

TITLE PAGE

**AN ANALYSIS OF STRATEGIES FOR IMPROVING
PRODUCTIVITY IN THE PUBLIC SERVICE
(A CASE STUDY OF MINISTRY OF COMMERCE AND
INDUSTRIES SOKOTO STATE)**

BY

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CERTIFICATION

This project has been supervised and approve having satisfied one of the conditions for the award of Master Degree in Public Administration in Department of Public Administration, Faculty of Management Sciences, Usmanu Danfodiyo University, Sokoto and is approve for its contribution to knowledge and literary presentation.

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DEDICATION

This work is dedicated to the entire members of my family

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CHAPTER ONE

GENERAL INTRODUCTION

1.1 BACKGROUND OF THE STUDY

In Nigeria in recent times, the role that productivity could play in the economy is being re-echoed because of the slow rise in the standard of living of the people and especially since the oil resources which had dictated the pace of development of the Nigeria economy in the last decade or more is now dwindling. It is becoming obvious that if the size of the distributable income is to be enlarged the efficiency of all the factors of production has to increase. Experience in the public service has shown that time structure between a production decision and output, is low because of the social values of our people in relation to production within the public sector. The general attitude to work in the public sector is not geared towards work measurement based on output per man hour. This thus reinforces the belief prevalent in the society that government owned enterprises must run at a loss.

For people in a developing economy where government commands the largest pool of capital, this belief is dangerous. Serious thought must be given to the issue of improving productivity in public agencies that provide essential services. Ask who is to be blame for the nation's

productivity ills, and all fingers would probably point at the government. but it is worth reiterating that no amount of government decrees can force people to be more productive. If this were possible the non-capitalist countries have the highest productivity in the world.

In spite of the great scientific advances made by man, the high level of productivity still depends more on man himself than on technological aids that are now available to him. It is his will and ability to work, and the efficiency with which he can use technological aids among other factors that the backbone to any conceivable progress. Human resources not capital, nor material resources constitute the ultimate basis for the wealth of nations. Capital and natural resources are passive factors of production, human being are the active agents who accumulate capital, exploit natural resources, build social, economic and political organization and carry forward national development.

At this period of increasing despondency on the part of many unemployed school leavers, polytechnic and university graduates, the alarming job insecurity on the part of several coders of employees in the public and private sectors and the crushing weight of increased cost of living calls for strategic management of resources in order to ensure higher productivity. Often there is the inherent fear that higher productivity means retrenchment of workers and their replacement with

machines. But this is necessarily so because redundant labor can and should be directed into other productive employment. They should hardly deserve to be laid off. This is where the role of productivity management strategies cannot be over emphasized.

Organization success requires an effective blending of machines, money, material and human resources in order to achieve the short and long run objectives. Productivity management strategies develop programmes, policies and activities to optimize human potentials in order to realize the goals of the organization.

The core issue of human problems at work is always the quality of human management in pursuit of common goals. People's problem at work is dynamic. People should work in the enterprise to make it grow. The heart of management lies in a neat balancing act reconciling the needs of the individuals with the needs of the organization. The employer seeks optimum development of manpower. His prime concerns are cost and productivity. The management of people is interactive and cuts across formal functions.

The acquisition, development and utilization of human resources is always a critical factor in the economic development of many nations. This is why former President Ibrahim Babangida stated in his key note address on the occasion of the first national productivity celebration in

Nigeria that his administration “is not unaware that motivation and creation of conducive working environment are essential to the achievement of increased productivity in both public and private sector of our economy”. This pinpoints what government needs to do to enhance performance of the public service, equally, those in this sector need to improve their work habits.

In recent past, the Nigeria worker has so much been criticized as regards to their attitude to work. However, not much has been put to investigate the nature and scope of assignments given to orders. Such duties include challenging, creative, honorable, motivating, personally satisfying and ego-boosting. Therefore, if the public servant is becoming more and more active, then there is needs to re-examine the system under which he is working. Productive management strategies should enable managers of our public service to take advantage of opportunities and minimize the inhibiting aspects of policies and programmes. These will create enabling climate to make the best use of resources. In a changing environment by developing effective strategies to help to achieve organization objectives.

1.2 statement of the research problem

The public service in most developing countries has often been associated with “influence” “bad management” and “lack of well-defined objective”. The public institution such as government corporations,

ministries and parastatals are instruments through which government executes its policies and programmes affecting various aspects of the nation's life. The ways the public service is being managed in Nigeria should be a matter of concern. This is because; any failure on the part of a public organization to provide satisfactory services can result in public dissatisfaction resulting to a chain of social ills. The prevalence of acute cases of inefficiency in public service is tantamount to national economic sabotage. According to Philips (1982) any failure in the public sector is a reflection of the society as a whole. Every individual is responsible and all governments to date are variously responsible.

A general opinion held by worker in the public establishments in Nigeria especially the civil servants, is that their productivity and general attitude to work are by far worse than those of their counterparts in private sector establishments. The typical Nigerian workers as Ejionye puts it, is viewed as being lazy, indolent, or careless. He avoids work and responsibility, but loves wealth with all the good things of life. The Nigeria workers is material-oriented, pleasure-seeking, egocentric and wants to get rich quickly through corrupt practices, he loves social status, and wants to be seen, recognized and treated with respect. He lusts after power authority. In fact the typical Nigerian worker is no different in any fundamental ways from the average Nigerian since he is simply a recruit

from the wider society. But he is different from workers of the western world. The question therefore is how we can enhance workers' productivity through adoption of different management strategies.

One major problem in the bid to improve productivity in Nigeria's public service is the problem of measuring and quantifying productivity. In companies where the orientation is to make profits, productivity can be easily measured in terms of dividends declared at the end of a given period. It is also possible to quantify work done in many companies, e.g. the number of cars assembled in a given period. From the total output of goods of the company or profits declared in a given period, productivity could be determined when related to inputs. The lack of work measurement in the public service makes it impossible for any attention to be paid to productivity, the situation often arises where an employee is seen as efficient and hardworking, not necessarily because he achieves optimally, but because in comparison with his truant and inefficient colleagues, he is the best, there is a preoccupation of asking for more staff and materials when optimum use is not even being made of existing staff and materials.

In Nigeria the concern for developing human resources and improving productivities has taken a very prominent dimension. Various arguments put forward from the classical scientific management school

up to the contingency approach school and the Nigerian indigenous management experts sought to suggest ways through which workers could be managed effectively and efficiently towards, improved productivity. People cannot be dealt with in a vacuum, hence it is necessary to consider individuals in relation to their environment, which invariably plays a vital role in making them behave the way they do in their working places. Therefore one's performance is a function of relationships between the individual, his knowledge, skills, attitude and motivation and his environment which are interwoven.

Although there is general agreement about the need for improving productivity, there is little consensus about the fundamental causes of the problem and what to do about it. The blame had been attributed to various factors. Some people place it on the greater proportion of less-skilled workers in respect to the total labour force, but others disagree. Another reason given for the productivity dilemma is bureaucratic, corruption, the workers' attitude and government policies and regulations. Increasingly as the cause of the problem as well as the solution

It is against this background that improving public service productivity through effective management of resource should be considered.

1.3 RESEARCH QUESTIONS

In the light of the forgoing the researcher set out to address the following research questions.

- i. Is public servants poor productivity related to poor motivation?
- ii. Is poor job satisfaction responsible for public servant poor productivity?
- iii. Can the adoption of modern performance management techniques enhance public servant productivity?

1.4 OBJECTIVE OF THE STUDY

The general objective of the study is to investigate the strategies for the improvement of productivity in public services.

From the above mention general objective, the following subjective are drawn viz:-

- i. To examine whether public servants poor productivity related to poor motivation.
- ii. To examine whether poor job satisfaction is responsible for public servant poor productivity.
- iii. To examine whether the adoption of modern performance management techniques will enhance public servant productivity.

1.4 SIGNIFICANCE OF THE STUDY

The significance of this research is to stimulate the readers thought and ideas on this very important topic so that at the end of the day the reader whether a student or worker in the public or private sector will critically and objectively come out with other ideas and recommendation for improving productivity in Nigeria. Nigeria is blessed with enough human resources in almost all fields of endeavor, but the major problem has been the management, the motivation and allocation of these human and material resources in a manner that will enhance and sustain productivity. The need to promote increased productivity in our economy cannot be over-emphasized. If we are productive and creative we can produce enough goods and service to meet most of our local consumption, and for export.

To sum it up, it is envisaged that this study would contribute to literature on productivity. Accordingly, it is hoped that the findings would be useful to the decision makers in the public service. Additionally, the study has also proffered useful suggestions on how best to improve workers productivity.

1.5 HYPOTHESES OF THE STUDY

The following hypotheses are meant to guide this study:

- H₁ That poor motivation does not lead to poor productivity of public servant
- H₂ That poor job satisfaction does not lead to poor productivity of public servant
- H₃ That the adoptions of modern performance management techniques do not enhance public servants productivity

1.6 SCOPE AND LIMITATION OF THE STUDY

The scope of this study indicates a relationship between productivity and effective management of human resources in the public service in general and with particular reference to officers in the Ministry of Commerce and Industry Sokoto.

The study has also been restricted in the sense that management of human resources in the public service in general and with the particular reference to officers of the ministry of commerce and industry Sokoto thus, the findings may not be applicable to organizations other than selected area of the study.

1.7 CHAPTER SCHEME

Chapter one, gives an insight in to the general background to the study. Chapter two, review relevant literature to the research topic. While in chapter three, research methodology was discussed, chapter four, data presentation and analysis and treats finally, chapter five, summary, conclusion and recommendations.

1.8 DEFINITION OF TERMS

Productivity: Public service productivity, like any other productivity calculation requires accurate measurements of input and output. Obtaining these for the public sector, however, is much less straightforward than in other sectors.

Motivation: The most commonly cited definition of public service motivation in the current literature is credited to James L. Perry and Lois R. Wise; it defines PSM as “an individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations.

Public servant: A person who works for the state or for local government, such as a judge or teacher

Public service: Is a service which is provided by government to people living within its jurisdiction, either directly (through the public sector) or by financing provision of services

Effectiveness: The degree to which objective are achieved and the extent to which targeted problems are solved

Efficiency: Is the (often measurable) ability to avoid wasting materials energy efforts, money, and time in doing something or in producing a desired result. In a more general sense, it is the ability to do things well, successfully, and without waste

Performance management: Is a process that provides feedback, accountability, and documentation for performance outcome

Distributable income: May be defined as the amount of earnings a firm can distribute to owners while maintaining the current level and mode of operations indefinitely at current prices

National development: Is the ability of a country or countries to improve the social welfare of the people e.g. by providing social amenities like education, potable water, transportation, infrastructure, medical care, etc.

Technological aids: Support effective communication by enabling individuals to understand and interact with people around them.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 INTRODUCTION

This chapter presents reviews of related literature on the research topic. It discusses the concept of productivity, productivity and development of Nigeria Public Service.

2.2 THE CONCEPT OF PRODUCTIVITY

The word productivity has many problems as it has definitions. To the Economist, productivity is a simple relationship between input and output, to the Engineer, productivity means new technology, machinery and equipment, measurement and controls and to the Administrator productivity has various meanings including effectiveness and efficiency.

However, the economist, and engineer, definitions present some difficulties when public service organizations are considered. Whereas the outputs of manufacturing concerns are tangible and measurable, those of service organizations are not quantifiable, thus making measurement difficult. Opinions in recent time also concede that productivity is much more than a quantities relationship between input and output and that a broad concept of productivity that touches on all segments of world life is therefore necessary.

Sheidu (1994), observed that there is a growing consensus, especially in the public sector, that the concept of productivity should encompass both measures of efficiency and effectiveness. While efficiency measure relates to the level of service that is provide and it

associated cost, effectiveness on the other hand measures the output but relates it to either benefits or losses that the recipient community has enjoyed in comparison to its previous position.

Okpechi (1991), observed that an additional critical factor in public sector productivity is the complex nature of government operations and institutional bottlenecks of the sector. For example, government actions and decisions are often taken within a milieu of societal values, organizational capabilities voter sentiments, and the glare of the mass media, state and local government laws and inter government relations, all of which must be appreciate in finding lasting solution to productivity problems in the public sector.

The origin of productivity management is deeply rooted in the context of mass production therefore issues of productivity are mainly analyzed in this sphere. This may be the main reason for the prolonged neglect of the productivity issues in the sphere of service. Service organizations are recognized as the largest and fastest-growing segment of the economy in the world (Sahay, 2005). On the one hand productivity is related to utilization of resources, on the other hand productivity is related to the creation of value. Therefore good productivity is achieved when activity of an organization and resources in the product creation process create value for getting product. Productivity can also be related

to loss, which must be eliminated if productivity increases (Sauian, 2002).

ISO 9000 series standard defines productivity as an extent to which planned activities are realized and planned results achieved (LST EN ISO 9001:2001). The concept of productivity is often confused with the efficiency term. Therefore it is important to understand that efficient performance of unnecessary work is not productive. Therefore productivity requires both efficiency and effectiveness (Sumanth, 1998).

Boyle, (2006.) Productivity is generally defined as a measure of the amount of output generated per unit of input. In many countries, public sector productivity has been assumed to be zero in the national accounts. The output of the government sector has been measured as equal in value to the total value of inputs. This output $\frac{1}{4}$ input convention has increasingly come under scrutiny in recent years. The challenge is to devise alternative estimates based on output measurement in a public sector context where collective services are provided and where there is, in most instances, no market transaction in services provided to individuals.

Holzer and Seok-Hwan (2004) argue that although the concept of productivity has been utilised for many years, it is often simplified, misinterpreted and misapplied. According to them, the concept of performance may represent a more attractive conceptual path toward improvement. Still, both concepts are underlying premises of public administration and the core of an ongoing effort that persists because it addresses a fundamental linkage: a productive society is dependent upon a high-performing government. Although the issue of productivity and performance enhancement in the public sector is nothing new, scholars and practitioners have worked for decades to identify what makes government productive and effective. In fact, the use of the concept of productivity has been intermingled with the concept of performance (e.g., Jackson, 1999; Stainer and Stainer, 2000.)

Koontz (1988) defined productivity as "the output input ration within a time period with due consideration for quality". It can be expressed as follows:-

$$\text{productivity} = \frac{\text{output}}{\text{Input}} \text{ with a time period, quality considered}$$

The productivity committee of the European Conference (1985) concluded that productivity is an attitude of mind. It is the mentality of progress of constant improvement of that which exists. It is the certainly

of being able to do better today than yesterday. It is the will to improve on the present situation on matter how good it may look, it is the constant adaptation of economic condition. It is the continued effort to apply new techniques and is the faith in human capabilities.

Productivity therefore cannot effectiveness and efficient and efficient performance resulting in high-level output of goods and services both in quantity and quality with minimal costs and wastes in resources plus satisfaction of the users of the products and services. Measures of productivity should be tailored to each organization and to the goals of each organization.

2.3 PRODUCTIVITY AND NIGERIAN NATIONAL DEVELOPMENT

The present world-wide economic depression compels more and more public and private organizations to focus greater attention on productivity.

The need for this orientation is even greater in developing countries like Nigeria which cannot favourably compete in the world market with the more high developed countries that have higher technology and human skills, in the quality and quantity of goods produced. The result of this unfortunate syndrome is that no capacity of self-generating and self-

sustaining growth has been evolved in most developing economies. It is therefore not surprising that most of these developing economies are trapped in the various cycle of under development.

It is acknowledged that there is a growing anxiety in Nigeria about the level of productivity (or non-productivity) of the national economy. At the present level of productivity in Nigeria cannot increase the total national wealth. In appreciation of this fact, the National Productivity Center (NPC) was established by the Federal Government under the Federal Ministry of Employment, Labour and Productivity. In Decree No. 7 of 1987 establishing the center, it was among other thing, charged with stimulating productivity consciousness among Nigerian worker and to develop and apply the right technical solutions to productivity problems across all sectors of the national economy.

Undoubtedly, abundant natural resources, accumulated productive capital in the form of infrastructures, are necessary ingredients for the attainment and maintenance of a high standard of living. However, without a high level of productivity, the standard of living may still be abysmally low even when these other favourable factors are present. If productivity is low abundant resources will be fritted away in the high cost of exploiting these resources. Thus, it becomes even cheaper to import such goods or services. This is one the

reasons why a developing country like Nigeria is faced with the chronic problem of huge external debt.

We are currently witnessing at the international scene one of the ironies of history and that is the Japanese Miracle. Two centuries, West Germany and Japan, flatly defeated in World War II, with most of their industries destroyed, are now successfully challenging their victors in the world market for industrial goods. Their share of World Industrial Production and trade goes up higher every year; their currencies continue to rise in value. The Japanese situation is most startling. This is because with no significant mineral resources as she imports almost all the raw materials for her industrial production, Japan have surprised the world with an unusually high level of productivity. One of America's present worries is how to protect her own domestic industries from the onslaught of Japanese imports. Many reasons have been given for the success of the Japanese experience, but no one is in doubt that the central explanation is a high level of productivity. At the center of their success is the Japanese worker, this standard of living is high largely because he is very productive.

Broadly speaking, the need to increase productivity in every sector of the national economy arises from:

The limited available resources and

Under-utilization of capacities of human and mineral sources.

If the level of productivity is to show any increase then marginal productivity of the various inputs should constantly increase. This would imply that the various factor of production are being efficiently utilized. If such micro level again are aggregated at the macro level, one can see significant increase in production and, consequently, a positive improvement in the rate of marginal productivity and level of economic development is of fundamental importance for promoting a strategy of development.

Economic growth is accelerated by rational development and use of resources. In view of this, it has become imperative to increase production in key areas. This would be possible, if appropriate productivity measures are selected and implemented at the unit level in various sectors and enterprise.

it is only then that the objectives of national plan can be meaningfully realized

Productivity actions must be accepted as the indispensable instrument for giving effect to the national economic options. Productivity must be regarded right from the start as an action affecting marketing as well as production agriculture as industry, the public as well

as the private sector, public utilities and public services. It therefore follows that productivity policy must be intimately connected, in other words it must be complementary and supplementary to the economic policy

2.4 SOME PREVIOUS STUDIES AND THEORETICAL PERSPECTIVES OF PRODUCTIVITY

The most influential, and until recently, the most paradigmatic doctrine of the determinant of the supply of effort by workers is that highlighted by Adam Smith and his followers in the classical economic school of thought. The core of Adam Smith's thought on the factors affecting the supply of increased effort and increase labour productivity is to be found in his theories of worker motivation and division of labour.

Although, Smith was aware of the possible effects that the worker's job may have on his motivation to supply effort, he however, ranked the level of wages as the most important variable affecting the phenomenon.

According to him, where the level of wages is high and generous, workers would be willing to overlook any disadvantageous characteristic of their level any type of work. There is no sacrifice too great for workmen to make in order to achieve a high level of wages. In Smith's

view workmen... when they are liberally paid by the piece are very apt to overwork themselves, and to ruin their health and constitution in a few years... the desire for greater health by excessive work.

It is not only their health that the majority of workers would be prone to sacrifice in order of earn the highest wage possible, they would be willing to make many psychological sacrifices. For instance, worker would:

- i. Not mind whether an employer is kind or cruel as long as hes plays
good wages
- ii. Not mind whether their work mates are good or bad people to work
with.

Apart from his concern with the factors which affect the worker applies his skills and abilities to the production process, Adam Smith made very influential observations on the contribution which the mode of organization of work can make to labour productivity. According to Smith, when workmen are allocating jobs on the basis of specialization, their productivity will increase because of three different reasons:

- i. Increase of dexterity
- ii. Saving time

ii. Mechanization

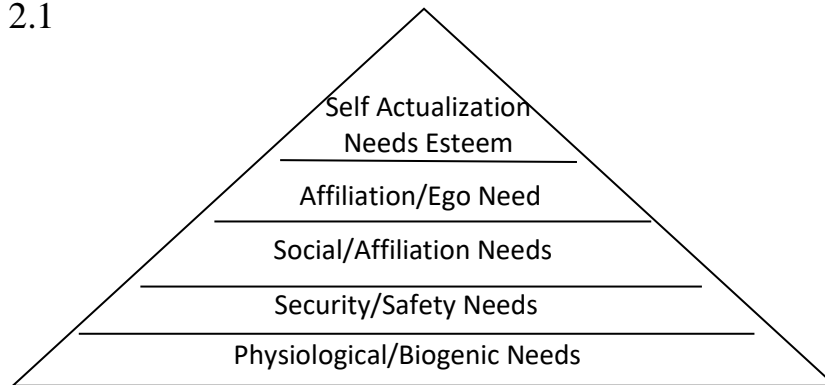
The fore-going doctrines of Adam Smith constitute the basis of all forms of Scientific Management Movement for Charles Babbage (1935) to Frederick Taylor (1911). It is with the framework of these doctrines that the general conclusion reached by Peter Kirby in a paper published in 1961 on the determinates of labour productivity in Nigeria very squarely, but implicitly, falls

The achievable productive capacity or proficiency of Nigeria labour was not the imitational factor on labour productivity... rather a number of management functions provision of adequate incentives, supervision, work methods and organization appear to have been the key factors inhibiting higher productivity.

There is a myth about the nature and work life of the average Nigeria public servant. It projects the pictures of a complacent individual whose sense of responsibility has been dulled by frustration and negativism. He argues that middle level personnel in Nigeria Public Services can be motivated toward higher job performance only by satisfying their "higher order" needs which have been identified to include opportunity for promotion, responsibility, participation in decision making, participation in setting goals, growth and achievement on the job.

Etuk's propositions are important as they resurrect the host of "Abraham Maslow's Hierarchy of need". Illustrated below:

Figure: 2.1



Source: Maslow's hierarchy of needs - Wikipedia

To Abraham Maslow, individual needs that will drive or activate him to higher performance depend on his level of needs illustrated in the diagram above. And the basic human needs are identified by Maslow in an ascending order of importance to the individuals:

- i. **Physiological Needs:** These are the basic need to sustain life itself
e.g. food, water, clothing, shelter, sleep and sexual; gratification
- ii. **Security of Safety Need:** Protection against danger and threat either
from the environment or from people. e.g fear of loss of job,
property, food or shelter
- iii. **Social of Affiliation Needs:** After the physiological needs and
safety needs are fairly well satisfied, the needs for love,
affection and belongingness tend to emerge.

- iv. Esteem of Ego Needs: These have to do with wish that most of us have for self respect and the good opinion of other e.g. the need for power, prestige, status and self-confidence.
- v. Self-Actualization Needs: Last but perhaps most significant. This concerns the individual's feeling about the value and satisfaction of his work. It is the desire to become what the individual feels he is capable of becoming, to maximize his potentials, widen his horizon and accomplish something really fulfilling.

According to Maslow, as long as any remains unsatisfied, so long will it be a source of discontent. In attempting to identifying the needs of workers therefore, one must first locate them along this needs' continuum.

Douglas McGregor in his book entitled "The human side of enterprise" advanced two dramatic theories about the art of management itself and man in particular viz: X and Y

The assumptions of Theory X are:

- i. The average worker has an inherent dislike for work and will avoid it if he can.
- ii Therefore, most people must be coerced, controlled, directed, and threatened with punishment to get them to put their best efforts toward the achievement of organization objectives.

- iii. The average human being prefers to be directed, has relatively little ambition and wants security above all.

In sum, the X place exclusive reliance upon external control of human behaviour to make him perform his work. Consequently, productivity has to be forced and demanded from the lazy indolent worker. But scholars argue that direction and control are essential useless to people whose important needs are for instance social and egoistic. For these, Douglas McGregor has theory Y with the following assumptions:

- i. Man enjoy work as natural just as play or rest
- ii. External control and threat of punishment are not the only means for bringing about best effort towards organization objective. Man exercise self control and self direction in performing a task he is committed to.
- iii. Individual commitment to objective or task depends on the reward associated with his achievement.
- iv. The average worker accepts responsibility under proper conditions since individual potentialities are widely distributed.

Thus, theory relies heavily on self control and self direction by the individual in order to perform his work with zeal, happiness and elation.

Consequently managers desirous of enhancing productivity have to adjust their technique depending on the kind of workers they have to deal with.

Frederick Herzberg attempted to explain another paradox of the work situation using a two factor theory of job satisfaction in which he identified 'motivator factors and hygiene factors. The motivators satisfy an employee and comprise achievement, recognition, responsibility, advancement and the work itself. These are factors intrinsic to work itself and workers positively aspire to achieve them. The hygiene factors include organization's policy, administration, supervision, salary, interpersonal relations and working conditions. These are extrinsic to work and workers always have a negative attitude toward them. They therefore cause dissatisfaction.

Vroom's Expectancy Theory has the following main underlying assumptions:

Individual expected rewards in doing a job

This preference for the rewards.

That is, an individual performance (force) is a function of that the individual feels he is likely to benefit or gain as a result of his action (Expectancy) and his preference or strength of likeliness of the outcome of the expected regards (Valence).

Hence the denotation

Force = Valence X expectancy

Adas Equity Theory of work motivation argues that the major input to individual for performance and satisfaction is the degree of equity or inequity he perceives in his work place as give in the equation below:-

Equity occurs when:

$$\frac{\text{Person's Outcome}}{\text{Person's Input}} = \frac{\text{Other's Outcome}}{\text{Other's Input}}$$

And inequity occurs when

$$\frac{\text{Person's Outcome}}{\text{Person's Input}} < \frac{\text{Other's Outcome}}{\text{Other's Input}}$$

or

$$\frac{\text{Person's Outcome}}{\text{Person's Input}} > \frac{\text{Other's Outcome}}{\text{Other's Input}}$$

The implication for management is that productivity has to be viewed as an organizational aggregate of individual workers effectiveness. Hence vertical and horizontal equity is implied.

2.5 HISTORICAL DEVELOPMENT OF PRODUCTIVITY MOVEMENT IN NIGERIA

The Federal Government, has been involved with productivity issues independence. This is indicated by the various civil service reforms set up to look into wage problem vis-a-vis efficiency.

The first commission was set up in 1963 and this was the Morgan Wages and Salaries Commission mandated among other recommended the setting up of a National Wages Advisory Council

At the beginning of the 70s decade, another wages and panel recommended of National Productivity Prices and Incomes Board. The board is to draw up a productivity scheme, services by the labour ministry ILO assistance tripartite foundation productivity teas to be encouraged at firm level.

The establishment of a National Productivity Centre was recommended by the Whitley in 1971. The Udoji panel stressed the importance of a result oriented public services as well as the issue of productivity.

In May 1970, the Productivity Price and Income Board (PPIB) was formally inaugurated. While in April 1977 the PPIB Decree was promulgated wages and productivity unit (now division) labour ministry to encourage and promote productivity scheme in all sectors of the economy.

A National Productivity Conference was held in Ibadan in 1978 with the following objectives-

- a. Ways of increasing productivity in all sectors of the economy.
- b. Defining and measuring productivity
- c. Institutional arrangements for promoting productivity

At the end of the Conference, the National Productivity Committee (with state productivity committees) was set up as a forerunner of the National Productivity Centre.

On the November, 1979, PPIB Technical Units Meeting productivity scheme to take off with multipartite functional committees until government could provide for establishment of formal productivity centers.

To give further impetus to the issue of productivity, the Federal Government in 1970 renamed the Ministry of Labour as Ministry of Employment, Labour and Productivity. In the same year, the 40th National Development Plan “Increasing Productivity” was one of the eleven objectives which stressed on the creation of national and zonal productivity centre.

The Federal Government later invited the International Labour Organization Programme (ILO/UNDP) to set up the

National Productivity Centre. A project document was the technical assistance and some Nigerian technical counterpart staff were recruited by the Federal Civil Service Commission in early 1984. In May, 1984, the National Productivity Centre was inaugurated by the then Ministry of Employment, Labour and Productivity of the ministry until April, 1987 when the center's legal existence was backed up by Decree No.

This decree thus made the center one of the parastatals of the Federal Ministry of Employment, Labour and Productivity.

Effective recruitment of staff started in earnest after the appointment of the first Director general in November, 1987. In 1988 the promulgation came into being its principal aims'... to build and sustain a virile, dynamic, efficient and results oriented Civil service through professionalization' since then to creating enable environment for improving productivity in the public service.

2.6 MAJOR OBSTACLES IN ACHIEVING HIGH PRODUCTIVITY LEVELS IN THE PUBLIC SERVICE

In this section an attempt shall be made in a modest way to pinpoint some of the major noticeable problems militating against the

achievement of actual targets in our public service productivity. Before the study shall delve into this, it is pertinent at the junction to first of all look into **THE ORIGIN AND CHARACTER OF THE PRODUCTIVITY PROBLEM.**

The Nigeria public service as we have it today is a creation of British Colonialism. It was the British essentially, who in the first place introduced modern bureaucratic organizations and practices to the predominantly traditional milieu of Nigeria at the time. Having done this the British went ahead to create a public service fashioned and oriented along the lines of their own public service. The British as a colonizer had clear ideological and imperialistic intents that are easily realized through a programme of systematic cultural reorientation.

The other important issue to draw to is the use which the British colonizer made of the Nigeria public service during its early history. The British made no secret of the fact that the public services was created to serve colonial interest. It was created to maintain law and order, and facilitate the expropriation of the colonial territory. This clearly exploitative and anti-development orientation of the public service and the confusion which ensued formed the dubious importation of British public service formed a spanner in the wheel of bureaucratization in Nigeria.

It would be wrong however, to blame the outcome of the bureaucratization process entirely on the British colonizers. Evidently, conscious policy measures could have been devised to induce this process after independence. Part of the blame then must be laid at the door step of those group of elites who succeeded the British after independence. These elites failed primarily because they could not salvage the emerging Nigeria society from the ideological and cultural more as into which it hand been plunged by the British. Rather, they chose to perpetuate the same values which had underpinned the service during the colonial era and at the same time expanded the scope of the responsibilities of the service. While the British used the service for the advancement of their hegematic interests, the new elites saw the services as an instrument of personal ambition and aggrandizement. There was little consideration to the fact that public service was meant to serve the collective interest of Nigerians.

When we take this posture of post independent leadership together with the colonial background of the public service Nigeria, the following prevailing picture of the major obstacles in achieving high productivity level in the service becomes quite easy to appreciate.

2.7 MAJOR CONSTRAINING FACTORS TO PRODUCTIVITY IN NIGERIA PUBLIC SERVICE

Lack of clear and systematic goals and objectives

The civil service performs practically any form of activity whether or not it has the ability to do so. Yet, other different forms of organization have been created to perform many of the same functions. The functions of many public enterprises, for instance, overlap with those of civil service. Thus, as in all other departments, there is no clear distinction between the role of the Federal Ministry of Agriculture, Water Resources and Rural development and any of the enterprises associated with it. This situation is of course, quite convenient for key political actors as it allows them a wide latitude to maneuver civil service processes for their personal and political benefits. The public service sector lacks clearly specified production functions. Discrete units of public output are difficult to define and the inter-dependence of ministries and departments make evaluation of a single organization may not have appropriate standards and productivity improvement targets.

2.7.1 Effective personnel recruiting process

From the perspective of personnel policies, improper recruitment of unqualified staff, promotion on basis of factors unrelated to merit and

strained relationship between staff and the management are causes for persistent inefficiency.

Also, one finds that the size of the civil services has in recent time increase very dramatically but without any corresponding improvement in its output or overall public image. This could be illustrated with the population of and administrative officers in the Federal Civil Service in 1964, there were about 155 administrative officers in the Federal Services. By 1972, eight years later, the number has increased to about 362, an increase of about 133.5%. and in another six years the number has grown to about 1,002, an increase of about 276.8%. this was in spite of the purge of 1975-1976. The size following the return to civil rule between 1979 and 1983. This was even the same during Genera Ibrahim Babangida Regime.

It is quite obvious that the quality of public policies and their implementation has not improved at any rate corporate to the increase in the population of key officers involved in the activities. If anything, the correlation has been negative. The quality of government policies and programmes appear to have diminished over the years. Evidently, there has been a lot of wastage and programmes have often not satisfactorily achieved their intended objective. The situation of the service involves an unnecessarily heavy overhead burden that considerably drains the scarce

financial resources of the public sector and leaves for meaningful modernization of the mode of work, consequently, the service cannot perform effectively. But rather than address the fundamental roots of this problem, the situation is, in almost every case, blamed (and this is quite logical with the prevailing culture) on lack of necessary manpower. Thus a case is again made to recruit more people or establish another bureau to rankle the problem believed to have been identified. This process continues and the results to have vicious circle of bureau proliferation.

2.7.2 Resistance of change

Another noticeable feature of the public service today is its conservatism. It is very resistant to change and to values which challenge its status of course this is an natural out-growth of the prevailing culture and the colonial legacy of the public service. The civil service for instance would not be what it is today had it been accommodating new ideas. What seems management distressing about the situation is the resistance to modern management practice. The frustration experienced with the accommodations of the public service review commission (popularly known as the Udoji Commission) is a case in point.

2.7.3 Improper institutionalization of bureaucratic features and culture

The Nigeria public service is afflicted with various forms of bureau pathologies, these are the diseases which result from improper institutionalization of bureaucratic feature and culture. As a matter of fact all the various problems already highlighted are different manifestations of these pathologies. In addition, there are other equally critical ones such as rebaptism, nepotism, indifference to the interest of client's corruption, etc.

2.7.4 Excessive political interference

Excessive political interference in the appointment of the management board, Director General, Commissioners and executives of Parastatals usually results to the appointment of unqualified and inexperienced people and thus they lack the ability to discharge their responsibility effectively. The result is unproductively instability and discontinuity in the system.

2.7.5 Unattractive pay structure

This is one of the major factors that accounts for low productivity among the civil services. The pay structure lacks the power to attract, retain and motive high caliber of workers and conducive working atmosphere. Pay is often refereed to as a unique incentive towards stimulating the morale of workers to higher productivity. Many of

Nigeria worker often than not feels that there has not been a convincing way of making him known that the gain by working more seriously. As a result; he develop a lukewarm attitude to his official assignment since his services and efforts are not adequately compensated. In some cases the total level of enumeration may be so low that it cannot afford the worker the minimum necessities of life, in the context of rising general price levels, vis-avis that of static wage level.

2.7.6 Constant threat of job security

When the late General Murtala Muhammed went on the mass purge of 1976, the nation felt a sign of relief that the productive sectors of the nation's economy was getting the much desired re-orientation, as good as the purge was, the manner and way was haphazardly carried out makes its end unjustified and counter-productive. This created discontent and insecurity among the remaining workers and thus resorted to various means of colleting ratifications, (popularly know as 10% out and up front payment). They see this as their provision for the dry season when and in the event of them getting retired or thrown out of employment with out notice and with immediate effect and alacrity. Some of them before they leave the service have registered companied and awarded contracts to those companies to provide enough jobs for them on retirement.

What were designed as means of giving direction to the nations socio-economic policy became a virulent vituperation, commitment and purpose. As if General Murtala mass purge was not enough a lesson, each successive regimes in particular the military aberrations made it a style to throughout employees in thousands sooner they take over the government of the nation without first examining the would-be impact of those retirements on the socio-economic set-up of the nation. We are all living witnesses of the antecedent effect of the vicious cycle mass-purge and untimely retirement of people into the unemployment labour market. Armed robberies, hive killings, frauds, broken marriages, suicide cases, public setter inefficiencies, non-charlatan attitude to work, religious bigotry etc. are just to mention a few of the ill beleaguering our society for which we are yet to find answers.

2.8 THEORETICAL FRAMEWORK

This study utilizes four different employee productivity boosting theories i.e. employee compensation theory; reinforcement theory; equity theory and agency theory. These theories are discussed in the following paragraphs.

2.8.1 Compensation Theory

As organizations continue to face mounting competitive pressures, they seek to do more with less and do it with better quality. As goals for

sales volume, profits, innovation, and quality are raised, employment growth is often tightly controlled and in many cases, substantial cuts in employment have been made.

Employee compensation plays such a key role because it is at the heart of the employment relationship, being of critical importance to both employees and employers. Employees typically depend on wages, salaries, and so forth to provide a large share of their income and on benefits to provide income and health security.

Employee compensation practices differ across employment units (e.g., organizations, business units, and facilities) on several dimensions (Gerhart & Milkovich, 1990, 1992; Gerhart, Milkovich, & Murray, 1992). The focus of the employee compensation literature has been on defining these dimensions, understanding why organizations differ on them (determinants), and assessing whether such differences have consequences for employee attitudes and behaviors, and for organizational effectiveness. Pay practices vary significantly across employing units and to some degree, across jobs.

First, pay can be in the form of cash or benefits (e.g., health care, retirement, paid vacation). On average, about 70 percent of payments to employees are in the form of cash, leaving 30 percent in the form of noncash and deferred cash benefits (Noe, Hollenbeck, Gerhart, & Wright,

1994). Health care has been the fastest growing benefit, and most employers describe the challenge of controlling this cost while providing quality coverage as one of their top human resource management challenges.

2.8.2 Reinforcement and Expectancy Theories

Reinforcement theory states that a response followed by a reward is more likely to recur in the future (Thorndike's Law of Effect). The implication for compensation management is that high employee performance followed by a monetary reward will make future high performance more likely. By the same token, high performance not followed by a reward will make it less likely in the future. The theory emphasizes the importance of a person actually experiencing the reward.

Like reinforcement theory, expectancy theory (Vroom, 1964) focuses on the link between rewards and behaviors (instrumentality perceptions), although it emphasizes expected (rather than experienced) rewards (i.e., incentives). Motivation is also a function of two other factors: expectancy, the perceived link between effort and performance, and valence, the expected value of outcomes (e.g., rewards). Compensation systems differ according to their impact on these motivational components. Generally speaking, pay systems differ most in their impact on instrumentality: the perceived link between behaviors and pay, also

referred to in the pay literature as "line of sight." Valence of pay outcomes should remain the same under different pay systems. Expectancy perceptions often have more to do with job design and training than pay systems.

2.8.3 Equity theory

Equity theory suggests that employee perceptions of what they contribute to the organization, what they get in return, and how their return-contribution ratio compares to others inside and outside the organization,' determine how fair they perceive their employment relationship to be (Adams, 1963). Perceptions of inequity are expected to cause employees to take actions to restore equity. Unfortunately, some such actions (e.g., quitting or lack of cooperation) may not be helpful to the organization.

Two recent empirical studies provide good examples of the types of counterproductive behaviors that can occur as a result of perceived inequity. In the first study, Greenberg (1990) examined how an organization² communicated pay cuts to its employees and the effects on theft rates and perceived equity. Two organization units received 15% across-the-board pay cuts. A third unit received no pay cut and served as a control group. The reasons for the pay cuts were communicated in different ways to the two pay-cut groups. In the "adequate explanation"

pay-cut group, management provided a significant degree of information to explain its reasons for the pay cut, and also expressed significant remorse. In contrast, the "inadequate explanation" group received much less information and no indication of remorse.

2.8.4 Agency Theory

Agency theory, until recently best known in the economics, finance, and law literatures, focuses on the divergent interests and goals of the organization's stakeholders, and the ways that employee compensation can be used to align these interests and goals (Eisenhardt, 1989; Fama & Jensen, 1983). Ownership and management (or control) are typically separate in the modern corporation, unlike the days when the owner and manager were often the same person.

With most stockholders far removed from day-to-day operations, so-called agency costs (i.e., costs that arise from the interests of the principals/owners and their agents/managers not converging) are created.

Examples of agency costs include management spending money on perquisites or "empire building" (acquisitions that do not add value to the organization but may enhance the manager's prestige or pay) rather than seeking to maximize shareholder wealth (Lambert & Larcker, 1989). In addition, the fact that managers may differ in their attitudes toward risk

gives rise to agency costs. As a consequence, managers may prefer relatively little risk in their pay (e.g., high emphasis on base salary, low emphasis on uncertain bonuses or incentives). Indeed, research shows that managerial compensation in manager-controlled firms is more often designed in this manner (Tosi & Gomez-Mejia, 1989). Agency costs also stem from differences in decision-making horizons. Especially where managers expect to spend little time in the job or with the organization, they may be more inclined to maximize short-run performance (and pay), perhaps at the expense of long-term success.

This study uses Agency theory ahead of the three theories because, our application of agency theory does not permit us to directly explore the "strategic partner" role of the HRM function, by examining the effects of more traditional or bureaucratic HRM, this research will facilitate broader understanding of the understanding the strategies for improving productivity in the public service. Finally, in addition to improving productivity in the public service the potential importance of the "strategic partner" role of HRM Agency theory has been used to understand situations in which an individual delegates responsibility for a task to other persons (Fama, 1980). The person delegating the work is called the principal, and the individual to whom tasks are assigned is referred to as the agent. Agency theory is used to explicate alternative

ways of controlling behavior in order to reduce conflicts of interest that inevitably arise when principals delegate responsibility to agents. According to agency theory, bureaucratic monitoring systems result in employees behaving in a compliant manner because it is in their best interests (e.g. do what's in your job description, and you get a raise). Compliant behavior may be detrimental to firm performance when a company is undergoing significant change because uncertainty is high.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter discusses the procedure used in collecting and analyzing data for the study. Specifically attention is given to the source of data instruments used in the process of data collection, sample and sampling techniques and method of data analysis employed.

3.2 RESEARCH DESIGN

Research design means the structuring of investigation aimed at identifying variables and their relationship, quantitative is being adopted to substantiate this study. In this light, both the source of data instrument of data collection and the method of data analysis is being informed by the qualitative approach.

3.3 POPULATION OF THE STUDY

In order to provide an objective study, the researcher target the ministry of commerce and industries and tourism Sokoto. Here top, middle and junior ranking officers represent the target population of the study. This is precipitated on the basis for reaching a conclusion on how to increase the productivity of the public service.

3.4 SAMPLE AND SAMPLING PROCEDURE

Conveniently selected sampling technique or procedure is used to select a total of sixty (60) staffs out of a population of one hundred and twenty five (125) staffs. 35 respondents from administrative department, 8 respondents from cooperative department, 7 from commercial department, 4 from financial department, 3 from industrial department and 1 respondent from planning department.

3.5 INSTRUMENTS FOR DATA COLLECTION

In line with the quantitative approach which is the guide of this study, the major instrument for the collection of data is the questionnaire method. The open and close ended questionnaire format were used, therefore, the findings of this study are based on the responses coded in the questionnaire.

However, another instrument for the collection of data used in this study is the secondary method, here data from secondary sources aided in the formation of our literature review. This means secondary data from textbooks, journals, newspapers and magazines etc. were key to the secondary method

3.6 METHOD OF DATA ANALYSIS

The primary data gathered will be analysed using descriptive statistical. This involves use of table, frequency and percentages. Hypotheses are also tested using inferential statistical tool of chi square.

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

This chapter treats data presentation and analysis issues like analysis of respondent are presented and analyzed in tabular form.

4.2 This chapter basically covers the presentation and analysis of data, test of hypotheses and summary of findings. A total of 60 questionnaires were distributed out of which fifty (50) were retrieved and analysis was based on the number of retrieved questionnaires.

Table 4.1 Age of the respondents

AGES	FREQUENCY	PERCENTAGE
20-25	08	16%
26-35	10	20%
36-55	22	44%
56 and above	10	20%
Total	50	100%

Source: Questionnaire Administered 2017

The table 4.1 indicates the age distribution of the respondents. To this end, 16% are between the age brackets of 20-25, 20% are between 26-35, 44% are between the age of 36-55, while 20% are between 56 and above.

Table 4.2. Sex of Respondents

SEX	NO. OF RESPONDENTS	PERCENTAGE
Males	40	80%
Female	10	20%
Total	50	100%

Source: Questionnaire administered 2017

The table 4.2 represents the sex distribution of the respondents whereby 80% are males, while 20% are females. This implies that level of exposure of women in Northern Nigeria is very low.

Table 4.3 Rank of the respondents

RANKS	NO OF RESPONDENTS	PERCENTAGE
Top level	09	18%

Middle level	35	70%
Junior level	06	12%
Total	50	100%

Source: Questionnaire Administered 2017

The table 4.3 represents the rank distribution of the respondents in the ministry of commerce and industries which, 18% are top level officers, 70% of them are middle level officers, while 12% of them are junior level officers.

Table 4.4 Respondents understand of the term improved productivity.

RESPONSES	NO. OF RESPONDENTS	PERCENTAGES
Change in quantity	10	20%
Change in quality	10	20%
Efficient link between input and output	30	60%
Total	50	100%

Source: Questionnaire Administered 2017.

The table 4.4 indicates responses of the respondents whereby 20% believe the cause of improve productivity include change in quantity, 20% believe it is change in quality, while 60% believe efficient link between input and output.

Table 4.5: on whether there is a relationship between the style of leadership and workers productivity.

RESPONSES	NO OF RESPONDENTS	PERCENTAGES
Yes	34	68%
No	16	32%
Total	50	100%

Source: Questionnaire Administered 2017

The table 4.5 indicates the responses of the respondents whereby, 68% believe there is a relationship between the leadership style and workers productivity in the ministry of commerce industries and tourism while 32% of them believe there is no relationship.

Table 4.6 on whether poor motivation leads to poor productivity of public servant.

RESPONSES	NO OF RESPONDENTS	PERCENTAGES
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Yes	40	80%
No	10	20%
Total	50	100%

Source: Questionnaire Administered 2017.

The table 4.6 indicates that, 80% of the respondents do believe that poor motivation leads to poor productivity of public servant ministry of commerce Sokoto, while 20% says no.

Table 4.7 Do you think that poor job satisfaction leads to poor productivity of public servant?

RESPONSES	NO OF RESPONDENTS	PERCENTAGES
Yes	38	76%
No	12	24%
Total	50	100%

Source: Questionnaire Administered 2017.

The table 4.7 indicates that 76% of the respondents believe that poor job satisfaction leads to poor productivity of public servant while 24% of them believe it cannot.

Table 4.8 Are you satisfied that the adoption of modern performance management techniques can enhance public servant productivity?

RESPONSES	NO OF RESPONDENTS	PERCENTAGES
Yes	34	68%
No	16	32%
Total	50	100%

Source: Questionnaire Administered 2017

The table 4.8 indicates the responses of the respondents whereby, 68% of them are satisfied with workers productivity in the service, while 32% are not satisfied with workers productivity.

Table 4.9 on a general note, what do you think are the cause of low productivity in the service?

RESPONSES	NO OF RESPONDENTS	PERCENTAGES
Low wages	18	36%
Delayed promotions	18	36%
Bad leadership	6	12%
Corruption	8	16%
Total	50	100%

Source: Questionnaire Administered 2017.

The table 4.9 indicates responses of the respondents whereby 36% believe the cause of low productivity include low wages, 36% believe it is delayed promotion, 12% believe bad leadership; while 16% believe it is corruption.

Table 4.10 Can the causes of low productivity in the public service be addressed?

RESPONSES	NO OF RESPONDENTS	PERCENTAGES
Yes	50	100%
No	0	0%
Total	50	100%

Source: Questionnaire Administered 2017.

The table 4.10 indicates the responses of the respondents whereby, 100% of them believe the causes of low productivity in the service can be addressed.

Table 4.11 In your own opinion, how can the Federal Government promote the conditions for workers' improved productivity?

RESPONSES	NO OF RESPONDENTS	PERCENTAGES
Motivate workers	36	72%
Ensure discipline	7	14%
Tackle corruption	7	14%
Total	50	100%

Source: Questionnaire Administered 2017.

The table 4.11 indicates the responses of respondents whereby, 72% of them believe the federal government can promote the condition for workers productivity by motivating workers, 14% believe it is through the ensuring of discipline, while 14% believe it is through the tackling of corruption.

Test of hypotheses1

“That poor motivation does not lead to poor productivity of public servant.

From the formular

$$x^2 = \frac{(o-e)^2}{e}$$

Where χ^2 = chi-square

o = observed frequency

e = expected frequency

The degree of freedom of hypotheses will be determined i.e.

$$Df = (r-1) (C-1)$$

Where the decision rule states if the calculated value outweighs the critical value, the alternative hypothesis is accepted and the null rejected and vice-versa.

First, the responses on table 4.6 will be recalled and represented in table

Variable	Yes	No	Total
Yes	40	—	40
No	—	10	10
Total	40	10	50

Contingency Table

R/C	o	e	$o-e$	$(o-e)^2$	$(o-e)^2 / e$
1/1	40	32	8	64	2
1/2	0	8	-8	64	8

2/1	0	8	-8	64	8
2/2	10	2	8	64	32
				χ^2	50

Testing on 5% level of significance

$$Df = (r-1) (C-1)$$

$$Df = (2-1) (2+1)$$

$$Df = 1 \times 1$$

$$Df = 1$$

Cheek 1 under 0.05 in the table of chi-square = 3.841

Since the calculated table value greater than the critical value i.e.

$50 > 3.841$, alternative hypothesis is accepted.

Test of hypothesis 2

That poor job satisfaction does not lead to poor productivity of public servant?

From the formular

$$\chi^2 = \frac{(o-e)^2}{e}$$

Where χ^2 = chi-square

o = observed frequency

e = expected frequency

The degree of freedom of hypotheses will be determined i.e.

$$Df = (r-1) (C-1)$$

Where the decision rule states if the calculated value outweighs the critical value, the alternative hypothesis is accepted and the null rejected and vice-versa.

Variable	Yes	No	Total
Yes	38	-	38
No	-	12	12
Total	38	12	50

Contingency table

R/C	O	e	o-e	$(o-e)^2$	$(o-e)^2/e$
1/1	38	20.88	17.12	293.0944	14.037
1/2	0	9.12	-9.12	83.1744	4.56

2/1	0	9.12	-9.12	83.1744	4.56
2/2	12	2.88	9.12	83.1744	14.44
χ^2					37.597

Testing on 5% level of significance

$$Df = (r-1)(c-1)$$

$$Df = (2-1)(2-1)$$

$$Df = 1 \times 1$$

$$Df = 1$$

Check 1 under 0.05 in the table of chi-square = 3.841

Since the calculated table value i.e. $37.597 > 3.841$ alternative hypothesis is accepted.

Testing of hypothesis 3

That the adoption of modern performance management techniques do not enhance public servants productivity.

From the formula

$$\chi^2 = \frac{(o-e)^2}{e}$$

Where χ^2 = chi-square

o = observed frequency

e = expected frequency

The degree of freedom of hypotheses will be determined i.e.

$$Df = (r-1) (C-1)$$

Variable	Yes	No	Total
Yes	34	-	34
No	-	16	16
Total	34	16	50

Contingency table

R/C	O	e	o-e	(o-e) ²	(o-e) ² /e
1/1	34	23.12	10.88	118.3744	5.12
1/2	0	10.88	-10.88	118.3744	10.88
2/1	0	10.88	-10.88	118.3744	10.88
2/2	16	3.92	12.08	145.9264	37.22612
X ²					64.1061

Testing on 5% level of significance

$$Df = (r-1)(c-1)$$

$$Df = (2-1)(2-1)$$

Df = 1x1

Df = 1

Check 1 under 0.05 in the table of chi-square = 3.841

Since the calculated table value > the critical value i.e. $50 > 3.841$
alternative hypothesis is accepted.

4.4 SUMMARY OF FINDINGS

From our study so far, it suffices at this point to state that, the Ministry of Commerce Industry and Tourism Sokoto is an organization that requires strategies for improved productivity. But the findings of this research indicate that, workers are not significantly motivated and this represents a stumbling block as no administrative strategy can effectively operate under a context where workers are not adequately motivated. The findings further reveal that, the responses of our respondents are divided along rank lines. Those at the top level, tend to give a positive view of the ministry while those at the middle and junior levels posit otherwise.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter attempts a summary of the entire work, conclusions were made based on the findings of the research and recommendations are proffered for policy implications.

5.2 SUMMARY

Efficiency of public services is vital to the success of economy like ours. For long, the need for efficient management of public utilities, service organizations and public service has not received as much attention as it deserves. The result has been that their productivity has been generally low, strategies for improving public service productivity has been the focal points of this study with Nigeria public service as the case study. The study with the public service as the case study has been divided into five chapters.

Chapter one which is the introductory part of this study discussed the background of the study, problem analysis, definition concepts and scope of the study. Giving the need for the

adoption of management strategies to improve productivity. The various hypotheses was raised in the same chapter.

Chapter two, the various concepts of productivity were highlighted. A section of the chapter presents some important aspect of productivity movement in Nigeria. Equally with some related previous and current studies on productivity were examined. In a modest way an attempt was made to pin-point the some of the major noticeable problem militating against the achievement of productivity improvement. It is against these impediment that the involvement productivity in the Nigeria settings was considered and feasible way forward toward improving productivity formed the essential components of the management strategies elucidated.

Productivity in Nigeria public service formed the crux of chapter three. A historical perspective of its establishment and evolution were x-rayed. So also were the inhibitors and catalyst of productivity.

Chapter four delved into the presentation and analysis of the data collected.

Finally, chapter five which is the chapter under review is the concluding part. Starting with the summary which is highlight the important and revealing aspects of the preceding chapters. The conclusion and recommendations are deductions from the findings draw from the study

5.3 CONCLUSION

The public service which ironically occupies a dominant position in the Nigeria economy in terms of employment, resource commitment, impacts on society in terms of development etc has come under widespread criticism on its performance in the recent past. The sector has been accused of corruption, lack of adequate social service, inefficiency, rigidity, unattractive pay structure, inept management, poor attitude of work etc. These factor have been considered and analysed within the frame work of the Nigeria socio-economic realities.

The vital requirement for transforming public service organization into productivity undertakings should be derived from the incorporations of a dynamic approach to the day to day problems of management progressive work improvement through reduced cost and increased output and by devising various methods and techniques to institutionalize productivity culture as

past and parcel of managerial equipment and organizational apparatus. These approaches would aid in reducing the nebulous prevailing productivity climate. As a must, genuine desire to productivity improvement calls for action-packed management strategies such as some following proffered in the study among others, attractive working condition, moral regeneration and inculcation of discipline, improved social service, job satisfaction, efficient utilization of man power.

5.4 RECOMMENDATIONS

Based on the analysis and findings in the preceding chapters, the following recommendation are for improved productivity.

- i. **Adequate Working Facilities And Material Should be Provided:** For any organization to be successful, it must have adequate working facilities and materials for the prosecution of its activities. Otherwise, a situation can arised where those employed are committed and highly motivated but with the lack of these facilities and materials may dampen such enthusiasm and hamper productivity.
- ii. **A Good Organizational Structure:** The way an organization is set up has a major effect on the productivity of those who

work there. There is not likely to be commitment from those employed. If the structure does not provide for their involvement. So there must be machinery for communication and consultation at all levels. There must be clear lines of authority and therefore accountability. The aim should be secure involvement and commitment.

- iii. **Judicious Use of Capital:** Once people, including the ordinary citizens, detect the money they had helped in accumulating is being wasted on frivolous and useless projects or ventures, rather than in the interests and continued growth and development of the organization to which they belong, they lose interest. Loss of interest of course, causes morale problems and consequent lowering of productivity.
- iv. **Trained And Knowledgeable Management Should be Appointed:** The success of any organization depends on the ability of those who manage it. That ability stems from the training received by those concerned and the knowledge they possess. It is the management that must exercise the right leadership and create an atmosphere where every individual in the organization will feel that he has a role to play.

- v. Favourable Socio-economic Policies: The government of the federation should pursue socio-economic policies that will generate happiness and patriotism among Nigerian workers and not policies that will overstretch and over burden their economics power.
- vi. Job Securities: government policies and actions should be such that will promote job security for workers to enjoy job security, he develops a sense of belonging and this promotes productivity.
- vii. Viable Federal Character Principle: The principal of Federal Character in Federal Civil Service and ethnic balancing in the state civil service should seriously take into account, qualifications, experience and suitability of candidates in appointments and promotion.
- viii. A New Approach to Wage Salary Increase: The government should design a system of wage and salary increase which would be devoid of the noise such exercise has attracted in the past, because at the end of it all the workers are worse off. A system whereby wage/salary and fringe benefits increase should be tied to annual cost of living index to minimize the inflationary pressure should be evolved.

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QUESTIONNAIRE

Dept. of Public Administration
Faculty of Management Sciences
Usmanu Dafodiyo University, Sokoto

The Commissioner,
Ministry of Commerce and Tourism,
Sokoto

Dear Respondents,

I am a postgraduate student writing a research project on an analysis of strategies for improving productivity in the public service, in fulfillment of a Master Degree in Public Administration. Please, kindly assist by filling the questions below.

Thanks.

ABUBAKAR MUHAMMAD AMINU

SECTION A: BIO DATA

1. Age

a. 20 – 25 () b. 26 – 35 () c. 36 – 55 ()

d. 56 and above

2. Sex

a. Male () b. Female ()

3. Rank

a. Top officer () b. Middle office ()

c. Junior ranking officer ()

SECTION B: QUESTIONS

4. What do you understand by the term improved productivity?

5. Do you think that poor job satisfaction leads to poor productivity of public servant? Yes () No ()

6. Does poor motivation leads to poor productivity of public servant. Yes () No ()

7. Do you think the adoption of modern performance management techniques can enhance public servant productivity? Yes () No ()

8. Are you satisfied with workers' productivity in the ministry of commerce? Yes () No ()

9. On a general note, what do you think are the causes of low productivity in the service?

10. Can the causes of low productivity in the service be addressed?

11. In your own opinion, how can government promote the conditions for workers improved productivity?
