ADMINISTRATION OF INTERMEDIATE AND JUNIOR STAFF

CASE STUDY OF THE INSTITUTE FOR AGRICULTURAL RESEARCH SAMARU ZARIA.

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by

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A FIELD REPORT SUBMITTED TO THE DEPARTMENT OF ADMINISTRATIVE STUDIES, INSTITUTE OF ADMINISTRATION IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF ADVANCED DIPLOMA IN PUBLIC ADMINISTRATION OF AHMADU BELLO UNIVERSITY, ZARIA.

JUNE, 1979

P R E F A C E

The topic of this paper is "The Administration of Intermediate and Junior Staff - a case study of the Institute for Agricultural Research." As the title denotes, it relates to an area within the the framework of Peronnel Management dealing with planning, organizing, directing and controlling of the procurement, development, compensation, integration and maintenance of people for the purpose of contributing to organization, individual and societal goal.

Objective of the Study

The investigation reported in this paper was initiated to survey the methods of administering the entire Intermediate and Junior staff of the Institute for Agricultural Research. Specifically the study covered areas concerned with staff recruitment and motivation during employment. A good understanding of the functioning of the existing system may lead to such improvements in the work situation that the objectives of the Institute, the aspitation of individual staff and the goals of the University and the country at large may be attained to the highest degree possible. Although the study did not cover the entire University, it is likely to be of some benefit to the other Units since the administration of Intermediate and Junior staff is generally similar in almost all the Units of the Ahmadu Bello University.

Methodology

The data used for this study were obtained by adopting various approaches. Most of the data were collected within a two month period, February to March, 1979.

1. Questionnaires

Written questionnaires were served to Institute's Heads of Departments, Heads of Sections as well as officers-in-charge of Outstations. Members of Intermediate and Junior Staff at the headquarters as well as at Outstations were also served. The general aim of the questionnaires was to compare and contrast individual's point of view over staff recruitment and motivation. Samples of the questionnaires are shown as Appendix A.

2. Oral Interviews

Interviews were held with officials of the Institute for Agricultural Research Branch of Ahmadu Bello University Workers' Union. Prospective candidates awaiting job interviews and some who had been interviewed on the same day were talked to and questioned regarding their impression of the Institute and any difficulties encourntered at the job interview.

3. Informal Discussion

Informal discussions were also held with both old and new members of senior academic and non-academic staff as well as

Intermediate and Junior Staff who had served the Institute for extended periods.

4. Reference to Official Documents

Recruitment files, official circulars, Intermediate and Junior Staff Regulations, other official brochures and Annual Reports of the Institute were referred to in the search for the information presented in this paper.

A C K N O W L E D G E M E N T

I have to express my deep gratitude to Mallam Yahya Aliyu, Registrar of Ahmadu Bello University for granting me permission to attend the course leading to the award of Advanced Diploma in Public Administration. Myriad of thanks go to Dr. Ango Abdullahi, Director of the Institute for Agricultural Research Samaru, his Deputy Mr. J.H. Davies, all heads of departments/sections and outstations of the Institute for their support and contribution towards my success in the course.

I am greatly indebted to Dr. P.C.A. Daudu, my Head of Department and currently the Dean of the Faculty for having the time to supervise this report despite his tight and arduous responsibilities. His criticisms, comments, suggestions and guidance given had made this report possible.

I am also indebted to Dr. J.Y. Yayock for his tremendous assistance and guidance during the preparation of this report.

My profound gratitudes are due to all the members of the teaching staff of the Department for their immense contributions to the success of the course.

I am very grateful to those members of intermediate and junior staff of the Institute for Agricultural Research who co-operated and kindly completed the questionnaire sent to them. I am thankful to all members of staff of Agricultural Library Samaru who by one way or the other contributed to the success of this paper.

Sincere regards to my close friend and colleague Mr. T.E.O. Iroanya for his invaluable suggestions, assistance and cooperation all along.

I also say thanks to Messrs. S.A. Awotoye, M.B. Ajakaiye, A.D.A. Sekpe, S.A. Adegboye, M. Saror, R.D. Olurishe, S.O. Ologun, B. Abe, Dele Alabi and my immediate brother Olu Abimbola for their personal interest, support and encouragement. My profound gratitudes are due to other friends and colleagues whom I have not mentioned their names but to whom I am greatly indebted.

Sincere regards and thanks go to Mr. E.O. Oke of Bayero University Kano who was so kind to borrow me valuable textbooks from his library. He contributed much to my success in this course.

I am mostly indebted to my wife Janet who managed our home in my absence during which time we had a new baby boy followed by a ghasty motor accident involving our daughter Funke. I owed her more than can be said. Also to my wonderful children Biodun, Ayo, Friday, Funke, Sanmi, Wale and Dare.

Many thanks go to Gani Bolajoko, Musa Sule, F. Oladipo, F. Ashu and Z.Y. Isah for the generous secretarial assistance. Sincere thanks to Henrietta Obi for the major typing work.

Z A R I A
June, 1979.

D.B. Abimbola.

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To:

My loving father PETER ABIMBOLA
who knows the value of education
and was kind to put me in school.

"The acquisition of talents and skills by an individual through education or apprenticeship is a fortune not only to himself but also to the society to which he belongs."

Adam Smith

CHAPTER 1

THE INSTITUTE FOR AGRICULTURAL RESEARCH

The Institute for Agricultural Research (IAR) formerly known as the Research and Specialist Services Division of the defunct Northern Nigeria Ministry of Agriculture[1] was incorporated into the Ahmadu Bello University at its foundation in October 1962.[2] The administrative headquarters and main research station of the Institute is located at Samaru, a distance of approximately 13 kilometers on the Zaria-Sokoto road. Formerly the Institute had four subsidiary outstations situated at Shika, Mokwa, Kano and Ngala. The Shika Research Station, with all its assets and liabilities was transferred to the Federal Government of Nigeria when the National Animal Production Research Institute (NAPRI) was established in 1973.[3] The Irrigation Research Station at Ngala was taken over by the Federal Government of Nigeria in 1978 and incorporated into the Lake Chad Research Institute.[4] Meanwhile a new research station, the Kadawa Research Station has recently been established at kiloneter 50 along the Kano-Zaria

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[1] See: Brochure on the Institute for Agricultural Research and Special Services, Samaru.

[2] Ahmadu Bello University Calendar 1977-78, p.24.

[3] Federal Military Government's Decree No.35 of 27th August, 1973 and subsequent Research Institutes (Establishment, etc) Order, 1975.

[4] Ibid.

road and it is here that most of the staff formerly at Ngala were absorbed. At the request of the Sokoto Rima Basin Authority, the Institute took over the Irrigation Research Station at Bakura in 1977. Two new outstations, the Yandev Research Station, is expected to become functional by the middle of 1979 while the establishment of the Gombe Research Station is still subject to availability of funds.

FUNCTIONAL RESPONSIBILITY

The Institute for Agricultural Research is charged with the responsibility of carrying out all agricultural research for 10 of the 19 states of the Federation and serves mainly the Sahel, Sudan, Northern Guinea and Sourhern Guinea vegetative zones. Its research activities are in cooperation with the various Ministries of Natural Resources of each of the 10 Northern States as well as other agricultural institutions in the country. The research policy[5] of the Institute is determined by a Board of Governors while the research programme is drawn up and implemented with the assistance of a Professional and Academic Board.

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5 See: General Research Policy of the Institute for Agricultural Research (as approved by the Board of Governors, October 1972) pp. 1-3.

The main functions[6] of the Institute are as follows:

a). to conduct research into matters pertaining to agriculture with special reference to agriculture in the States, and to administer matters relating thereto;

b). to cooperate with other bodies in the dissemination throughout the States of knowledge of agricultural matters and of the results of research conducted by the Institute;

c). to provide agricultural extension to the States;

d). to arrange for such conferences of government officers and other persons and for such courses and lectures as may be considered to further the above functions; and

e). to participate in the teaching functions of the University at all levels.

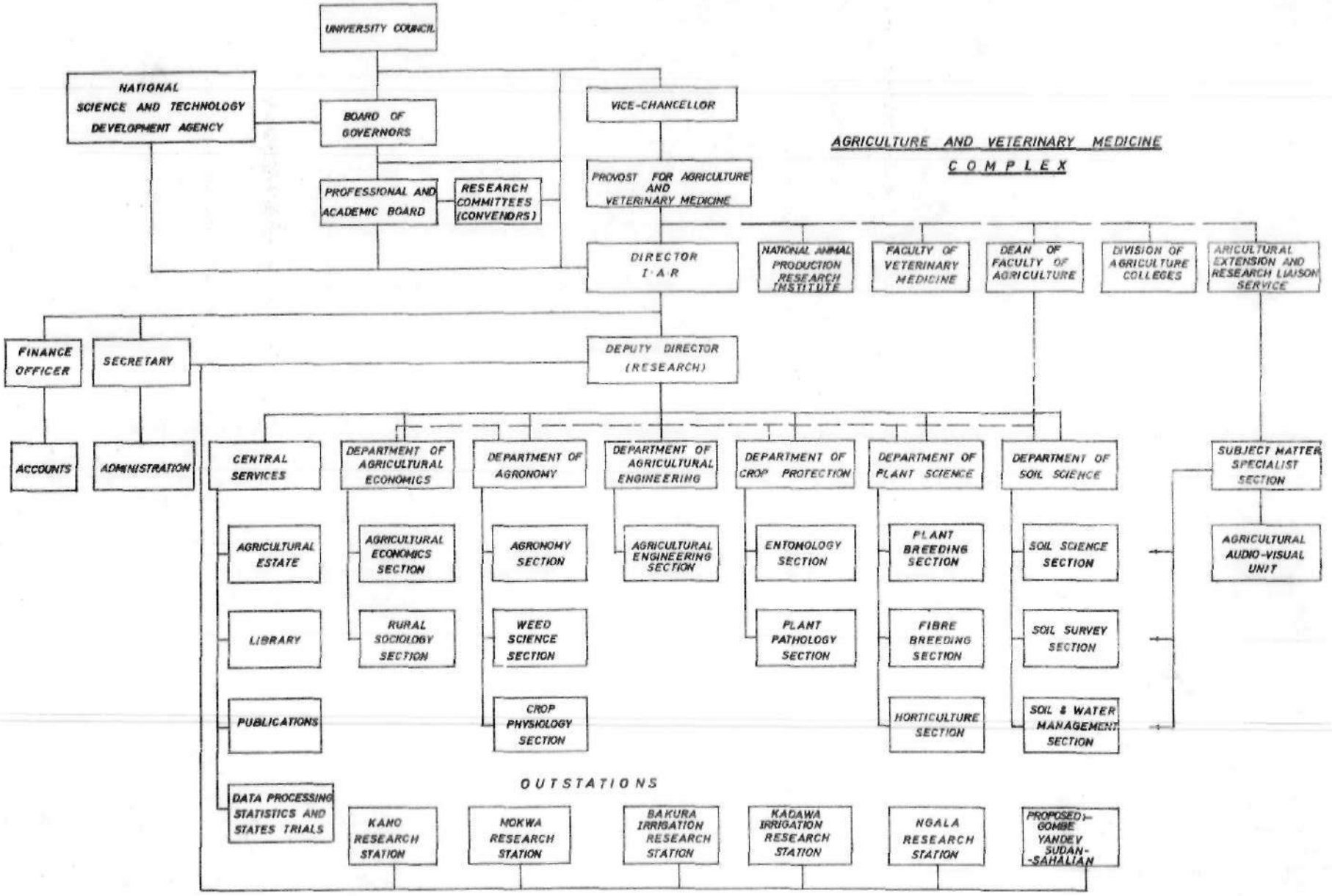
ORGANIZATIONAL STRUCTURE

The Institute for Agricultural Research functions in close cooperation with the Faculty of Agriculture of Ahmadu Bello University. In addition to six academic/research

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6 Ibid.

STRUCTURE OF ORGANIZATION OF INSTITUTE FOR AGRICULTURAL RESEARCH



departments which are subdivided into 14 disciplinary sections, there are non-academic units which embraces Central Services, Administration, Accounts, Library, Publications, Estate Management and Data Processing/Statistics and States Trials. The breakdown is as shown on p. 4.

1. Department of Agricultural Economics and Rural Sociology
    - Agricultural Economics Section
    - Rural Sociology Section
2. Department of Agricultural Engineering
    - Agricultural Engineering Section
3. Department of Agronomy
    - Agronomy Section
    - Weed Science Section
    - Crop Physiology Section
4. Department of Crop Protection
    - Entomology Section
    - Plant Pathology Section
5. Department of Plant Science
    - Plant Breeding Section
    - Fibre Breeding Section
    - Horticulture Section

6. Department of Soil Science

Soil Science Section

Soil Survey Section

Soil and Water Management Section

The functions of each department are enumerated below:-

1. Department of Agricultural Economics and Rural Sociology

As indicated earlier, there are two research sections in this department. Its programme is directed on the small scale farmer in the more northern parts of the country and his economic and social environment. Currently the research programme is geared towards:-

a). studies of alternative strategies that aim at increasing agricultural production and rural welfare;

b). studies of the ways, means and organizations through which these strategies can be implemented at the farmer's level, and

c). studies of the economic, social and political consequences of the implementation of these strategies.

2. Department of Agricultural Engineering

The research activities of this department cover various aspects of agricultural equipment testing, development and management for optimal returns, local manufacturing of agricultural equipment including crop shellers, threshers, straddle row weeders, disc sprayers and kenaf ribboner.

3. Department of Agronomy

The department consists of Agronomy, Weed Science and Crop Physiology Sections and is concerned with all aspects of the cultivation of crops. The department also undertake studies of inter-cropping system with parallel physiological studies; determination of optimum combination of planting density; crop management to ensure full benefit from pest control, application of herbicides in small farmers' system and large scale plantings, development of agronomic practices in intensive agriculture particularly under irrigation and also the agronomy of cash crops such as cotton and other fibre crops. The ultimate aim of the studies is to offer recommendations to the entire farming systems.

4. Department of Crop Protection

This department consists of Entomology and Plant Pathology Sections while Virology and Nematology units are being developed. The department is concerned with the control

of field pests on cereals, cotton, cowpea and groundnuts. Research studies are being carried out on grasshoppers, subterranean termites, diseases of major crops and vegetables. The Department is authorised by the Federal Government to issue Phytasanitory Certificate in respect of exported plant material of research purposes. The Entomology Section is however responsible for locust control in the northern States.

5. Department of Plant Science

As indicated on Figure 1(p.4) the department has three Sections: Plant Breeding, Fibre Breeding and Horticulture. In addition to the teaching functions of the department, it is primarily concerned with the development of improved varieties of cereals, groundnuts, grain legumes, fibre, oil and vegetable crops for the savannah region of Nigeria.

6. Department of Soil Science

The department is broadly concerned with the study of environmental factors influencing crop performance and the description of the climate in the savannah region; the improvement and maintenance of soil fertility under intensive agriculture relative to fertilizers, crops and farming system with emphasis on the conservation of soil fertility and the effect of prolonged fertilizer use on soil acidity; effects of farming operations and tillage techniques on soil structure

relevant to control of soil erosion, nutrient loss under mechanized and manual farming systems. The department is also concerned with the description, classification and mapping of soils at reconnaisance level to provide a sound basis for land use planning. It also assist in the siting of development and other projects. A recent participation is in the surveying of the capital city for Nigeria - Abuja. The department has its own laboratory for routine analysis and a map drawing office. The three sections that compose the department are Soil Science, Soil Survey and Soil and Water Management.

The Central Services

Central Services for the Institute and the Faculty of Agriculture are provided by the Agricultural Estate Management, Library, Publications Office and the Data Processing Statistics/ States Trials Section.

The Agricultural Estate Manager is responsible for the planning, cultivation and development of IAR farms, the upkeep of farm roads and the maintenance of tractors and implements.

The Agricultural Library has a stock of over 17,522 books, 18,557 pamphlets and 634 microfilms including over 1038 journals and about 600 annual reports. The small libraries at Mokwa, Kano and that of NAPRI at Shika are being serviced

by the Samaru Agricultural Library. In addition to research staff, the Library is used by agricultural students and other members of the academic staff of the University. The facility is extended to other researchers all over the country and abroad but on the recommendation of their various organizations.

The publications office is charged with the publishing and publicising the work of the Institute which are the Annual Report, Samaru Research Bulletin, Samaru Miscellaneous Papers, Soil Survey Reports, Soil Survey Bulletin and the Samaru Agricultural Newsletter. Once research has yielded good results, it is then essential for the Publications office to put such work into a permanent and available form. These publications are distributed to more than 100 countries and over 200 exchange agreements have been made with other research organizations all over the world.

Data Processing Statistics and State Trials

The function of this Section is to assist the entire staff in the designing and analysing of field experiments.

THE CENTRAL ADMINISTRATION

The Director is the Chief Executive of the Institute and is responsible, through the Provost of the Agricultural Complex (Fig. 1) to the Vice-Chancellor for the coordination and direction of research planning and execution as well as

the general administration. All Heads of Departments as well as the Heads of non-academic units are responsible to the Director directly or indirectly through a Deputy Director.

The Secretary of the Institute is charged with the day-to-day administration of personnel matters. He is also responsbile to the Director although he is directly under the control of the University's Registrar.

As in the case of the Secretary, the Institute's Finance Officer is directly under the Bursar of the University but is responsible to the Director Institute for Agricultural Research in his day-to-day financial and accounting functions.

I.A.R. and N.S.T.D.A.

The National Science and Technology Development Agency was set up by the Federal Military Government under Decree No.5 of 20th January, 1977[7] and is charged with executive responsibility for the promotion and development of science and technology, including initiation of policy in relation to scientific research and technology.

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7 Federal Republic of Nigeria Official Gazette No. 4, Vol. 64 of 27th January, 1977, p. A45, Government Printer, Lagos, 1977.

The duty of the Agency includes the following:

a). to allocate special research projects to the Universities after consultation with the National Universities Commission;

b). to advise the Federal Military Government on the creation of new research institutes and centres and the reorganisation of existing ones to meet national needs;

c). to supervise and coordinate the activities of research institutes and centres established under the Decree;

d). to prepare annual budget for scientific research development and receive grants for allocation to research institutions and special research projects conducted by universities under the aegis of the Agency.

As of now, there are 23 research Institutes including IAR the finances of which are borne by the Federal Government and channelled through the N.S.T.D.A.

INTERELATIONSHIPS WITHIN ABU

As shown on Fig. 1 (page 4) the Institute for Agricultural Research, the Faculty of Agriculture, the Faculty of Veterinary Medicine, the Division of Agricultural Colleges, the National Animal Production Research Institute and the Agricultural Extension and Research Liaison Services (AERLS) together

form an Agricultural Complex within the University. The Agricultural Complex is being coordinated by a Provost who provides frequent contacts between the component Institutes and Faculties and he constitutes the official link with the Vice-Chancellor's office.

PERSONNEL MATTERS OF I. & J. STAFF

As a result of a decentralization exercise carried out in 1976 regarding Intermediate and Junior Staff, the day-to-day administration of staff of the Faculty of Agriculture was transferred to the Secretary of Institute for Agricultural Research while salaries and allowances remained the responsibility of central University administration (Main Campus). However because of the flaws apparent in the said decentralization exercise, there has been a more recent re-arrangement[8] whereby the appointment and promotion of I. & J. staff in NAPRI and AERLS are being administered by the Secretary IAR in order to maintain standards. Therefore, the administration of appointments and promotions of staff for the Faculty of Agriculture, NAPRI and AERLS is presently the responsibility of the Secretary Institute for Agricultural Research.

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8 See ABU Registrar's Circular letter No. R/IJ/04 of 2nd March, 1977.

CHAPTER 2

RECRUITMENT

A. THE NEED FOR RECRUITMENT

According to Graham,[1] "Recruitment is the first part of the process of filling a vacancy; it includes the examination of the vacancy, the consideration of sources of suitable candidates, making contact with those candidates and attracting applications from them." In his contribution to recruitment, Hawk[2] maintains that "the purpose of a recruitment function are patently straight-forward: to seek out, evaluate, obtain commitment from, place and orient new employees to fill positions required for the successful conduct of the work of an organization." In analysing these views, one would agree with Jackson's[3] definition of recruitment to the effect that "it is concerned with filling a vacancy with a stable and long term employee but in order to make such an appointment successful and lasting, there must be a need for that job in an organization and the job itself must make demands and provide opportunities that are realistic and practical in terms of the candidates who will apply." In line with this

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1 Graham, T.H., Human Resources Management, MacDonald and Evans, Plymouth 1978, 2nd ed., p. 134.

2 Hawk, R.H., The Recruitment Function, American Management Association, New York, 1967, pp. 1-3.

3 Jackson, M.J., A Manual for Line Managers, McGraw-Hill Books Co., London, 1972, pp. 7-11.

observation, it is appropriate to say that recruitment takes place in the Institute for Agricultural Research:

a). when there is an expansion within the Institute and additional positions are created;

b). when there is need to replace an existing employee who resigns, retires or leaves the services of the Institute for one reason or the other.

On the basis of these assumptions, appointments are normally made on the existence of vacancies in the establishment of any department and at the request of an appropriate head of department. Such vacancies should bear approved designations which are provided for in the Estimates and on this premise, detailed guidelines for preparing annual estimates are issued by the University Bursar every December.[4] One of the major guidelines is that the ratio of academic staff to intermediate and junior staff is approximately 1:3. To enable the Institute for Agricultural Research discharge its functions effectively and for it to achieve the objectives set out in its Research Programmes, every research officer is provided with such supporting staff based on the same guidelines as above.

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[4] Bursar's Circular No. 6/77/78 of 1/12/77.

B. CATEGORIES OF STAFF

As is the case in the entire University, employees in the Institute may be appointed to one of the following categories:-

a). established employee

b). temporary employee

c). daily rated employee

d). student employee

The various posts and salary levels are as shown on table 2:1 below:-

Table 2:1 List of Posts of Intermediate and Junior Staff in the Institute for Agricultural Research, Samaru.

Post	Salary Level
Executive Officer	07
Secretary II	"
Staff Nurse	"
Staff Midwife	"
Library Officer	"
Technical Officer (Field and Laboratory)	"
Security Officer	"
Transport Officer	"
Stores Officer	"
Chief Clerical Officer	06
Secretary III (Secretarial)	"

Asst. Health Superintendent	06
Asst. Technical Officer	"
Asst. Library Officer	"
Laboratory Supervisor	"
Foreman	"
Patrol Supervisor	"
Senior Driver I	"
Driver Mechanic I	"
Senior Tractor Driver	"
Senior Tractor Mechanic I	"
Asst. Stores Officer	"

Junior Staff

Senior Clerical Officer	05
Stenographer	"
Senior Library Assistant	"
Senior Laboratory Assistant	"
Senior Technical Assistant	"
Artisan Grade I	"
Asst. Patrol Supervisor	"
Senior Driver/Driver Mechanic I	"
Senior Tractor Driver/Mechanic II	"
Senior Draughtsman	"
Senior Storekeeper	"
Head Key-Punch Operator	"
Clerical Officer	04

Apprentice Printer	04
Library Assistant	"
Laboratory Assistant	"
Technical Assistant	"
Artisan II	"
Senior Telephone Operator	"
Senior Patrolman	"
Motor Driver/Driver Mechanic II	"
Tractor Driver/Mechanic I	"
Draughtsman	"
Storekeeper	"
Key Punch Operator	"
Caretaker	"
Clerical Assistant	03
Typist	"
Library Attendant	"
Agricultural Recorder	"
Laboratory Attendant	"
Porter	"
Artisan III	"
Patrol Man	"
Motor Driver	"
Tractor Driver	"
Headman	"
Trainee Draughtsman	"
Stores Assistant	"

Health Attendant	02
Dispensing Attendant	"
Library Attendant	"
Laboratory Attendant	"
Agricultural Recorder	"
Telephone Attendant	"
Watchman	"
Messenger	"
Stores Attendant	"
Crop Sprayer	"
Generator Attendant	"
Ginnery	"
Herdman	"
Nursery Attendant	"
Produce Sale Attendant	"
Pump Attendant	"
Mate	"
Gateman	01
Cleaner	"
Labourer	"
Gardener	"

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* Source: Extract from Registrar's Circulars No: IJ/57 of 2nd March, 1976 and 3rd June, 1976 respectively.

All appointments are made by the Secretary of the Institute. In respect of established employees the appointments are subject to the recommendations of an Appointments Committee of the Institute but for other categories of employees, each head of department recommends to the Secretary before the appointments are made. The various posts carry qualifications ranging from primary, secondary and post-secondary education. There are however illiterate and semi-illiterate employees. The salary structure as at 1st October 1978 is indicated on Appendix B. Student employees are normally recruited for vacation appointments and in most cases they fill some vacant positions which are being advertised while in some cases, they are to assist in clearing any backlog assignment. Those students from post-primary institutions are paid ₦16.75 per week while others in post-secondary institutions receive ₦96 per month.[5]

The total number of employees in the Institute from 1975-78 is as shown on table 2:3 below.

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5 Ahmadu Bello University Bulletin published by Information Division, 16th July, 1976, p. 547.

Table 2:3 Total number of intermediate and junior staff in the Institute from 1975-78

	1975-76	1976-77	1977-78
Intermediate Staff	431	513	473
Junior Staff	907	1001	972
Daily paid staff	920	1215	987
Student on vacation job	13	58	25
	2371	2787	2457

C. RECRUITMENT PROCEDURES IN THE INSTITUTE

When a vacancy occurs in any department, the head of department or section requests the Secretary in writing to arrange for the advertisement of the post. The same procedure applies to the outstations of the Institute. Unfortunately, there is no standard job description for most of the positions but in some cases additional information about a vacant post is sometimes supplied by the head of department concerned. In other cases, some such additional information about a vacancy is copied from a previous advertisement.

a). Advertisement

The first stage in the recruitment exercise is the

advertisement of the vacancy so that candidates will apply.[6] In the Institute, there are two types of advertisement. One is known as "internal" and the other is "internal and external." Internal advertisement is made by notices sent (at least one week before the closing date) to all Units of the University where it would be pasted on the notice boards of the offices dealing with intermediate and junior staff matters. This advertisement is necessary if a position should be filled urgently and it is envisaged that there are prospective candidates within the locality or the University. Similarly internal advertisement is made for positions carrying salary levels 01-02 "for which forms of general notification of vacancies in the locality may suffice."[7] In respect of positions carrying salary levels 03 and above, they are advertised both internally and externally because of the skills that are needed. By "external advertisement" it means press advertising. Press advertising is one of the principal means of attracting applicants and it has become over the years, a powerful tool of recruitment in the Institute. Since its desired objective is efficient recruitment, the contents of such advertisement are factual, relevant and unambigous and

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6 Regulations governing the Appointment of Intermediate and Junior Staff and Daily Rated Employees, Ahmadu Bello University, Zaria, Nigeria, 1973 pp. 3-4.

7 Ibid, p.4

convey the key characteristics of the job as well as information about the benefits and the organization. Such contents include:

i). job title;

ii) nature of the job and employer (including location);

iii). experience, skills and qualifications;

iv). age range

v). wage or salary;

vi). what action the candidate should take (e.g. whether to fill application form).

After the preparation of the "external" advertisement, copies are distributed and displayed in the same way as the "internal" advertisement. The only difference is that copies are sent to the "New Nigerian" newspapers for publication with a request that the document be published twice within a week and that bills be forwarded to the Secretary for settlement. In most cases such advertisement would not be published by the press until one week later. The reason for the delay in publication was not known until early 1978 when an advertisement was sent to the New Nigerian Newspapers to be published urgently and the advertisement manager stated that it would not be possible to publish any job advertisement within one week due to enormous requests of similar publications from other clients. The problem here is that by the time the

Institute's advertisements are published, the period for distant candidates to apply for application forms, complete and return them would be too close. As a result, many prospective candidates would not bother to apply. One other problem with the Institute's external advertisement is the fact that the Institute's job advertisement is published in "New Nigerian" newspapers only. There is no thorough explanation why it should be so, but there is a written instruction from a former Secretary of the Institute about this fast rule.

After the job advertisement has been published, candidates collect the blank forms either by post or by hand, complete and forward them to the Secretary. However, closing dates are normally indicated on the advertisement but there is always a grace of one week or more for accepting late forms due to the uncertainties in the postal system of the country. A Senior Executive Officer is charged with the collection of the completed application forms, so with the assistance of his subordinates, forms for each post are kept in separate jackets labelled for a particular department or section.

b). Application Form

As already indicated on the advertisement, the method for applying for vacant jobs in the Institute is by filling an application form (Appendix C) which is an important tool in recruitment and its use is better than written application because no matter how full a candidate's original letter has

been, it is considered essential for each applicant to complete one. Through this form candidates are able to give an initial indication of their suitability for the job while the necessary information required can be seen through at a glance rather than checking through a written application for a clear picture of the applicant's experience and qualifications. The blank form is however fairly designed and every question on it is simply worded. On the basis of the questionnaire served on 14 heads of sections of the Institute, all the 13 who responded stated that the use of prescribed application forms is much preferred than the written applications.

c). Decision Making on the Application form

After the closing date for receiving applications, the regulations provide that the Secretary should refer all applications for an established post to the head of department, indicating the applicants that fulfil the requirements for the post. One would expect that the applications would be graded as follows:-

(a) The qualified group: This group should compose those candidates who on paper, apparently meet the needs of the job and should be invited for interview.

(b) The reserved group: This group should be applicants who are marginally qualified or can be regarded to be on the "border line" but probably have adequate working experience. Some of them might be invited for interview if those in (a) above are not sufficient.

(c) The reject group: The applicants in this group are unqualified, inexperienced or unsuitable.

In actual practice and contrary to the regulation quoted above, all completed application forms are referred to the head of department concerned who would sort out those applicants who he thinks to be qualified and shortlist them. Sometimes the shortlisting takes over a month and finally he returns all the forms back to the Secretary in two groups - qualified and unqualified - requesting him to arrange interviews and tests for qualifiifed applicants. According to oral interview held with the Senior Executive Officer of the Institute, he argues that all forms had to be sent to the department or section concerned because some departments would wish to screen all application forms meant for their departments.

In respect of rejected candidates, it is not possible to communicate them in writing because of the high expenditure it would involve through postage. Incidentally there is a clause in every job advertisement warning all candidates that

"only the applicants of candidates who may be invited for interview will be acknowledged". In other words, if an applicant does not receive an invitation for interview, he assumes that his application has not been successful.

CHAPTER 3

INTERVIEW, SELECTION AND PLACEMENT

The next stage of the process of filling a vacancy is selection, that is, the assessment of the candidates by various means, and making a choice to be followed by an offer of appointment.[1]

A. INTERVIEW ARRANGEMENT FOR THE CANDIDATES

On the basis of the request from the head of department to arrange for an interview, the Secretary writes a letter of invitation to each of the qualififed candidates already shortlisted asking them to attend an interview on a specified date. When fixing the date for the interview, advanced notice is given to enable the candidates receive the invitation. This letter of invitation for an interview contains a number of important points including the following:-

a). it sets out clearly the date, time and place at which the candidate is required to arrive.

b). it asks the candidates to bring supporting documents e.g. original certificates, testimonials, awards, commendations etc which will serve as evidence of claims made in the candidate's application form;

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1 Graham H.T. op. cit., p. 134

c). it promises the reimbursement of travelling expenses if the candidate turns up - should the invitation be received late, a candidate should contact the Secretary by phone or writes a letter requesting for a fresh date;

d). it expresses hope of the personal meeting to come.

However, the candidate need not reply to the invitation although a reply is a positive indicator but lack of it is not regarded as a negative indicator nor a disqualification.[2] With the uncertainties of the postal system in this country, it is evidenced that candidates' reply to invitation would not reach the Institute before the interview.

2. References

Item 9 of the application form (Appendix C) requests each candidate to give names of three referees but does not specify that one of the referees should be the present employer of the candidate or the Principal of the last school attended if the candidate has not worked before. When inviting the candidates for interview, their referees are also requested to submit written assessments of the candidate's suitability to fill the post for which the candidate has applied. In most cases, referees' reports do arrive before the interview.

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[2] Jackson, M.J., op. cit., pp. 22-25.

Many job offers are made subject to references being satisfactory but sometimes the Appointments Committee is always frustrated if not misled because some candidates arrive at the interview with a letter addressed "To whom it may concern". Such a letter is not really of much value when considering a candidate because it could be written by a close or distant friend or relation. Indeed, the date on such a letter, if genuine, should be noted since it could refer to a job the candidate held in the distant past. Should the management decide to write to a referee or past employer, the answers received is carefully examined because probably more important than what is said in such letter, is what is not said! There are records showing that some past employers will condemn an ex-employee for the simple fact that the employee's departure was a great loss to the organization. A letter which is unspecific about the candidate's past performance is therefore treated with some suspicion. There are occasions however where a candidate frankly tells the Committee that an approach to his immediate superior will produce a poor reference. This is particularly so if there has been a personality clash or conflict or a dispute about the conditions under which the candidate was to leave his former employer. In a situation of this nature the Committee's Secretary is requested to investigate thoroughly from the candidate's former supervisor and where possible from the Chief Executive of

that organization. A further safeguard by the Institute for considering such a candidate is to take up references of the employee before the present employer and sometimes as far back through the employment history as is necessary in order to get a balanced picture of the candidate.

B. APPOINTMENTS COMMITTEE OF THE INSTITUTE

Prior to 1976, there was no consistent method of interviewing prospective candidates. In some cases successive interview took place whereby a candidate would be interviewed by the Secretary IAR and later by the Head of Department of vice versa. However some interviews were held where the Secretary and the Head of Department or his representatives formed a panel.

In 1976 when there was a change in Secretaryship of the Institute, an Intermediate and Junior Staff Appointments Committee was constituted[3] and composed of

a).	Secretary IAR or his representative	(Chairman)
b).	Finance Officer IAR	Member
c).	Assistant Registrar, IAR	"
d).	Registrar's representative	"
e).	Faculty of Agriculture representative	"

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3 Secretary IAR's circular letter No. CIR/1 of 25th March, 1976.

f). Secretary/Training Coordinator for I & J Training, IAR

g) Higher Executive Officer IAR — Member (Secretary)

to consider applications of the shortlisted candidates being supplied with the application forms, reference and any other relevant information, also to interview candidates and if a test is necessary, to conduct it or consider the results of any test conducted previously.[4] It then became imperative that the Secretary to the Committee should notify members in writing giving advanced notice of at least one week before any interview. When recruiting candidates for the National Animal Production Research Institute Shika (NAPRI) or the Agricultural Extension and Research Liaison Service Samaru (AERLS), their Secretaries and the Finance Officers become ex-officio members of the Appointments Committee.

Skill in employment interviewing is not easily acquired and not everyone is emotionally disposed or adequately prepared to engage in the rather delicate and sensitive task of interviewing. In the Institute, an error that is commonly made in this regard consists nominating a relatively inexperienced person to represent a department at an interview. This error is based on mistaken assumption that employment interviewing is largely a

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4 Regulations governing Intermediate and Junior Staff, op. cit., p. 4.

clerical function. Even though he has the ability to judge technical competence, he usually has little skill or inclination to interview adequately since he has not been carefully selected and trained for such task covering the following aspects:-

1. The basic principles of individual differences, human motivation and personal adjustment;
2. The functions of modern management;
3. The basic policies and practices of the organization;
4. The principles and the components of the interview as a communication process.

In line with the above observations, it is to be noted that the task of the Appointments Committee is not an easy one especially at the initial stage.

The impartiality of the Appointments Committee

Apart from few positions carrying salary levels 01 and 02 whereby people within the locality are mostly recruited, applicants all over the Federation including some neighbouring countries are considered and appointed if they are qualified. Even temporary appointments are made to expatriates if they are qualified but such appointments require the approval of the Vice-Chancellor.

It may not be thought credible that brilliant candidates at the interview are not recruited because in some cases they are over-qualified and after a while the Institute loses them to higher institutions of learning. A typical example is a candidate who obtains good grades in the West African School Certificate Examinations. If he is found appointable, he accepts the offer and assumes duty while on the other hand he already applies to some institutions for further training. If he succeeds in gaining an admission for the training, he resigns and may even pay a month's salary in lieu of notice. Such a situation has been a problem to the staffing position in the Institute and the only alternative is to repeat the recruitment process i.e. advertising, interviewing, selecting and training a new employee as a replacement. Although other employees with different qualifications do resign occasionally but those School Certificate holders have been rampant. So, when applications are received, most head of departments do not give serious consideration to any grade I or II School Certificate holders because sooner or later, they will leave the employment for further training. In reality, there is no employee in the Institute presently with such qualifications. Therefore the Appointments Committee takes the question of this category of candidates into serious consideration and is not very keen to recruit a brilliant candidate only to lose his services in a short time. This may sound rather discriminatory, but the long term

effect of this consideration is that most candidates with lesser grades are more reliable and are better retained on the job since they tend to settle down for a career.

C. INTERVIEW PROCESS

After sending letters of invitation for the job interview, a list of candidates is prepared showing their names, qualifications and addresses to be circulated to members of the Appointments Committee during the interview. An advanced copy is sent to the Finance Officer to enable him prepare and provide transport fares to eligible candidates. The rate of pay is 2k per km provided a candidate's residence is over a radius of 16km from Samaru.

Meanwhile some references are being received and attached accordingly to the candidate's application form. On the day of interview, candidates report to the Senior Executive Officer who makes a roll call from the list he already prepared. The candidates are then requested to move to the Committee room where they sit in a row already arranged outside the room. The seat arrangement is not always adequate especially if over 12 candidates have to be interviewed in one day. If there is the need for psychological tests, they are taken before the interview begins.

Administration of Psychological tests

The setting and marking of psychological tests are, in most cases, the responsibility of the department concerned but for clerical or secretarial staff, it is the responsibility of the Secretary. The following tests are used in the Institute as a supplement in evaluating a candidate's suitability for a particular post:-

a). Intelligence Tests:

These tests produce an overall measure of intellectual capacity and are applicable to technical and clerical staff who are supposed to be engaged in figure work.

b). Aptitude Test:

An aptitute test is meant to measure capacity, known or latent, to acquire a very high level of ability in a particular field such as manual dexterity or mechanical work.

c). Language Test:

In most cases this test is applicable to potential candidates whose mother tongue is not Hausa. This is very necessary because successful candidate may be posted to the villages where it is of necessity to communicate with, and gather reports from the local farmers.

d). Trade or Professional Tests:

These type of tests measure what can be called "skill capacity" such as carpentry, secretarial or bench work. Usually they are practical tests which involve the use of a tool or machine.

These tests have proved to be effective and successful. For example in an intelligence test, people with less intelligence than is required for an appointment are not accepted, no matter what their other virtues. Trade tests which measure the degree of manipulative skill possessed by an individual will rule out candidates who, while they have the intelligence to learn a manipulative process, will because of dexterity, never achieve economic speed in the activity. In addition psychological tests are very useful when supplementing the interviews of candidates who have little or no job history: it is also useful in determining into which discipline an employee can best be absorbed as well as predicting how far he is likely to progress within a particular discipline.[5] In some ways however, psychological tests upgrade the quality of potential candidates since the knowledge that tests are to be used in a recruitment activity often act as a self-eliminating mechanism on the weaker candidates.

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5 Flippo, E.B., Principles of Personnel Management, McGraw-Hill Books Co., New York, 1976, 4th ed., pp. 153-167.

The majority of the interviews adopted by the Institute are of the face-to-face type because it enables many people to see the candidate on one occasion and it shows the behaviour of the candidate under stress.

On arrival of the Appointments Committee members and the representative of the department concerned, the Committee Secretary circulates the list of candidates, a copy of the advertisement and the results of the psychological tests - if any. Meanwhile each of the application form together with the referees' reports are arranged to tally with the list of candidates. The Secretary or his representative is the chairman of the Committee, so he has the overall responsibility for conducting the activities of the members. The principle of the Secretary being Chairman always apply no matter what relative seniority of the Committee members to the Chairman. He allocates to members, specific areas on which he wishes them to concentrate. This goes some way to ensuring that all candidates are asked the same question so that the Committee can compare the intelligence of each candidate by the way the question are answered. For instance the Chairman may request the departmental representative to concentrate on attainment and work history of the candidate while the Training Coordinator concentrates on personal background and education. The aim of this method is to retain consistency in the interview situation where almost all the members are not trained interviewers.

When a candidate is called, he takes a chair in front of the Committee and questions relating to the information provided on his application forms are asked. They include:-

a). Personal qualities: This area covers the personal qualifications required in a position, physical appearance, health, dress, voice quality, vocabulary, alertness, and aggressiveness. Most of these qualities are assessed by the Committee's observations rather than by the applicant's answers to questions.

b). Academic Achievements: This includes the type of schooling, quality of grades, class standing, social activity, honours and awards. Original documents are inspected. Questions in this area have provided a good indication of an applicant's initiative, independence reliability, intellectual competence and emotional stability.

c). Occupational Experience: This area emphasises not merely an applicant's technical competence but also the level of responsibility and the skill he has achieved and his reasons for leaving former jobs.

d). Human Relations: Questions in this area centres on how the applicant gets along with others at his previous jobs, in the clubs and at other leissure activities such as hobbies etc.

c). Career Orientation: This area covers the applicant's career orientation, his immediate and long range goals and his potential for advancement.

The opening minutes of the interview is the most crucial because the candidates and members of the Committee are both creating and receiving significant first impression. So the Committee first greets the candidate consciously with as much warmth as if he were a friend or colleague. The candidate is of course making immediate evaluation of the interview. As a result the members' manner and voice reflect to the candidate that they are people the candidate can trust - human beings who are concerned about him and his well-being.

From the oral interviews held with twenty prospective candidates after they had been interviewed for the vacant jobs at the Institute, it is evident that most candidates feel nervous and tense at the beginning of an interview. The responsibility to relieve such tension rests with the members of the Committee because the Committee's complete relaxation is one of the best methods of relaxing the candidate. This is where a relationship is established through which the candidate will confide freely and be prepared to discuss all aspects of his life. Also in this regard, the interview covers personal and perhaps unflattering details of the candidate's character. Such rapport is deliberately

maintained all through the interview as a conscious ongoing activity. A smile, warmth, interest, courtesy, intelligent listening and sincerity - which are good human relations - form the basis of this rapport. By demonstrating to the candidate that the interview is the important part of the recruitment work, he feels some importance in himself. A further benefit to the candidate is the proof to him that his selection has been so carefully scrutinized and controlled and that the job offer is made to him because all the very considerable evidence points to his being successful in the job. A candidate is much likely to accept a job where he can see that all the evidence has been amassed and points to his success, rather than a job which is hurriedly offered to him and where no real attempt has been made to judge his skills, knowledge and background against the demand of the job. This attention to detail from the beginning to the final stages is an added confidence builder that a candidate needs to enable him decide in favour of one job offer as opposed to another.

D. ASSESSMENT OF CANDIDATES

Apart from the psychological tests, marks are not awarded at interviews. The final selection is based on the general observations and consensus of the Committee but if a test is administered, it forms the basis for selection because the marks awarded become an important factor.

After a candidate has been interviewed and left the room, there is always an interval of two to three minutes during which a decision is made on a particular candidate. If he is found appointable or otherwise, such remark is recorded by all the members of the Committee. After all the candidates have been interviewed, the appointable candidates are reconsidered in total and final selection of the most suitable ones is based on the number of vacancies to be filled. Other candidates who are also appointable are placed on the reserve should a candidate finally turn down the offer. If a job offer is rejected, the Secretary looks at the reserve list to pick the first or second candidate on the list. Such reserved candidates are accepted as first class people in their own right and not as second best alternatives. Arising from this point is the fact that until the Secretary has received in writing acceptance of the job offer from the selected candidate, he does not reject the rest of the reserves. However since the acceptance of a job offer in no way guarantees the taking up of an appointment, a limit of time one can keep the reserves in suspense is six weeks. The provision is provided in the appointment letter of a selected candidate stating that his failure to write and accept the offer within six weeks of the date of offer would be regarded as if the offer has not been accepted (Appendix D).

Rejection of candidates at the Interview

During the interview, if some candidates are not suitable for the appointment, the committee is cautious at arriving at an early conclusion. In short efforts are made to see to it that candidates do not leave the interview in any way diminished. As such the Committee makes the candidate to believe that they have been given a fair opportunity all the way. Sometimes a candidate who is not qualified for the job does not realise this fact so, in some cases where psychological test is administered, the candidate's work and marks awarded are shown to him.

Most of the interviews end with the candidates leaving and expecting to hear their fate. The obvious techniques adapted by the Institute is to promise writing to the successful candidates by a specified date and any one who does not receive further word from the Secretary by that date should assume that his application has not been successful. This decision is well understood and appreciated by the candidates.

At some stage during the interview, there may be no single qualified candidate and one is reluctant to admit that the money and time spent in the whole process of recruitment have been wasted. In such a situation, the Appointments Committee declares that the exercise has not produced the appropriate candidate so, the next step is to re-examine the job and see if realistically the qualifications envisaged could be lowered

or whether it would be necessary to readvertise the vacancy.

E. THE JOB OFFER

Usually the terms of the offer are discussed with the candidate at the interview and at the end of the discussion, the candidate sometimes is able to give a firm decision of acceptance or otherwise. In some cases he may wish to consider all the implications of the offer and compare the proposed new circumstances with his existing job if already employed in another organization. Such verbal discussion cannot be relied upon until the job offer has been firmly made in writing. The content of the offer is very precise and detailed.

The job offer is normally made by the Secretary and it is subject to passing a medical examination. With this compulsory condition, the Institute is protected against any mistake about the physical health of the candidate. In cases where a candidate assumes duty and is found to be medically unfit, he may be terminated in accordance with the Regulations.[6] However, the advantage of having a medical examination is that a clean bill of health certified by a competent doctor is a benefit to the candidate because if there is something medically wrong with the candidate, the opportunity to find the fault at an early stage is another feature which can be put to him at his own interest to enable him find solution to his physical problem.

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6 Regulations governing the Appointment of I & J Staff, op. cit., p. 8.

INDUCTION FOR NEW EMPLOYEES

After a candidate has accepted the job offer, he assumes duty on a date specified in his letter of acceptance. Under normal circumstances, he is expected to report first to the office of the Secretary of the Institute where he completes a record of service sheet, submits a medical certificate and a copy of his birth certificate or declaration of age. These documents are placed in the employee's personal file as permanent records. The next stage is induction which is the process of receiving the employee at his place of work: introducing him to the organization and his colleagues, and informing him of the activities, customs and traditions of the organization. Its purpose is to assist the organization in assimilating a new employee and to assist him to adjust accordingly to the organization.[7] In the Institute, the induction for new staff is inadequate. On the basis of information gathered from the questionnaire served on the intermediate and junior staff, 100% stated that although they were introduced to their heads of sections on the day they assumed duties but they were not introduced to the entire Institute. In respect of thirteen heads of sections who responded to the questionnaire, they all support the view that proper induction is necessary for new employees.

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7 Ubeku, A.K., Personnel Management in Nigeria, Ethiope Publishing Corp. Benin, Nigeria, 1975, pp. 40-41.

F. RESULTS OF INTERVIEWS HELD IN IAR IN 1976/77 AND 1977/78 SESSIONS

Below are tables relating to records of job interviews from 1976/78 showing the relationship between the vacancies existing in the Institute and the number of such vacancies finally filled in.

Table 3:1 Job Interviews relating to Intermediate and Junior Staff in LAR, 1976-77

Posts	Vacancies	No of application received	No. of candidates called for interview	No. of offers made	No. of candidates finally assumed duties
Secretary II	2	16	4	1	1
Snr. Assistant Technician	2	5	5	2	1
Security Officer	1	13	9	-	-
Staff Nurse	5	21	14	5	3
Assistant Technician	12	20	13	10	6
Asst. Health Supt.	1	2	2	1	1
Secretary III	4	31	9	2	1
Senior Tech. Assistant	3	57	23	3	3
Senior Draughtsman	1	12	4	1	1
Senior Tractor Driver	2	31	11	2	2
Clerical Officer	14	762	71	12	11
Storekeeper	2	180	29	2	2
Artisan II	2	54	14	2	1
Laboratory Assistant	3	207	23	3	1
Technical Assistant	28	1162	171	23	19
Stores Assistant	2	89	19	2	2
Clerical Assistant	7	326	29	7	7
Typist	5	135	18	7	4
Stores Attendant	2	76	15	2	2
Laboratory Attendant	5	236	26	4	4
Messenger	9	149	37	9	7
Agricultural Recorder	25	1343	121	25	25
Total	137	4927	667	125	104

Table 3:2 Job Interview relating to Intermediate and Junior Staff in IAR, 1977-78

Posts	Vacancies	No. of application received	No. of candidates called for interview	No. of offers made	No. of candidates finally assumed duties
Secretary II	2	14	6	2	1
Technical Officer	3	18	7	2	1
Executive Officer	1	29	7	-	-
Staff Nurse	2	11	7	2	1
Assistant Technician	12	28	20	10	5
Secretary III	4	17	8	3	1
Foreman (Machinist)	1	9	5	1	1
Stenographer	2	13	9	-	-
Clerical Officer	7	233	23	7	6
Technical Assistant	10	171	37	6	5
Laboratory Assistant	2	86	18	2	1
Motor Mechanic	4	23	13	4	3
Photo Assistant	1	41	13	1	1
Clerical Assistant	8	235	31	8	8
Motor Driver	20	256	83	18	18
Library Attendant	2	26	9	2	2
Typist	3	19	11	2	2
Artisan III	2	7	5	2	1
Messenger	4	239	21	4	4
Agricultural Recorder	23	417	113	20	20
Watchman	4	39	12	4	4
Laboratory Attendant	2	43	14	2	2
Stores Attendant	2	31	10	2	2
Cook/Steward	1	13	4	1	1
Printing Attendant	2	84	12	2	2
Poultry Attendant	4	162	18	4	4
Feedmill Attendant	2	71	14	2	2
Total	130	2335	529	113	98

As can be seen from the above tables, 135 offers were made in 1976/77 but about 77% finally assumed duties. In 1977/78, 113 offers were made and approximately 87% actually assumed duties. In comparison, there is a slight improvement in 1977/78 on the percentage of candidates that finally reported for duty. The reason for the shortfall of candidates during the two years under review can be attributed to two major factors. The first is the fact that qualififed candidates are difficult to come by and secondly there are many establishments in the country competing for the scarce manpower of the nation.

CHAPTER 4

MOTIVATION AT WORK

A. WHAT IS MOTIVATION?

"It is agreed that unless individuals are motivated somehow to make sufficient potential to perform effectively, they may not achieve the level of performance that is expected of them."[1] Motivation can be defined as the act of stimulating someone to take a desired course of action. This course of action is concerned with individual behaviour. Motives seek to explain behaviour but it is not always possible to know what the motives are because they are not observable and can only be inferred by behaviour. So, all behaviour is directed towards a goal and when such goal is achieved, then the motive is satisfied. Motivation seeks to know the motives for work and to find out ways and means by which their realisation can be helped and encouraged. This is what is called "the dynamic aspect of management."[2]

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[1] Ghosh B., Personnel Management, World Press, Calcutta, 1976, pp. 57-70.

[2] Sofer C., Organizations in Theory and Practice, Heinemann Education Books, London, 1978, pp. 142-147.

The behaviour of people at work is primarily a matter of individuals trying to satisfy their needs and wants. However it is not easy to recognise the causes of individual behaviour but one may attempt to explain differences among individuals by developing classifications into which human beings fall. For example, a person may be stereotyped as being a selfish, materialistic individual mostly interested in self-preservation and advancement. In another situation, a man may be judged to be a high minded extrovert, interested in the people and the world around him. These efforts to classify individuals can be misleading because one of the principles of psychology is that "all individuals are different."[3]

Therefore in order to understand the actions of people in dynamic work situation, it is necessary for one to find out why human beings act as they do. Another principle of psychology is that "all human behaviour is caused."[4] Sometimes causes of behaviour - performance, problems, complaints etc - are difficult to assess because they are frequently buried in the personal background of

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[3] Smith, H.C. Psychology of Industrial Behaviour. McGraw-Hill, New York, 1964 pp. 21-42.

[4] Ibid.

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the individual. So, by searching and finding the causes of incidents of behaviour, one is better able to understand the problems involving a worker.

Individual Needs and Drives

Many researchers in human behaviour have revealed that an individual's needs and ambitions constitute the underlying factors which motivate him to action. Some of this human factors appear to be a part of nature itself. For example an infant has a great need and desire for security, clinging to mother's apron strings and feeling safe in his father's arm. This brought about Maslow's theory of motivation.[5] His classification is the simplest and most comprehensive. He classified human needs into five broad divisions as listed below and into each division, so many motives or needs can be filled:

1) Pysiological Needs: These are the basic needs such as food, water, oxygen, money, rest or sleep. When these needs are satisfied, there will emerge newer and other higher needs.

2) Safety Needs: By this, he means the desire of a man for existence in a stable environment, free of threats

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[5] Vroom V.H. and Deci E.L., Selected readings in Management and Motivation, Pengium Education, Middlesex, 1974, pp. 27-41

to the safety of the person's existence. In addition, most workers are interested in finding and keeping steady jobs - the assurance of which is a basic factor in relieving a worker of worry about the future and concern for the welfare of his family and himself.

3) Love Needs: These are the desire for affectionate relations with other individuals and they involve acceptance by one's working associates, participation in group activities and opportunities for self expression and achievement.

4) Esteem Needs: Everybody has a need for self-respect and for the esteem of others. He likes to receive credit for his accomplishment. This results in the desire for strength, confidence, prestige, recognition and appreciation.

5) Self-actualization: If all the needs above are satisfied, a new discontent will develop. The emergence of these needs rests on the satisfaction of other needs enumerated above. It is a man's desire for self-fulfilment. A man will become restless until he is doing what he is fitted for. For example, an artist must paint, or a poet must write if he is ultimately to be at peace with himself.

These needs are considered by Maslow to form a hierarchy of needs structure. The assumptions[6] are that:

(a) the behaviour of any person is dominated and determined by the most basic groups of needs which are unfulfilled;

(b) the individual will systematically satisfy his needs, starting with the most basic and moving up the hierarchy;

(c) more basic need groups are said to be prepotent in that they will take precedence over all those higher in the hierarchy.

In their research on motivation Professors Herzberg[7] and Myers[8] have demonstrated that certain areas of concern to both employees and employers no longer strongly motivate workers and often are only taken for granted. Such factors as adequate pay, good working conditions, job security, supplementary benefits, and firm company policies and employment practices are expected by employees to be satisfactory and comparable to what other businesses and organizations are providing. Companies constantly strive to have these factors meet the needs and expectations of employees in order to attract and maintain a capable work force. But these factors

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[6] Unamka, P.C.: "A Survey of Management and Motivation", Nigerian Journal of Business Management, Vol.2, No.2 (July-August 1978) pp. 289-292.

[7] Herzberg F., "One More Time: How Do you Motivate Employees?" Harvard Business Review, Vol.46, No.1, Jan-Feb 1968, p. 57

[8] Myers M.S., "Who Are Your Motivated Workers?" Harvard Business Review, Vol.42 No.1, Jan-Feb. 1965 pp. 73-78.

are only basic foundations for the building of positive motivation. What is needed, more today than ever before, are opportunities in the job situation for employees to find continued personal growth, a sense of accomplishment or achievement, recognition, and opportunities to advance to more challenging work situations. Herzberg and Myers maintain that these types of factors are associated with the higher level needs of human beings, which if properly stimulated offer employers the most powerful opportunities for the motivation of workers to perform in directions of superior achievement and personal satisfaction.

Job Satisfaction:

The maintenance factors alone cannot sustain job satisfaction. This is demonstrated clearly in work sutiations where the employee is over-educated or over-qualified or where the person's talents and abilities are not fully utilized by the management. According to Herzberg, any job satisfaction associated without the maintenance factors is short-lived. For example, a salary increase has only a temporary effect. If the job is not rewarding, the individual will become bored even if he receives frequent salary increases. Management should therefore delegate authority and responsibility to his subordinates. People realise little job satisfaction if they are not permitted to make decisions and

control to some extent, over their own work schedules. Intelligent and ambitious employees will soon become bored with jobs that become routine and which do not utilize their talents and abilities.

Often the underlying talents of the individuals fail to surface because the nature of the job allows for little flexibility and self-direction. The employee is given little latitude in performing the tasks related to a job and is seldom consulted about how the job should be done. In this situation the highly skillful and intelligent employee commences to show disinterest and boredom. Usually it is not the fault of the employee, but instead a noticeable weakness in the system. Under these circumstances, tardiness and absenteeism can become problems unless the employee has exceptional personal dedication and loyalty.

In agreement therefore with Herzberg, job satisfaction is among the most crucial elements of any occupation. If all the motivators as mentioned above are there, a person can achieve job satisfaction. If people are not happy in their work, often they are unhappy as well with their personal lives. When a person is very young and hopeful for the future, working at routine and unrewarding jobs is acceptable because of the temporary nature of such employment. But as one advances through the years, the type of job satisfaction

derived from the work itself becomes increasingly important. The desire for occupational satisfaction replaces job satisfaction and eventually, the desire for occupational satisfaction is replaced by career satisfaction.

Perhaps the most notable effort in motivation theory in recent years has been the work of Douglas McGregor.[9] He postulated Theory X and Theory Y approaches to management by which productivity could be achieved through people. These are the traditional and modern approches to the direction and control of employees as depicted in his Theory X and Theory Y. The traditional method holds that:

(a) the average man has an inherent dislike for work and will avoid working if he can;

(b) this is based on the premise that because of the human characteristics of his inability to like work, people must be coerced, controlled and threatened with punishment to get them put forth adequate efforts towards the achievement of the organizational objectives.

(c) the average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition and wants security above all.

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[9] McGregor D., The Human Side of Enterprise, McGraw-Hill Books Co., New York, 1960, pp. 33-34 and pp. 47-48.

This theory further holds that the motivation of employee can be obtained through authority and fear and that employees have to be closely supervised in order to achieve the goals of an organization.

The modern method which is theory Y takes an opposite stand. He believes that workers seek responsibility and are motivated to perform well when they are committed to the objectives of the organization. This commitment can be developed by enabling employees to utilize their talents and to find a sense of achievement and accomplishment in work. Obviously, it is not always possible to create job situations in which Theory Y can be implemented. But Professor McGregor maintained that with the changing nature of the work force, Theory Y concept of management will become more important and more necessary if managers are to achieve an optimal use of their human resources.

From the general observations of these theories, one would deduce that there are no easy answers to what motivates people. Many situations may arise which create difficult problems on motivation. For example, employees may be seeking increased salaries and higher benefits or may prefer security in their current job situations. Among the greatest tasks facing the management is the challenge to integrate and reconcile the desires and wants of employees with the goals and objectives of the organization. In accepting this opportunity, the progressive organization strives to procure and develop intelligent, dynamic,

and effective managerial leadership for all of its segments and at all levels within its organization. With such leadership in developing the full talents and capabilities of all human resources and with positive efforts to attain both group and individual goals, effective organization results are possible. The importance of any single want or need to any worker at any given time depends upon his attitude and sentiments. The job he is performing, the behaviour of his supervisor, his working conditions, and any external factors (including his home life) influence the worker's behaviour and thinking. Since these dynamic factors are changing, study of individual behaviour should not rely upon any single list of factors which generalizes what most workers want from their jobs. At best, any statement of why men work is only a modest guide toward the understanding of the behaviour of people at work.

B. TYPES OF MOTIVATION IN IAR

(a) Wages and Salaries

Wage and salary administration is one of the most critical areas of an organization's total personnel programme because pay in one form or another is a positive motivator in our society. At the same time it is concerned with fundamental needs and goals of people. Monetary compensation is a means of satisfying basic physical and biological needs and also an indirect means of satisfying social and ego needs such as self-respect and recognition.

The level of wages and salaries in IAR is such that cannot be determined independently due to the recent Federal Government's Policy on the harmonization of wages and salaries in public and private sectors. The most recent one is the report[10] on Udoji Salary Review Commission which forms the basis for the present salary structure commensurate to all positions in the entire University.[11] Before the general harmonization of salaries in 1974 wages and salaries in the University was higher than in the public sector but immediately after the Udoji salary gradings were implemented, workers however received increases in pay but the incentive did not motivate them to work because inflation became the order of the day so there was no meaningful effect on the salary increase. The immediate result that follow was a consistent labour turnover in the whole University. However there is equity or fairness in the salaries and wages of new employees since it is based on the policy enumerated above. If the general level of wages and salaries in an organization is too low in relation to other comparable establishments, the management will find it difficult to attract and hold qualified employees particularly the technical and professional personnel. The Institute experienced this difficult in 1975 when State Governments were recruiting (former) certificate holders (Ordinary Diploma)

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[10] Federal Government's Views on the Report of the Public Service Review Commission (Government Printer, Lagos) Sept. 1974.

[11] Registrar's Circulars No.R/IJ/57 of 2/3/76 and 3/6/76 respectively.

from the School of Agriculture Samaru (now Division of Agricultural Colleges) on salary level 06 while such holders in IAR were at best on level 04. What followed was that the Institute staff were resigning to join the State governments. To curb the situation the Professional and Academic Board had to deliberate over the issue and accordingly regraded the Institute staff. Therefore, sound internal wage and salary relations is necessary to avoid the dissatisfactions that would otherwise develop over inequities between similar jobs.

(b) Fringe Benefits

Despite the general harmonization of salaries in the public and private sectors, there are other supplements or fringe benefits granted to the staff of the Institute. In many respects the fringe benefits are generally applicable to the entire University. They include travelling allowance, leave grant, non-accident bonus, overtime and disturbance allowances as provided in the existing Regulations. A most recent allowance approved by the University is the shift allowance which is 12½% of one's salary if he is involved in double shifts. If the shifts are triple, the rate of pay is 17% of the employee's salary. Another fringe benefit is the inducement allowance paid to the Institute's staff serving at Bakura because of the remoteness of the area.

The rate is as follows:-

Staff on GL. 01-03	₦5.00 per month
GL. 04-06	₦15.00 per month
GL. 07	₦20.00 " "

Other outstations of the Institute do not enjoy this allowance but they enjoy other benefits in kind. For instance Mokwa and Kadawa staff enjoy University quarters, free electricity and water.

Other benefits to staff include annual and casual leaves, lunch periods, sick leave, time spent on Union affairs and sports festival, payment of gratuities and pension. Of all the fringe benefits, the leave grants and especially the travelling allowance leave much to be desired. As a result of the increase in transport fares, the present leave grants are not sufficient to transport an employee to his domicile and back. The rate of leave grant now say to an employee on salary levels 01 or 02 is 3k per kilometer while transport fare has risen to approximately 4k per kilometer let alone any luggage.

In respect of travelling allowance, the approved rate is ₦1.50k per night to be paid to an employee who travels on tour for one or more nights. Such touring is rampant in the Institute involving a lot of technical staff and drivers. In fact from all indications, hardly can one secure any hotel accommodation at the rate of ₦1.50k per night vis-a-vis the meals to be served.

(c) Loans and Advances

On first appointment, an employee may be granted a month's salary advance to be refunded in three consecutive instalments. This is very useful to new employees for the purposes of settling down at his station. An advance of up to ₦100.00 may be granted

to an employee to help him do a correspondence course and the amount is repayable over a period not exceeding two years. In respect of transport, the Institute gives loans to staff to enable them own personal transport provided they have served up to six months in the University service.[12] The amount of loan to be granted is based on individual grade and such amount is refundable over a period of five years. Those employees whose duties necessitate the use of such transport are paid monthly basic allowance on the recommendations of their heads of departments but in respect of employees on salary level 07, the allowance is automatic. In addition mileage allowance is also paid for approved journeys at various rates based on the capacity of the vehicle.

(d) Training and Development

Training is also related to employee motivation. It is a continuous process which does not end with the initial induction of employees. The purpose of training and development is for employees to acquire and maintain the necessary skills, capabilities and personal capacities and to adequately contribute their services towards the fulfilment of the organization's objectives. One of these objectives is for the workers to maximise their accomplishment and job satisfaction. So the newly hired employees need training to begin their work, older staff also need training to keep them aware

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[12] Regulations governing the Appointments of I.&J. Staff op. cit. p. 20

of the changing requirements of their jobs and to qualify them for regradings and promotions.

As is the case in the other arms of the University, study leave is granted to an employee of the Institute after two years of continuous service when he should have been confirmed in his appointment. However the immediate problem facing the training programme for staff is the fact that the training institutions are limited resulting in tight admissions. For instance, the Division of Agricultural Colleges run courses almost exclusively for the States. Consequently few places are allocated to employees of the Institute. A case in point was what happened in April 1978 when over 72 employees of IAR passed the College entrance examination for the Pre-Technical course but only 3 places were given to the Institute. As a result, the criteria to be used in picking only 3 employees became a problem so the management decided against sending anybody on that course. It is only recently that the Institute for Agricultural Research and Training at Umudike and the School of Soil and Water Conservation Jos agreed to accept few nominations from the Institute.

In respect of non-technical courses, nominations are sent to the central administration for final selection based on the limited places available at the College of Administrative and Business Studies Kaduna. In some cases, employees have to initiate their admissions to higher institutions. Apart from the problems of securing admissions and the tight quota allocations, there is some element of red tape over the approval of sponsorship. The Central Intermediate and Junior Staff

Committee has to consider the various applications from all the units of the University and give approval before an employee is sponsored. Without such approval the employee should not leave his station and if he does, his appointment is terminated. Very often one secures late admission whereby one should proceed on the course immediately but due to red tapism in the administration, the Committee would not be able to hold emergency meeting in order to consider the employee's application. The resultant outcome has been that some of the employees rather than be frustrated, abandon their places of work to join the course. In this way some conscientious employees have been lost through this ineptitude of the administration.

In supplement to staff development and training, the University run part time evening courses on the Main Campus. As at present, the various courses prepare University employees for external examinations and in addition the internal examination results are accepted for the purpose of regrading or promoting staff. The Institute employees benefit from these courses.

The table overleaf shows the training situation of the staff from 1976 to 1978:

Table 4:1 Number of Intermediate and Junior Staff sent on various courses from 1976-79

Category of Staff	Type of Course	1976-77	1977-78	1978-79
	Full time			
Technical Staff	Higher Diploma	7	7	2
	Ordinary Diploma	5	16	5
	Pre-Technical	-	10	-
Administration and others	Library Officer	-	1	1
	Asst. Executive Officer Accts.	4	-	1
	Asst. Executive Officer General	-	-	1
	Part Time			
Technical Staff	City and Guilds Science Laboratory	9	13	-
	Introductory Science Laboratory	22	25	9
Administration and others	Basic Secretarial	3	2	2
	" Clerical	2	2	2
	Total	52	76	23

As can be seen on the above table, the position regarding admission in 1977/78 was an improvement over that of 1976/77. On the other hand, admissions in 1978/79 were not encouraging, the problem being the tight quota allocations to the entire University. In respect of each of the above courses, an employee sponsored by the University contributes 5% of his salary towards the training.

In the Institute, there has always been sound provision in the annual estimates for staff training and development. For the past three years the total allocation for intermediate and junior staff training has been ₦25,000 per year.

(c) Housing:

For some time past, adequate housing for intermediate and junior staff has been a major problem. It is even more so to newly recruited staff when they finally join the Institute. Generally, the number of houses in Zaria are few and far between vis-a-vis the working population who must be housed. In short, prospective tenants have to compete seriously when a rented house becomes vacant and in most cases the landlords demand exorbitant rents. Unfortunately, due to the Federal Government's stringent measures in public spending over the past three years, it has not been possible for the Institute to be granted adequate funds for housing project. The present situation of housing in the Institute as compared with the number of staff is indicated below:

Table 4:2 Comparison of IAR Housing Units with the number of staff as at 1st October 1978

	Housing Unit	No. of Staff
Samaru Headquarters	182	1316
Kano Station	16	98
Kadawa Station	15	101
Bakura Station	-	130
Mokwa Station	60	1104
Total	273	2749

Out of the 273 housing units for the entire Institute, only 36 were built at Mokwa as of recent, 24 in 1975/76 session and 12 in 1977/78. In respect of Kadawa, the 15 units were completed in 1977/78. At Samaru only 2 units were completed in 1975/76 session by the Central Administration. As already mentioned earlier, Bakura is a new station taken over from Sokoto State Government but a building project of six housing units has already begun. At present only one senior staff house has been allocated to 4 intermediate and junior staff. In Samaru, out of the total 182 units, one unit is used as the Medical Clinic while another one is a rest house to accommodate a staff either on first appointment or on transfer - for a maximum of 14 days during which time he should negotiate for an accommodation in the town. Out of the 10 newly built units at Samaru by the Central Administration, 2 units were allocated to the Institute recently.

From all indications, the housing units are too few in comparison with the population of the Institute's employees.

(f) Promotion of Staff

According to Pigors and Myers, promotion is "the advancement of an employee to a better job - better in terms of greater responsibility, more prestige or "status", greater skill and especially, increased rate of pay or salary."[13] In line with this thought one would agree that promotion improves the utilization and motivation of employee because it involves a change from one job to another which has greater

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[13]Pigors P. and Myers C.A., op. cit. pp. 281-282.

responsibility, usually with higher pay and improved fringe benefits. In other words, promotion is a reward to encourage those employees who make a successful effort to increase their knowledge or skill and who maintain a high level of productivity.

In the Institute, there is a Promotions Committee charged with promotion of intermediate and junior staff. Every February of the year, a call circular is sent to each department to recommend staff for promotion. The exercise normally takes place between the months of April and May and each head of department is called upon to defend his recommendation. The procedure and criteria for promotion are the same in the entire University but the major problem with the Institute's Committee is that for some time past, too much emphasis has been laid on paper qualifications. As of recent, in addition to paper qualifications, seniority and merit are the most important criterion. Table 4 below gives account of staff promotions during the past 3 years:-

Table 4:3

No. of Intermediate and Junior Staff Promoted from 1976-79:

Category of Staff	1976-77		1977-78		1978-79	
	No. of employees promoted	No. of employees awarded extra increment	No. of employees promoted	No. of employees awarded extra increment	No. of employees promoted	No. of employees awarded extra increment
Technical Staff	36	125	68	124	64	95
Administrative Staff and others	29	23	42	33	48	25
Total	65	178	110	157	112	120

By comparison, one would observe that promotions for 1977/78 were improved over that of 1976/77 but in 1978/79, the reverse was the case. The reason for this was that the Workers' Union of the Institute - a branch of the Ahmadu Bello University Workers Union - made it categorically clear to the management that as from October 1978, the Union would not accept conditional promotions. For instance, an employee may be considered for promotions say in April, and he sits for an examination in June the success of which qualifies him for the promotion as at October 1st. In such a case, the employee would be promoted by the Committee subject to passing the examination. In essence the result of such examination may not be known until November, a month after which the promotion should have taken effect but if the employee passes the examination, the promotion would be confirmed. The problem here is that an employee in such category would have his promotion deferred for another year since it is lilely that the Promotion Committee would not have enough business to call for a meeting. Furthermore, the Committee is not bound to backdate such a case if it is considered the following year.

The table overleaf indicates the promotion of intermediate staff promoted to senior positions:

Table 4:4

No. of Intermediate Staff promoted Senior staff from 1976-79

	1976/77	1977/78	1978/79
Technical Staff	17	4	4
Administrative and others	1	1	1
Total:	18	5	5

In respect of 1977/78 and 1978/79 Sessions the figures of technical staff were not comparable to what obtained in 1976/77. What attributed to it is that the Federal Government made a special salary gradings[14] for some categories of technical staff based on qualifications and years of experience. Instead of the normal promotion procedures, most of the staff who were qualified in accordance with the gradings were regraded accordingly. In a case of promotion or regrading of staff to senior position, it is by recommendation from the Institute to the Central Administration.

(g) Medical facilities

In Flippo's contribution to health programme, he states that "The employee's physical condition can be harmed through disease, stress, strain as well as through accidents. It is important for

[14] See Registrar's Circular No. R/CON/79 of 12/8/77.

the firm to be concerned with the general health, both physical and mental of its employees for both economic and humanitarian reasons".[15] In line with this thought, the University provides free medical facilities to all members of staff and their families. As part of employee maintenance, there are at present two medical clinics for the Institute. One is located at Samaru in the centre of Area III quarters of the intermediate and junior staff. It is fairly equipped and headed by a Principal Medical Officer. The second clinic is at the Mokwa Station headed by a staff mid-wife who is supervised by the Principal Medical Officer. Unfortunately, both clinics are not well equipped due to some constraints of funds. Another problem regarding the Clinic is concerned with the recruitment of qualified staff. In most cases, good candidates are not prepared to work at Mokwa because of some social amenities that are not available in the environment. In Kano, there is no clinic and staff have to use the facilities of General hospital which is about 4 miles away from the Station. Similarly Kadawa staff have to go to Tiga a distance of over 15 kilometers. In respect of Bakura, the staff there share the clinic facilities of the Bakura Irrigation School while a general hospital is over 25 kilometers away.

OTHER FACILITIES FOR STAFF

At Samaru, the Institute provides a club house for the workers where they can relax at their leisure hours. Unfortunately, the

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[15] Flippo, E.B. op. cit. pp.534-535.

club has not been properly managed by the staff so, it has not been functioning for some time. A similar club house at Mokwa is being built jointly by the management and the workers. It is hoped that the project would soon be completed.

There are two small libraries, one at Kano and the other at Mokwa; they are being serviced by the Agricultural Library Samaru. The handicap to these Libraries is the inavailability of funds to equip them with adequate textbooks and other publications.

Due to financial constraints imposed by the Federal Government in public spending over the past few years, it has not been possible to provide cafetaria for the Institute workers but in 1977, the management granted permission to petty traders to erect kiosks within the premises of the Institute headquarters and the housing area for the purpose of selling refreshment and food items to staff. This provision has not been adequate due to the fact that the kiosks lack cafeteria facilities. On the other hand the 30 minutes break allowed for lunch is not enough for a worker to go to his residence for his meal and come back to work on time.

The staff at the headquarters enjoy the staff school facilities which are not provided at Kano, Kadawa and Mokwa. At Bakura there is a University staff school at the Irrigation School but unfortunately the Institute staff is yet to benefit from it due to the fact that most of the staff transferred there are not provided with housing, therefore they leave their families at Samaru. Another facility to

the staff at the headquarters is the privilege to attend some of the University's part time courses on the Main Campus which is not applicable to staff in the outstations. By comparison, it is probable that the staff at the headquarters enjoy more privileges and amenities than their contemporaries in the outstations. Nevertheless the employees have not been adequately motivated because the management gives less attention to their morale, loyalty, participation, personal integrity and dependability. It is however assumed that by nature, man is rational-economic, social, self-actualizing and complex in his flexible hierarchical motives and on this assumption, it is a necessity for the management to recognise the role of a worker in order to increase his effectiveness on the job.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

The general observations of this research reveal that in the administration of intermediate and junior staff of the Institute for Agricultural Research, there are personnel problems especially in the areas of recruitment, interview, training, promotion, housing, fringe benefits and the motivation of individual worker.

The following are some recommendations to improve the situation. It is the writer's view that those recommendations if accepted would overcome most of the Institute's problems regarding staffing and how to maintain and retain workers in the Institute:

RECRUITMENT

1. Job Descriptions: The Institute should have standard job descriptions because in an attempt to recruit employees, selection involves assessing an individual's capacity against the requirements of a particular job. Such an assessment would not be easy unless what to be assessed is fully defined.
2. Advertisement: The job advertisements should also be published in the "Daily Times" newspapers and not only in the "New Nigerian" as is the case at present. Advertisements should be given a wider publicity to enable more qualified candidates to apply.

3. Application Form: The job application form should indicate the fact that one of the three referees should be the present employer of the candidate or the Principal of the last school attended if the candidate has not worked before.

The request from a referee to submit written assessment of a candidate is not enough. Such requests should include the following:-

i). when the candidate joined or left the organization or school and the reason for leaving;

ii). his present rank and salary;

iii). his nature of duties; and

iv). an assessment of his personal character and relationship with colleagues.

The Secretary of the Institute should arrange to sort out completed application forms and classify them under (a) the qualified group (b) the reserve group and (c) the reject group. This should be done before passing the forms to the departments. Apart from the fact that the present system is contrary to the existing regulations, delay is bound to arise from the departments and the effect of such delay is the loss of potential candidates to other establishments that are smart in their recruitment campaigns. Since shortage of manpower is a phenomenon in this country, prompt attention should be given to the process of job application so that selection is done very quickly.

Adequate space should be provided to accommodate personnel

section of the Institute in order to facilitate recruitment activities and deal with personnel problems effectively.

4. Appointments Committee: Some members of the Appointments Committee should be trained especially on the techniques of effective interview. More attention is needed when receiving candidates at interviews because the reception and promptness with which the interview commences are all important in creating a good or bad impression. Adequate sitting arrangements should be made for the candidates.

5. Interviews: In respect of vacant positions in the outstations, occasional interviews should be held at such stations when convenient. This arrangement would enable applicants have first hand knowledge of the environment where they will work if a job offer is finally made. In addition, such arrangement would also improve the difficult situation of recruiting staff to outstations.

6. Induction: The need to introduce an induction programme in the Institute is very important. Such programme should include the introduction of new employees to the Institute and his colleagues, explanation of the Institute's policies and practices such as conditions of employment, medical services, grievance procedure, Union membership and other procedures of integrating employees to the work situation.

MOTIVATION

1. Fringe Benefits: The present rate of leave allowance should be increased to a minimum of 4k per km to commensurate with the current transport charges.

   Immediate steps should be taken to revise the night allowance of ₦1.50k per night because of its inadequacy to settle accommodation charges in any hotel in Nigeria. A minimum of ₦5.00 per night is strongly recommended.

2. Housing for Staff: This is an area of major concern to the staff especially the new employees. The shortage of housing causes frustration and frequent labour turnover in the Institute. The management should therefore continue to press the National Science of Technology Development Agency for more capital funds to provide adequate housing facilities for staff. Some of the reasons for rejecting job offers of the Institute are attributed to inavailability of housing.

3. Training of Staff: Some improvement is essential in the staff training programme. The management in collaboration with the Central Administration should contact as much training institutions as possible in order to secure admissions for employees at all levels. In addition, requests should be made to the existing institutions of influence for further increases in the University's quota.

In respect of the red tapism that often occur in sponsoring candidates with late admissions, the Registrar should delegate authority to one of his lieutenants to deal with genuine cases on behalf of the Central Intermediate and Junior Staff Committee. This is necessary if an urgent meeting of the Committee cannot be convened easily. Such arrangement would reduce frustration and the loss of some conscientious employees of the Institute in particular.

The part-time evening programme should be given more recognition because not only would it encourage employees to attend the courses, it will also improve their standard of performance and prepare them for regrading and promotion.

The 5% deduction of an employee's salary as contribution towards sponsorship should be abolished since there is adequate funds already provided for staff training. It would be of interest to note that some State governments pay course allowance to an employee who is undergoing a training course.

4. Staff Promotion: The Promotion Committee of the Institute should be flexible in applying the promotion criteria. Less emphasis should be laid on paper qualification; seniority and merit should be the major yardstick when considering employees for promotion.

The Workers' Union (IAR Branch) should reconsider the rejection of conditional promotions. The unpleasant effect is that it may be harmful to an employee who passes a future

examination but is not promoted until the following year.

5. Other Facilities to be provided: Adequate funds should be provided to equip the existing medical facilities. A medical clinic should be built at Kano and Kadawa respectively. Such facilities will improve efficiency because it will save an employee's time which would otherwise have been wasted in visiting distant hospitals for medical treatment.

The libraries at Kano and Mokwa should be equipped with appropriate textbooks for staff. In addition, similar libraries should be provided for Kadawa and Bakura when funds become available.

Cafeteria is urgently necessary in order to save the extra time being currently wasted when employees go for lunch.

At the outstations, the Institute should provide school bus - similar to what obtains in Zaria - for the purpose of conveying staff children to school. Recreational facilities should also be provided.

Finally, apart from the items listed above, account should be taken of the realities of a complex man in order to reflect the understanding of human behaviour. The management should give some attention to motivation, morale and participation of employees in their work situation. Even with the existing policies regarding motivation at work, such policies need not have the mechanistic implementing regulations which often view a worker as a simple minded Theory X individual.

APPENDIX A

QUESTIONNAIRE

Your Name

Dept/Section

Rank Salary Level

.....

Please see the footnote on the last page before completing this questionnaire

1. What year did you join IAR?.....

2(a) In your application for the employment, you indicated the reason for seeking your present job. If you remember the reason, please restate it here:
.....

.....

(b) Is the reason still the same as of now? Yes/No

3. During the interview,
(a) Did you sit for any test? Yes/No

(b) Was the test related to your present job? Yes/No

(c) Are you of the opinion that there is something wrong in the interview process in IAR? If yes, please give reasons and suggest ways of improvements
.....

(d) How soon did you get your letter of appointment after the interview?

(e) On assuming duties, did you encounter any difficulty? If yes please indicate:
.....

(f) Was there any induction when you assumed duties? Yes/No

4(a) How many times have you been promoted in IAR?

(b) When were you last promoted?

(c) Are you happy about the promotion? If not, what are your reasons?
.....

(d) Do you know the criteria used for promoting I & J Staff Yes/No

(e) Are the criteria satisfactory? If not what are your comments?

.....

5. You would note that few members of staff have resigned their appointments or transferred their services to other establishments. As far as you are concerned, do you think that the reasons for their leaving were due to:-

5(a) low wages or salaries? Yes/No

(b) lack of promotion? Yes/No

(c) lack of interest in the job? Yes/No

(d) lack of vehicle loans? Yes/No

(e) housing problems? Yes/No

(f) lack of training facilities? Yes/No

(g) Please indicate other problems.....

6. Have you ever been sent to any training since you joined IAR? Yes/No

(b) What type of training?

(c) Where is the Institute located?

(d) What was the duration of the course?

(e) Were you regraded/promoted after the course? Yes/No

(f) How would you rate the training programme in terms of its value to you? Please indicate as appropriate:

Poor Fair Average Good Excellent

	Poor	Fair	Average	Good	Excellent
(g) How well was the course organised?					
(h) How well was the materials presented by the Instructors?					
(i) How well did the Instructors keep your interest?					
(j) How well did the Instructors respond to questions?					
(k) How did you feel about the physical facilities e.g. classrooms furnitute etc.					
(l) How would you rate the meals, accommodation, environment etc.					

(m) With your practical experience at the course, would you recommend the course to others without reservation? Yes/No

(n) While on course, were you paid the following allowances

(i) full salary less 5% contribution towards the cost Yes/No

(ii) Books allowance? Yes/No

(iii) Course allowance? Yes/No

(iv) Accommodation & Feeding allowances? Yes/No

(v) Transport allowance? Yes/No

(vi) Basic allowance? Yes/No

(o) Please indicate other allowances (if any).....

.....

(p) Were there other allowances granted to participants from some Organizations which were not paid to you by IAR? If so, please indicate them: .....

(q) Would you support that a staff should serve for a minimum of 2 years before he proceeds on in-service training? If you are in support of a lesser period, kindly give your reasons:

.....

(r) Is the training programme for IAR staff adequate? If not please specify and suggest improvements:

.....

7(a) Do you live in the Univ. quarters? Yes/No

(b) What is the total number of your family living with you?

(c) If you are not occupying the quarters, why do you prefer to live where you are now?

.....

(d) How much rent do you pay per month?

(e) Is the method of allocating quarters adequate? Yes/No

(f) What would you suggest to improve the housing problems for the I & J staff bearing in mind that it is impossible to house all members of staff in a large organisation like IAR?

.....

8(a) Do you own a bicycle, m/cycle or a car?

(b) From what source? Univ. Loan/Personal funds?

(c) Do you enjoy monthly basic allowance? If yes, how much per month?

(d) If you own a transport and basic allowance is not paid, kindly state the reasons for non-payment

.....

(e) Do you think that basic allowance should be automatic? If yes please what are your reasons?

.....

(f) Are you satisfied about the vehicle loan arrangements? If no, what are your comments?

.....

(g) Any further comments on vehicle loan and basic allowances?

.....

9. Do you receive any of the following allowances? If yes, kindly indicate how much is paid per month

(a) Basic allowance	Yes/No	₦
(b) Leave Grant	Yes/No	₦
(c) Night Allowance	Yes/No	₦

9(d) Disturbance Allowance Yes/No ₦

(e) Non-Accident Bonus Yes/No ₦

(f) Bush Allowance Yes/No ₦

(g) Shifting Allowance Yes/No ₦

(h) Overtime Allowance Yes/No ₦

(i) Acting Allowance Yes/No ₦

(j) Housing Allowance Yes/No ₦

(k) Please indicate any other allownace if different from above

.....

10. Are you happy about your present job? Yes/No

Please state briefly if you have problems .....

.....

.....

In giving answers to this questionnaire, you would observe that in most cases, you only need to delete as appropriate. Where comments or suggestions are to be given, please be as brief as possible.

Should there be any difficulty in completing this document, grateful get in touch with me through:

Mr. A. D. A. Sekpe,
Establishment Officer, IAR
Phone Zaria 2571-4, Ext. 234.

QUESTIONNAIRE

Name:

Dept/Section

Rank

Year of joining IAR .....

.....

QUESTIONNAIRE

1. a). Who is responsible for advertising and recruiting I & J Staff for your Dept/Section? .....

b). Is the method of advertising vacant positions satisfactory? .....

c). How many times in your opinion, do you think such advert should appear in the newspapers?.....

d). Which newspapers would you suggest? .....

e). Would you prefer written applications from the applicants or the use of prescribed application forms? .....

f). How soon would you want candidates interviewed after screening their applications? .....

2. a). Have you attended a recruitment interview in IAR?

b). How would you rank the performance of the Appointments Committee IAR

Poor Fair Average Good Excellent

c). Do you think that the Appointments Committee IAR is quite articulated in terms of

i). ability to interview effectively? .....

ii). adequate experience and techniques .....

iii). determining relevant qualifications for the I & J Staff jobs in IAR? .....

iv). adequate knowledge of job descriptions?.....

d) Is it necessary to write an examination or do a practical test in an attempt to recruit suitable candidates? If so please give your reasons. .....

.....

e). As far as you are concerned, what is responsible for the difficulties in recruiting qualified candidates nowadays? .....

f). If you think that some improvements are needed in the interview process, kindly give your suggestions.

.....

g). Please indicate any problem facing a new recruit on assuming duties in your Dept/Section .....

.....

h). Do you consider induction of new recruits a necessity?

3. To the best of your knowledge, would you think that the frequent labour turnover of I & J Staff in IAR is due to:

a). poor salary? .....

b). lack of promotions? .....

c). housing problems? .....

d). inadequate training programmes? .....

e). conflict between the workers and their supervisors? .....

f). Please indicate any other reasons .....

4. From your past experience, how would you rate the performance of your staff who already completed some training programmes from the following institutions:

	Poor	Fair	Average	Good	Excellent
a). DAC					
b). Kaduna Politechnics					
c). Soil Survey School, Jos					
d). Agric. College, Umudike					
e). ABU Part Time Courses					
f). Overseas courses					
g). Other courses may be indicated and rated					

h). Are your staff promoted/regraded on successful completion of such training? If not, how are they compensated?

.....

i). Would you support the idea of sponsoring a staff for further training before his confirmation of appointment?

.....

j). Please suggest any improvement in the training programmes of IAR .....

5. Are you a member of the IAR Promotions Committee?.....

a). Do you think the composition of the Committee is adequately represented? .....

b). How would you rate the performance of the Committee?

Poor Fair Average Good Excellent

c). How would you rate the criteria used in promoting I. & J. Staff? Poor Fair Average Good Excellent

d) Have you any comments on the general promotions of I. & J. Staff? .....

6. a). Is there any difficulty in securing a vehicle loan for staff? .....

b). Would you suggest that basic allowance should be automatic? ..... If so, what are your reasons? .....

c). Of all the allowances paid to I. & J. staff, which do you think are inadequate and how much would you suggest if you are in a position to advise the Management? .....

7. The reasons why workers behave the way they do is of fundamental importance in any organization. Kindly make some comments on what actually motivate your I. & J. staff.....

.....

APPENDIX B

REVISED SALARY SCALES

GRADE LEVEL	Step 1	2	3	4	5	6	7	Incremental Rates	
	₦	₦	₦	₦	₦	₦	₦		₦
01...	768	792	816	840	864	888	918	+	24/30
02...	852	882	912	942	972	1002	1032	+	30
03...	948	984	1020	1062	1104	1146	1188	+	36/42
04...	1200	1242	1284	1326	1368	1410	1452	+	42
05...	1476	1548	1620	1692	1764	1836	1908	+	72
06...	1944	2040	2136	2232	2328	2424	2520	+	96
07...	2532	2652	2772	2892	3012	3132	3252	+	120
08...	3264	3414	3564	3714	3864	4014	4164	+	150
09...	4368	4530	4692	4854	5016	5178	5340	+	162
10...	5460	5622	5784	5946	6108	6270	6432	+	162
11...	6444	6624	6804	6984	-	-	-	+	180
12...	7104	7320	7536	7752	-	-	-	+	216
13...	7764	8084	8404	8724	-	-	-	+	320
14...	8868	9188	9508	9828	-	-	-	+	320
15...	9996	10512	11028	-	-	-	-	+	516
16...	11268	11844	12420	-	-	-	-	+	576
17...	12696	13332	13968	-	-	-	-	+	636

APPENDIX C

INSTITUTE FOR AGRICULTURAL RESEARCH
Amadu Bello University
P.M.B. 1044, Zaria
(Office of the Secretary)

To be completed in DUPLICATE in the applicant's own handwriting. Originals of certificates should NOT be forwarded with these forms which when completed should be returned to the Secretary, Institute for Agricultural Research, P.M.B. 1044, Zaria. Photostat copies of certificates should be attached to this application. ONLY THE APPLICATIONS OF CANDIDATES WHO MAY BE INVITED FOR INTERVIEW WILL BE ACKNOWLEDGED.

1. (a) Post applied for.....
   (b) Department .....

2. PERSONAL DETAILS
   (a) Full Name (underline surname) .....
   (b) Date of Birth .....
   (c) Place of Birth.....State of Origin.....
   (d) Normal Place of Domicile .....
   (e) Marital Status .....
   (f) Languages Spoken .....
   (g) Nationality (if non Nigerian) .....
   (h) Correspondence address .....
   .....

3. FAMILY DETAILS
   Next of kin (other than wife or husband)
   (a) Name .....
   (b) Relationship .....
   (c) Address.....

4. EDUCATION
   Schools attended (with dates) including profesional training schools:-

School	Dates		Qualifications obtained stating grades
	From	To	

5. WORKING EXPERIENCE

(a) Previous employment

Employer	Post held	From	To	Last Salary

(b) Present employer .....

(c) Nature of employment .....

(d) Duties and responsibility .....

(e) Present salary ₦ .....

6. SUMMARY

Give below a brief summary of your reason(s) for seeking employment with the Institute.

.....

7. Any objection for contacting your employer?

8. Have you ever been convicted by a court of law?

9. REFERENCES (3)

Name.....Address.....

Name.....Address.....

Name.....Address.....

10. CERTIFICATE

I certify that the information given in this application is true.

Signature of Applicant.

Date.....

---

11. CONFIDENTIAL REPORT

To be completed by the Head of Department (where applicable) as to the candidate's suitability, release etc, and forwarded direct to the Secretary, Institute for Agricultural Research, Ahmadu Bello University, Zaria.

.....

.....

Name.....Department.....

Rank.....Signature.....

APPENDIX D

INSTITUTE FOR AGRICULTURAL RESEARCH
Ahmadu Bello University
Zaria
(Office of the Secretary)

Ref: ..... Date _____

Dear

I write on behalf of the Council of Ahmadu Bello University to offer you appointment as _____ in the Institute for Agricultural Research, Zaria.

You will be on probation for _____ years at a commencing salary of ₦_____ per annum, on the Grade level _____ i.e. _____ with effect from

2. Your incremental date will be 1st October, the first being 1st October, _____, provided you have served for at least six months by that date.

3. The appointment is subject to your being certified medically fit for employment and to the general conditions of service applicable to your grade and to the following further conditions:

(a) That unless you are dismissed, the University may at any time for good cause terminate your engagement by one/two months notice in writing or by the payment of one/two months salary in lieu of notice; and you in turn may terminate your appointment with the University by one/two months notice or by paying one/two months salary in lieu of notice.

(b) That as long as you remain in the Service of the University you may be liable to be employed in any Department where your qualification and experience can be used and you will be subject to the University Rules and Regulations as may be in force from time to time.

4. Please inform me in writing if you wish to accept this offer on the terms stated above; and if so:

(a) return the attached Form in duplicate, with the Medical Certificate duly completed by the University or Government Medical Officer and with the acceptance and agreement thereon, each duly completed with your own signature over a fifteen kobo stamp; and

(b) forward to me a photostat copy of your birth certificate or a statutory declaration of age.

5. On the day of assumption of duty, you should report with this letter of offer of appointment to the Secretary and to the Finance Officer for documentation. Please note that if I do not hear from you within 6 weeks from the date of this letter, I will assume that you have declined the offer.

Yours faithfully,

Secretary.

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