EMPLOYEE JOB DISSATISFACTION AND ITS IMPACT ON PERFORMANCE

(A CASE STUDY OF KADUNA CONVICT PRISON)

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MBA/ADMIN/8983/92 - 93

BEING A THESIS SUBMITTED TO THE POSTGRADUATE SCHOOL, AHMADU BELLO UNIVERSITY ZARIA IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)

DEPARTMENT OF BUSINESS ADMINISTRATION
FACULTY OF ADMINISTRATION
AHMADU BELLO UNIVERSITY
ZARIA - NIGERIA

DECEMBER 1998

DECLARATION

I hereby declare that this thesis was written by me and that it is a record of my own research work. To the best of my knowledge, this thesis has not been presented to any postgraduate school, for the award of a higher degree. The various sources of information original to the study have been acknowledged in the references and bibliography.

Finally, any errors in the work are entirely my responsibility.

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CERTIFICATION

This Thesis entitled "EMPLOYEE JOB DISSATISFACTION AND ITS IMPACT ON PERFORMANCE (A CASE STUDY OF KADUNA CONVICT PRISON)", submitted by MAGAJI AHMAD meets the requirement governing the award of degree of Masters in Business Administration of Ahmadu Bello University, Zaria. Its contribution to knowledge and literary presentation is approved.

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DEDICATION

To my Beloved Mum, Hajiya Safiya and my daughter Safiya (JNR).

ACKNOWLEDGEMENT

Many individuals have given generously of their time and efforts to help me to clarify my thoughts, corrects my errors, and enlarge my horizons. It is in appreciation of such assistance, that I wish to express my sincere gratitude to all who contributed in one way or the other to the completion of this study. While not all can be included by name, the following deserve special mention.

First of all, thanks and praises be to Almighty Allah for His Guidance for the successful completion of this research.

My sincere gratitude also goes to my supervisor Mallam D.B. Imam, for his invaluable and insightful suggestions and encouraging comments which continuously sustained my enthusiasm and energized me through to the end. I very much appreciate his very useful criticisms and suggestions. Similarly, I would like to extend my appreciation to my parents Alhaji Magaji and Hajiya Safiya for their love, care and concern for me.

I will also like to acknowledge my indebtedness to Alhaji Ibrahim Mohammed Jarma, Controller General of Nigerian Prisons and Alhaji Bashir Yahaya, Controller of Prison Kaduna State Command, for granting me in service to undertake the programme. I thank them too for their moral support and encouragements.

I also like to thank Professor Shehu Usman Abdullahi, Academic Provost (NDA) Kaduna and Abbas Yusuf Daboh Deputy Manager, Afribank Nigeria PLC Zaria Branch for their moral and financial support in undertaking the programme.

Worth mentioning also, are my friends, Sani Sambo, of the Department of Education A.B.U. Zaria and Isa Ardo Adamu of the Department of Business Administration Kaduna

Polytechnic, Kaduna for the interaction we share together in the course or undertaking the programme.

I really enjoyed their company in sharing our different ideas, opinions etc our interactions really enriched the entire work.

I am also particularly grateful to all my numerous informants - the Kaduna Convict Prisons Staff and the prison inmates whose names I cannot mention individually, for their cooperation in filling my questionnaires. I thank all others who were sources of support and inspiration during my studies and in the course of writing this thesis. Worth mentioning are my beloved wife Salamatu and my children: Farida, Ummi and Fatima. Needless to say, I alone am responsible for the interpretation presented herein.

ABSTRACT

Dissatisfaction is a psychological state of unpleasant situation, a state of uneasiness and unfavorable condition. A state of dissatisfaction entails various factors that generally retard performances. The individual becomes psychological alienated and depressed and in the long run low performance. Dissatisfaction concepts like stress, Anxiety, frustration, industrial conflicts, psychological and physical withdrawal were widely examined in the literature.

The research work equally examines various motivation theories like that of Abraham Maslow, Fredrick Herzberg, McClelland, Adelfer, Blake and Mouton, Leon Festinger, Douglas McGregor etc. Furthermore, advocates of performance and performance Appraisal theories like Schermerharn 1986, Cummings and Schwab 1973 and Parter and Lawler 1968 were also reviewed.

Prisons custodian, reformative and rehabilitative programmes like security, vocational, recreational, educative, guidance and counselling/the roles of philanthropist, religious bodies, voluntary organization and the government in achieving the noble objectives of imprisonment were not left out.

Major problems identified in this research work includes lack of sufficient working facilities for the reformers, dilapidated working environment, lack of incentives and poor working conditions.

In minimizing the above problems, the study recommends the following solutions like provision of adequate and befitting infra-structural and working facilities. Provision of enough fringe benefits in form of allowances like that of hazard, medical, life insurance scheme, vehicle and furniture allowances and better pay. The prison official training should also be enhanced

for better performances.

The researcher uses questionnaires and interview methods to collect the relevant data cutting across all cadres of the staff of Kaduna convict prison. Secondary data were used to buttress the primary source of data. Percentages were used to analyses the questionnaires.

Lastly, the researcher was able to recommend solutions to the findings discovered during the course of the research. The recommendations if properly implemented, will in totality minimize employee job dissatisfaction in the Nigeria prison service.

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CHAPTER ONE

1.1 INTRODUCTION

Central to the existence and survival of any organization is people working in various dimensions towards the attainment of certain objectives. Employees constitute the "Living System" that make up an organization. The success or failure of any establishment is largely dependent on the quality of manpower in existence, their level of motivations and the extent to which organizational objectives are attainable. Thus, the history of the study of organization is the study of dynamics of human resources or human behaviour in organizations.

Human behaviour in organisations are usually responses to certain stimulus which may be internal or external, or both. The internal stimulus consists of both the inherent characteristics of the jobs themselves, the organization's policies and group dynamics in the organization. The external stimulus is essentially what Hersberg refers to as Hygiene factors. It should be noted that both the internal and external factors influence workers behaviour in organisations, private or public. Every worker's behaviour must be seen as a struggle to meet certain needs or objectives in order to overcome certain unpleasant situations (satisfactions) and give room for more pleasant situations while at the same time get attracted or motivated towards pleasant ones. This implies that certain motivating factors are negative while others are positive and thereby leading to negative or positive responses respectively.

This study therefore will attempt to critically examine the consideration that should be given to the dissatisfied employee by way of motivation, as they serve as the central force in moving an organization forward. If reformation is to be maximally achieve, it is important to understand the needs, urges, drives, impulses and aspirations that will energies or activates the

prison officials towards satisfaction which will result to enhancing their performances as reformers. Employees would want a better pay, promotion and other fringe benefits to improve their standard of living. The level to which job is enriched by incentives largely determines employee utmost happiness and performance on the job. Employee access to good accommodation, medical facilities, transportation and other favorable incentives brings him satisfaction and contentment which will result to better performance. The ability of the Managers and the Chief Executive of the Prison Department to decide well in this direction would have a better chance of moving along with its work force towards reforming and rehabilitating the prison inmates.

Similar to this, is the need for the department to develop more desire for goals and to improve paths for their attainment. Employee would be interested in seeing management create new posts in the organization and also provide opportunity for training for such posts either within or outside the organization. With this methodology, employee actions would be tied to the overall objective of the organization - custodianship, reformation and rehabilitation of the Nigerian Prison inmates towards a better society. It should therefore be noted that, it is only when an employee realizes that his personal goals are easily achievable in an organization, then and only can he better be moved toward the overall corporate objectives.

Leadership and human relations toward attaining organizational objectives is another area that need to be enhanced in the Nigerian Prison Services with a view to motivating its employee performance. One of such means of moving along with the work force is to allow them to participate in decision making. Such participation requires provision for systematic consultation in matters directly related to their tasks, suggestions recommendations and advice. These are

powerful simulators which provide motivational impact in any organization that has the courage to allow them. Assuming your subordinates are reasonably competent, the leader should relax his vigil and allow them to do things their way occasionally. This makes assignments much more interesting and challenging to subordinates. Employee could equally be moved by their leader when he is able to take responsibilities for his employees. A part of caring is the willingness to assume some responsibility for what happens to his employee within or outside the work environment. Leaders must therefore encourage ingenuity and avoid playing favouritism and nepotism because it destroys the morale of the work force and the work place. What may seem insignificant to you may be extremely important from the employee perspective and the work place.

1.2 AIMS AND OBJECTIVES

The primary aim of the study was to find out how proper reformation and rehabilitation of the Nigerian Prison inmates could be achieved by enhancing the general welfare and working conditions of the prison officials through motivative factors by their Chief Executives and the government at large.

The study was prompted by my observations that prison officials were performing below expectation in terms of reforming and rehabilitating the prisoners. This could be attributed to their level of job dissatisfactions like poor conditions of service, deplorable working environment, poor renumeration and none existence of operational facilities to influence their performance.

Previous studies showed that employee satisfaction enhances performance, productivity

and general attainment of organizational objectives. While employee dissatisfaction retard performance and productivity in an organization.

1.3 STATEMENT OF THE PROBLEM

Ideally the objectives of imprisonment is that of custodianship, reformation and rehabilitation of the Nigerian Prison inmates. But it has been closely observed that Nigerian Prisoners are minimally reformed upon discharged from our prisons. This could be because the needs and aspirations of the prison officials are not catered for or met. Their condition of service and working environment could be deplorable, their pay package could be poor and not paid as at when due, their could be the none existence of allowances and other fringe benefits, there could possibly be little or nor room for further training and development of staff, there could almost be the total absence of operational facilities coupled with non-challant attitude of the government toward the department and its officials. All these could be reasons to buttress the level of dissatisfaction among the prison officials which will invariably affects their performance in reforming and rehabilitating the prisoners.

One therefore tend to wonder who are responsible for these anomalies? (1) Could the problems be attributed to government for not providing the required operational facilities to the reformers? (2) or could it be because of the poor compensation and development policies for the prison officials, which invariably affects their performances? (3) or could it be because of the societal negative attitude towards the prison and its inmate (stigmatization)? (4) or could it be the leadership in the Department (management quality)? One unfortunate Development in our society is that much attention is not given to the reformers (i.e. conditions that would affect their performance are usually given less attention) but surprisingly the people and the

government are deeply interested in their result (custodianship, reformation and rehabilitation).

It is quite obvious that no organization can attain its organization goals and objective if the needs and aspirations of its work force are not timely, adequately and judiciously met. Therefore, employee job dissatisfaction in the prison services becomes our major focus in this research work.

1.4 PURPOSE OF STUDY

This research is intended to:

(i) Assess if adequate fund and operational facilities are provided by the government with a view to maintaining both the prison officials and the inmates.

(ii) Assess if the prison officials are discharging their primary duties efficiently and effectively.

(iii) Assess if the prison official's renumeration can adequately take care for their needs.

(iv) Assess the motivational incentives available towards enhancing the prison officials performance.

(v) Assess the provision for further training and development of the staff.

(vi) Assess if proper and competent leadership exist among the Chief executives of the prison department (management quality).

(vii) Make recommendations on the basis of the findings toward enhancing and improving the employee's job performance vis-a-vis prison inmates condition

1.5 THE SIGNIFICANCE OF THE STUDY

The significance of the study can not be over emphasised, thus:

(1) It is hope that the findings of the study will assist the chief executive of the prison department and the government to see the urgent need for providing sufficient operational facilities as well as to enhance the general welfare of the prison officials towards better performance and attainment of organization objectives.

(2) It is equally hoped that if prison officials are adequately motivated and compensated, the desired meaningful custodianship, reformation and rehabilitation of inmates would be achieved.

(3) There will exist a crime-free society.

(4) There will be specialization and professionalism in the department.

(5) The prison service will equally contribute to the president Abacha's Economic Development of vision 2010 by assuring to provide food and clothing for all by the year 2010.

1.5 SCOPE AND LIMITATION

This study is concerned basically with the ways of motivating prison officials towards enhancing their performance in achieving the desired reformation and rehabilitation of prisoners within Kaduna convict prison. The study will therefore dwell only on concepts of dissatisfaction/its impact on employee performance, theories of motivation, performance appraisal, custodianship, reformation and rehabilitation of prisoners. This study will also be a fair representation of most prison in the country because of the size, range and nature of inmates which the prison in Kaduna harbours.

CHAPTER TWO

LITERATURE REVIEW

2.1 EVOLUTION OF THE NIGERIAN PRISON SERVICE

Going through history, the idea of imprisonment as a means of punishing offenders was not foreign to many pre-literate communities. Different communities world over has their own ways or method of dealing with the deviant members of their societies. Amankwah E.H. (1959) stated that "In ancient Greek and Roman world, outlawry and banishment was in more frequent use than any other punishment. In Athens and other Greek city-states, the individual was usually sentenced to a term of years in exile for his wrong doings. He however did not lose his citizenship or property as was the case in the Roman Empire." The Frankish empire which replaced the Roman one retained banishment as a criminal sanction. England and most European nations retained the practice. It will be recalled that many of the early settlers in America, especially in Georgia and Australia were convicted prisoners who were sent into exile. France also exiled her convicts to Madagascar, France, Guinea, the devil Island and new Caledonia.

In Nigeria, the Ogboni House among the Yorubas, the Ewedos among the Edos or Binis served as prisons. The Hausa Fulani's had similar institution called "Gida Yari" while Tapan among the Tivs. Among the Igbos, there were indications of functional equivalents of prisons. The Lagos Blue Book show the existence of a place of confinement at Faji where culprits were imprisoned and employed in street clearing. Between 1873 and 1900 this place of confinement was referred to as goal (Jail) and its staff called "Gang Drivers'. Punishment during this period ranged from ostracism or banishment, branding, burning, mutilating, beheading,

disembowelling, crushing and mass extermination. In essence imprisonment was more of punitive measures to deter prospective offenders.

Quoting from Rothman, (1971), Alewaka O.A.(1987) observed that the prison began not as ultimate institution for punishment and correction but designed for custody of persons caught up in the criminal justice system and were treated as awaiting trials for execution of their punishment.

During the colonial period, when the British government assumed the responsibility for the administration of Lagos in 1851, the evolution of an organised prisons system began. By 1872, Broad street prison had been opened to accommodate 300 prisoners but it was not until 1876 that the prison ordinance came into force. By 1901, prison had been established in old Calabar, Asaba, Benin city, Sapele and Degeme, where they were run by the police department. Following the amalgamation of Northern and Southern Nigeria by Lord Lugard in 1914, Prison Ordinance of 1916 and Prison regulation of 1917 empowered the Governor to declare any building in any province a prison and to make regulations for prison administration. He could appoint the Director of Prisons and other officials who were to be responsible for general management and superintendence of the prison system. The Director of prisons was in turn empowered to make standing orders for organization, discipline and clothing of the prisoners and its staff. In the south where prisons were modelled along British standards, these categories of prisons were establishment as Federal prisons. The pattern in the north was entirely different. Native authorities operated prisons in local levels usually under day to day supervision of the Chief warder then referred to "Yari" in Hausa. The prisons were under the direction of the northern Inspector General of Police who was ex-official Director of Northern Prisons.

The deplorable condition of the prisons coupled with high death rate in most of them necessitated the then Director of Prisons, Mr. V.C. Mabb to set up a commission in 1923 to look into the conditions of the prisons. The report of the Commission had some far reaching consequences for further development in prison administration. Many prison administrators were ex-service men with no previous experience in the prison service. Elias, T.O.(1954) observed that it was Director V.C. Mabb in 1934 who first thought of the idea of reformation programme through training in the Nigerian prisons, but nothing concrete was done before he left.

In 1946, Mr. Dolan became the Director of prison. He empahasised the philosophy of reformation and rehabilitation and set up operational guidelines on how they could be achieve. He also initiated prisons classification and educated the staff, partly by training those available for better productivity. He encouraged visits to prisoners by their relations. He outlined educational and vocational programmes and he also appointed Moslem preachers and Christian chaplains to minister for the moral and spiritual needs of the inmates.

Mr. Dolan retired in 1954 and was succeeded by Mr. Carew. Before his retirement, Dolan had set pattern for reformation and rehabilitation but they were not vigorously pursued due to lack of trained personnel and poor physical operational facilities. Dolan's retirement make the end of the olden age of prison administration in Nigeria. Carews era was pre-occupied with arrangement towards self-rule (nationalism) and characterized by major political changes in which the development of the prison service was not considered a priority.

Another development was that under the 1959 Federal structure, the Federal prisons came under the Federal Ministry of Internal Affairs, Carew retired in 1961 and Mr. Francis acted for

the Director of Prisons for a period of six months before he handed over to the first indigenous Director of Prisons, Chief Giwa Osagie. This ushered in a rapid process of Nigerianization of the key positions in the service.

Giwa Osagie noticed that increase in the prison population posed a lot of problems. The Native Authority prisons in particular were filthy, overcrowded and under staffed. Besides some of them were used as instruments for the victimization of political opponents. This prompted him in 1968 (Giwa Osagie) to unify the Federal Government Prisons and the Native Authority prisons to become the Nigerian Prison Service (NPS) with the following primary objectives:

i) Keep safe custody of prisoners.

ii) Identify the causes of their anti-social behaviour, treat and reform them (reformation) to become discipline and law abiding citizens of a free society.

iii) Train them towards eventual rehabilitation upon discharge.

iv) To generate funds for government through prisons farms and industry.

Prison Decree No. 9 of 1972. This development marked the beginning of modern imprisonment in Nigeria. To crown it all, a one time Commissioner Alexander Paterson said "If the prison administration is designed to protect society against its dangerous and mischievous elements, its first duty after securing the safe custody of the offenders, is to ensure that a man emerging from prison is no more depraved that when he entered it". (Paterson's Report-Crime and its treatment in Nigerian published in the general orders of 1943) Peterson (1943).

2.2 KADUNA CONVICT PRISON

Kaduna prison is one of the oldest and biggest prison in Nigeria. Built in the year 1915 and was meant to accommodate or lock a total capacity of only 547 inmates, but presently, it

locks a total of 1200. This is a great increase without any expansion of the physical facilities not any innovation.

It is referred to as convict prison because it harbours all categories of prisoners ranging from condemned prisoners, political prisoners, lifers, Arm Robbers, mentally retarded, female inmates, Detainee and all other categories of those awaiting trials.

The prison has the following facilities:

a) Six workshops viz: Electrical, carpentry, Weaving, mason, Tinkers and shoe making for learning trades and vocations.

b) A mosque and a chapel for moral and spiritual worship.

c) An administrative block for the general administration and management of the yard by the prison officials.

d) An ultra modern clinic and laboratory for the medical treatment of the prisoners/staff.

e) A kitchen for preparing and serving the inmates with food.

f) A store for storing items.

g) A gallows for the execution of condemned prisoners.

h) A great number of cells for housing all the categories of inmates.

i) An adult education classes for teaching and training the inmates.

The staff strength taking care of the prisoners presently is 286 personnel.

2.3 CUSTODIANSHIP

Custodianship can be seen from the literal definition of the word prison, meaning a place or building delineated and declare as such by the law of the state to ensure restraint and custody

of individuals or deviants accused or convicted of violating the criminal law of the state. Custodianship could also be referred to as the safety of inmates while in the prison at all times. Their lives and health condition must be protected and they should not be physically or mentally affected by all means. Custodianship therefore borders primarily on security.

The aspect of security in prison is to keep safe custody of persons who are legally interned, and to identify the causes of their anti-social behaviour, treat and reform them to become disciplined and law abiding citizen of a free society. It is also aimed at training the prisoners toward total rehabilitation upon discharge. Operational facilities that assisted in achieving this noble objectives of imprisonment includes the guard duties (staff), perimeter walls, the prisoners cells, padlocks, watch towers, lightening, handcuffs, leg irons, arms and ammunition, communication gadgets and all other restraints.

2.4 REFORMATION

Reformation literally is something in the mood of character shaping. It is the changing of an individual behaviour from bad to good, to resocialized deviance. Reformation could also be defined as any programme or activity geared towards improving or changing a person's character, so that he is less likely to offend, Ahire T.O. 1989.

Article 59 of the United Nations Minimum Standard Rule for the treatment of offenders states that "To this end (reformation), the institution should seek to utilize all the remedial educational, moral, spiritual, vocational, recreational and other forces and forms of assistance which are appropriate and available, and should seek to apply them according to the individual treatment needs to the prisons."

It should however be noted that the punitive aspect of imprisonment received little or no attention nowadays and indeed criminologists are of the opinion that deprivation of liberty and the attendant restrictions imposed on a prisoner constitute enough punishment. Emphasis is therefore on ways and means of transforming the prisoners into a good and law abiding citizens. Also the Nigerian Prison Service Memorandum submitted to the Committee set to review police and prisons states that "The present day prison administration requires that prison must be run in a progressive spirit with a view towards not only prisoners custody but also their ultimate reformation and social rehabilitation.

Progressive programmes geared towards reforming the Nigerian prison inmates includes the following:

2.4.1 VOCATIONAL TRAINING: Prisoners must be taught to love, value labour and acquire skills while in the prisons so that they could practice it upon discharge in a wider society. The aim of vocational training is to develop in a prisoner the habit of hardwork and to equip him with a trade for his rehabilitation on discharge. Vocational trades like tailoring, carpentry, bricklaying, mason work, weaving, poultry, black-smiting, animal husbandry and farming are taught to prisoners by prison technical and trade instructors with a view to changing the behaviour of prisoners from bad to good (reformation). An approved test is being conducted by the Government Trade Testing Officers. Certificates are issued to successful prisoners without indicating that they are obtained in prison. This is because prisoners are expected to resort to the trades they learnt in the prison on discharge to maintain or increase their ability to earn an honest life after release.

2.4.2 EDUCATION: An educational programme in form of literacy classes are organised for prisoners, they are groomed, mind are broadened to know what is good and bad and lastly presented for external examinations. Education also has moral content and takes the individual to have respect for life, property, view of others, respect for this nation and so on. So education here is more than teaching him to be literate but also to develop a prisoner's personality to respect others and expect respect i.e behaviours that will make him useful to himself and the nation. In Nigeria, prisons education classes are run for selected adult prisoners and attendance to education classes is compulsory for young prisoners. Prison teacher run the classes. It is a leisure to note that many prisoners have passed recognized examinations as G.C.E. "O and A" levels in the prison. Prisons standing Order 369.

2.4.3 RELIGION: Religious programmes are organised in the prisons in order to imbibe spiritual and moral values into the prisoners' minds to make them come closer to God and desist from committing crime. Religion has pacifying effect in the prisoners' behavious. The law of Nigerian provides for the services of a chaplain of each denomination for prisoners. Services for various denominations are conducted on Sunday for Christians and Fridays for Moslems to cater for their spiritual and moral well being. Pastoral work is very important in the reformation of prisoners.

2.4.4 GUIDANCE AND COUNSELLING: This is a planned use of positive inter-personal relationship through which verbal techniques are applied to promote adjustment in individuals. A good counselling programme offers a variety of opportunities for offender to ventilate

troublesome feelings and to develop feeling of self esteem, as they are respected. It is the duty of counsellor to psychologically try to find out the reasons why anti-social behaviours (crime) are committed by prisoners, then you can point out solutions to such problems with a view to changing their behaviour for good (reformation).

2.4.5 RECREATIONAL ACTIVITIES: Both in-door and out-door games and physical exercises are encouraged in the prisons with a view to keeping the prisoners busy and healthy at all times. Physical training reduces tension and it is a great character builder as it is said that an idle mind is devil workshop. Games like Football, volley ball, Table tennis, playing cards, Lido, draft and chess are allowed in the prisons. In fact competition with the outside teams are organised occasionally.

2.5 REHABILITATION

Rehabilitations are attempts or efforts made to help individuals who were displaced or handicapped to be adequately prepared to be re-observed into the society and function as useful and productive member of the society. It therefore pertains to reintegration and resettlement of prisoners on discharge from the prison. Rehabilitation could also be seen as efforts to make it easier for offenders not re-offend, Ahire T.O.(1989).

Section 65 of the United Nation Minimum Standard Rule for the treatment of offenders states that "The treatment of persons sentence to imprisonment shall have as its purposes so far the length of the sentence to establish in them the will to lead law abiding and self supporting life after their discharge and to fit them to do so; the treatment shall be such as to encourage

their self respect and develop their sense of responsibility through vocational, educational counselling and recreational activities".

It has been said that a prisoner real punishment begins when he is discharged, and again, that the true test of prison system is what happens to a man when he comes out. The modern prison system after ensuring the training of the prisoner, does by effective after-care endeavor to lessen the pains of transition of a prisoner from prison to the community. A job is to be found for the prisoner and assistance by finance and equipment has to be provided for the initial take off of the discharge. This can only succeed when this humanitarian work is done in partnership with outside agencies like the Government, voluntary organisations, religious bodies, humanitarian and philanthropist. All these bodies have great part to play in the social rehabilitation of prisoners in this country, Law of Nigeria Cap 32.

From the foregoing therefore, it could be seen that the primary objectives of imprisonment is that of custodianship, reformation and rehabilitation of the Nigerian prisons inmates. And that treatment of offenders is no longer punitive but progressive in form of training for reformation and rehabilitation.

2.6 THE CONCEPT OF DISSATISFACTION (DEMOTIVATION)

Literally dissatisfaction is a psychological state of unpleasant situation, a state of uneasiness and unfavorable conditions. Employee dissatisfaction leads to a number of undesirable behaviour like frustration, anxiety, stress, withdrawal, low morale, employee turnover, indiscipline, non-challant attitude to work, industrial conflict and disaffection, poor output and none productivity. Dissatisfaction among employees generally retard performance and hence failure in attaining organizational objectives.

For instance, if employee existence needs are not satisfied, the result is obvious; his physical health deteriorates. If relatedness needs are not satisfied, an individual becomes psychologically alienated and depressed and if growth needs are not satisfied, one feels stagnated and become apathetic to his performance - low performance. The foregoing are some of the impacts of employee dissatisfaction and what it causes in details, Terry Ryan (1974).

2.6.1 STRESS AND ANXIETY

Stress is the mental and physical strain that people feel when they pursue a need satisfaction. It is normal in the sense that it is associated with goal directed behaviour.

It prepares our mind and body to pursue activities leading to need satisfaction. Anxiety is an emotional response to stress; it show how we handle stress. And it is more personal to an individual than stress.

2.6.1 FRUSTRATION

Stress and anxiety will be reduced if our needs are consummated. If these needs are not satisfied for an extended period of time, we experience frustration. It therefore refers to the mental state of disappointment. When we are frustrated our behaviour undergoes some changes. Healthy and rational individuals often behave irrationally, and their behaviour becomes less predictable, since their behaviour does not produce positive result they try other behaviour as a way of coping with frustration, such behaviour includes invigoration and aggression in form of strikes, fight, accusations and sabotage - it therefore retards performance, J.J. Lynch. The Broken Heart: The medical consequences of Loneliness (New York: Basic Books, 1977).

2.6.3 PSYCHOLOGICAL AND PHYSICAL WITHDRAWAL

If invigoration and aggression do not produce long-term positive results, people may psychologically or physically withdraw themselves from performing problem-solving behaviours. In organizational settings, psychological withdrawal takes the form of apathy, indifference, carelessness, low morale and alienation. People who withdraw psychologically perform their jobs with a minimum level of interest or effort; they are physically present, but mentally absent. Dissatisfaction may also lead to physical withdrawal by removing oneself from the frustration situation. It takes the form of tiredness, absenteeism or turn over. When the problem of withdrawal persists, it can be called depression.

2.6.4 PSYCHOLOGICAL DEFENCE MECHANISM

Most people have a natural capacity to recover from frustration. A number of coping behaviours are employed in the recovery process. Some coping behaviours are constructive, while others are destructive. For example, invigoration is constructive behaviour, but aggression and withdrawal are not. Most people use constructive coping behaviour to deal with painful problems in their lives, and that nobody is totally exempted from such problems. The following are several constructive and less harmful psychological defence mechanism:

2.6.5 SUBLIMATION

This refers to the process of discharging an unfulfilled desire or need. This desire may be socially unacceptable or simply blocked by external constraints. Under such circumstances, we need to direct our energy into a socially more acceptable behaviour or find a substitute desire

to gratify. Vigorous physical activities can be a substitute for interpersonal aggression. Athletics sublimate their aggressive impulse in contact sports such as boxing and football, while viewers discharges their aggression and frustration by watching these sports. Some people sublimate their unfulfilled desires through business, politics or other professional endeavor.

2.6.6 RATIONALIZATION

This is a process of creating an acceptable reason for an unacceptable behaviour. We rationalize our unsatisfactory behaviours to alleviate the feeling of guilt or uneasiness associated with these behaviours. When we are not able to meet a target date for completing a project, we may rationalize it by saying that more time is needed to produce a high quality project. Rationalization is an unconscious process.

2.6.7 REACTION FORMATION

This is a way of warding off an unacceptable feeling by stressing exactly the opposite of what we really want.

For example, an employee really wants promotion but fears it may go to someone else. In order to forestall the possible embarrassment of not being promoted, the person may tell other people that he or she does not want the promotion. This helps in coping with inadequacies at least temporarily without hurting other people.

2.6.8 REINTERPRETATION

When a desired need is unattainable, we may reinterpreted the value of this goal to us or look at it in a different light. As a result we may revise our aspiration level downward or find a substitute goal. An executive who wanted to be president of a corporation may accept the vice president as a substitute. This adjustment of goals can help us to deal with feeling of failure.

In addition to using constructive defense mechanisms the frustrated persons should increase the use of technical and interpersonal skills to deal with problems. When people are skillful in performing their tasks and solving their problems, they will not be so frustrated and consequently will not have to rely on psychological defense mechanism to such a degree to cope with the challenges of life. If frustration is caused by external barriers such as excessive rules and regulation, lack of organizational resources, or lack of direction. The barriers should be removed. You should remove yourself from them, or you must learn to live with them. The foregoing indicates how dissatisfaction retard performance and productivity in organisations.

2.7 THEORIES OF MOTIVATION (SATISFACTION)

All human behaviour is purposeful or goal directed. Everything a person does, in other words, is done to satisfy some need or attain some goal. A need is the absence of something desired, required or useful for man's well-being. A goal is anything a man thinks he will contribute to the satisfaction of a need. Motivation therefore is the process by which a man is impelled to seek some goal. It is also impulsion based on a need to do something that incites the organization to action once the organism has been aroused.

To motivate could also mean to influence people to act in a desire manner. It is to kindle a desire in the people to work more efficiently and effectively by creating congenial atmosphere and harmonious environment and by making the people understand that in the attainment of the desired objectives lies their interest which is directly linked to the larger interest. Motivation is therefore, getting all the members of the group to want to achieve and strive to achieve the objectives, the manager wants them to achieve.

It is also concerned with why people do or refrain from doing things. A motive is a need or a driving force within a person. The process of motivation involves choosing between alternative forms of action in other to achieve some desired goal. Goals can be tangible such as higher earnings or intangible, like personal reputation. This means that when one is motivated, it precipitates a behaviour and this leads to performance. It also means that if one is positively motivated, it leads to positive behaviour and thus positive performance.

As important as motivation may be for understanding the effectiveness of a workers performance, I will now dwell or refer to some school of thought that propounded some theories of motivation with a view to enhancing employee performance as follows:

2.7.1 MASLOW HIERARCHY OF NEEDS THEORY (1954)

Abraham Maslow referred to this theory as hierarchy of needs and he is of the opinion that, with exception, individuals act in a way to meet five proponent basic or specific categories of inner needs. Maslow asserts that these needs are in specific order so that one level of need satisfaction must be met before the individual progresses to the satisfaction of a different level of need. Therefore, to understand motivated behaviour, Maslow advocates that one must

identify and classify his needs in hierarchical order as follows:

a) **Physiological Needs:** This direct the person's attention to food, drink, clothing, shelter, air and sleep. These are the basic required for the individual's immediate survival. For instance, there is plenty of food, other higher needs will emerge. When these higher needs are satisfied, newer and still higher need will come to the fore. However, it should be noted that it is not possible to satisfy or attain all the needs before moving to the next need. Therefore, what is important in motivation is gratification towards enhancing performance.

b) **Safety Need:** This involves such things as need for freedom from danger, deprivation and threat, need for personal security, health insurance, income protection, retirement plans, secured job and a safe working environment. We can only remember to ask for these when we are no longer thirsty, when we have considerably enough food to eat or when we have had a roof over our heads (shelter).

c) **Social, love and Belongings Needs:** These are fulfilled through personal friendships, work group membership, a place in a social club or even football or tennis club. According to Maslow, once all the above mentioned, have been satisfied, they no longer motivate behaviour - thus social needs become the predominant active motivator of behaviour.

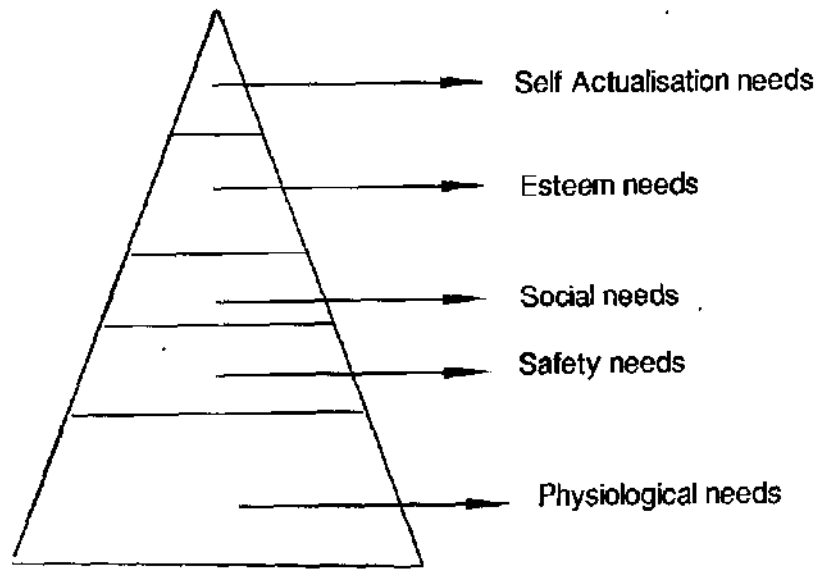
d) **Ego/Esteem Needs:** Ego needs are satisfied by internal feelings of achievement, recognition by superiors and peers and personal respect. Egoistic needs are needs that relate to one's self esteem like self confidence, competence, status, appreciation and recognition. Unlike the lower level needs, the Ego needs are rarely satisfied, for man

indefinitely seeks more satisfaction of these needs once they are important to him. Thus today, people in our society have constant urge for achievement, more knowledge, more recognition, more reputation, prestige, attention, importance and appreciation. Satisfaction of these needs leads to feelings of self-confidence, worth, capability and adequacy of being useful. Its absence therefore leads to feeling of inferiority, weakness, helplessness, basic discouragement and Dissatisfaction.

e) **Self-Actualization:** This is directed toward the feeling that one has realized some potential or has done something creative. Self-actualization is the need to fulfil oneself by maximizing the use of ability, skills and potentials. Self-actualization is an ideal need to strive for because it includes the need for self-fulfillment and personal development.

Therefore, a truly self-actualized person is somebody who has become what he is capable of becoming. Only a negligible few reach all their potentials- even when they are so motivated. Indeed, this is the need that pushes the individual to be creative, inventive and innovative.

Maslow in a psychological Review (July 1943) suggested that his levels of needs are interdependent and overlapping -each higher need emerging before the lower needs have to be satisfied completely. Responding to this assertion, Henry .L. Sisk (Principles of Management 1969) remarked that Maslow"s hierarchy of needs "serves a useful purpose provided we recognize that it is only a model" It is not intended to imply that the emergence and the strength of needs follow a rigid pattern. There can be reversals and substitutions of needs. For instance. it will be true to suggest that those who have faced a life of unemployment, or at best, marginal economic adjustment, are often motivated predominantly by the desire for safety and security as means of protecting, at a minimal level, the basic physiological needs.



Abraham Maslow's Hierarchy of Needs.

2.7.2 FRED HERZBERG: (Job enrichment and Two Factor Theory)

Job Enrichment and two-factor theory of motivation. According to him motivation derives from an innate desire to make an effort. He asserts that man has two sets of needs viz:

Therefore, according to Herzberg dissatisfier relate mostly to the the context (the job setting and external elements). They are called the hygiene factors because they prevent discontent. They do not motivate. These needs appeal more to lower level needs: they tend to be noticed primarily by their absence, e.g. a manager complaining about working in a hot. cramped office with no working air condition or window. This can lead to job dissatisfaction or demotivation. It should be noted that because they are extrinsic they come from outside the person.

b) **The Intrinsic Job Condition Motivation Factors**

The other set in the two factor theory are those job conditions (motivation factors) that when present will lead to happiness, job satisfaction, higher productivity and a source of high levels of motivation. these are: feeling of achievement, feeling of recognition, feeling of possibility of growth, advancement, responsibility, the work itself and control of one's own fate on the job. These are known as intrinsic job conditions - satisfiers or motivator. Although individuals vary somewhat in the particular job elements that they find satisfying or motivating. it is generally believed that when the satisfiers are present, they will lead to job satisfaction and performance and when they are absent will lead to employee dissatisfaction which will retard performance.

A point to note about Hezberg is the fact that he is not (unlike Maslow) concerned with individual differences in the importance placed on various need but he concentrated his efforts more on the characteristic of jobs that fulfill or frustrate the basic needs and thereby cause workers satisfaction or dissatisfaction. He further argues that if a manager want to motivate his employee, he can do so only through the factors associated with job itself that can tap the motivational needs of such employee. However, it should be understood that by motivated employee, Herzberg is simply referring to a worker who is self-motivated, who does not need external pressures or inducements to work hard, he gains satisfaction from performing the work itself. And to have motivated workers, Herzberg suggest that managers should be able to recognize a job well done, increase and make promotions, contingent on good performance. In other words, the task should be restricted so that it becomes more exciting, meaningful, more challenging and more intrinsically rewarding to the employee (job enrichment).

Herzberg popularized the study of job enrichment as a more qualitative form of upgrading work. It is adding both vertical and horizontal activities to a job thereby providing "the whole person' with a "whole job". Job enrichment gives more freedom to make decision and through it, tasks are made more interesting and challenging. It also provides employee with greater opportunity to plan his own work all by himself. This will mean that there is now a closer relationship between effort and productivity. Therefore, higher productivity will in turn be a visible sign that the employee's efforts at self-direction have been successful. More importantly, job enrichment provides opportunity for the employee's psychological growth. The theory of enrichment needs suggests that the employee's work should be enriched so as to bring about effective utilization of personnel towards enhancing performance.

From the foregoing, it could be seen that the difference between Maslow and Herzberg is that the former believes that an appeal to any level of need can be a motivator, but Herzberg contends that in fact only appeals to higher level needs can be motivational.

2.7.3 DAVID MCCLELLAND (Achievement, Power and Affiliation Needs) known as the learned Needs theory, Dave McClelland in a write up titled "Business drive and National Achievement" in HBR (1962). His major work centered around the needs for achievement, affiliation and power. According to him, the three needs are not naturally exclusive. Most individuals are motivated (to some extent) by all the three needs.

However, one is usually always dominant. McClelland asserted that, in general a high need for achievement in an individual refers to a high degree of hope for success. In this case, there is what he calls fear of failure or avoidance. This is because achievers fear to fail. In fact

it is generally known that fear leads to lowered levels of aspirations. It is the characteristics of achievers to take risks, ask for feedback and set measurable objectives.

The fact that this achievers usually have high motive for thinking underscores the reasons why an employee with high achievement concerns himself (always) with an innate desire to succeed. He often takes money as a measure of this success. McClelland believes that employees having a high degree of achievement may respond better to social rewards, compliments and praise from others. The three theories propounded by McClelland are as follows:

a. **Achievement Motive:** Those he called people whose basic dominant motive is achievement. These are creative people. They spend a lot of time on how to do things better at a shorter time and more efficiently. He further asserts that a unique thing about achievers is ability to think that is they spend a lot of time "thinking'. Therefore, their achievement does not really depend only upon their aptitude. Hence one can say achievers like to take responsibility for solving problems. One things about these people, too is that theyset tasks (though with calculated risk) that are neither too hard nor too easy. Just moderately challenging. Obviously the reason for this cannot be too far fetched because being achievers; if the tasks is too difficult, they will fail and achievers hate to fail because if they fail, they are no longer achievers. Secondly, if the task is too easy they can't or wouldn't have or feel any sense of achievement because they fear the possible comment that "anybody could have done that. " Another good characteristics is their desire for a feedback on performance.

b. **Power Motive:** A person who has a high need for power needs obviously to concentrate on obtaining and exercising power and authority. McClelland noted that power has one possible orientation. Again he divided power into dominance, manipulative, social and personal. This group prefer situations in which they can get to maintain control of the means of influencing others - making suggestions and taking other into things - this is what satisfies their needs for power.

c. **Affiliation Motive:** These people reflect a desire to interact and they are more concerned about the quality of important personal relationship - thus, making personal relations to take precedence over tasks accomplishment.

The conclusion that can be drawn from the above is that people with this dominant motive may not be very effective as managers because and according to McClelland "Nice Guys make bad bosses." These people are more or less on "popularity contest". They play favouritism. They hate to have their names in the black book of people. Therefore those that develop this rapport will unfortunately take advantage (under advantage) and thus become ineffective employees themselves. In conclusion, one can say that the main assertions of McClelland's theory is that these needs are learned through ability to cope with one's environment.

2.7.4 CLAYTON P. ALDERFER/CHUNG (Existence, Relatedness and Growth Needs)

These scholars propounded a near modification of Maslow theory. Like Herzberg and Maslow, they highlighted specific lower and higher level needs. But they neither places them in prepotency hierarchy as Maslow nor did he state that a need must be unfulfilled before it

becomes a source of motivation. They classify needs into three categories:

i. Existence needs (which relate to Maslow's physiological and Safety Needs)

ii. Relatedness needs (which relate to Maslow's Social Needs.)

iii. Growth needs (which relate to Maslow's Self esteem and Self actualization Needs).

Like Maslow, Alderfer believes that as one need is satisfied, other needs become more important. This is where he parts with Maslow, for he believes that at any given time, each person is motivated by some mix (more than one) of these needs rather than by a specific need. Therefore, which needs demands depend on the individual's perception of the situation at the time. A person according to Alderfer can move down the hierarchy as a result of fulfillment. If an employee is continually frustrated in his attempts to self-actualize on routine jobs, relatedness (social) needs will become increasingly important and he will channel increasing amount of energy into socializing and to other behaviours that fulfil these needs.

2.7.5 LEON FESTINGER (Consistency Theory of Motivation)

This is known as the theory of cognitive Dissonance. A behavioral Scientist, Festinger, in 1975 researched into what he called "human need for consistency and the relationship between consistency need and motivation. "He asserts that people have the need to be consistent in their thinking- that they would prefer that their attitudes, beliefs or perceptions about something be compatible with one another (in cognitive consonance) rather than contradictory. A contradictory condition when it exists sets up an aversive motivation state (or cognitive dissonance). Aversive motivational state can be overcome either cognitively - by changing the situation responsible for it or behavioral to enhance performance.

2.7.6 VROOM 1964 (Expectancy, Equity and Discrepancy)

Expectancy theory explain the process by which people make motivational choices and it state that people make motivational choice based on how they perceived the value of reward, instrumental relationship between performance and rewards coupled with the chances of getting the job done. Expectancy is therefore the believe that efforts lead to performance. That is when people are matched with jobs, employees can utilize their jobs, skills and energies effectively, their expectation and performance.

The discrepancy states that perceived equity is determined by the balance between what people feel they should receive and what they actually receive. If the actual reward level is equal to the expected level, then they will be satisfied. Any imbalance between the two can cause dissatisfaction and vice versa.

Adams Stacy. J. (1965) in his Equity theory of motivation states the involvement of social comparison of input and output ratios. People tend to compare their own inputs and output, then matched it with rewards before responding positively or negatively towards performance and productivity.

Other scholars like Mcgregor, Rensis Linkert, Blake and Mouton, Tennenbaum and Schmidt's propounded their managerial theories with a view to enhancing managers' skills towards being employees center (motivation) as could be seen below:

2.7.7 DOUGLAS MCGREGOR (THEORY X AND Y)

By his theory X manager, he viewed man as an individual that has an inherent dislike for work and would avoid work where possible. He further asserts that in order to work coercion,

threat and punishment had to be applied as reward system. On the other hand theory Y manager is benevolent, participation and believes in self control -democrat. While the former (theory X) assume that man naturally is lazy, hates to work, indolent and therefore needs to be driven like a horse, the latter (theory Y) presupposes that ordinarily man likes to work and has potential but only needs to be encouraged and motivated to enhance his performance for maximum output.

2.7.8 RENSIS LINKERT

Linkert propounded for management approaches as:

i. The exploitative - authoritative approach (The highest form of authoritative style).

ii. The benevolent - authoritative system (basically perternalistic style).

iii. The consultative system (greater democracy and team work).

iv. The participative - group system (The ultimate democratic style).

Rensis Linkert based his ideas on the importance of supportive or motivative relationship with employee whereby certain key roles perform a "linking pin" function. Thus a head of section is also a member of another group superior to his group.

2.7.9 BLAKE AND MOUTON (MANAGERIAL GRID)

1. The managerial grid is a matrix of possible management styles based on the major dimension of concern for people (motivation) and concern for production. It was developed to aid management development. It classified managers as having five styles. The grid has two axis, x and y. The vertical or y axis represents "concern for production" while the horizontal or X-axis represents "concern for people". The five styles are the most notable reference points

in the grid as a whole. Of the five styles, the 9,9 team management is an ideal one. The grid is sussessful in assisting firms with improving both managerial, organizational effectiveness and employee performance. The five positions on the grid can be explained thus:

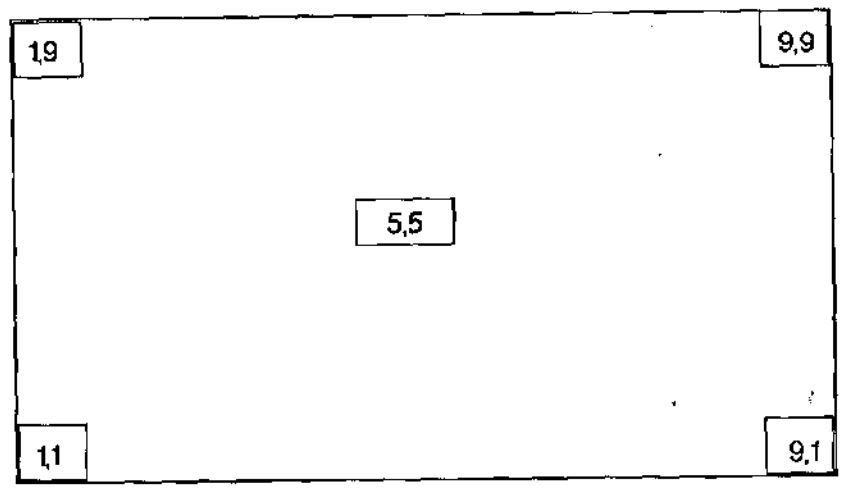
1.1 Impoverished management, unpopular with the workers. Just able to keep going.

1.9 Country Club Management: Happy -go-Lucky type, one big happy but little concern for efficiency, laissez-Faire.

5.5 Middle of the road management: Efficiency and workers' morale equally blended. Cares for production as well as the workers.

9.1 Task management: Emphasis on efficiency, little regards for surbodinates moral (demotivation), task master, work, work, all the while.

9.9 Team Management: The leader guides the work force effectively and shows concern for them (motivate them). Workers are therefore committed to the organizational goals and are satisfied. Workers and organizational goals are almost inseparable; they pull together to achieve the goals. This is the ideal and is assumed as the most balanced and modern approach.



BLAKE AND MOUTON MANAGERIAL GRID

2.7.10 TENNEN BAUM AND SCHMIDT'S (CONTINUUM MODEL)

This is a management style ranging from authoritarian behaviour at one end to democratic behaviour at the other.

The manager therefore has a basic choice from among the approaches. He can choose to be either authoritarian or democratic. The best style (the ideal) is the democratic one which is more motivating. However, much depends on the leadership situation. At times an authoritarian style could be more effective than a democratic style (e.g. a situation is a war front where a troop may decide to be intransigent) and vis-a-vis.

Tennebaum and Schmidt concept of this continum is that which appropriate leadership to use depends on the situation. The choice is determined by the forces on the manager, subordinate and the situation. Forces on the manager could be his value system, his confidence

on his subordinates, his leadership inclination and his feeling of insecurity in an uncertain situation. While the forces on the subordinates may be their own needs, fears and expectations; also their knowledge, understanding and identifying with the organizational goals.

Boss centered Leadership				Subordinate centered Leadership	
Use of Authority by the manager				Area of freedom for subordinates	
Make decision announces it.	Sells decision	Presents ideas invited questions	Presents problems get suggestions makes decision	Defines limits ask group to make decision	Permits subordinates to function within limits defined by superior

T & S CONTINUM MODEL OF LEADERSHIP

2.7.11 MICHIGAN (CONTINUM)

Another approach is the people-task orientation - using two of the leadership variables- subordinates and tasks. This Michigan studies showed that the supervisors of the high producing groups tended to be employees-oriented while their opposite numbers in the low producing groups tended to be production-centred while the former paid more attention to relationship at work, exercised less direct supervision and encouraged employee's participation in decision making, the latter did exactly the opposite.

High Producing groups	Low Producing groups
Employee centred	Production centered

THE MICHIGAN CONTINUM

From the foregoing therefore, motivation could be seen as a basic psychological process meant to energize individual employee towards enhancing their effectiveness and efficiency in attaining organizational objectives.

2.8 PERFORMANCE

According to Schermerhorn (1985), performance very simply defined is the quantity and quality of task contributions from the individual or group doing a job. Job or task performance being the reasons for creating a particular job in the first place, it is a cornerstone of overall organizational productivity. Performance therefore, is the "bottom line" for people at work.

Thus, there appear to be at least three factors that significantly influence: performance: one must be motivated, one must have the necessary abilities and traits, and one must have fairly clear role perceptions.

The frequently appearing expression in industrial and organizational psychology which reads, performance - function (abilities x motivation) explains this better but people encounter problem with the meaning attributed to motivation because it tends to be equated with a particular behaviour or physical state. Performance can be regarded as almost any behaviour which is directed towards task or goal accomplishment. It may involve the production of a certain date, or being seen as a satisfactory performer by one's boss.

Thus, performance, is not synonymous with effort, ability or a combination of the two. The choice to work on the task, the understanding of what is to be done, the choice to persist, and the environmental constraints all play an important role.

Performance presupposes standards of correctness. If an action has been performed, it make sense to ask whether it was done correctly, skillfully, etc, that is, whether it conforms to standards which are involved in its being called an action of a certain sort.

On a general level, three major determinants of performance have been hypothesized (Cummings and Schweb. 1973; porter and Lawier, 1968; Vroom, 1960). The position is that performance in organizational settings appears to be a function of at least three important variables: Motivational levels, abilities and traits, and role perceptions. First an individual must want to perform. This refers to intentional behaviour, that is, behaviour directed toward specific task or outcomes. Thus, a basic prerequisite to tasks performance on most jobs becomes the desire - or motivation of the employee to do the assigned tasks,.But motivation alone will not ensure task performance. A person must also have the necessary abilities and skills. Such is the purpose of education and training both before the person begins the job and while he or she holds it. Similarly, it is important to have personality traits that are at least somewhat compatible with the job requirements. For decades, organisations have used various personality and vocational interest tests in an effort to improve the match between individual and job thereby hoping to affect resulting performance.

Finally, a third important factor in performance is role clarity. A person must usually have an accurate understanding of what the job requirements are if he or she is to be expected to devote full and efficient energy to them. A misunderstanding can lead to a considerable waste of effort - and poor performance even if the person is highly motivated and has the required abilities.

In measuring performance,. Reid and Dubas (1983) distinguish between efficiency or productivity, quality and level of service relates to the extent of adherence to specifications or desired characteristics of an output, and the manner in which output is delivered to the clients (e.g. reliability, accuracy, timeliness, frequency, waiting or response time, convenience, accessibility of service, etc). While the quality of service can be measured from the producer's perspective, it is important to assess it also from the client's perspective to ensure sensitivity and responsiveness of government programmes to the needs of the public they serve.

Effectiveness has to do with the broader concern of progress towards achieving the objectives of a programme. It may involve the production of a certain number of pieces, resolving a conflict. Performance effectiveness is a measure of task output or goal accomplishment. Efficiency or productivity of a programme on the other hand may be defined as the ratio of output and units of input. Performance efficiency therefore a measure of the resource cost associated with goals accomplishment- that is, outputs realized compared to inputs consumed. This is most obvious in the cost of labour (e.g. in terms of employee wages), but it also includes the cost of all resources used in the production process. The problem then is how to determine if develop indicators of effectiveness. Quality of outputs needed to be determined as well as the manner in which the outputs were delivered to clients and whether activities are related to objectives. Whether the results are quantifiable. If the costs of producing these results can be allocated to outputs. This is necessary for determining the efficiency of operations.

2.8.1 PERFORMANCE APPRAISAL.

It has always been difficult to judge performance, which basically has two parts, quantity of output and quality of output. A major issue in measuring each is time. Even in repetitive routine, mechanistic activities, counting units produced is often an unsatisfactory measure of performance because quality is also an issue (Henderson, 1980). Quality has a number of subjective factors, Quality problems may be hidden and can surface at later stages in the product\service process.

To overcome performance appraisal dangers, many businesses do one of two things: they either do nothing, or they implement meaningless appraisal programs. Further, most appraisal systems have seldom, if ever accomplished their mission- accurate identification of employee performance- and they are even more inadequate today. If business - provided rewards are ever to stimulate performance improvement must begin here (Henderson, 1980). Different views have been achoed on performance appraisal. Bowman (1994) declares performance appraisal inappropriate as it focusses on assessing and changing individual behaviour, rather than recombining the underlying causes of poor output. Armstrong (1995) hold a different view; He opines that organisations dislike chaos and performance appraisal at least brings a semblance of order and equity to the process of pay determination and training. Given the complexities of the appraisal system. Banjoko (1982) rightly agrees with Handerson (1980) that, "there is probably no programme in the arsenal of personnel management that is so difficult to effectively implement and yet so fundamental to individual and organizational growth that performance management (appraisal).

Performance appraisal has been defined variously by different individuals and groups. Performance appraisal is any decision that "influences the status of employees regarding their training program." This definition is by Latham and Waxley (1981).

Hecket (1979) sees performance appraisal as the regular, formalized, recorded review of the way an individual is performing in his job by the job holders' immediate boss. This definition though is a bit restrictive with regard to who the appraiser is. Robbins (1993) feels that the logic of evaluation being done by one's immediate boss may be flawed as others e.g. peers, head of department or even self evaluation may actually do a better job.

According to Ubeku (1975), performance appraisal is concerned basically with a review of an individual's performance during a set period to identify his areas of strengths and weaknesses, and establish targets for him to achieve within the overall corporate objectives.

Draper (1985) defines it as a formal system of evaluating an employee's performance on the job in terms of the requirements of the job. This definition gives a clear expectation that the employee know what is required of him, and is evaluated on that basis. This bears the same note as the definition preferred by Patz (1975) that performance appraisal is an important tool used in assessing employee performance in relation to expected goals. According to Lussier (1989), performance appraisal is the ongoing process of evaluating employee effectiveness and efficiency. Robbins (1993) Further defined performance evaluation by looking at the purposes which it serves, viz:

To identify training and development needs

-As a criterion against which selection and development programmes are validated.

-Providing Feedback to employees

-As a basis for reward allocation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 TYPES OF RESEARCH METHODS

Research is simply "the process of arriving at dependable solutions of problems through the planned and systematic collection, analysis and interpretation of data:.

The choice of a primary mode of investigation of a phenomenon is key to the research activity of the researcher. To do this, he ought to have a thorough knowledge of the methods available to him, form this he decides on the method(s) most suited to his purpose. Whatever is being researched into, is capable of being classified on the basis of time as follows:

1) The past: Historical Research Method

2) The present: Normative - Survey Research Method Experimental Research Method.

3) The Future: Prognostic or predictive Research Method.

3.2 HISTORICAL RESEARCH METHOD

Historical research as the name suggests is basically concerned with interpretation of trends of attitude, event, and facts of the past. It is concerned with the whole field of human past in all spheres of life. It is important here that in dealing with data about the past, care is taken to view it in the perspective of the social system in general and not as an isolated entity.

The main reason for historical research are a view to gaining a clearer perspective of the present by an analysis of the past and the scholarly desire to arrive at an accurate account of the past.

Data available to the historical researcher could come from either primary or secondary sources. Primary data be those derived from actual witnesses to the events in question while

secondary data come from middleman who did not actually witness the event(s) but contact with those who did. It is common for a researcher to rely either on primary data or secondary data only or both. Due to this, the historical research method is handicapped by its complete lack of empiricist on he part of the researcher.

3.3 SURVEY RESEARCH METHOD AND EXPERIMENTAL RESEARCH METHOD

The approach to research is remarkably different from what obtains in historical research method, if the researcher happens to be interested in phenomena that are presently taking place. In other words, studying present events usually does not entail the use of data obtained by someone other than the researcher except as a basis for defining parameters of the study.

The nature of research of present events and facts is basically descriptive in nature and could be done either by the survey method or by the experimentation. The experimentation method is the most scientifically sophisticated and its purpose is derive verified functional relationships among phenomena under controlled conditions.

This is in order to identify the conditions underlying the occurrence of a given phenomenon. Its essence is to enable the researcher to improve conditions under which he observes so as to arrive at more precise results. Survey research on the other hand, studies both large and small populations by selecting and studying samples chosen from the population to discover the relative incidence, distribution and interrelations of sociological and psychological variables. The aim is to assess accurately the characteristics of whole populations by studying samples drawn from such populations. Survey is more realistic than experiment in that it investigates phenomena in their natural settings. This is usually a great strength in the early stages of the investigations

of a problem in that it affords flexibility and versatility. In the latter stages, however, this becomes weakness because the lack of a control precludes a definitive test of crucial hypothesis.

Personal interview, mail questionnaire, panel, telephone and controlled conversation are all employed, in isolation or in combination, in order to make a survey depending on the problem being researched into.

3.4 PREDICTIVE RESEARCH METHOD

Research into what probably will be is remarkably different from research into which has already happened and or which is happening at the moment. Predictive research aims to anticipate the likely course of events or a phenomenon before it actually comes to pass. It is true, however, that data might be gathered about past occurrences in order to have an idea of the likely trend of events as experience has it. In doing this, it is common for a researcher to employ the use of a lot of mathematical\statistical formulae with the aim of giving his work a lot of scientific, methodological backing and basis. The breadth and the depth of the data used and the particular formulae the researcher uses in order to arrive at his "scientific" solutions to analysis of same is as varied as there are peculiar problems to research into. Whatever data, formulae and basis the researcher uses, however, it is always likely that his approach would be different from that of another person engaged in either historical research or a survey of on-going events.

3.5 RESEARCH DESIGN AND METHODS

Researchers face an arduous task in the definition of the way and manner in which they carry out their work. A good research design is key to obtaining and understanding generalizations that provide the basis for making prediction while such generalizations may not be within the realm of a descriptive research, they are key intermediaries to final generalizations.

Research design is important for whatever type of research is being carried out. In descriptive research such as this, it is possible to adopt either a detailed presentation, longitudinal descriptions, or selected descriptions. The specific nature of the problem however, has made a selected description the best option for success. This is because the problem is such that a selected description is most likely to allow for:

1. appropriate sampling procedures and
2. Precision in defining terms and eliciting information-two central factors to a quality investigation and minimal bias in the whole process.

3.6 METHODOLOGY APPLIED

Archival method of collecting data through primary and secondary sources in which questionnaire were administered to most staff of the prison including the inmates. Relevant prison records and documents were contacted. Observations and oral interview were conducted on both staff and inmates. Data collected was presented and analysed in tabular forms and conclusions made.

The prison social workers (welfare officers) and the Technical officers whose primary duty is to guide, train and reform the prisoners were interviewed with a view to assessing their performance level in achieving the desired reformation and rehabilitation of prisoners. Their record books was contacted and analysed in tabular forms.

The record staff whose main duty is to keep all records of the prisoners and their properties were also interviewed. Their documents and records were contacted and analysed.

The managerial officers piloting the affairs of this prison and some selected general duty staff were equally randomly interviewed with a view to finding out their level of satisfaction in respect of their working environment, the work itself, incentives and presence or otherwise of working facilities.

Some recidivist prisoners and those working in the prison workshops were orally interviewed to know the position of the vocational workshops and why recidivism exist.

The face to face interview conducted also helped a lot of staff of the service to express their feelings and the researcher was able to discover through observation some of the characteristics of some workers and their views about the service objectives.

The researcher obtain a lot of information such as historical background of the service through written records. Also, books and other published materials provided necessary information.

The interviews and questionnaires administered cut across low, middle and top management staff who were randomly selected to present a sample population of staff. Categories of prisoners were equally randomly selected and interviewed.

CHAPTER FOUR

4.1 This chapter is mainly concerned with the presentation, analysis and interpretation of the study data. The description and analysis of the data are facilitated by meanings of tables which show responses to each item in the questionnaires. Comments are made after presenting the information collected from the respondents.

4.2 DATA ANALYSIS

The early questions were asked on the particulars of the staff. Their responses indicated that all levels of staff were involved in the chosen population. Those that could not write were interviewed and their responses are equally included in the analysis.

The first major question borders on the numbers of length of service in employment with the Kaduna Convict Prison.

About 95% of them that responded have spent over five years. This could be buttressed with the embargo on employment over the last five years. This length of service actually make them sound authoritative on their various departments and is reflected on the mode and manner the questions were answered and returned.

The respondents were asked of the methods they employ in their performance. Their responses depends on the position and nature of assignment designated to the officer. For instance the technical officers have these to say as follows:

i. Use all available methods to impart a particular trade or skill on the inmates.

ii. Conduct qualifying trade test examination to enable the prison inmate obtain his/her cetificate that will aid the candidate in obtaining gainful employment after the jail terms.

iii. Take them on excursion visits/tours whenever there is fund and is related to their trade.

iv. Provide them with the necessary tools during the training period and also prepare their minds on how they can be gainfully employed after jail terms.

The welfare officer's method is different from above. For instance the welfare officer uses the psychological principles and approaches. This help them to know their anti-social behaviours as well as making it possible for them to relate well.

The respondents were asked to assess the employee job performances in the prison? Their responses only pointed to one direction. They all agreed that their performance is good compared to what is being put in by the government or employers. The respondents were also asked to comment on the fringe benefits with the services of the staff. Their responses have been summarized below.

Majority of them agreed after comparing their services with those of related services like Immigrations, Federal Road Safety Corps, Police just to mention a few as:-

i. Accommodation:- They don't have good accommodation and where available, the houses are either in bad shape or not properly furnished. The rent deducted from their salaries is not commensurate with what is given to them.

ii. Security Hazards:- There is no much security hazard allowance for staff and majority of them are exposed to the ill health as well as the violent nature of inmates.

iii. Transportation:- Vehicles of different natures are lacking in the service. This would have enhanced the efficient and effective running of the centres. The few available are in state of disrepair and nothing is being done by government to repair or reactivate them.

iv. Education/Training:- In the prisons, the staff do not enjoy staff schools as is obtained in NEPA, NITEL, NNPC, Military, Police force and other Government-owned companies. All children of prison staff attend public schools and majority of them cannot afford the fees in private schools. This affect their general performances which in the long-run retards their educational growth.

v. Medical Facilities:- This is lacking as compared to what is obtainable in the NNPC, NEPA, NITEL, Police and Army barracks. Even Road Safety Corps/Marshals enjoy similar privileges.

vi. Uniforms:- The staff purchases their uniform themselves and this is often reflected in the different colours often noticed among the prison staff. Their counterparts in the Army, Police and Road Safety Corps enjoys this privileges.

vii. Salary:- This has been reviewed upward with the current trend in the economy and government policy on wage increament. This was nothing to write home about before but do hope that government will continue to adjust when necessary.

Having enumerated the above reasons, it could be summed up that with these present factors, whatever services the staff are rendering is commensurate with what they get as fringe benefits.

The respondents were asked to describe employee job dissatisfaction in the prison services. They summed up their response of dissatisfaction as follows:-

i. Low morale

ii. Employee turnover

iii. Non-challant attitude to work

iv. Poor output and productivity

v. Industrial conflict and dissatisfaction.

The respondents were further asked to compare the prison services with others in the Federal civil services their responses were of two folds:

a. The salary structure is the same with their counterpart in the civil service

b. Their fringe benefits varies and it was here they really compared with them in the civil service though they were in reality with the fact that the civil servant are more in number and therefore can benefits more than themselves that are scattered all over the country. This is an area they want their employers to actually improve.

The respondents were asked if there are areas for improvement as far as staff welfare is concerned. They answered in the affirmative yes.

They were further asked to specify or mention areas that calls for improvements. Their responses is as summarised below:

i. Medical facilities

ii. Provision of facilities including uniforms

iii. Education and training

iv. social security grants to cater for security health hazards.

v. Decent accommodation and transportation

vi. Provision of infrastructure and general maintenance/rehabilitation of buildings.

vii. Provision of communication gadgets

The respondents were asked in their own ways on how the condition in the Kaduna Convict prison can be improved upon. Their responses were the improvement on above

mentioned factors and the sustenance of the facilities after provision and rehabilitation.

B. CUSTODIANSHIP, REFORMATION AND REHABILITATION

The respondents were asked of the facilities put in place to reform and rehabilitate prison inmates before their discharge from prison? They responded that through the United Nations Minimum Standard Rule for the treatment of offenders, all efforts are now made to make them lead a normal lives after discharge and therefore, the provision of vocational, educational, counselling and recreational activities/facilities. They were further asked of the facilities put in place by government to assist in the reformation and rehabilitation of prison inmates. The facilities and programmes geared towards this act include the following:-

a. Vocational training where they will be taught different skills such as tailoring, carpentry, bricklaying, mason work, weaving, poultry, blacksmithing etc and also helped to obtain their various trade test on qualification.

b. Education where they are taught how to read and write as well as groomed to know that is good and bad. They are also presented for external examinations.

c. Religion depending on the backgrounds are organised on order to imbibe spiritual and moral values into them as well as making them closer to God and desist from committing crimes.

d. Guidance and counselling organised for them in order to promote adjustment in their lives.

e. Recreational activities which are both in-door and out-door games and physical exercises. They are encouraged with a view to keeping the prisoners busy and healthy all the time.

The respondents were asked to assess these facilities. About 75% of them agreed that these

facilities are inadequate while 25% of them agreed that they are adequate but needs further improvement. The respondents were further asked to assess the manpower of the prison services. Their responses are as follows:- 80% of them agreed that it is adequate while 20% of them agreed that it is inadequate.

This could be put in tabular form as follows:

TABLE 1 PRISON'S MANPOWER

STAFF	ADEQUATE	INADEQUATE
Junior	90%	10%
Middle	75%	25%
Management	80%	20%
Average	80%	20%

SOURCE: The Questionnaire.

The respondents were asked how effective is the training/education programmes of prison inmates? Their responses are as tabulated below.

TABLE 2 EFFECTIVENESS OF PRISON'S TRAINING/EDUCATION PROGAMME

STAFF	EFFECTIVE	NON- EFFECTIVE
Junior	70%	30%
Middle	60%	40%
Management	80%	20%
Average	70%	30%

SOURCE: Questionnaire

From the above table, 70% of the respondents on the average agreed that the training is effective while the remaining 30% agreed that it is not. They went further to buttress the fact that the only problem is the employers of labour to absorb them after their discharge.

The respondents were asked of the efforts the authority is making to rehabilitates and reform the prison inmate? They all agreed that the government has been trying but the effort is no good enough. More funds should be released to prisons to enable them improve on the facilities as well as re-educating the manpower needs of the prisons.

The respondents were asked how effective is the religious programme of the prison inmates? Their responses are as indicated below.

TABLE 3 EFFECTIVENESS OF RELIGIOUS PROGRAMMES

TABLE 1 PRISON'S MANPOWER

STAFF	EFFECTIVE	NON-EFFECTIVE
Junior	90%	10%
Middle	95%	5%
Management	100%	-

SOURCE: The questionnaire.

From above table, 95% of them on average agreed that the religious programme effective while the remaining 5% agreed it is not. Therefore, efforts should be intensified in this area of reformation. The impact it has on the inmates is imbibe spiritual and moral values into their minds to make them closer to God and desist from committing further crimes.

The respondents were asked to comment on the prison in terms of building and infrastructures? Their responses are tabulated below:

TABLE 4 PRISON'S INFRASTRUCTURAL FACILITIES

STAFF	GOOD	FAIR	POOR
Junior	-	30%	70%
Middle	20%	30%	50%
Management	40%	30%	30%
Average	20%	20%	50%

From above table, 50% of them agreed that the infrastructure and building are very poor while 30% agreed they are fair in shape. One can deduce from above table that most of the facilities (building and infrastructure) are in bad shape.

The respondents were asked to assess the security system in the prisons. Their responses are as shown in below.

TABLE 5 PRISON'S SECURITY SYSTEM

STAFF	GOOD	FAIR	POOR
Junior	100%	-	-
Middle	80%	20%	-
Management	90%	10%	-
Average	90%	10%	-

SOURCE: The questionnaire

From above table, the security system in the prisons is very tight and secured. It is very hard to hear of jail or prison breaks in Nigeria which is an indication of tight security measures being put in place by the security and authority enforced by the prison staff.

The respondents were asked to enumerate the problems mostly face by Nigerian prisons. They mentioned the following factors:-

i. Most of the prison building are archaic and cannot withstand the sophistication of the

nature of our criminals.

ii. Security equipment such as watch dogs, riot drills equipment, arms and ammunition are grossly inadequate.

iii. Overcrowding in our prisons today constitute both security and health risks.

iv. Absence of communication system

v. Absence of sufficient prison barracks

vi. Manpower shortage.

GENERAL

The respondents were asked of the roles of voluntary organisations, religious bodies and philanthropist in the rehabilitation and reformation process of prison. Their responses are tabulated below:

TABLE 6 ROLES OF VOLUNTARY ORGANISATIONS

STAFF	ADEQUATE	FAIR	INADEQUATE
Junior	-	80%	20%
Middle	20%	70%	10%
Management	10%	75%	15%
Average	10%	75%	15%

SOURCE: The questionnaire

From above table, about 75% of the staff agreed that their performances are only fair and therefore, there is need for them to improve and expand their contribution towards the prison inmates.

The respondents were further asked to mention specifically the assistance received from these agencies? They enumerated the following factors:

a. Donation of learning aids/materials

b. Donation of cash

c. Provision of clothing materials

d. Provision of religious materials

e. Assisted in counselling

f. Provision of jobs after discharge.

The respondents were asked of the structures put in place by the government to enable you achieve success. The government has on their own put in place certain structure such as buildings, learning materials, technical/vocational trades, recreational facilities just to mention few for the smooth and successful implementation of the reformation and rehabilitation of prisoners, but the facilities are not adequate enough to cater for the number of prisoners we have.

The respondents were asked of the problems militating against their efforts? The respondents reiterated and recalled the problems mentioned earlier on. They summarized them as follows:

(i) Lack of adequate transportation facilities

(ii) Lack of adequate educational materials

(iii) Lack of adequate accommodation or shelter for the inmates (overcrowded)

(iv) Lack of adequate security equipment

(v) Absence of good communication systems.

(vi) Manpower shortage.

(vii) Lack of good medical facilities.

(viii) Lack of adequate incentive for the workers.

(ix) Absence of sufficient prison barracks etc.

The respondents were asked on how satisfactory is their conditions of service? They complained about their condition of service especially in comparison with their counterparts in para-military jobs. Their incentives are nothing to write home about. The facilities as well are very inadequate and therefore they are not motivated at all. They put in their best in the mist of small resources made available to them.

The respondents were asked to comment or explain in their own ways on how these problems can be solved. Most of their contributions and others have been harnessed in our observations and recommendations in the next chapter of this research work.

The respondents were asked to relate the job dissatisfaction to the condition available in the prison. They responded to this question in two ways as indicated below:

(i) Lack of professionalism in the service.

(ii) Lack of adequate infrastructures.

(iii) Lack of adequate incentives.

They mentioned that the job dissatisfaction enumerated from these factors and since the second one. (Lack of adequate infrastructure) has been over-emphasised, we concentrate on the lack of professionalism in the prison services and therefore to enhance and discourage job dissatisfaction, the appropriate authority should try to professionalized the services by promoting the following activities:

(i) Restructuring the training institution as well as its course.

(ii) Constant training and re-training of staff.

(iii) Promotion examinations should be introduced in the officer's cadres.

(iv) Uniforms and other materials should be provided by government.

(v) Appropriate disciplinary measures should be provided by government.

(vi) Lastly, appropriate renumerations and welfare packages should accompany these efforts.

The respondents were asked if all these suggestions are implemented, whether the employee job dissatisfaction will be removed. They all answered in the affirmative, yes. In a nutshell, if the recommendations put forward at the end of this research work are fully implemented, employee job dissatisfaction vis-a-vis poor prison conditions would have been improved and it will be able to carry out its duties efficiently.

INMATES

The inmates were asked whether imprisonment is a justified punishment for all offenses committed? They answered that though it is good, but the ways and manners they are subjected to in the prisons call for a great change. They argued that young, inexperienced and first offender should not be locked in the same room with a hardened criminals. Therefore, there should be an alternative punishment apart from imprisonment for social offenses and social offenders.

The inmates were further asked for a more adequate treatment of law breakers. They argued that the gravity of an offence should be the parameter in the determination of what would be the adequate treatment to be meted out to law breakers.

The inmates were asked how successful is the use of workshops and adult literacy as a means of rehabilitation and reformation? They all agreed that the workshops and adult literacy programme of the prisons are good and serves its purposes of rehabilitation and reformation. The only problem bothering them is the poor funding and inadequate facilities which affects its maximum benefits.

The inmates were further asked if adequate tools and infrastructures for training of inmates will have any impacts on them? They agreed that the impact will be more noticed than its current position. Majority agreed that they would have preferred post imprisonment rehabilitation programmes where better facilities will be made available.

The inmates were asked of the impact of counselling training in the reformative programme? They argued that they benefited from the counselling of the welfare officers and the religious and other philanthropist organisations. Their only hindrance is the lack of materials for the successful implementation of these laudable programmes.

The inmates were asked to describe and comment on Recividism. Recividism is the process by which people go out and come back to prison at random. Their responses are summed up in the following statements. Persistent Recividism could be attributed to the poverty of reformatory services in the prisons, their total neglect of the prisons personnel in preference to prisoners. This pitfalls in this line of thought is that there is a wrong notion on the starting or take-off point.

The poverty of reformatory services is reflected in the absence of adequately trained as well as training facilities for prisons personnel, the absence and shortages of equipped workshops, tools and personnel for vocational education and training. These clearly reflects in the non-training of prisoners who in turn remain idle, and instead get pre-occupied by the

criminal exploits of other prisoners and consequently get attracted by this virtual film-like exploit.

Lastly, absence of vocational training, idleness and punitive sanctions, free food especially for persistent deviants, tend to remove the dread associated with imprisonment.

Finally, the inmates were asked to comment generally on the job satisfaction of the prison officers. They all argued that many of them are dedicated and love their jobs but are being handicapped by the infrastructural facilities and inappropriate funding. This has affected their morale and job satisfaction. They all agreed that if the right condition and atmosphere is created in the prisons, the impact of these workers will be boosted.

SUMMARY, CONCLUSIONS & RECOMMENDATION

5.1 SUMMARY:

In trying to highlight the environment under which the prisons conditions operates in Nigeria. Employee job dissatisfaction and its impact on performance with special reference to Kaduna Convict Prison. Through this examination, I was able to assess the impacts on prison's staff.

The economy has been bedeviled by a lot of problems in the past decade cutting across all facets - political, religion, socio-economic and legal structures. Most budgets have been directed towards amending or changing the situation and only little has been achieved. The deepening recession during the period defined the laudable economic policy measures adopted to arrest persistent macro-economic instability. Policy measures were to arrest the declining rate of growth of the Gross Domestic Product (GDP), high inflation rate and worsening current account position.

Again, the turbulence in the environment in which firms operate has further been exacerbated by the introduction of the Structural Adjustment Programme (SAP) and the lingering political crises occasioned by the annulment of the results of the June 12, 1993 presidential election.

Given this scenario and expositions, the researcher discover the following problems confronting the employee job dissatisfaction:-

1. Lack of adequate accommodation.
2. Security hazards.
3. Poor transportation facilities.

4. Lack of staff training, school/education.

5. Lack of medical facilities for staff.

6. Provision of staff uniforms themselves.

7. Poor fringe benefits.

8. Lack of basic infrastructures.

9. Poor renumeration.

In addition to above factors, the researcher also discovered that the environment under which they operate equally contributes to the job dissatisfaction and therefore the following problems:-

10. Archaic and old fashioned buildings.

11. Inadequate security equipment.

12. Absence of enough prison barracks.

13. Absence of communication systems.

14. Overcrowding in the cells/rooms.

15. Manpower shortages.

16. Inadequate functional workshops/vocational training.

5.3 RECOMMENDATIONS:

In line with the findings of this research, the following recommendations are made as a way of improving the employee job dissatisfaction and its impact on performance within the prison system.

1. Provision of adequate and befitting accommodation to staff will boost their morale

and enable them have what is obtainable in other para-military jobs. P.T.F. should be drafted into rehabilitating their barracks as well.

2. Special allowance should be provided for the staff to enable them cushion the effects of security hazards involved in the job. Modern and adequate security materials should as well be put in place. Life Insurance Scheme should be introduced for the benefit of prison officials.

3. The government and the various appropriate departments should provide vehicles like ambulance, water tankers, pick-up, vans, Land Rovers and Peugeot Salons to aid officers in charge of prisons in executing their jobs. Imprest Account should be re-introduced for officers heading prisons. Car, housing and Furniture loan should be introduced for the officials of the prisons just as it is obtainable in other sister organisations.

4. The appropriate authority should establish prison Staff schools at state headquarters nationwide as it is obtained in the military, police and other uniform organisations.

5. Government should build ultra-modern clinics for the treatment of both staff and inmates in each of the prisons located at state headquarters nation-wide.

6. There should be uniformity of prison staff uniform nationwide.

7. i. The Department should be given a separate Commission i.e. should be autonomous to reduce bureaucratic bottlenecks.

   ii. Prisons officials should be equally given public offices, for instance, a situation whereby the government of the day is military, the controller of

prisons should be given such privileges as their counterparts in Army, Police, Navy, Air force etc. The controller General of prisons should be a member of the National Ruling and Security Council irrespective of whether the government is democratic or military. In essence the prisons should be integrated into the political mainstream of the country.

iii. The federal government in collaboration with immediate intervention intention of P.T.F should establish prison farms and cottage industries in each of the local government headquarters nationwide. This is with a view to providing food and clothing for all by the year 2010.

iv. Staff should be highly motivated such as good welfare scheme, good working environment, vehicle loans and bonuses should be provided.

8. The salary of the prisons' staff should be improved upon and make it attractive to attract the best in the service.

9. Better and well managed infrastructures should be provided to prison's environment.

10. Most of the prison buildings are archaic and cannot withstand the test of the modern time, bearing in mind the sophisticated nature of our present criminals. Dilapidated buildings to be replaced with modern concrete buildings.

11. Government should provide sufficient security gadget like walkie talkie, telephone line, generting plants in case of power failure from NEPA, modern restraints like handcuff, leg irons, gang chairs, D-locks, padlocks, more search lights, pad-locks, fire extinguisher etc. Again, the role of dogs in the security organisations

like the prisons cannot be over-emphasized. The dogs section should therefore be re-activated to supplement staff security efforts. Prison officials should equally be training on how to use arms.

12. Prison barracks should be erected with adequate top security to further enhance the security system in the prisons.

13. Modern communication systems should be put in place in all the prisons nationwide.

14. Presently, the existing buildings are now being overcrowded with prisoners and as a result prisoners are exposed to the risk of contacting serious infectious diseases. Furthermore, this congestion leads to security threats such as escapes and riots. Therefore the prisons should be decongested and more prisons/cells being built.

15. More hands should be employed. Professionals like educationist, psychologist, sociologist and counsellors should be employed into the service with a view to enhancing or achieving the desire objectives of imprisonment. The existing staff should be re-trained.

16. Functional workshops and vocational training centres should be put in place accordingly.

17. Enlightment campaigns should be enhanced in the public relation office of the Department especially on the role of government, voluntary agencies, philanthropist, religious groups in pursuance of the noble objectives of imprisonment of rehabilitation.

5.2 CONCLUSION

No doubt, employee job satisfaction is an important element of total job performances. It is a requisite for the survival of any organization.

This research has analysed the different forms or theories of motivation and job satisfaction in any organization as well as highlighting the Nigeria Prison System.

It also attempted to highlight some of the problems responsible for employee job dissatisfaction which was a reflection on the state of facilities in the Nigeria prison system. The recommendations have been clearly spelt out and do hope that if fully implemented, the staff and prison inmates will have cause to smile.

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APPENDIX

DEPARTMENT OF BUSINESS ADMINISTRATION

AHMADU BELLO UNIVERSITY, ZARIA.

Dear Sir/Madam,

QUESTIONNAIRES ON EMPLOYEE JOB DISSATISFACTION AND ITS IMPACT ON PERFORMANCE (A CASE STUDY OF KADUNA CONVICT PRISON)

This questionnaire is aimed on the employee job dissatisfaction and its impact on performance using Kaduna Convict Prison as a case study. The questionnaire is especially designed to collect necessary data for use in this study. The purpose of this study or research has nothing with your affairs. So kindly treat them with open mind as all information provided will be treated confidentially.

I shall therefore need your kind assistance in this regard.

Thank you.

Kindly tick where appropriate and fill in the blank spaces. In case the space provided proves inadequate, please feel free to use additional materials to elaborate.

1. PERSONAL PARTICULARS

   Name:

   Designation:

   Principal Function:

   Section:-

2. How long have you been in employment with Kaduna Convict Prison?

   (a) Below five years ( )

   (b) Above five years ( )

A. STAFF WELFARE AND FRINGE BENEFITS

3. What methods do you employ in the performance of your duties?

. . . . . .

4. How do you assess the employee job performance in the prison?

. . . . . .

5. Are the fringe benefits commensurate with the services of the staff?

. . . . . .

6. How do you describe employee dissatisfaction in the prison services?

. . . . . .

7. Compare and contrast the prison services with others in the Federal civil services

. . . . . .

8. Are there areas for improvement in the prison services as far as a staff welfare is concerned?

(a) Yes ( )

(b) No ( )

9. If yes to (8) above, mention/specify.

10. In your own ways, how can job dissatisfaction in Kaduna Convict prison be improved upon? . . . . . .

B REHABILITATION, REFORMATION AND CUSTODIANSHIP

1. What efforts are usually made to rehabilitates prison inmates before their discharge from prison . . . . . .

2. What are the facilities put in place by government to assist in the reformation and rehabilitation of prison inmates?

3. How do you assess these facilities.

(a) Adequate ( )

(b) Inadequate ( )

4. How do you assess the manpower requirements of the prison services?

(a) Adequate ( )

(b) Inadequate ( )

5. How effective is the training/education programmes of prison inmates?

(a) Effective ( )

(b) Non-effective ( )

6. What effort is the authority to ensure good and effective rehabilitation and reformative

system for the prison inmates.

7. How effective is the religious programme to the prison inmates?

   (a) Effective ( )

   (b) Non-effective ( )

8. If (a) to (7) above, what impact does it have on them after completion of terms?

. . . . . .

9. Explain the recreational activities available to prison inmates?

10. How have these activities enhance their moral as well as their physical well being?

11. How do you see the Nigerian prisons in terms of building and infrastructures?

   (a) Good ( )

   (b) Fair ( )

   (c) Poor ( )

12. How do you assess the Security System in the prisons?

   (a) Good ( )

   (b) Fair ( )

   (c) Poor ( )

13. Enumerate the problems mostly faced by Nigerian prisons? . . . . . .

. . . . . .

C. GENERAL

1. What is the role of voluntary organisations, religious bodies and philanthropists in the rehabilitation and reformation process?

   (a) Adequate ( )

(b) Fair ( )

(c) Inadequate ( )

2. Mention specifically, the assistance received from these agencies? . . . . . .

3. What are structures put in place by the government to enable you achieve success?

4. What are the problems/hinderance militating against your efforts? . . . . . .

. . . . . .

. . . . . .

5. How satisfactory is your condition of service? . . . . . .

6. In your ways, how do you solve the problems in the Nigerian prisons? . . . . . .

7. How do you relate the employee job dissatisfaction to the conditions available in the prison? . . . . . .

8. If all the suggestions in (6) above are provided, will that remove the employee job dissatisfaction?

(a) Yes ( )

(b) No ( )

9. If (No) to (8) above, comment generally on how employee job dissatisfaction vis-a-vis prison conditions can be improved? . . . . . .