

EFFECT OF INADEQUATE LATE OUR
COMPENSATION IN THE PUBLIC SERVICE
(A CASE STUDY OF JIGAWA STATE
MINISTRY OF EDUCATION, SCIENCE
AND TECHNOLOGY)

BY

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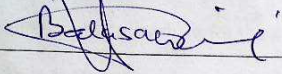
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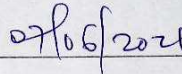
**BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF PUBLIC
ADMINISTRATION, COLLEGE OF BUSINESS AND MANAGEMENT STUDIES,
JIGAWA STATE POLYTECHNIC DUTSE IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF ADVANCED DIPLOMA IN PUBLIC
ADMINISTRATION (ADPA)**

MARCH, 2021

APPROVAL PAGE

This research has been read and approved as meeting the requirement for the award of Advanced Diploma (AD) in the Department of Public Administration, College of Business and Management Studies, Jigawa State Polytechnic Dutse.





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DECLARATION

I hereby declared that besides the references made in this research work, contained as only the products of my research efforts undertaken under the supervision of Mal. BALA SABO RINGIN and that the work is not copied neither has it ever been presented here in Jigawa State Polytechnic nor elsewhere for the award of a certificate. All sources are duly acknowledged and to the best of my knowledge all information here is original.

Ismail Sabo Adamu

AD/PAD/19/014A

SIGN AND DATE

DEDICATION

This research project is dedicated to the entire family, Hassan Sabo, Adanu Usman, Abdullahi Adamu.

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I wish to express my profound gratitude to almighty Allah (S.W.T) who gave me the strength and courage to complete this course of study.

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TABLE OF CONTENTS

CONTENT	PAGES
Title Page.....	i
Approval Page.....	ii
Declaration Page.....	iii
Certification.....	iv
Dedication.....	v
Acknowledgement.....	vi
Table of Contents.....	vii
Abstract.....	ix

CHAPTER ONE

1.0 Introduction.....	1
1.1 Background of the Study.....	2
1.2 Statement of the Problem.....	2
1.3 Aim and Objectives of the Study.....	3
1.4 Research hypothesis.....	3
1.5 Significance of the Study.....	4
1.6 Scope and Limitation of the Study.....	4
1.7 Historical Background of the Study Area.....	4
1.8 Definition of Terms/ Concepts.....	8
1.9 Plan of the Study/ Outline Chapters.....	9
Reference.....	11

CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.0 Introduction.....	12
2.1.1 Compensation.....	12
2.1.2 Compensation objectives.....	13
2.1.3 Types of compensation.....	13
2.1.4 Component of monetary compensation.....	14
2.1.5 Motivational compensation.....	17
2.1.6 Motivation.....	17
2.1.7 Productivity.....	18
2.1.8 Importance of incentives.....	19
2.1.9 Employee Performance.....	19
2.2 Theoretical Framework.....	20
2.3 Equity Theory.....	22
2.4 Expectancy theory.....	23
References.....	26

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction.....	27
3.1 Research Design.....	27
3.2 Population of the Study.....	27
3.3 Sample Size and Sampling techniques.....	27
3.4 Method of Data Collection.....	28
3.5 Method of Data Analysis.....	28
References.....	29

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.0 Introduction.....30

4.1.1 Demographic Data of the Respondents.....31

4.3 Response Presentation and Analysis.....34

4.4 Test of Hypothesis.....42

References.....44

CHAPTER FIVE: SUMMARY CONCLUSION AND RECOMMENDATIONS

5.1 Introduction.....35

5.2 Summary.....35

5.3 Conclusion.....35

5.4 Recommendations.....36

Bibliography

Appendix (Questionnaire Design)

ABSTRACT

Human capital is the pivotal of organizational effectiveness and the most valuable asset available to an organization is its people. Retaining employees in their jobs is crucial for any organizational productivity and competitiveness. Satisfaction of employees will increase productivity and increase outputs for the organization. The aim of the study was to investigate the effect of inadequate labor compensation on job satisfaction among the employees in the public service. The main findings of this study indicate that there is an inadequate level of compensation provided to employees. Moral incentives, rewards, benefits, and promotions are factors found to have significant impacts on employee performance in the public service. Finally, this study has verified further research opportunities that could enrich the understanding of compensation in the public service. The research also suggested on ways through which public service could be made attractive to potentials employee. To asses and recommend connection in the compensation imbalances if any in the public service as we said earlier, this research work is aimed at seeing that whether compensation is appreciated in the public service or the public workers productivity level. Compensation is the second to personal problems after inventory taking and is the system of rewarding an employee for the services renderers.

CHAPTER ONE

1:0 INTRODUCTION

Compensation is a fundamental component of human resources management, it covers economic reward in the form of wages and salaries as well as benefits, indirect compensation or supplementary pay (Ojo, 2008). Compensation emanates basically from the fact that it provides income to workers and constitutes an important cost item to the employer (Martocchio, 2011).

The Relationship between employers and employees, and organisation is expected to be mutually reciprocal. The employer expect employees to give their best in the areas of monitoring their performance, learning to develop themselves, adhere to rules and regulations in the performance of the assigned duties to increase productivity. They also expect their employees to be innovative and take initiative and address problems on their own. Employees on the other hand are also looking up to the employer or management to provide the necessary tools and equipment they need to work with and also get fair compensation for the work they do and the other services they provide.

Many have said that the most valuable asset of an organisation is it is human Resource and therefore they must be managed efficiently to ensure increased productivity. Also been said that compensation management is an area of the corporate world that has not been given much attention hence the very rampant industrial actions experienced in the industry. Compensation plays an important role in organisation that want to reach their objectives and their goals. It goes without saying that organisation which do not properly manage this aspects of human resource activity very well will have a negative impact on the total performance of their employees and impact on productivity.

1.1 BACKGROUND OF THE STUDY

The Jigawa State Ministry of Education, Science and Technology is a labor-intensive organisation which requires mutual cooperation and good human relations thrive and make a positive impact on the people of Jigawa state (Fagbenle, et al. 2004).

According to Maslow's hierarchy of needs (1943, 1954) people in achieving organisational objectives are motivated to do so by trying to achieve certain individual needs. These needs are what are spelt out in the five level hierarchy of needs he postulated in the five-stage models which is well known in the field today.

It therefore beholds on the management of an organisation to take into consideration the various needs of its employees in designing compensation packages them to influence performance positively.

This research will apply the theoretical framework based on equity theory that examines the effect of inadequate compensation, as it might influence workers' motivation, job satisfaction, attraction and retention at work.

1.2 STATEMENT OF THE PROBLEM

Compensation is usually narrowed to cash and as a result, employers only have a tunnel vision when it comes to the issue of compensation for their employees. Other aspects of compensation which make up the total compensation package for the employee are not given much attention. Employees themselves fail to recognize the fact that their compensation is a package and not only related to cash. The by-product of the above understanding of compensation is that it is poorly managed and most of the time performance is affected adversely.

1.3 AIM AND OBJECTIVES OF THE STUDY

The aim and objectives of this study are as follows:

The general aim of this study is to determine the effect of inadequate labour compensation on employee performance.

- To find out whether the compensation is appreciated in the public service.
- To find out the way through which public service could be made attractive potential employees.
- To find out why public service weaken perform less than their private counterparts.
- To find out the way through which public service could be made attractive potential employees.
- To identify the compensation packages available at Jigawa State Ministry of finance and economic planning.
- To assess and recommends corruption in the compensation imbalances eat any in the public service.

1.4 RESEARCH HYPOTHESIS/RESEARCH QUESTIONS

1. There is no relationship between compensation and productivity in the civil service.
2. Wages and salaries and other allowances are unfairly remunerated in the public service.
3. Lack of improved productivity by civil service has its roots cost due to improper compensation.

1.5 SIGNIFICANCE OF THE STUDY

The significance of this research work cannot be overemphasize as it will be important to the government and individuals, more especially employees in the Jigawa state ministry of finance and economic planning.

The study will also assist the employees to understand the importance of compensation towards the attainment of organisational goals, therefore in extend the project will encourage the entire staff of the organisation to participate fully in strengthening the activities of the organisation.

Secondly, through this project government will understand the problems of inadequate compensation, therefore the government will make necessary things to solve these problems by adopting good compensation Style.

Above all, this study insignificant because it may contribute to knowledge, the students and scholars who may be interested in the area of the study.

1.6 SCOPE AND LIMITATION OF THE STUDY

Even though there are many Ministries in Jigawa state, this research work will only be restricted within the Jigawa State Ministry of Education, Science and Technology.

The research focuses on compensation in the public sector in particular because it happens to be the research's area of concern. It should be noted that I do not want to produce a complete new salary structure for the civil service but rather to examine and analyze the compensation system of the ministry which is the same in other state ministries, so we intend to examine and analyzed

the compensation system of the public services. In general, as it was a unified system and how it affects the productivity of the employees in the service.

Another major problems that should not be left out are; time factor, the researcher have to work round the clock to meet up with approved time. Financial constraints is also a problem considering the economic situation.

1.7 HISTORICAL BACKGROUND OF THE STUDY AREA

The ministry of finance and economic planning, Jigawa State was established in 1991. The ministry is headed by Lawan Yunusa Danzomo, a commissioner overseeing the affairs of the ministry.

The ministry has the following departments namely; treasury operation, final account, internally generated Revenue, inspection and training, debt management, administration and Finance.

The core functions of the ministry as follows;

- i. Management of financial resources and disbursement of funds to Ministries, apartments and agencies MDAs in Jigawa State.
- ii. Supervision of the development of economic planning strategies
- iii. Expenditure control and reporting
- iv. Revenue mobilization and generation
- v. Preparation, production and dissemination of periodic financial statements and reports for Jigawa state.

1.8 DEFINITION OF TERMS/CONCEPT

Wages: This is the sum paid to those employees who engaged in the actual production. This means the amount paid to laborers and foremen for the service they rendered.

Salary: This is the sum that is being given to employee by the employer at a prescribed period. It Maybe monthly, fortnightly or weekly even daily.

Motivation: This is a means through which employees are encouraged to put in their best for the achievement of organisational goals. It can be a jam of money or promotion or gift for a certain period.

Promotion: Is the process of upliftment of employees position from junior to senior officer and it goes with his pay.

Collective Agreement: This is describing relationship that exist between an employer and employee and union for reaching consensus on a certain bargain on the condition of service.

1.9 PLAN OF THE STUDY

The plan of the study consist of chapter one to five. Chapter one comprises the following:

Background of the Study, Statement of the Problem, Aims and Objectives, Research Hypothesis/Research Questions, Significance of the Study, Scope and Limitation of the Study, Historical Background of the Study Area, Definition of Terms/Concept and Plan of the Study

Chapter two comprises the following: Literature Review and Conceptual Framework. Chapter three comprises the following: Research Methodology, Research Design, Population, Sample size and Sampling Technique, Methods of Data Collection, Methods of Data Analysis.

Chapter four comprises the following: Data Presentation and Data Analysis. Chapter five comprises the following: Summary, Conclusion and Recommendations.

After the last chapter of the report, Bibliography, Appendix and journal are included in the study.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.0 INTRODUCTION

This research focused at examining the impact or effect of inadequate level compensation in public service, with reference to the present minimum wage increment employers still unattractive. Considering the Jigawa State Ministry of Education as our area of study in order to come out with a reasonable effect, it is needed to form a sufficient frame and adequate intellectual background to it. In so doing, the literature review will focus on the works of different scholars regarding the way and manner in which the concept and evaluate the concept (compensation, monetary compensation, non-monetary compensation, wages and salaries, motivation, productivity and others) which together constitute our topic of research.

2.1.1 COMPENSATION

In the second most difficult personal problem after inventory taking and is the system of rewarding an employee for the service rendered.

According to J.D Dunn and Frank M. Rachel (1971): wages and salaries administration, said that total compensation system as a reward for service rendered. The belief That unless you could be rewarded it is worthy to justify the assumption and see how it applies to the public service and how it is administered there in.

2.1.2 COMPENSATION OBJECTIVES

Compensation objectives in theoretical perspectives of any sector (both private and public) many assume to include the following elements to motivate employee unless there is Dimension collapses from the objectives in the maintenance and that is something entirely.

2.1.3 TYPES OF COMPENSATION

Since compensation is a way of providing an employee for the services rendered to an organisation or individual is there for differ from organisation to organisation or individual to individual. But JD Dunn and Frank M. Rachel (1971) in their book titled wage and salary administration, state that there are two types of compensation thus:

1. Monetary compensation
2. Non-monetary compensation

1. Monetary Compensation

This is a view held by scientist management as the best and only way to increase productivity in an organisation. They believe that it is necessary to give the workmen what he want i.e high wages and the employer what he wants is low labour cost.

2. Non-monetary Compensation

This holds the motion that monetary reward is not the only method in increasing productivity in an organisation. These two extreme should be treated with emphasis on the role played by each.

Therefore nutritional composition which was the view of human relation movement emphasized that factor other than pay is productivity in an organisation, in fact each movement have product it is a compensation system.

2.1.4 COMPONENT OF MONETARY COMPENSATION

Workers remuneration from both monetary and motivational source, monetary the first payment made and cost incurred, the present the bulk of work income and can be measured and analysed by money to many employee during most of the work rear one by far most important.

According to Robert E. Sibson, in his book (1974): Compensation, state that there are series of different forms of monetary compensation, this form of compensation we are not design arbitrary they emerged to meet different employee needs and organisation objectives, the most usable way to identify them can be in terms of employee needs and organisation objectives. Monetary compensation can be categorised into the following components:

1. Wages and salary

2. Bonuses

3. Fringe benefit

1. Wages and Salary: Essential wages and salary rewarded for labourers according to Robert E. Sibson in his book compensation state that salary and wages are the best which an employee reward to self employment in the real contact of employee. The wages deserves all form of direct labour cost include fringe benefit payment.

The amount the reward form that basic standard of living of an employee and in this total take-home pay to employer it is a fixed cost of businesses and reflects all the evaluation of employee work which he rendered.

2. Bonuses: Robert E. Sibson in his book compensation sees bonuses as Lum Sum awarded usually on annual basis, again bonuses is another aspect of monetary compensation and entered

an award to an employee which signifies an extra income to him. Generally speaking, bonuses is paid in cash which help an employee modes of life and a reward for the achievement of his objectives, when bonuses are given to an employee, he will really be motivated and try to achieve the objective of the organisation, this is because his productivity level will increase.

3. Fringe Benefit: Organisation accumulate substantially more to their cost than agreed starting salary, this is because when a new employee is engaged there are certain basic overhead cost associated with the accommodation and equipment him in the organisation.

Robert E. Sibson in his book compensation state that they are series of benefit provided to an employee such as insurance scheme, which represent economic protection against risk payment for time not worked because of certain essentialism e.g sick leave, annual leave etc. Pension is another employees benefits usually enjoyed by employee who have retired in accordance with stipulated years of long service and lastly overtime-payment.

2.1.5 MOTIVATIONAL COMPENSATION

Employee motivation remuneration as a source of compensation Factor should not be overlooked, this is because they do not involve actual payment of money and the cost to the that motivational demand of compensation are regard as in direct and the impact on employee or employer is difficult to measure.

Human motivation are based ,on needs weather considering a subconsciously felt, summer primary needs such as physiological requirement for water and shelter, weather needs may be regarded as secondary need such as self-esteem.

Bereson and Stamen define the term as an Innocent that energizes activities or hence asian and that Direct channel behaviour toward goal in other words, motivation is a general term applied to

the entire class of drive, desire, needs, wishes and similar Force likewise remote between subordinate is to say that they do things which they think/ hope was satisfying their drive and desire, induce the subordinate to act in a desired manner.

2.1.6 MOTIVATION

Motivation are worse things which will induce an individual to perform, they may include higher pay, a prestigious title, a name on the office door, the acclaim of colleague cost of other things that find people a reason to perform. To be sure while motivated reflect wants, they are the perceived rewards or incentives that sharpen the drive to satisfy this wants, they are also the means by which conflicting needs may be reconciled one need may be accepted so that it will be given priority over another.

2.1.7 PRODUCTIVITY

According to E.F.L Breach principle and practice of management which state that productivity however has been the subject of confusion and controversy not so much in regard to ways and means of pursuing it is in the context of measuring what has been achieved, has long been a topic of argument and Conflict but in the cases of pertaining the individual firm or in wider issues of the nation economy.

2.1.8 INCENTIVES

By definition, incentives are external persuading Factor that encourage the motive which positively Direct the individual in working harder, matching the required performance in the organization, are also defined as method used by organisations to encourage employees to work with high spirit and also as concrete and immoral method of satisfying the individual's moral and material desire.

The research used the classification of compensation packages used in the Nigerian civil service. A person focused pay is another compensation plan based on workers possession of job-related competencies, knowledge or skills rather than required job performance. Classification include salary, allowances, gratuity and pension.

2.2 THEORETICAL FRAMEWORK

business.

According to Landy (1995) and various other study work on efficiency of employees, indicated in the fact that individuals that are satisfied with their work will have greater work performance and thus greater job discharge than those who are not satisfied with their works. The performance of highly satisfied and happy workers is higher so the organisation easily achieve it is desired goals and objectives through this higher employees participation. But if the Firm cannot motivate their workers successfully, accompanied exist in the competitive environment of

2.1.9 EMPLOYEE PERFORMANCE

Braver, 2008).

The importance of incentives originated from the need for the employee to be recognised and appreciated for his or her efforts. Actually, appreciating people for the effort by giving them incentives is a very significant Factor in satisfying the internal desires of an individual. The individuals own skills are not enough to let them work with high productivity or less there is an incentive system just their internal Motives and then leads very hardworking effort (Locke and

2.1.8.1 IMPORTANCE OF INCENTIVES

In this categorisation, salary is fixed amount paid to workers for the service or work done (monthly salary, yearly salary and promotional salary increase). Salary is calculated on a weekly, monthly or annual basis. It is designed to pay workers, administrative, professional and executive, clerical, sub clerical employees (White and Drucker, 2000). Thus, salary is also called basic pay allowances.

Allowances are monetary benefits other than salary offered to workers for specific purposes such as personnel movement, financial support and personal engagement allowances. Benefits are supplementary compensation awarded to workers apart from the basic salary as a result of some certain circumstances like retirement in this context. Pension is benefit paid to workers upon retirement monthly. A worker to be entitled to pension pay must put in at least 10 years of service gratuity is lump sum amount paid to workers after retirement (Armstrong,2002).

Dipboyr et al. (1994), categorised job satisfaction Theory into 3: The dual Factor, compares and cognitive theories. The dual Factor to highlight how job satisfaction is being influenced by intrinsic factors like responsibilities and achievement. This support the assertion that the most significant condition or determinant factor for job satisfaction are intrinsic factors (Borzaiga and Tortia, 2006). This conclusion of some writers like Hersberg is misleading and Vegue since the prerequisite and achievement of any task is extrinsic factor (rewards) as such it supposed to be given priority not intrinsic factors. Therefore, job dissatisfaction is affected by extrinsic factors such as salary and working conditions.

Kumpares theories cover concept such as need and value, meaning that workers major what they expect to gain in their job and compare it with how it will satisfy their needs and value.

2.2.1 Abraham Maslow's theory of hierarchy of Needs

Abraham Maslow (1943, 1954) people in achieving organisational objectives are motivated to do so by trying to achieve certain individual needs. List needs are spelt out the five level hierarchy of need he postulated in the five-stage models which is well known in the field today. It therefore behold on the management of an organisation to take into consideration the various needs level of it is employees in designing compensation packages that will motivate them to influence performance positively.

All this theory is concerned with non-financial rewards only, that satisfy employee psychological needs. This rewards related to Jeff variety, job challenge, achievement, recognition, opportunities for career development. Intrinsic reward compensated workers or employees depends upon his economic needs.

2.3 EQUITY THEORY

Equity Theory was first developed in 1960 by J. Stacy Adamd, a workplace and behavioural psychologist, who stated that employees seek to maintain equity between the inputs that is a bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes (Adamd, 1963). According to equity Theory, in order to maximize individual rewards, we tend to create systems where resources can be fairly divided among members of a group. Inequalities and relationships will curse those within it to be man happy to a degree proportional to the amount of inequality. The belief is that people value fair treatment which causes them to be motivated to keep the furnace maintained within the relationship of their co-workers and the organisation.

Equity Theory Applied to Compensation

According to this theory, there should be no uniformity in the pay structure of an employee remuneration. If the employee feel he is not being paid fairly for the amount of work he does in a day will result in Lower productivity, increased turnover and high absenteeism. System should comply with three types of equity: -

Internal equity

The employee perceived unfairness in different people different jobs based on the nature of work involved, that is he must feel that pain differentials among the jobs are fair.

External equity

The employee should fill the furnace in what they are being paid in align with what other players in the same industry at into the employees for the same kind of job.

Individual equity

The employee receives the pay differentials among individuals who are performing the same kind of a job and: within the same organisation. Usually, an individual with more experience gets higher remuneration as compared to the fresh irrespective of the nature of a job.

2.4 EXPECTANCY THEORY

This theory was first developed by Victor broom in 1964 of the Year School of Management.

Expectancy theory proposes that an individual will behave or act in a certain way because they are motivated to select a specific behaviour over others due to what they expect the result of that selected behaviour will be. Which Theory emphasizes the need for organisations to relate

rewards directly to performance and to ensure that the rewards provided are those rewards deserved and wanted by the recipient.

Expectancy Theory has three components

1. Expectancy: Effort > performance (E-P)
2. Instrumentality: Performance > outcome (P-O)
3. Valence: V(R) outcome - reward.

Expectancy: Effort > performance belief that one's effort will result in attainment of desired performance goals. Usually based on an individual's past experience, self-confidence (self-efficacy) and the perceived difficulty of the performance standard or goal.

Instrument: Performance - believe that a person will receive a reward if the performance expectation is met. May present itself in the form of a pay increase, promotion, recognition or sense of accomplishment.

Valence V (R): It is the value and individual places on the what's of an outcome which is based on their needs, goals, values and sources of motivation. Valence is characterized by the extent to which a person values a given outcome or reward. This is not an actual level of satisfaction rather the expected satisfaction of a particular outcome. The valence refers to the value the individual personalities on the rewards; $-1 > 0 > +1$.

-1 = avoiding the outcome

0 = indifferent to the outcome

+1 = welcomes the outcome

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CHAPTER THREE

3.1 INTRODUCTION

The aim of this chapter is to narrate the methods that were followed in the study through which data was collected.

3.2 RESEARCH DESIGN

This research will use the findings to compile information about input of inadequate labour compensation in public service. The method adopted for data collection questionnaire distributed to both Junior and senior workers involved, this is because only this group of people could supply the needed information freely which may lead to accurate finding.

3.3 POPULATION OF THE STUDY

The population of the study is very important, in research work. It indicates the census of all the characteristics or that knowledge of phenomenon being studies. The population of the study area from the Permanent Secretary to the junior staff was One Thousand One Hundred and Forty One (1141).

3.4 SAMPLE SIZE

The sampling technique for selecting the subject matter shall be by random sampling about and it's restricted to 50 people from Jigawa State Ministry of Education, Science and Technology, who constituted the population size of the study as a sample from the total population, which are going to be used for the study of findings.

3.5 SAMPLING TECHNIQUE

Random sampling technique will be adopted because the population is finite, the probability selecting the sample is known and the sample can be estimated.

Moreover, considering the population of the study, it is believed that random sampling is however been seen from the perspective of occurrence.

3.6 METHOD OF DATA COLLECTION

The method of data collection will be carried out by the use of questionnaires and personal interview within the study area.

3.7 RESEARCH INSTRUMENT

Research instrument for data collection are specifically conceived and executed to bring evidence to bear research problems. The purpose of this research design is to understand how valuable explanation can occur as data is collected in their original form. Moreover, for the purpose of this project work, the most efficient and accurate method of obtaining information leads to the examination or obtaining information through primary and secondary data.

PRIMARY DATA:

These are information, piece of ideas, data usually collected directly from the field and the original state. Sometimes, search information are usually very strictly on variability and facts directly relevant to the Research objectives. The importance of such information collected here depend highly on the efficiency of survey within the area of case study and extent of cooperation and responses from the respondents.

SECONDARY DATA:

Secondary data are package of information or data that have been collected for different purposes and already in existence at the time to be used by the researcher for further investigation. Having arrived at this, this project assignment will explore various data like mentioned above to ensure that authenticity of it is impact references in future. Therefore, data shall be collected through various respondents in Ministry of Education.

3.8 METHOD OF DATA ANALYSIS

The method of data analysis gathered from the respondents, they are tabulated and interpreted the simple percentage method of calculation was adopted. And also by testing the hypothesis design.

CHAPTER FOUR

4.0 INTRODUCTION

This chapter deals with the presentation of data that was collected using questionnaire survey. It also deals with the dissension in relation to the presentation of the data and it at least each chapter deals with the test of the hypothesis of the complete project research.

4.1 DATA PRESENTATION AND ANALYSIS

The data presentation and discussion is done variable basis, variable are presented and analysed with the aid of table depicting the degree to which a variable is vital in the answer the research question for a comprehensive conclusion to be drawn particularly on a topic of this nature. When was defend on the secondary data but on primary data. Therefore, this chapter carries the presentation and discussion of the data collected on the ministry of finance and economic planning. 100 questionnaires were distributed and 97 were collected. The responses received were the ones presented and discussed in the tables below:

Table 4.1.1: QUESTIONNAIRE DISTRIBUTION

S/N	QUESTIONNAIRE	FREQUENCY	PERCENTAGE (%)
1	Administered Questionnaire	100	100%
2	Returned Questionnaire	97	97%
	TOTAL	100	100%

Source: Research survey, 2019.

4.1.1 DEMOGRAPHIC DATA OF THE RESPONDENTS

Table 4.2.1: Sex Distribution

S/N	SEX	NO. OF RESPONDENTS	PERCENTAGE (%)
1	FEMALE	67	69.07%
2	MALE	30	30.93%
4	TOTAL	97	100%

Source: Questionnaire survey, 2019.

The above table on the sex distribution of the respondents indicate that 67 respondents that is about 69.0% while 30.93 percent were female. Thus, the majority of the respondents are male.

Table 4.2.2: Age Distribution

S/N	AGE GROUP	NO. OF RESPONDENTS	PERCENTAGE (%)
1	20-30	56	57.73%
2	31-40	31	31.96%
3	41-50	10	10.31%
4	51-ABOVE		
4	TOTAL	97	100%

Source: Questionnaire survey 2019.

The above table shows that the highest frequency of each distribution is centred within the range of 20 to 30 that is 56 respondents which is equivalent to 57.73% of the total years while 31 respondents that is 32 to 40 years on (10) respondents latest about 10.31 per cent fall within the age of 40 150 years.

Table 4.2.3: Educational Qualification

S/N	EDUCATIONAL STATUS	NO. OF RESPONDENTS	PERCENTAGE (%)
1	PRIMARY	13	13.40%
2	SECONDARY	28	28.87%
3	POST SECONDARY	40	41.24%
4	OTHERS	16	16.49%
4	TOTAL	97	100%

Source: From the questionnaire distributed to the staff of the ministry in the year 2019.

In the response to question on educational background 13 respondents answer to primary education, respondents attend post Secondary Education. As these results indicate that 41.24% of

the respondents have post-secondary Education(i.e highest frequency) next to the highest frequency is that of those with Secondary Education. These results clearly indicate that most of the respondents require higher education qualification in the state were the research was carried out.

Table 4.2.4: Nature of Work

S/N	NATURE OF WORK	NO. OF RESPONDENTS	PERCENTAGE (%)
1	SKILLED WORKER	65	67.01%
2	UNSKILLED WORKER	09	9.27%
3	NON	23	23.7%
4	TOTAL	97	100%

Source: Questionnaire survey 2019.

The table shows that 65 respondents of the 97 indicate that they are skilled workers, thus covering 67.01% of the respondents out of 97 were filled by unskilled workers and claims 9.27 percent, lastly 23 out of the 97 did not indicate whether they are skilled workers or unskilled and those who did not indicate their views.

Table 4.2.5: Salary Grade level of Respondents

S/N	SALARY GRADE LEVEL	NO. OF RESPONDENTS	PERCENTAGE (%)
1	GL 01-03	0	0%
2	GL 04-06	72	74.22%
3	GL 07-09	17	17.54%
4	GL 10-12	8	8.25%
5	GL 13-15	0	0%
6	GL 16- ABOVE	0	0%
4	TOTAL	97	100%

Source: Questionnaire survey 2019

The above table shows that disturb on Grade level 01-03, grade level 13 to 15, and Grade level 16 to above did not respond while 72 out of the 97 respondents indicated that they are willing the salary Grade level 04- 06 which contributes 74.22% of The Return questionnaire, 17 out of 97 respondents are we doing the grade-level 07-09 and claims 17.54%, indicate that they are within the salary Grade level range and lastly eight people indicate that they are within the salary Grade level 10 to 12 cover 8.25 per cent of the total percentage.

4.3 RESPONSES PRESENTATION AND ANALYSIS

Table 4.3.1: Some government civil servants are always reluctant in the discharge of their duties. What do you think it is the reason behind that?

S/N	ALTERNATIVE	NO. OF RESPONDENTS	PERCENTAGE (%)
1	LACK OF PROMOTION	14	14.435
2	LACK OF COMPENSATION	12	12.37%
3	LACK OF TIMELY PAY	08	8.24%
	LACK OF SUPERVISION	17	17.52%
	ALL OF THE ABOVE	46	42%
4	TOTAL	97	100%

Source: Questionnaire survey, 2019.

This table shows that 14 out of 97 or 14.37% respondents indicate that it is caused by lack of promotion, 12 respondents out of 97 or 12.3 7% say that there is a lack of adequate compensation for their efforts, 8 people out of 97 or 8.2% we are saying that the payment of salary is not regular that is why. While 17 out of 97 or 17.2% of not having proper supervision of the effort. Lastly, 46 respondents out of 97 said that all the factors make them feel reluctant in the discharge of duties.

We therefore concluded that all the above factors cause workers reluctance in the discharge of their duties during comparing the airport which other similar work situation the outcome rewards they receive is not adequate.

Table 4.3.2; is there any provision of compensating of workers that lost some part of their body in the course of discharging their duties?

S/N	ALTERNATIVE	NO. OF RESPONDENTS	PERCENTAGE (%)
1	YES	45	46.39%
2	NO	52	53.61%
3	TOTAL	97	100%

Source: Questionnaire survey 2019.

The table above shows that 45 respondents out of 97 indicated that there is provision for compensation of workers that lost any part of his her organs in the course of discharging their duties, condense out of 97 indicated that there is no any provision for such compensation. Therefore we conduct that if all the workers are part of organs in the course of discharging their duties most especially the junior.

Table 4.3.3: What type of composition do you think is the best way to increase workers productivity in organisation?

S/N	ALTERNATIVE	NO. OF RESPONDENTS	PERCENTAGE (%)
1	PROMOTION	34	35.05%
2	MONETARY COMPENSATION	63	64.95%
3	TOTAL	97	100%

Source: Questionnaire survey 2019.

The above table shows that 34 out of 97 or 35.05% respondents said that promotion is the best way of compensating the workers to increase productivity while 63 out of 97 or 64.95% that monetary compensation is the better way than promotion to increase workers productivity.

This results show that paying a worker that is high wages is the better way of compensating an employee in an organisation which will lead to increase in productivity.

Table 4.3.4: Do you enjoy the same benefits and facilities with your counterparts in the private sector? Yes or no please comment. This rationale behind asking this question is to draw the reaction of the public sector and private sector.

S/N	ALTERNATIVE	NO. OF RESPONDENTS	PERCENTAGE (%)
1	YES	42	43.65%
2	NO	55	56.35%
3	TOTAL	97	100%

Source: Questionnaire survey 2019.

The book table illustrates that 42 Out of 97 respondents indicated that they enjoy the same benefits and facilities as in the private sector 97 indicated that they do not enjoy the same facilities concluded that enjoy the same benefits and facilities.

We therefore concluded that those that enjoy the same benefits and facilities at the senior staff and cannot find out the comment pertaining those who said effort Hussein or of the opinion that no one come about productivity achievement and services to the populace exhibited by workers.

Table 4.3.5 (A): There should be an increase in wages and salaries?

S/N	ALTERNATIVE	NO. OF RESPONDENTS	PERCENTAGE (%)
1	YES	50	51.55%
2	NO	47	48.45%
3	TOTAL	97	100%

Source: Questionnaire survey 2019.

The above table shows that 50 out of 97 of the respondents indicated that there should be an increase in wages and salaries and present economic condition is not satisfactory. 47 out of the 97 respondents indicate that there should be no increase in wages and salaries. In conclusion, the respondents indicated that there should be an increase of wages and salaries, present economic situation so that workers could perform to commensurate to the new pay package.

Table 4.3.5 (B): How do you think it will affect the economy generally? Give you a reason, the rationale behind this is to see how respondent think the economy will be affected if the increase is seen rate in table 4.2.10.

S/N	ALTBERNATIVE	NO. OF RESPONDENTS	PERCENTAGE (%)
1	YES	50	51.55%
2	NO	47	48.45%
3	TOTAL	97	100%

Source: Questionnaire survey 2019.

The above table shows the Tipton respondents out of the 97 feel or think the economy will be badly affected, 47 respondents out of 97 indicated that the economy will be badly affected if salaries are paid at same rate.

Table 4.3.6: Are you satisfied with the present government salary?

S/N	ALTERNATIVE	NO. OF RESPONDENTS	PERCENTAGE (%)
1	YES	32	32.99%
2	NO	65	48.45%
4	TOTAL	97	100%

Source: Questionnaire survey 2019.

The above table shows that 32 respondents out of 97 responded by saying yes satisfied with the president's salary while 65 respondents I know they are not satisfied which covers 32.99 and 67.01% respectively.

It is obvious from the selected range those who are satisfied and senior members of the staff while just responded not satisfied and Junior cost to the president standard of living now it is not satisfactory or adequate.

The reason why junior officers are not satisfied with the present government salaries is to the gap between high- and low-income earners. Hence high productivity is not compensated.

Table 4.3.7: Do you feel that they should be further the Adjustment of the salary structure?

S/N	ALTERNATIVE	NO. OF RESPONDENTS	PERCENTAGE (%)
1	YES	66	68.01%
2	NO	31	31.96%
3	TOTAL	97	100%

Source: Questionnaire survey 2019.

That above table saws that 66 respondents out of 97 indicated that there should be an adjustment of the cellular structure and the constituted 68.01% and 31 how to of 97 respondents said that there should be no further adjustment of the salary structure and discovered 31.99 per-cent of the total Returned. Thereby, included that there should be the Adjustment in the salary structure due to the inflationary situation or cost-of-living in order to commemorate the situation.

Table 4.3.8: From the following which one does your ministry follow for your salary increase?

S/N	ALTERNATIVE	NO. OF RESPONDENTS	PERCENTAGE (%)
1	1 YEAR 1 STEP	68	70.01%
2	2 YEARS 1 STEP	09	9.28%
3	1 YEAR 2 STEPS	07	7.22%
	ANY OTHER METHOD	00	0%
	NONE	13	13.40%
4	TOTAL	97	100%

Source: Questionnaire survey, 2019.

The above table shows that 68 respondents out of 97 indicated that the trend followed by Ministry for salary increase is 1-1 step, 9 respondents out of 97 say that the trend followed by the ministry for salary increase is two years to one step. While 7 respondents out of 97 respondents indicated that the trend followed by the ministry for salary increase 1 year to 2 steps. Any other method apart from the one already mentioned provided no response. Lastly, 13 respondents out of 97 or 13.40% did not respond to any of the trend mentioned.

Table 4.3.9: Do you think the trend followed by you are ministry from salary increase is motivate enough: The following table is a testimony of the analysis pertaining trends followed by Ministries for salary increase which aimed at determining whether motivating factors are adequate.

S/N	ALTERNATIVE	NO. OF RESPONDENTS	PERCENTAGE (%)
1	YES	34	35.05%
2	NO	63	64.95%
4	TOTAL	97	100%

Source: Questionnaire survey 2019.

The above table shows that 34 out of 97 respondents are of the opinion that the salary increase followed by the ministry is motivated enough while 63 respondents in all out of 97 indicates that salary increase followed by the ministry is not motivated enough.

Table 4.3.10: Which of the following allowances do you enjoy?

S/N	ALTERNATIVE	NO. OF RESPONDENTS	PERCENTAGE (%)
1	VEHICLE ALLOWANCE	30	30.92%
2	RENT ALLOWANCE	22	22.68%
3	LEAVE ALLOWANCE	15	15.40%
	LEAVE GRAND ALLOWANCE	30	30.92%
4	TOTAL	97	100%

Source: Questionnaire survey 2019.

The rationale behind knowing whether respondents received allowances or not is to see if it is fairly administered and whether all categories of workers receive it and what are the other allowances apart from the above already mentioned which respondents received.

Which shows that both Junior and senior staff received different kinds of benefits, found out of 97 indicated that they received vehicle allowances, 22 respondents received rent allowances, 15 out of 97 received travelling allowances when we concluded that vehicle allowances is not paid to all workers but only those who are interested and have the capacity to collect and pay at due. Rent allowances was given added together with their salary in the monthly payment voucher which indicated the view of not receiving it. Who could not read or write in order, therefore did not understand that it was added to the salary, travelling allowances is given to only those who travel and leave grand allowances is paid to all workers.

Table 4.3.11: Can you suggest any way to improve compensation in public service.

S/N	ALTERNATIVE	NO. OF RESPONDENTS	PERCENTAGE (%)
1	INCENTIVES	63	64.95%
2	PROMOTION	34	35.5%
3	TOTAL	97	100%

Source: Questionnaire survey 2019.

The above table shows that 63 out of 97 respondents covers 64.95% said that using incentive pay is the best way to improve compensation in the public sector while 34 respondents out of 97 indicate that promotion is the weight improve compensation in public sector which covers 35.5%.

This result shows that incentive pay is the weight improve compensation in public sector or public service.

4.4 TEST OF HYPOTHESIS

Hypothesis (1) there is no relationship between compensation and productivity in the civil service. To test the first hypothesis question 6 and 7 will be used respectively to test both the qualitative and quantitative measure based on this question.

Hypothesis will be rejected on the ground that when the actual salary was carried out the response indicated there is relationship between compensation and productivity in the civil service.

Hypothesis (2), wages and salaries are unfairly, hypothesis question 4, 13 and 15 was used also to test bhatt the quantitative and qualitative measure based on these questions. Hypothesis one will be accepted on the ground that personal bias is the main criteria used for promotion in the civil service. What is this one lack of productivity among the civil servant has its roots in the improper compensation they receive for their efforts.

To test third hypothesis, questions 4,11,13,7 and 19 will be used to test but it is qualitative and quantitative measure based on that, 46 adjusted that is wages and salary increase to commensurate to their service. Orcas are saying that salaries should be fairly paid.

Hypothesis there is no relationship between compensation and productivity and the Civil Service. That from the analysis and discussion of data held by researchers and labourers in Jigawa State Ministry of Finance and Economic Planning as follows:

The productivity and compensation of workers go hand-in-hand in the civil service. But the end result is that compensation of workers affect productivity of workers in the civil service. This is because there is inadequate compensation system which brings about inequality in the sector.

Hypothesis wages and salaries are certainly administered among public officials mastermind the payment of overtime wages and salaries, sometimes the payments are based on personal vehicle rather than productivity level and this indicate that wages and salaries are certainly administered among public servants. Alluded that the trend followed by ministry of finance in increasing salary increase is usually when one year to one step. Then only senior officers receive what are categories of allowances, so this system should be given due consideration.

Lack of productivity of civil servant has its roots in the improper compensation they receive for effort. Also the senior officers complain that when they exhibited maximum effort their fear is not given to commensurate the effort and bring about equality in the civil service. The researcher agreed with alternative hypothesis compared in the present sector. The input and outcomes are in equitable proportion. Permission and timely payment of salaries based on personal bias which network is reluctant in the airport in discharging their duties.

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CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.1 INTRODUCTION

The aim of this chapter is to summarize the whole research work findings data collected. It also deals with conclusion of the findings and the recommendation. Lastly the chapter consist of the bibliography and appendix which consist of the books in which the researcher used.

5.2 SUMMARY

The project intent to achieve whether the compensation is all appreciated in the public services and extends to which public servants are encouraged as the case may be. The civil servant performs less than their counterparts in the private sector. It also suggested on ways through which public service could be made attractive to potentials employee. To asses and recommend connection in the compensation imbalances if any in the public service as we said earlier, this research work is aimed at seeing that whether compensation is appreciated in the public service or the public workers productivity level. Compensation is the second to personal problems after inventory taking and is the system of rewarding an employee for the services renderers.

5.3 CONCLUSION

In conclusion the finding has a lot of problems, and has highlighted hypothesis there is no relationship between compensation and productivity in the civil service.

Compensation and productivity go hand in hand in the civil service. But the end result is that compensation of workers in the public service. This is become there is inadequate compensation system which brings about inequality in the sector.

Hypothesis wages and salaries are unfairly administered among public officers master mind the payment of overtime wages and salaries payment are same time based on personal vehicles rather than productivity level and this indicates that wages and salaries are unfairly administered among public servants.

We concluded that the trend followed by the ministry for salary increase is usually one year to one step. Then the only senior officers received other categories of allowances so this system should be given due consideration. Lack of productivity of civil servants has its roots in the improper compensation they receive for effort. Also junior officers complain that when they exhibited maximum effort and get they pay is not commensuration with proper compensation they receive, this brings about inequality in the civil service. The researcher agreed with the alternative hypothesis compared in the privets sector. The input and output are in equitable promotion, proper supervision and timely payments are based on personal bias which makes worker so reluctant in their effort in discharging their duties. Also the researcher disagree the null hypothesis on the bases that when the actual survey was carried out from the response that was received there is relationship between compensation and productivity.

5.4 RECOMMENDATIONS

Based on the finding and conclusion the following recommendations have been offered:-

1. Compensation: this project has receive that compensation should be equitable increase in way that will narrow the gap between the high and low income earners so that it will be appreciated and become adequate to worker due to the present economic conditions.
2. Civil service should be encouraged so that maximum output will be attained by motivating them through praises by improving the working condition through enough

- working spaces transportation facilities and availability of shopping control and also by giving them extra payment of overtime.
3. Wages and salaries should be fairly administered among staff without showing any element of personal bias and senior workers should regard junior workers as partners in progress when they work extra hour or go on level their payment should be made immediately or prompt.
 4. Inequality which exists in the civil service should be reducing so that productivity level could be increased by narrowing the gap between the similar work situation their input and output received for the some attention.
 5. The work should be stimulating and challenging task and should be given consideration so that their attitude to work will be boosted.
 6. This clarities the fact that inflation is the prime factor which affect the salary and wages of workers. The salary ranged be narrowed between the high and low income earners and productivity should be given priority in giving monetary and non-monetary compensation in the public service and the issued outlined above should be addressed so as to reduce inequality in order to bring about humors working environment that when increase productivity and accountability.

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APPENDIX I

Department of Public Administration,
College of Business and Management Studies,
Jigawa State Polytechnic Dutse.

Dear respondent (s),

My name is Isma'il Sabo, A student from the above institution in Dutse, Jigawa State.

The questionnaire is intended to solicit for your opinion and answer on the topic "the effect of inadequate labour compensation on employee performance" in your organisation. Please, you are required to express your opinion and the choice and answering the question.

APPENDIX II

Section A

Demographic data of the respondents

1. How old are you?
 - a. 20-30 ()
 - b. 31-40 ()
 - c. 41-50 ()
 - d. 51-above ()
2. Sex distribution
 - a. Male ()
 - b. Female ()
3. Educational qualification
 - a. Primary ()
 - b. Secondary ()
 - c. Post-secondary ()
 - d. Others (specify please)
4. What is the nature of your work?
 - a. Skilled worker ()
 - b. Semi-Skilled worker ()
 - c. Unskilled worker ()
 - d. None of the above ()
5. What is your salary grade?
 - a. GL 04-06 ()
 - b. GL 07-09 ()
 - c. GL 10-12 ()
 - d. GL 13-15 ()
 - e. GL 16- above ()

Section B

6. Some government civil servants are always reluctant in the discharging of their duties, what do you think is the reason ?
 - a. Lack of promotion ()
 - b. Lack of timely pay ()
 - c. Lack of adequate compensation ()
 - d. Lack of proper supervision ()
 - e. All of the above ()
7. Is there provision for compensation worker that lost some part of their body in the course of discharging their duties?
 - a. Strongly aware
 - b. Particularly aware

- c. Strongly not aware
 - d. Particularly not aware
8. What type of compensation do you think is the best way to increase workers' productivity?
- a. Promotion
 - b. Incentives
 - c. Award presentation
 - d. Monetary compensation
 - e. All of the above
9. Do you enjoy the same benefits and facilities with your counterparts in the private sector?
- a. Strongly the same
 - b. Particularly the same
 - c. Strongly not the same
 - d. Not at all
10. Do you feel that there should be an increase in wages and salaries considering the present's economic condition?
- a. Strongly supported
 - b. Particularly supported
 - c. Strongly not supported
 - d. Particularly not supported
11. Are you satisfied with the present government salary?
- a. Strongly satisfied
 - b. Partially satisfied
 - c. Strongly not satisfied
 - d. Partially not satisfied
12. Do you feel that there should be further re-adjustment of the salary structure?
- a. Strongly feeling so
 - b. Partially feeling so
 - c. Strongly not feeling so
 - d. Partially not feeling so
13. From the following which trend does your ministry follow for salary increase?
- a. One year - one step ()
 - b. Two years - one step ()
 - c. One year - two steps ()
 - d. Any other method -----
 - e. None ()

14. Do you think the trend followed by your ministry from salary increase motivate enough?
- a. Strongly motivated
 - b. Partially motivated
 - c. Strongly not motivated
 - d. Not motivated
15. Which of the following allowances do you enjoy?
- a. Vehicle allowances ()
 - b. Rent allowances ()
 - c. Travelling allowances ()
 - d. Leave grand allowances ()
16. Can you suggest any way to improve compensation in public service?
-