to maintain the existing teachers and nobody really wants to take new appointment with the Ministry.

It is really important for the Ministry to realise the need to improve the wages and salaries of its teachers in order for the most qualified teachers to continue to stay in the profession. Infact the poor result we continue to record in our schools is the result of the brain drain of our experienced teachers to other sectors of the economy or orgnisations like the Banks, Customs, Immigration, NNPC and other financial Institutions other than Banks. These places have so many attractive things to draw and maintain its work force.

Therefore the continued problems we are facing in the teaching profession and how our students suffer neglect is as a result of the poverty situation of our

teachers. If these teachers can get better pay and incentives, the situation can really be improved.

2.6 BRIEF HISTORY OF EDUCATION IN NIGERIA

The History of Education in Nigeria began with Islamic Education. Islam and Islamic influences spread into Nigeria from the North-East. Islam was first accepted by the Kaueru Ruler Umise Filmis who ruled in the 11th century. Islam was introduced into Hausaland by traders and scholars from the 14thC. Arabic was the language that was studied to understand the Koran. Arabic schools were called Koranic schools. It was from Northern Nigeria that Islam spread to Southern Nigeria.

Usman Dan Fodio, a prominent Nigerian Muslim ruler and scholar reformed Islamic practices is Northern Nigeria. He fought a Jihad around 1804 and emphasized the education of women. At the primary level, the pupils were thought to memorise the Quran. At the secondary level they learn the Hadith, they also tried to know the meaning of the chapters of the Quran. At the post secondary level, they learn Arabic grammar syntax, logic, Arithmetic, Algebra and the rest. At the University level, students specialise in their areas of choice to obtain diplomas or degrees.

The School for Arabic Studies (SAS) Kano started the Arts programme for training Arabic and Koranic teachers in Nigeria. After diplomas and degrees in Arabic and Islamic studies.

Before 1925 there was no clearly defined Colonial Government Policy on Education in Africa. The business of Education in Nigeria was mostly in the hands of missionaries who used schools to spread the Christian faith. At various periods the Colonial Government set up Commissions to report on how best the educational system could be improved. One such Commission led to the phelps stoke educational policy of K25. The commission recommended the central control of Education and the establishment of more teachers, technical and women colleges. Similarly the El hot Commissions report of 1945 recommended among other things two University Colleges for Nigeria and the Gold coast (Ghana). The last commission set up by the colonical Government was the Ashby report of 1959 which recommended the opening of a University each in Nsukka, Zaria and Lagos. Ashby also recommended a National Universities Commission for Nigeria.

CHAPTER THREE

3.0 INTRODUCTION

BRIEF HISTORY OF MINISTRY OF EDUCATION AND YOUTH DEVELOPMENT

The ministry of education Kaduna State came into being as a result of the 1976 states creation. It was, prior to this period, the Headquarters of the former Northern Nigeria Ministry of Education. After the creation of States, the Kaduna State (the then North central state) Ministry education was, as a result fortunate to have been blessed with a well established organisation, as well as well-laid educational policies and professional staff.

The Ministry of today, named Ministry of Education and Youth Development is the biggest organisation in the State – staff-wise.

The Ministry consisted of two major bodies. The Headquarters and the field organisations. The Headquarters deals with all educational and personnel policies and management in the state, while the field organisation acts under the directions of the Headquarters in supervision and co-ordination of educational policies and programmes in the state.

3.1 ORGANISATIONAL STRUCTURE OF THE MINISTRY OF EDUCATION AND YOUTH DEVELOPMENT, KADUNA STATE

The Civil Service Re-organisation (Decree No. 43) of 1988 clearly provides the frame work for the structural organisation of all Ministries in the Federation and States. The ministry of Education is therefore organised by the Decree. Presently, the Ministry has five (5) Directors at the Headquarters, twelve (12) Directors at the Zonal Offices and four (4) Directors of Parastatals.

This gives a total number of twenty one Directors, though the Directors at the Headquarters are considered senior Directors.

Like all other Ministries, the Ministry of Education and Youth development is divided horizontally along Departmental lines and also vertically in hierarchical order according to ranks and positions.

3.1.1 HONOURABLE COMMISSIONER

The Honourable Commissioner who is the chief executive and accounting officer is the highest authority in the Ministry. He is in full control and responsible for men, material and money allocation for the execution of the statutory responsibility of the Ministry. All correspondence coming into the Ministry are directed to the Honourable Commissioner, while all out going correspondence of the Ministry are signed on his behalf.

Three units namely the internal Audit, legal, Press and Public Relations are directly attached to the Honourable Commissioners office.

3.1.2 PERMANENT SECRETARY

The Permanent Secretary now performs the functions of the Director General. He is next to the Honourable Commissioner.

The Permanent Secretary deputises for the Honourable Commissioner whenever He is away from office and co-ordinates all activities of the various Departments in the Ministry.

3.2 HORIZONTAL ORGANISATIONAL STRUCTURE OF THE MINISTRY.

In consonance with the Civil Service Reforms, the Ministry is organised into five (5) Departments. These are:-

A. Administration and Finance Department:

B. Planning, Research and Statistics.

C. Schools Department

D. Inspectorate Department and Higher Education.

The horizontal organisation is depicted in Appendix I. Each Department is Headed by a Director.

3.3. VERTICAL STRUCTURE OF THE MINISTRY

As recommended by the Civil Service reforms, each department is further broken down into divisions, to reflect broad professional areas. Each Division is also further sub-divided into sections to reflect specialised activities within a sub-professional area. The vertical arrangement of a typical department is illustrated in appendix V. Divisions are headed by Deputy Directors and every branch by Assistant Directors and sections by Chiefs. According to civil service reforms no further sub-division is allowed below sections. The purpose of the sub-divisions is to saddle each stratum with specific responsibilities to ensure effective implementation of the ministry's statutory functions.

3.4 ZONAL HEADQUARTERS.

The Functions of the ministry covers the whole state. Consequently in 1980, the Ministry established Zonal Headquarters to implement supervise, and maintain the diverse statutory functions of the ministry at the Zonal level. To date, the ministry has twelve (12) Zonal Headquarters. All the Zonal offices are headed by a Zonal Director.

Three out of the five(5) Departments in the Ministry Headquarters are replicated at the Zonal level. These are:-

a. Schools Department

b. Inspectorate Department

c. Admin. And Finance Department

3.5 **PARASTATALS**

The Ministry has six (6) Parastatals.

These Parastatals also implement and maintain the diverse statutory functions of the ministry. The parastatals are:-

a. The Library Board

b. The Model Schools Management Board

c. The Mass Literacy Board

d. Teachers Service Commission

e. Capital School Kaduna

f. Educational Resource Centre

All these parastatals are located at Kaduna, close to the ministry Headquarters and each is headed by a Director, but for the Teachers Service Commissioner which is headed by an Executive Secretary, which is equivalent to a Director.

The Library Board tries to maintain the standard of education through the provision of standard Books and library facilities.

The Model Schools Management Board also tries to maintain standard by supervising some selected secondary schools in the state, in which the students are given special training and attention.

The scholarship Board on the other hand provides scholarship allowances to students in higher institutions in order to ensure that citizens of Kaduna state are encouraged and provided with education.

The Mass Literacy Board is established to ensure the education of illiterates in the entire state, while the Teachers Service Commission is in charge of recruitment and promotion of Teachers.

The Capital School is primarily established to cater for the exceptionally gifted children. It has a governing council and the Principal is equivalent to a Director.

3.6 THE GENERAL STATUTORY FUNCTION OF THE MINISTRY OF EDUCATION AND YOUTH DEVELOPMENT

Below are some of the general functions of the Ministry:-

a. It provides professional standards of education in the state
b. Provides refresher courses and in-service training.
c. Responsible for quality control and the promotion of professional competence in schools.
d. It ensures enhancement and improvement of the competence in Teachers, by providing short term in-service courses, seminars, workshops and conferences.

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e. Development and the promotion of effective use of innovative low-cost, home made materials for use in schools (primary and Post primary).

f. Encouragement of and participation in active research in education.

g. Responsible for formulation of state policies on Adult and non formal education

h. Maintenance of good relationships with the following bodies:-

   i. UNESCO
   ii. NTI
   iii. WAEC
   iv. TISEP
   v. NETC

3.7 SPECIFIC FUNCTIONS OF THE DEPARTMENTS

The co-ordination of educational activities are divided according to the Departments.

3.7.1 ADMIN AND FINANCE

This department is responsible for:-

a. Establishment matters

b. Appointment, promotion and discipline of staff.

c. Staff Training and Welfare

d. Maintenance of Personnel records

e. Financial Administration.

For the Department to discharge its duties and responsibilities, it is further sub-divided into Division and each is headed by a Deputy Director.

i. APPOINTMENT DIVISION

The Appointments Division is responsible for the recruitment of all cadre of staff, except for those in GL- 07 - 10. The Division is headed by a Deputy Director.

ii. **PROMOTION DIVISION**

This Division is responsible for the conduct of promotion exercises for all cadre of staff in the Ministry. The Division is sub-divided into two branches namely - Junior and Senior (promotion).

iii. **DISCIPLINE DIVISION**

The Division is responsible for investigating all cases of misdemeanour by the staff of the Ministry as well as the implementation of decisions of punishment of decided cases.

iv. **TRAINING DIVISION**

The training Division is responsible for the formulation of appropriate training programmes, design and implementation of approved training programmes. It is also responsible for the processing of applications for study leave and in-service training.

v. **STAFF WELFARE/PENSION DIVISION**

It is responsible for staff welfare, payment of pensions and gratuity to retired officers as well as industrial relations.

vi. ***FINANCE DIVISION***

The Division is incharge of Accounts section of the Ministry. It advises the Director on financial matters. It is charged with proper custody of accounting documents and records. They make all local purchases in the Headquarters. It is responsible for advance proposals and preparation of annual estimates of the Ministry. It is also responsible for the release of funds to all zones for the institutions.

3.7.2 PLANNING, RESEARCH AND STATISTIC DEPARTMENT

The functions of Planning, Research and Statistics Department are as follows:-

1. Development plans
2. Planning or dealing with matters affecting general educational policy on physical planning e.g. siting of New schools.
3. Responsible for matters affecting overseas technical assistance such as assistance through the common wealth and UNESCO.
4. Liaison with the state and federal Departments of economic planning and other national organisations.
5. Participating in Development plans and capital estimates preparations.
6. Dealing with matters on foreign loans and external aid for education.
7. Responsible for matters pertaining to man power.
8. Representing the ministry on the fund allocation committee.

OPERATIONS OF PLANNING, RESEARCH AND STATISTICS DEPARTMENT UNDER THE MINISTRY OF EDUCATION, KADUNA STATE

The Planning Research and Statistics Department is organised into Divisions and each division is headed by a Deputy Director. The operational modalities and functions of all the Division are as follows:-

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1. RESEARCH AND STATISTICS DIVISION.

The Research and Statistics Division has the following branches:-

a. Research

b. Statistics and

c. Records

A. THE RESEARCH BRANCH

This branch conducts Research on the following areas:-

i. Utilisation of school funding

ii. Teacher wastage

iii. Teacher morale

iv. Drop- out - rates

v. Tracing movement of students after leaving school

vi. Parents attitude towards schooling

vii. Parents aspirations

viii. Public Opinion on Education

ix. Areas of inequalities in educational opportunities

x. Students attitudes towards schooling

xi. Efficiency and effectiveness of the learning system.

xii. Finance: Unit cost and rising costs.

This branch also produces forecast on enrolment in secondary schools, Technical and Commercial colleges. It also produces forecast on manpower requirement, According to subject areas for all post primary institutions.

It also provides forecast on building requirements of post-primary institutions.

B. STATISTICS BRANCH

The statistics branch is charged with the responsibility of designing Questionnaire forms for Data collection in respect of:-

i. Primary education

ii. Post - primary education

iii. Adult education

iv. Advancement classes

v. Other surveys & Research

It is responsible for Designing Data and processing same. It distributes and collects statistical Questionnaire and forms to LEA's and Principals. It is also responsible for the compilation and tabulation of Data and handing all questionnaires from the federal Ministry of Education and other National and International Educational organisations. It analysis survey Data and compiles survey reports

C. RECORD BRANCH

The record branch consist of the following sections:-

Registry section, Library Section and Computer services section.

i. *LIBRARY SECTION*

It provides specialised literature and library services relevant to the functions assigned to the ministry by the government.

ii. *REGISTRATION SECTION*

It keeps and managers all the files used within the ministry for the conduct of its business. The files can be centrally located at one point.

iii. *COMPUTER SERVICES SECTION*

It provides computer services to all Departments and units of the ministry. The services to be provided consist of personnel, financial, planning and operational matters. It is also to act as a factory for the ministry's Data bank.

2. PLANNING DIVISION.

The Division deals with examination matters and guidance and counselling.

i. *EXAMINATION MATTERS UNIT*

This section is responsible for the following:-

a. Responsible for admission to post primary institutions.

b. Responsible for specifying guidelines for the conduct of interviews and selection into post-primary schools.

c. responsible for all issues from west African Examination Council (WAEC) an other bodies on exams, moderation and selection of examiners.

d. Responsible for Students - Exchange Programmes.

e. Responsible for matters pertaining to admission into federal government colleges.

f. In collaboration with ERC and Inspectorate Departments, analyses statements of SSCE results.

g. Forwarding of examination statistics to all concerned.

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ii. **GUIDANCE AND COUNCSELLING UNIT.**

This unit is charged with the following responsibilities:-

a. It is responsible for all matters on guidance and counselling for all post -primary institutions.

b. Implementing decisions taken to ensure the success of the new National policy on Education with respect to continuous Assessment.

c. Advising Principals and Guidance counsellors on aspects of guidance, counselling and continuous Assessments and inspecting of schools record systems, to ensure that they are properly and correctly maintained.

d. Responsible for making available information on carriers and further courses especially for pupils in the final classes of junior secondary streams.

e. Ascertaining the number of places likely to be available in the universities, polytechnics, colleges of education, the Nigerian Defence Academy and other Higher Institutions, to know the entrance requirements for these, publicise them and guide students accordingly.

3. CAPITAL PROJECTS DIVISION

This department has three main divisions namely:-

- Quantity Survey Division
- Architecture and Building maintenance

The major responsibilities of the department include:-

i. Proposals for new construction works

ii. Proposals for the supply of furniture and equipment for new buildings, Staff quarters, classrooms, labs, workshops etc.

iii. Supply of water and electricity to schools and provision of roads and drainage systems.

iv. Preparation of estimates and forms of Tender

v. Appraisal of Tender Boards

vi. Preparation of contract document.

vii. Preparation of certificates for interim payment and other payment

viii. Supervising and final take over of contract works.

ix. Lias with Department of lands and surveys and ministry for local government on matters relating to land acquisition for school use.

x. Preparation and custody of master plans for school buildings

3.7.3 SCHOOLS DEPARTMENT

The schools department is also sub-divided into Divisions and each Division is headed by a Deputy Director. The following are among the Divisions:-

Post – Primary, Private schools, Technical Commercial and vocational Education, Science Education Division.

i. *POST - PRIMARY DIVISION*

This department is responsible for co-ordinating programmes for running of post-primary institutions. Senior staff posting, liaison with Zonal officers.

ii. *PRIVATE SCHOOLS DIVISION*

This division is incharge of all private schools in the state. It is also incharge of registration of all private school. It is charged with closure of any private school which does not meet the needed requirements.

iii. *TECHNICAL, COMMERCIAL AND VOCATIONAL DIVISION*

This division is responsible for the following:-

It is responsible for co-ordination advancement of technical, commercial and vocational education in the state.

It presents the ministry on the joint consultative committees on education, reference committee for Technical, commercial and vocational education. The division also co-ordinates programmes for technical, commercial and vocational education in the post - primary institutions.

iv. *SCIENCE EDUCATION DIVISION*

This division has the following functions.

a. Responsibility for co-ordination of science education programmes in the secondary schools.

b. Advise on the posting of science teachers.

c. Responsible for initiating the construction and equipping of Science laboratories in all post-primary schools.

3.7.4 INSPECTORATE DEPARTMENT

The department is incharge of the following:-

i. Overall responsibility for quality control and the promotion of professional competence in post-primary institutions throughout the state.

ii. Co-ordination of all inspection activities in post - primary schools in the state.

iii. Responsible for initiating action on inspection reports.

iv. Responsible for recommending appointment, promotion and discipline of staff of the department.

v. Responsible for initiating changes in educational regulation and related matters.

vi. Representing the ministry at all meetings (National and state) that has to do with quality control in education.

The department has the following units:-

Educational Service, Library and Sports.

3.7.5 HIGHER EDUCATION DEPARTMENT

This department has the following Divisions:- Technological Education, Higher, Teacher Education, Planning Division and scholarship Division.

A. Technological Education Division

This division is responsible for:

i. Routine matters regarding the Kaduna State polytechnic

b. Advise on the posting of science teachers.

c. Responsible for initiating the construction and equipping of Science laboratories in al post-primary schools.

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3.7.5 HIGHER EDUCATION DEPARTMENT

This department has the following Divisions:- Technological Education, Higher, Teacher Education, Planning Division and scholarship Division.

A. Technological Education Division

This division is responsible for:

i. Routine matters regarding the Kaduna State polytechnic

ii. Routine matters affecting polytechnics, colleges of technology and technological universities in Nigeria.

iii. Representing the ministry at meetings of Governing Councils of Kaduna State Polytechnics.

iv. Representing the Ministry at meetings of Governing Councils/Boards of other Technological institutions of Higher learning.

v. Co-ordinating the orderly distribution of Admission forms to candidates of Kaduna state origin for admission to state and federal institutions of Higher learning.

vi. Dealing with matters on the establishment of new technological institutions.

B. HIGHER TEACHER EDUCATION

This division is responsible for:-

i. Routine matters regarding the Kaduna State College of Education Gidan Waya.

ii. Routine matters affecting colleges of education ,advanced teacher colleges and universities in Nigeria.

iii. Representing the Ministry at meetings of Governing Council/Board of College of Education, Gidan Waya.

iv. Representing the Ministry at meetings of Governing Councils/Boards of Teacher Education Colleges and Universities as may be required.

v. Co-ordinating admissions into all federal institutions of Higher learning for effective utilisation of the state quota.

vi. Dealing with matters on the establishment of new colleges of education.

C. PLANNING DIVISION

This division is concerned with:-

i. Compiling data regarding admissions in to federal institutions of higher learning.

ii. Liasing with the post - primary division to obtain suitable candidates into federal institutions of higher learning.

D. SCHOLARSHIP DIVISION

i. Liasing with the state scholarship Board with a view to follow-up on cases of interest to the ministry.

ii. Liaison with the post-primary division and PRS department of the Ministry to find out areas of man-power needs with a view to advising the scholarship Board on award of scholarship.

iii. Compilation of up-to-date data on all students enjoying state scholarship awards at state and federal institutions.

iv. Advising students prior to graduation on the best career to pursue.

v. Liaison with Government Ministries and Agencies to find out their areas of man-power needs and advising the Board accordingly

vi. Dealing with any issue that might be referred to the ministry on federal, external, or foreign scholarship awards.

3.8 STAFF CATEGORIES AND NOMENCLATURES.

A. Staff Categories

In accordance with professionaling of the civil service, there are three new basic staff categories. Namely:

ASSISTANTS

OFFICERS

DIRECTORS

i. Assistants are staff with no university degree or no professional equivalent. They are sub-professionals.

ii. Officers are staff with relevant university degrees or professional equivalents.

iii. Directors are full professionals and have assumed general management responsibilities as heads of branches divisions and departments.

B. NOMENCLATURES AND TITLES

Under the civil service reforms of 1988, three things now go together, as from grade level 14 to grade level 17. The three things are:

i. The Grade level

ii. The post

iii. The Sub-division.

These nomenclatures Grade levels and functional titles as approved in the civil service reforms are graphically represented on tables below :-

Table 3.1

Category	Grade Level
Assistants	01 - 13
Educ. Officers	08 - 15
Directors	16 - 17

Table 3 . 2

Cadre	Categorisation	Grade level
Directors	Directors	16 - 17
Educ. Officers	Educ. Officers E.O. VII-I	08 - 15
Asst. Educ. Officers	Asst. Educ. Officers	07 - 13

3.9 APPROVED SALARY STRUCTURE AND OTHER FINANCIAL COMPENSATION

With the prevalent inflationary trend in the country the trade unions met with Government officials to make some necessary adjustments on the salary structure of the civil service. The existing salary structure approved is attached as appendix **II.**

The salary structure as shown, covers the various Grade Levels (Gl 10 - 16) the total monthly emolument for each Grade Level are a combination of the monthly Basic salary, monthly rent allowance, monthly meal subsidy and utility allowance.

There are some other free or subsidised services offered to the civil servants by the Government. They are as follows:-

a. Medical Facilities: There is a free medical service for every civil servant. Towards this, government has established General Hospitals, where Government employees and the members of their family are attended to.

b. Public and annual Holidays:- These are payments for which no work is done. The monthly emolument does not exclude when the employee is on public and annual holidays. There is annual leave allowance which is calculated according to the Grade level of each worker. It is the ten percent of the total annual Basic Salary of each employee.

c. Retirement Benefit: At the end of service a retired staff is entitled to a gratuity which is the total sum of the annual basic salary as at the time of retirement, paid in bulk - sum. The national provident fund which is a forced savings contribution made by the employee while in service is paid at the time of retirement.

Pension schemes are established for the payment of the retired officer monthly and it varies with the Grade level of the employee.

3.10 ANNUAL PERFORMANCE APPRAISAL REPORT AND PROMOTION OF STAFF

There are many performance appraisal systems, but the most peculiar to the federal and state ministries is the grading system.

In this system certain categories of what are established in advance and carefully defined. There are two categories of personnel ratings described in terms of outstanding performance (A) and unsatisfactory performance (E). The three intermediate personnel ratings (B,C,D) represent behaviour between these extremes s generally described in the rules at the end of the APER FORM Appendix III. Employee performance is compared with these grade definitions and the person is allocated the Grade, which best describes his or her performance.

The Grading system is in such a way that certain percentages are allocated to each of the ratings.

With the new civil service reforms which came into being in 1988, the weighted criteria for promotion of staff in the civil service include:

Performance (assessed by APER)	-	50%
Interview performance	-	30%
Additional Qualifications & courses attended	-	15%
Seniority	-	5%

All officers who fall within the field of selection for any promotion exercise, shall be considered except those who are under disciplinary action. The minimum number of years

that an officer must spend on a post before being considered eligible for promotion shall be as follows:

Grade level of staff	Number of years in Post
01 - 06	Minimum of two(2) years
07 - 14	Minimum of three (3) years
15 - 17	Minimum of four (4) years

All personnel management committees shall take into account the Annual Performance Evaluation Report of each officer for three years in service.

CHAPTER IV

DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

This chapter is basically meant for the analysis of data collected through the following methods:-

Questionnaires, personal observation and interviews.

The purpose is to enable the Researcher gather the necessary information about the view of the respondents as regards the research topic. These results would then be used as a guide for making recommendations.

The researcher tries to give a tabular breakdown of the types of Questions in the Questionnaire as well as the frequency of whether the research actually satisfied the principles of Research process.

The statistical technique employed are percentage and pie chart in the analysis and presentation of out-comes. These techniques help the supply of precise and concise information to the research questions for good conclusion.

4.1 QUESTIONNAIRE ANALYSIS

This is the tabular representation of the types of question and the purpose is to show the frequency distribution, relative percentage and degree of each.

TABLE 4.1
FREQUENCY DISTRIBUTION AND PERCENTAGE AND DEGREE

TYPE		TALLY	FREQUENCY	PERCENTAGE	DEGREE
(a)	Multiple Choice Questions	IIII	9	33.3%	119.88
(b)	Close-ended Question	IIII	10	37.0%	133.20
(c.)	Counter check Question	IIII	6	22.2%	79.92
(d)	Open-ended Question	I	1	3.7&	13.32
(e)	Scale Question	I	1	3.7%	13.32
			27	100%	360.00

It could be observed from the table that the close-end and multiple Questions are the highest in number while the open-ended and scale Questions are one ended. The disparity in distribution is due to the nature of information expected from the respondents as most of them prefer short and straight answers to the Questions (see Appendix iv)

Further, the tabulated data can be shown in the form of pie chart.

The chart refers to a share of each of the questions in the questionnaire. The whole area of the circle represents the total and the various shares are shown as segment of the pie.

4.2 FINDINGS

The personal characteristics of those who answered the questionnaires are as shown in Table 4.2. The interviewed officers are not really old. The mean age is about 37 years. The illiterate workers were interviewed and their opinion noted. They are few in number. All respondents to the questionnaires have post-Secondary Education, which indicates that they are literates and their opinious

were not influenced. Responses are as shown in the Tables and their respective interpretations both from the Questionnaires and the oral interviews conducted.

Numbers have been used to indicate answers to the questionnaires to ensure neatness of presentation.

TABLE 4.2

SOME CHARACTERISTICS OF THE RESPONDENTS

		PERCENTAGE DISTRIBUTION
Age	Less than 31	20%
	31 to 40	56%
	41 to 50	24%
Sex	Male	92%
	Female	89%
Marital status	Married	84%
	Single	16%
Educational Background	Primary	-
	Secondary	-
	Post Secondary	100%

TABLE 4.3

HOW LONG DO YOU INTEND WORKING THE MINISTRY ?

Answers	1	11	111
Numbers of Response	12	12	**26**
Percentage	24%	24%	52%

SOURCE: QUESTIONNAIRE NO 6

An important reason why 24% of the respondents would work until retirement from the Ministry is that they have put into the service many years ranging from 9-25 years. However, most of them expressed their willingness to leave service after a few years of

service if the new Civil service Reform had been enacted earlier. It could be recalled that the Civil Service Reform Decree No 43 was enacted in 1988. Prior to this time the retirement age had been pegged at 55 years while the years of service remained uppegged. The enactment of the Decree No 43 brought some specifics into the system viz: The age of retirement remained at 55 years, but the period of service was pegged at 35 years. A worker is expected to retire from service if he or she attains any of the above criteria. This immediately regularised a funny situation whereby workers, particularly those at the upper echelon of the cadre, have recorded in some instances 45 years of service without attaining the retirement period of 55 years.

With the enactment of the Decree, the number of years of service for voluntary retirement has been put at 10 years minimum. The retiree will be entitled to one year salary as gratuity and on the attainment of 55 years, would be entitled to pension. Thus a worker could be employed into the service at the age of 20 years and on the attainment of 30 years decides to withdraw his or her services, at 55 years he or she could apply for his or her pension benefits. Some of the respondents complained that within the period of service they had been in the same position for upwards of 4 to 7 years. The new Civil Service Reforms has addressed this issue and the minimum number of years required for the various grade levels are as shown below:-

Grade level of staff	Number of years in Service
01-06	Minimum of two (2) years
07-14	Minimum of three (3) years
15-17	Minimum of four (4) years

All officers who fall within the field of selection for any promotion exercise shall be considered, except those who are under disciplinary action.

The other 24% who work for few years believe that with the New Civil Service invogue, they could work for 10 years, obtain their gratuity and look for work elsewhere or go into businesses of their own. They feel that with the few years of service in the Ministry they must have been groomed enough to make a new career in some other reputable organisations. Those with 52%, who are undecided are of the belief that the condition of service would improve with time. Some of them are embarking on part time studies and hope with the completion of studies to either continue with the completion of studies to either continue with the Ministry or find a better employment elsewhere.

TABLE 4.4
HOW WOULD YOU RATE THE FINANCIAL COMPENSATION OF THE MINISTRY

ANSWER	I	II
NUMBER OF RESPONSE	2	48
PERCENTAGE	4%	96%

SOURCE: QUESTIONNAIRE NO 7

The financial compensation in the Civil Service have been rated as grossly in adequate as could be shown in the above table. 96% of the respondents indicated that the compensation is in adequate, while 4% feel it is adequate.

As can be seen in appendix V, the financial compensation paid monthly to workers covers the transport, meal subsidy, House rent and utility allowances. The amount an employee receives at the end of the month depends on his or her Grade level.

Some of the respondents who were of the view that the financial compensation is in-adequate, have adduced it to the inflationary trends inherent in the country. The value of the Naira had depreciated drastically that they needed extra financial assistance in order to meet with some of their basic needs. This is the reason why most Civil Servants are

involved in private businesses, contrary, to the General order that Civil Servants should not embark on private business.

Some of the respondents interviewed expressed the opinion that bribery and corruption has been on the increase due to this inadequency of financial compensation.

"How can a man with a fairly large family manage a salary which can only purchase one and a half bags of corn ?" asked one of the respondents. It is expected that out of this monthly remuneration he pays his rent on two rooms, takes care of the children's school fees, transports his children to and from school, pay for medical expenses and feed the family, pays for electricity and water bills and all other expenses, mention had not been made of children's clothing. He said that the financial compensation is grossly in adequate and needs to be further reviewed for an average Civil Servant to feel a sense of belonging in the society.

One of the respondents said that he had abandoned the use of his motor vehicle regularly to work, unless it is absolutely necessary that he does so. His reasons are that the high cost of maintenance spare parts are out of reach of an average Civil Servant. Most of the servicing parts have gone high, about two thousand percent increase not to mention the high cost of fuel (petrol). The peculiar nature of scarcity of fuel in the state had further deterred him from using his car. In order to make ends meet, one of the respondents said that he had embarked on conversion of his car for commercial uses. He could hardly travel out of Zaria without having some passengers in the car to help him offset some of his expenses incurred on the maintainance of the car.

The opinious of some of the 4% respondents who rated the financial compensation of workers to be adequate were sought. One of them who had the opportunity of working in a private school was of the view that the Ministry afforded him the opportunity of doing some other business and that the compensation paid is by far more than his job load in a month. However, those of them who share this opinion are young school leavers who are not married and would not be in the position to appreciate the enormity of the problems encounted by the married workers. It could be seen from the above that the financial compensation is seen as being grossly in adequate and it adversely affects the performance of an average worker.

TABLE 4.5
IF OFFERED A JOB WITH A HIGHER PAY ELSEWHERE WOULD YOU LEAVE THE MINISTRY

ANSWERS	I	II
NUMBER OF RESPONSE	42	7
PERCENTAGE	84%	14%

SOURCE: QUESTION 10.

From the table above it could be seen that 84% of the respondents would leave the Ministry if offered a job with higher pay elsewhere. This lends credence to the fact that most of the workers are attracted into the Ministry because they were not left with other alternatives and that they would switch over to a new job with higher pay if readily available.

However, some of the 14% respondents interviewed believe that an average Nigerian would want the Ministry a t the end of the month to compensate them for low job performed. They opined that the attitude to work in Nigeria is so poor that no matter the number of salary reviews, an average worker cannot change. They feel that the financial

compensation is not the problem to poor performance, but dedication, hardwork and patriotism of every Nigerian worker. Some workers live above their income, they are not disciplined as to know the limitation of their financial commitment.

TABLE 4.6
IS IT COPRRECT THAT MORE FINANCIAL COMPENSATION WILL MAKE WORKERS PERFORM JOBS MORE EFFICIENTLY ?

ANSWERS	I	II
NUMBER OF RESPONSE	48	2
PERCENTAGE RESPONSE	96%	4%

SOURCE: QUESTION NO.11

From the above table, 96% of the respondents believe that more financial compensation will make workers perform their jobs more efficiently. This consensus of opinion supports the hypothesis that job performance is influenced by high Financial compensation.

The 4% respondents disagree with this opinion. They based their arguments on the fact that there are other motivating factors outside financial compensation which could influence the job performance of an employee. Such factors are the provision of improved medical facilities, adequate vehicle loans, housing loans, schools for children etc. It is their belief that when a worker is able to have some of these motivating factors, he or she would perform.

Some of the 96% respondents emphasized the fact that monetary reward is the underlying factor which varifies all these motivating factors and thus feel convinced that job performance is influenced by higher financial compensation. When a worker is highly paid he or she would be able to provide his wants and needs with ease and adequate too.

TABLE 4.7
WHAT WOULD YOU WANT TO ACHIEVE IN YOUR JOB ?

ANSWERS	I	II	III
NUMBER OF RESPONSE	25	14	10
PERCENTAGE RESPONSE	50%	28%	20%

SOURCE: QUESTION NO.12

The respondents 28% are of the belief that higher responsibility in office is what they want to achieve one of those interviewed said that with higher responsibilities attached to their offices, the much needed financial reward would come. The Author would understand this to mean that the societal recognition that comes with enhanced responsibility. However, he said that an officer feels motivated when a higher responsibility is attached to his office. One of the respondents said that he is of the opinion that when an officer is given a responsibility he should be allowed to perform and where there is need for correction, he should be corrected accordingly and with respect too. This forms the basis of learning for eventual perfection and ensures for continuity of sound leadership in the Ministry. The Ministry has outlined the functions of various officers and all things being equal, whoever is found on a post should be given a responsibility commensurable with the post, irrespective of who he or she is.

Majority of the respondents 50% of them believe that higher pay would make them perform better. This in their view means that money varifies all aspects or spares of living. Hardly can any one be recognised without money. "It is money I use to buy all the necessities of life", one of the respondents said. The researcher needs not emphasise that he does not fully agree with these views. One of the respondents said that he could hardly get married. He had been searching for a wife to marry. On two occasions he had lost the opportunity simply because of money. The society recognises money and so the

Government should review the financial compensation for workers – Civil Servants are easily denuded as people of little means, who always look up to their paltry monthly financial compensation for every little problem that comes their way.

The third group who constitute the remaining 20% of the respondents generally would want to achieve job security.

TABLE 4.8
DO YOU THINK WORKERS IN THE MINSITRY PERFORM EFFICIENTLY BECAUSE OF

ANSWERS	I	II	III	IV
NUMBER OF RESPONSE	14	11	9	12
PERCENTAGE OF RESPONSE	28%	22%	18%	24%

SOURCE: QUESTION NP.13.

Increased wages and salary is considered by 28% of the respondents as what could make workers perform efficiently, while 24% of the respondents believed that improved Management style would influence workers in the Ministry to perform efficiently.

Some of the workers who feel that improved management style would influence workers performance believe that senior staff should be exposed to courses on management. This courses should be specially for those senior officers who have not been adequately trained to handle some management problems that involves skills and sound knowledge of human relations in an organisation.

The 22% respondents are of the view that the Government should try to increase the existing fringe benefits and review the medical facilities as the present system is in-adequate. Hardly could one be administered with a recommended drug in the hospital and

where one purchases such drugs, such amount will not refunded. This amongst others would go a long way towards high job performance.

The 28% respondents believe that the present salary structure is too poor and needed to be reviewed upwards the inflationary trend witnessed in the country. They felt that the Civil Servants are so neglected that something should be done positively to alleviate their suffering and difficulties. This they say, could be done by paying Civil Servants enhanced salaries monthly.

TABLE 4.9
WHAT IN YOUR VIEW IS THE LEVEL OF WORKERS PERFORMANCE IN THE MINISTRY ? GIVE REASONS

ANSWER	I	II	III
NUMBER OF RESPONSE	8	30	12
PERCENTAGE OF RESPONSE	16%	60%	24%

SOURCE: QUESTIONS NO 14 AND 15.

As shown in the table above 60% of the respondents believed that the performance of the workers is fair; 16% are of the view that the performance is satisfactory while 24% believed that their performance is unsatisfactory. Asked to give reasons, one of the 24% respondents who feel that the workers performance is not satisfactory, said an average worker would not like to work, would always want to be coerced, controlled, directed and threatened with punishment thereby supporting Mc Gregor's theory X. He said that the factors responsible may not be far from the fact that there is lack of job challenges, very low job satisfaction and poor salary structure. Tardiness and absenteeism without geniune reasons are what the experiences with the workers. He said, he tried all Management Principles in order to make some of his workers to perform their jobs effectively, but to no avail. Sometimes a worker on collection of monthly salary will disappear for 2 (two) to 3

(three) days without any convincing reason. With these experience, could it be said that performance is high ? Obviously, it is not, because a worker who derives job satisfaction, takes challenges in his job and with an improved salary structure would be expected to perform satisfactorily.

The 60% respondents who are of the belief that workers performance is fair, said that irregular and inadequate supply of materials to work with, hampers performance and not the workers themselves. With the inadequate materials the workers are seen as not performing. With the Nations economic situation, the workers have been putting in the best of their effort, inspite of the short coming they try to satisfy the public.

Most of the 16% respondents who are of the view that workers performance is satisfactory, share the view that the provision of material is solely the responsibility of the Ministry. One of the respondents said that there is no doubt, some lapses are experienced e.g late coming to office, absenteesm, etc contends that the daily attendance is about 90% average monthly. In his opinion workers perform satisfactorily.

4.3 TRAINING AND STAFF DEVELOPMENT

Training, being a pre-requisete for enhanced job performance, the Researcher tried to interview some of the workers orally and through Questionnaires. Some oral questions not posed in the Questionnaire were asked.

TABLE 4.10
HAVE YOU UNDER GONE ANY TRAINING/ORIENTATION SINCE EMPLOYED ?

ANSWERS	I	II
NUMBER OF RESPONSE	30	19
PERCENTAGE OF RESPONSE	60%	38%

About 60% of the respondents have undergone some training in the Ministry while 38% have not.

Some of the 60% respondents are of the view that the training is interesting and motivating while some are of the opinion that it is not interesting. Those who felt that the training is motivating are now more confident to carry out their responsibilities effectively without much supervision. The interesting aspect of the training is the exposure to certain techniques they hitherto have not obtained and now they use it in their job. They felt that such training would improve their performance.

The respondents who did not find the training interesting said they were unduly being exposed to difficulties. "How could one be sent for training without commensurate allowance to feed with ?", one of the respondents asked. Even when they incured some expenses, it is difficult to get refunds.

As can be seen from the table 38% of the respondents have not had the opportunity of undergoing training. One of the respondents who has been in the service for ten years said, the way the training programme is run should be reviewed; basing his argument on the fact that, same set of people were given the opportunity to go for such training whenever it is organised. He wondered why such poor arrangement should be the norm in the Ministry. He stressed the need for the training of senior staff too. The training should focus on the management of human resources and Human Relations in an organisation. The Ministry should as a matter of fact see to it that all officers on managerial levels undergo these training sessions, which should be organised once or

twice in a year. It goes along way towards building a sound leadership role and consequent followership. It helps individuals to look beyond themselves.

4.4 WELFARE

The Researcher tried to interview some of the workers who live in the staff quarters orally and also through Questionnaires in order to find out how their welfare is taken care of in their quarters. Some of the staff living in rented accommodation were interviewed orally and by Questionnaires too.

FINDINGS
TABLE 4.11

ANSWERS	I	II
NUMBER OF RESPONSE	33	16
PERCENTAGE OF RESPONSE	66%	32%

SOURCE: QUESTION No 16,17 and 19.

As mentioned above the number of houses are very few but it is noteworthy that these houses are not occupied due to reasons ranging from non-maintenance of these quarters. One of the respondents, who is an occupant of one of these houses complained that he has been living in the house for the past five years but no maintenance work is done. The water taps in the house are tried up. When rain falls several points of the roof leak.

CHAPTER V

5.1 SUMMARY

This project has attempted to study the financial compensation and job performance in the public service with special reference to Kaduna State Ministry of Education and Youth Development.

The project is divided into Five chapters.

The first chapter delt with the role and importance of the Civil Service to the Government of any Nation in particular and the public in general. It attempts to explain how employees job performance is evaluated by the public, the Government or the servicing members of the Civil Service, the definition and the role of compensation in an organization and what should be constituted adequate compensation. It also shows some of the various Civil Service Commissions embarked upon by the Government to review the conditions and service of Civil Servants. It also shows that some of the arguments by some scholars of management to de-emphasize financial remuneration as a motivating factor, does not hold in the third world countries such as Nigeria.

The aim of the study is to identify the type of financial compensations available to the public Servants; analyse the impact of financial compensation on work attitude and the behaviour of workers; examination of the views of workers in terms of the benefits they derive from the Ministry, whether it is the financial compensation that actually motivates and retains them in working for the Ministry or some other factors.

Towards the objectives, two hypothesis were postulated to guide the research work. They are:-

i. Workers are attracted into the Ministry because they were not left with any other opportunities or alternatives and that they will switch over to a new job with higher pay if readily available.

ii. The significance of this study is to contribute to other literatures on motivation and would give an in sight to the role financial compensation plays in a situation of poverty like in Nigeria,

The methods used in collecting data was through Questionnaires, personal observation and interviews. Questionnaires were distributed randomly amongst workers in various sections of the Ministry. Oral interview were also conducted on some officers and others who are not literate enough to answer the Questionnaires. Chapter two of this project is a literature review of some theories of motivation of A.H Maslow, Herzberg et al, Neally, Festinger, Adams Smith, D. Mc Gregor and Vroom.

The theoretical frame work is based on the theories of A.H Maslow and Herzberg et al. Chapter three highlights the Historical background, organisational structures, General statutory functions and the specific function of various departments of Kaduna State Ministry of Education and Youth Development. The field Zonal headquarters, implements and maintains the various statutory functions of the Ministry in the State.

The approved salary structures and other financial compensations are shown in the chapter. Staff categories, nomenclature and criteria for promotion were also treated in this chapter.

Chapter four, the data Analysis and presentation is dealt with in this chapter. Out of eighty (80) Questionnaires distributed amongst the members of staff of the various zones and schools and the mother Ministry in Kaduna, only fifty (50) were returned.

The analysis is therefore based on the information obtained from the answered Questionnaires, oral interview conducted and personal observation. The analysis shows that the financial compensation to the Civil Servants is grossly inadequate and needs to be reviewed. Apart from the financial compensation other motivating factors such as medical care, car loans future loans should be considered:

5.2 RECOMMENDATION

It is observed that the Ministry has all the various compensations established in the monthly pay packets of workers though some are not being implemented, while those being implemented are not enough, bearing in mind the prevailing economic situation in the country. The value of the Naira is so worthless that most workers salary cannot be used to buy the basic needs or essentials of life and be able to meet up with other social needs.

In view of these facts therefore, it is recommended that there should be an upward review of the present salary structure to meet up with the prevailing costs of living. The Government should take steps to examine the salary structure in the public sector. A commission should be set up to do this. The commission should compose of people who have wide and varied experience in the area of wage and salary administration.

The inflationary trend in the country had seriously been emphasized upon by most workers as the militating factor towards effective job performance. The Government should see to it that inflation is brought down by going into the root causes. The Ministry is a reflection of the Government; if there is a sound, sincere and God-fearing leadership, there would equally be a sound, sincere and God-fearing followership. In this regards, there should be a retraining of the senior officers who are paddling the boat of the Ministry in how to think broadly and philosophically, beyond materialism into humanism which will build the Ministry into an organisation worth working in is this improved salary structure, sound leadership training which will appeal to the psyche of the officers in the Ministry that paragraphs 19 to 22 of section 111 of the schedule to the Civil service (Reorganisation) Decree No 43 of 1988 can be effectively implemented. These paragraphs provide for a new performance Evaluation Scheme and the practice of target setting in the Civil Service.

It is thus:-

i. The Chief Executive of the Ministry should institute mechanisms for ensuring that each Civil Servant under him is performance –oriented and produces the concrete results expected of him. The fact that much of the operations of the Civil Service is a routine daily nature, should not be taken to mean the expected out-put of each Civil Servant is not identifiable, measurable and consequently amenable to target setting.

ii. The Ministry Effieiency section in Consultation with the Permanent Secretary and the Directors of Departments and the Chief Executive (The

Commissioner) should set performance standards which each Civil Servant in the Ministry should aim at.

iii. In setting performance standards, it should be noted that it is different from functions or job descriptions.

Thus the job of a messenger may be to dispatch letters, but the performance standard may be to deliver or despatch letters, not later than one hour of the letters being handed to him, again the job of an Accountant in the service may be to issue funds that have been properly approved by the relevant authorities but the performance standard may be that the funds should be issued (i.e pay cash or deliver cheque) within 72 hours of the approval being sent down to him.

iv. Performance standards should be set in terms of time, cost, quantity and or quality. Of all these, time is the easiest to use. In setting performance standards for Civil Servants, the Chief Executive should take into account the relevant Government policies, the development plan, the relevant annual budget, the quarterly release of funds and the peculiarities of the Ministry. From these, the performance target for each unit of the Minsitry could be derived for each staff in the unit.

v. In setting this performance target, it must be ensured that the necessary input such as men, materials, time, etc are available to facilitate the realisation of the targets. Those whose duty is to procure and provide these inputs will themselves have their performance – targets based on such duty.

vi. Where unusual and non-routine tasks of assignments are given, clear performance targets should be indicated, and records should be kept of

actual achievement. It should be the duty of the officer assigning the unusual task to prepare and send up such records to the chief for necessary action.

vii. In case of routine daily jobs, the Chief Executive should designate Supervisors whose duty is to under-take surprise checks and achievement auditing on selected staff. Based on such visit surprise checks should record, each month, at least two assessments of target achievement for each of those being supervised.

viii. Every staff should have records of target achievement kept on him on a continuous basis. A staff who observes that such records are not being kept on him should call the attention of his Head of unit to the omission and ensure that appropriate action is taken.

ix. The annual performance evaluation of each staff should focus principally on an aggregation of his target achievements during the relevant year.

x. Where Chief Executive finds it difficult to set performance targets in respect of certain jobs, he should invite the services of outside consultants to design such targets.

xi. Many Civil Service operations involve application processing e.g. processing application forms for contract registration, approvals, concessions or the other. The Chief Executive of the Ministry should stipulate time-targets within which the processing of each type of application will be completed – that is decision taken and conveyed to the applicant. Based on such overall time targets, the Chief Executive should stipulate the specific time-targets for each officer who is involved in the chain of processing an application. Members of the public should be

informed (through advertisements and notes attached to application forms) of the overall time targets for completing the process. Consequently members of the public should be discouraged from visiting the relevant offices to 'push' their application.

xii. Official meetings within the Ministry should be business like, properly programmed so that Civil Servants can have reasonable time to perform their duties.

5.3 CONCLUSION

Kaduna State Ministry of Education and Youth Development, as could be seen from the foregoing, is a highly organsied Ministry, which performs its duties and functions that span the length and breath of Kaduna State. It had been observed that job performance in the Civil Service is dependent not only on the financial compensation but other incentives; effective supervision of workers could also yield high job performance.

KASHIM IBRAHI

From the analysis of the data collected on the respondents, it could be deduced that with the present inflationary trend in the country, most Civil Servants cannot cope with their monthly remuneration. Hence their resort to private business or private practice (PP) as means of supporting their monthly remunerations.

There is an increase of bribery and corruption as some Civil servants now demand openly for gratification before any work is done. This high inflation and its consequent effect on the monthly remunerations of workers, leaves no one in doubt that job performance would be very low as workers look else where for their source of livelihood.

Other factors that could influence an employee to offer a very high job performance according to the respondents are introduction of vehicle loans medical care, enough office accommodation with good furniture and toilet facilities. Others are enhanced meal subsidy, gratuity/pension, scheme and leave allowance provision of school for children of staff.

Those staff members leaving in the staff quarters emphasized the need for the provision and maintance of the facilities e.g water supply, supply of electricity bulbs, patching of leaking roofs, etc in the quarters. Training and recognising the need for improved allowances and their timely payment is seen as another motivating factor.

It is to be noted that two hypotheses postulated for this study on Kaduna State Ministry of Education & Youth Development e.g.

1. That workers are attracted into the Ministry because they are not left with other alternative and that they will switch over to a new job with higher pay if readily available and that.
2. Job performance in the Ministry is influenced by financial compensation, have not been disapproved. The present inflationary trend experienced in the country would make a worker to look for a job with higher compensation elsewhere it is observed that the Ministry has some/all of these various compensations established in the monthly pay packets of workers, they are not enough, bearing in mind the prevailing economic condition of the country. The value of the Naira is so worthless that most workers salary cannot be used to buy the basic and essential needs of life. The need for constant upward reviews of this salary structure is emphasized as most workers complain of the biting effect of inflation on their salary.

In view of the above and in the alternative, Government should try to bring inflation down to a minimum that could make an average Civil Servant have a sense of value for his

monthly toil or alternatively subsidize the purchasing of essential commodities for workers.

Pay should be related to the productivity of the worker in order to serve the motivational purpose it is meant to serve and this should be done along with built-in incentives. It is an indisputable fact that a well designed financial pay and incentive can act as a motivator because the employee sees his merit pay or increase as a measure of achievement and recognition.

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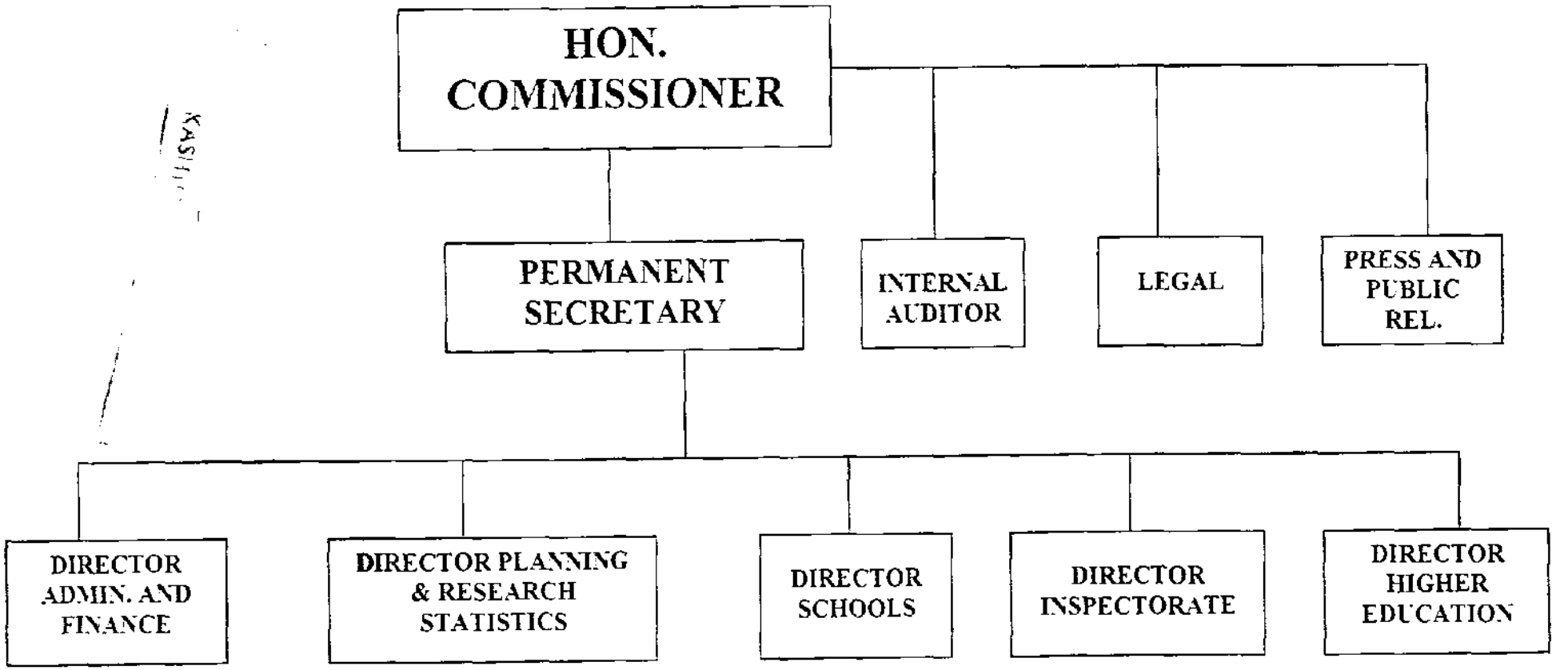
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APPENDIX I

HORIZONTAL ORGANISATIONAL STRUCTURE OF MINISTRY OF EDUCATION & YOUTH DEVELOPMENT



APPENDIX II

NEW RENT ALLOWANCE 45% AND 50% ADDITION-MONTHLY

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Total
01	165.31	165.31	168.74	173.64	179.79	185.96	192.11	198.29	204.63	210.43	216.95	2229.28	229.28	235.63	241.79	
02	165.31	168.74	173.64	181.07	189.04	196.63	204.63	252.06	220.04	227.65	235.63	243.05	251.03	258.64	266.62	
03	165.31	171.46	180.89	190.13	199.38	208.62	218.04	227.27	236.53	245.96	255.20	264.44	273.87	283.11	292.36	
04	180.71	191.40	202.46	213.76	224.21	235.26	215.96	256.83	257.53	278.58	289.28	300.33	311.03	300.53	332.59	
05	204.81	217.32	228.13	242.15	254.48	266.98	279.31	291.63	304.14	316.46	328.94	341.29	353.62	366.12	378.45	
06	249.58	264.81	280.03	295.08	310.27	325.53	340.43	356.16	371.20	386.43	401.47	416.69	431.92	446.96	462.19	
07	273.14	294.53	315.74	336.76	358.15	379.54	400.93	422.13	443.16	464.54	485.93	507.32	528.71	545.93	570.94	
08	303.78	329.15	355.43	381.25	406.73	432.46	458.38	476.51	509.68	535.41	571.30	586.89	614.08	638.54	663.92	
09	316.53	347.09	377.73	407.99	438.81	469.08	497.71	529.98	542.48	606.46	621.51	651.96	676.54	712.86	743.49	
10	605.74	668.45	731.16	793.69	856.41	919.12	981.65	1044.54	1107.08	1169.79	1232.50	1245.83	1357.93	1420.42	1483.17	
11	774.84	875.44	976.03	1016.44	1177.40	1277.99	1378.59	1478.02	1579.96	1680.55						
12	950.48	946.31	1053.06	1159.46	1265.85	1372.24	1478.42	1582.21	1691.61	1798.00						
13	839.91	1064.84	1178.85	1293.04	1457.04	1521.41	1635.42	1749.79	1863.79	1978.16						
14	1067.02	1206.40	1347.59	1488.79	1629.32	1770.81	1912.01	2053.20								
15	1191.18	1341.98	1432.78	1643.76	1794.56	1943.69	2096.16	2246.96								
16																
Fixed																

APPENDIX III

CONFIDENTIAL
ANNUAL PERFROMANCE EVALUATION REPORT

PART ONE

PERSONAL RECORDS OF EMPLOYEE

(To be completed by Officers in Grade Levels 03 and above)

Period of Report from_____ To_____

1. Full name of Officer_____
2. Date of birth _____
3. Ministry/Department (Indicate Section/Division)_____

   _____
4. Qualifications held (Degree, Diploma, Certificate, etc) (underline those acquired during period of report)_____

   _____
5. Date of first appointment into the service_____
6. Present substantive rank_____
7. Date appointed to substantive rank_____
8. Acting appointment held during period of report: indicate the portion (to the nearest month) of the period spent in grade_____

   _____
9. Courses undertaken during period of report_____

   _____
10. Total number of days absent on sick leave during period of report_____

    _____
11. PRESENT JOB_____

Job Description:_____

(a.) State below in order of importance the main duties performed during period of report.

_____

_____

_____

_____

In assessing performance you have already considered some of all of the following aspects, would you now comment on and assess the aspects seperately. Each aspect is described in terms of Outstanding (A) and unsatisfactory performance (E). The three immediate ratings (B<C<D) represent behaiviour between these extremes.

Rating 'A' or 'E should be given if you believe it is a generally true statement that could be supported, if necessary, by specific occurences.

If you feel an aspect of performance not in the list calls for special comment, mention it at the end.

		A	B	C	D	E	
Foresight	Anticipates problems and develops solution in advance						Grapples with problems after they arise
Penetration	Gets straight to the roots of a problem						Seldom sees below the surface of a problem
Judgement	His decisions or proposals are consistently sound						Poor perception of relative merits or poor feasibility in most situations
Expression on paper	Always cogent, clear and well-set out						Ambigous, clumsy and obscure
Oral expression	Puts his points across convincingly and concisely						Finds difficulty in expressing himself

Numerical ability (if applicable)	Accurate in the use and interpretation of figures						Gets confused with figures
Relations with colleagues	Appreciative of other people's feelings; tactful and understanding of personal problems earns great respect						Ignores or belittles other people'
Relations with the public	Exceptionally effective in dealing with people of all types						Tactless and cannot deal with the public
Acceptance of responsibility	Seeks and accepts responsibility at all times						Avoids responsibility; will pass it on when possible
Reliability under pressure	Performs competently under pressure						Easily thrown off balance; not reliable even under normal circumstances
Drive and Determination	Wholehearted application to tasks; determined to carry task through to the end						Lacks determination; easily baulked by minor setbacks
Application of professional/technical knowledge (if applicable)	Highly proficient in the practical application of professional/technical knowledge						Deficient in applying professional/technical knowledge to practical issues
Management of staff (if applicable)	Organises and inspired staff to give of their best						Inefficient in the use of staff; engenders low morale

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Output of work	Gets a great deal done within a set of time frame						Sloppish in output
Quality of work	Maintains very high standards; work is virtually error proof						Maintains consistently low standards of work, source of constant complaint.
Punctuality	Regularly punctual at work						No regard for punctuality

Indicate overall performance of duties by ticking the appropriate box below. (This assessment should reflect the performance actually achieved in the circumstances which prevailed).

Outstanding	Exceptionally effective	1	☐
Very Good	More than generally effective but Not positively outstanding	2	☐
Good	Generally effective	3	☐
Fair	performs duties moderately well and Without serious shortcomings	4	☐
Unsatisfactory	Definitely ineffective and not up to the Duties	5	☐

I certify that I have seen the contents of this report and that my superior has discussed them with me. I have the following comment to add:

Signature of Officer reported on..... Grade level.....

Job title..... date.....

PART THREE

15. Training Needs

(In completing this section you should take account of any views expressed by the person reported on)

(a) If, as a result of the assessments made earlier in the report, you consider that performances or potential could be improved by training, please specify the needs.

(b) If they cannot be met by training on the job, please suggest, if possible, in which way they might be met.

16. Next job at the same level

(In completing this section you should take account of any views expressed by the person reported on)

Should he be considered during the next year for:

(a) A different job in the same rank YES/NO

(b) Transfer to a job at similar level in another occupational group or cadre YES/NO

if you have answered YES to either question, say which kind of job and give your reasons below:

17. Promotability

(a) Normal Promotion — Well fitted) — for promotion ☐

He is present)

) ☐

or fitted)

) (Grade)

) ☐

not fitted)

Comment on your recommendation

(b) Special promotion (i.e. selection for training grades, grade skipping or promotion into another occupational group or cadre

He should be specially considered for promotion to.....
Grade

Give reasons for your recommendation:

18. Long term potential

At present, he seems

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Unlikely to progress further ☐

Or to have potential to rise about one grade but probably no further ☐

Or to have potential to rise two or three grades ☐

Or to have exceptional potential ☐

19. General Remarks

Please provide any additional relevant information here, drawing attention to any particular strengths or weakness.

He has served under me for the past.....years

Signature ..... Rank..... Date.....

Name in blocks letters.....

PART FOUR

20. Countersigning Officer's Report

You should confirm that you agree with the reporting officer's assessment, or indicate in the foregoing section any disagreements which may remain after discussing them with him. You should also indicate how frequently you have seen the work of the person reported on. Add any further relevant comment, including whether any of the assessments in the report have been brought to the attention of the person reported on.

He has served under me for the past .....years

Signature ..... Rank..... Date.....

Name in block letters.....

APPENDIX IV

Department of Business Administration
Faculty of Administration,
Ahmadu Bello University
Kongo Campus
Zaria

Dear Sir,

QUESTIONNAIRE ON FINANCIAL COMPENSATION AND JOB PERFORMANCE IN KADUNA STATE MINISTRY OF EDUCATION

The purpose of this questionnaire/interview is to undertake a study on financial compensation and job performance in the Public Service; could you please give answers to the questions and at the same time supply information and record where necessary.

The exercise is purely academic your answers will be treated with strictest confidence and no other reason apart from those connected with this research will ever have access to them.

.....
H.H. SOBA (MRS.)

QUESTIONNAIRE TO EMPLOYERS OF KADUNA STATE MINISTRY OF EDUCATION

1. Age:_____

2. Sex:_____

3. Marital status:_____

4. Number of Children_____

5. Educational background

   (i.) Primary ▱

   (ii.) Secondary ▱

   (iii.) Post secondary ▱

6. How long do you intend working with the Ministry?

   (i.) Few years ▱

   (ii.) Until retirement ▱

   (iii.) Undecided ▱

7. How would you rate the financial compensation of the Ministry?

   (i.) Adequate ▱

   (ii.) In- Adequate ▱

8. What impact does it have on the level of your performance?

   (i.) High performance ▱

   (ii.) Low performance ▱

9. Does this affect the level of your performance?

   (i.) Yes ▱

   (ii.) No ▱

10. If you are offered a job with higher pay elsewhere, would you leave the ministry?

(i.) Yes

(ii.) No

11. is it correct that more financial compensation will make workers perform their jobs more efficiently?

(i.) True

(ii.) False

12. What would you want to achieve in your job?

(i.) Higher pay

(ii.) Security

(iii.) Responsibility

13. do you think workers in the ministry perform efficiently because of:

(i.) High Wages and Salary

(ii.) Fringe benefits and allowance

(iii.) Job itself

(iv.) Management style

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14. What in your view is the level of workers performance in the Ministry?

(i.) Satisfactory

(ii.) Fair

(iii.) Not satisfactory

15. What reason could you give to the above

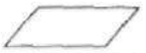
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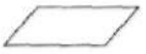
16. Do you live in the government quarters

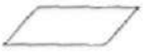
Yes

No

17. If yes, how do you find the facilities provided in the quarters

(i.) Poor 

(ii.) Fair 

(iii.) Good 

18. How often are these facilities maintained?

(i.) Not maintained 

(ii.) Not regularly maintained 

(iii.) Regularly maintained 

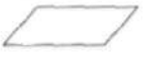
19. If no, why are you living in the government quarters?

(i.) Dearth of government quarters 

(ii.) For maintenance of government quarters 

20. Have you undergone any training/orientation since being employed?

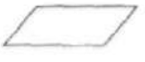
(i.) Yes 

(ii.) No 

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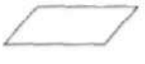
21. If yes, how do you find the training?

(i.) Not interesting 

(ii.) Interesting and motivating 

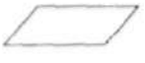
22. If not interesting, could it be associated with

(i.) Lack of training facilities 

(ii.) Very poor allowance 

(iii.) Non payments of allowance 

23. How do you find the weather conditions?

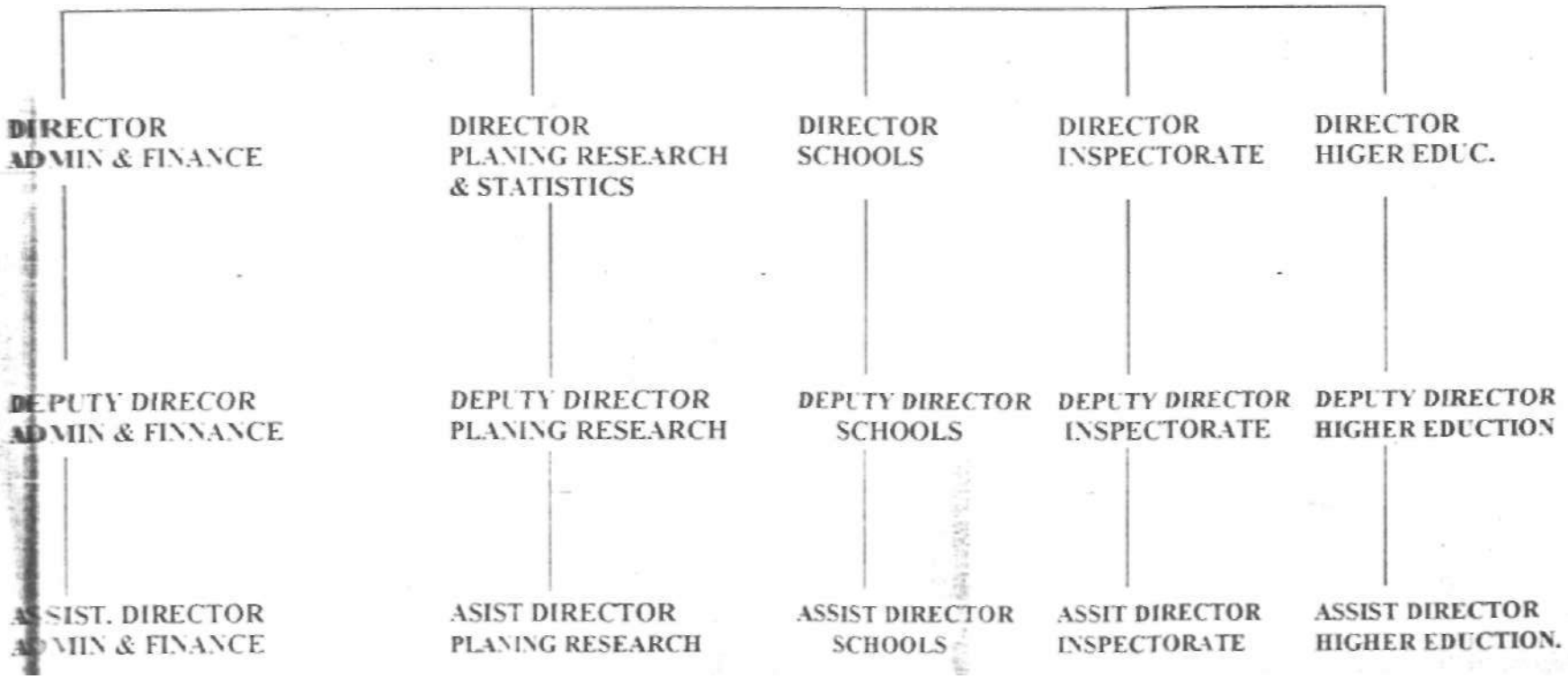
(i.) Fair 

(ii.) Good 

(iii.) Harsh 

Appendix v.

VERTICAL ORGANISATION OF THE MINISTRY OF EDUCATION



24. If C above, could the harsh weather condition effect the level of performance of workers?

(i.) Yes

(ii.) No

25. If yes above, what in your view could motivate workers to perform better in their jobs in this circumstance?

(i.) Extra allowance peculiar to the workers in the state.

(ii.) Supply of air conditioners, heaters, warm for the two extreme conditions.

473719

26. What do you think of the following factors?

		ADEQUATE	INADEQUATE
(i.)	Vehicle loans		
(ii.)	Medical facilities		
(iii.)	Office accommodation		
(iv.)	Toilet facilities		
(v.)	Gratuity/Pension Scheme		
(vi.)	Working hours		
(vii.)	Recreation facilities		
(viii.)	Meal subsidy		
(ix.)	Leave allowance		
(x.)	Schools for children		

27. Please rank the following factors in order of importance (most important factor should be ranked in ascending order).

(i.) Vehicle loans

(ii.) Transportation allowance

(iii.) Housing allowance

(iv.) Provision of accommodation

(v.) Transportation

(vi.) Medical facilities

(vii.) Pension and retirement benefits

(viii.) Training

(ix.) Meal subsidy

(x.) School for children

Appendix v.

VERTICAL ORGANISATION OF THE MINISTRY OF EDUCATION

