

Promotion as an Incentive for Higher Productivity
A Case Study of Dunwoood Local Gov. Dunwoood, Illinois Stat.

BY

Barbara Singer, with
J. J. O'Brien, Ph.D.

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**PROMOTION AS AN INCENTIVE FOR
HIGHER PRODUCTIVITY**

**A CASE STUDY OF DUTSE LOCAL GOVERNMENT
DUTSE, JIGAWA STATE**

BY

KADSON SIMON AUDU

REG. NO. PA/08/04/035/A

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TITLE PAGE

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PRODUCTIVITY**

**(A CASE STUDY OF DUTSE LOCAL GOVERNMENT,
JIGAWA STATE)**

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KADSON SIMON AUDU

REG. NO. PA/08/04/035/A

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APPROVAL PAGE

This research work has been read and approved as having met the requirements for the award of Higher National Diploma (HND) in Public Administration.

Approved by:

Mallam Ibrahim B. Ringim
Supervisor

Date

Mallam Gambo Uba
Project Coordinator

Date

Mallam Salisu Miko
Head of Department

Date

PREFACE

This research work is convened out in order to determine the extends or the rate at which promotion can affect staff input in an organization.

In view of this, the findings and recommendations will be of great relevance to any organization that is confronted with staff promotion problems.

DEDICATION

This work is dedicated to God Almighty, my wife; Mrs. Maureen S. Kapson and My two Kids; Beatrice and Vincent whose prayer and encouragement have been my strength.

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First and foremost, I owe my gratitude to God Almighty who saw me through my years of studies in this school through his mercies, love and protection.

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Those of you, whose names are not mentioned, just know that you are closer to my heart and mind, walk and not stumble.

ABSTRACT

This study assesses promotion as an incentive for Higher Productivity in Dutse Local Government Secretariat of Jigawa State.

The data used are personal responses from questionnaires distributed to senior and junior staff of the Local Government. Other relevant literatures available in the library and internet were secondary data.

The study has shown that lack of proper promotion of staff as at when due leads to low productivity and sometime staff turn over in Dutse local government. However, various successive government have attempted to remedy the problem by increasing the chances of staff promotion through encouraging in-service course for staff, recruitment of staff that have qualifications relevant to their departmental responsibility including higher academic qualification and following the promotion guidelines of both junior and senior staff so that they will get promoted as at when due.

Thus, the problem of implementation could not allow for substantial reduction of staff turnover which is associated to lack of promotion an anticipated by the various government

policy. However, it is recommended that the government should revitalize promotion procedure through proper implementation of policy and human resource empowerment by promoting staff as at when due which will encourage hardworking staff to put in their best and remove tribalism and nepotism during the promotion exercise of both junior and senior staff of the local government.

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CHAPTER ONE

1.1 INTRODUCTION

This aspect of study deals with human resource management it involves motivation which comprises the psychological and physiological aspect of human being.

Productivity is more of result for adequate motivation and effective maintenance of human behaviour. However, human behaviour can be influence through better inducement, for better out put (encourage a person to-do some thing better and effectively).

Incentive can be very wide as the concept of motivation itself. Therefore, promotion is among the incentives to be mentioned. Promotion lead to self- actualization, which is one of the items in hierarchy of needs. Abraham H. Maslaw in his book "**Motivation and Personality**" in 1954, defined self-actualization as the desire to became more and more of what one is, to become everything one is capable of becoming. The potentialities of talent and capabilities can be best make use of where a person is given a change to display, giving a person higher position or rank enables him to make use of experience at work to foster his ability towards achieving the best of his performance. Obviously, as the role of an individual varies so will be the eternal aspect of self-actualization.

Promotion provides opportunity for satisfaction. Workers interest are kept very high when they are promoted when due. Above all, self-actualization itself tend to be motivated by increase opportunity to

satisfy that need. Promotion is an aspect of satisfaction, because relevant recognition, advancement, responsibilities etc are all component part of industrial development or is another aspect of job condition. Frederick Herzberg in his book motivation to work in 1959 explained that some job conditions build high level of motivation and job satisfaction. He described six (6) of these motivation factors or satisfiers as follows:

1. Achievement
2. The work itself
3. Recognition
4. Advancement
5. Responsibility and
6. The responsibility of personal growth.

Base on the above conditions, we can say that promotion not only gives room for higher productivity, but also lead to self actualization, self esteem etc.

In this case of study, it has been observed that senior and junior staff of dutse Local Government Area of Jigawa State perceived their satisfaction and overall enthusiasm to how consistent they have been enjoying their promotion. It is in realization of the above that this research is being conducted.

1.2 . STATEMENT OF THE PROBLEM

The purpose of this study is to investigate the. Effect of promotion on the motivation of senior and junior staff of dutse Local government, which has been witnessing staff turn-over both in the personnel and operative fields. The resignation of services by the personnel and operative staff call for critical examination of the circumstances leading to the unprecedented development in the Local Government. Some of these problems include the existing guidelines and procedures of the promotion of staff in the Local government.

For instance, the existing guidelines and procedures for the confirmation and promotion of staff stipulate that a new employee shall serve a probational period of not less than six (6) months with effect from the date of assumption of duty; such probationary period may be extended up to a maximum of another six (6) months on the recommendation of his/her immediate officer/supervisor. An employee shall be notified in writing of his confirmation of appointment or, of an extension of his /her probationary period.

In addition, once every year, performance evaluation and annual reviews of confirmed employees performance and the eligibility for promotion or increment will be assessed objectively based on performance on agreed job description and objective set by his /her officer or supervisor.

All recommendations for promotion to grades of personnel officers and above is only considered if an employee has given an overall performance rating not below four (4) points. In fact, dedication,

handwork, devotion to duty e.t.c are often relegated to the back ground in the context of the existing arrangement by the board of the authority concerned with the promotion of staff. Other problems associated with staff turnover include:

- Lack of proper and adequate staff welfare,
- Lack of promotion as at when due. When staff are not induce properly, the rate of their input will be low and they get frustrated, looking for the slightest opportunity else where.

Problem of favoritism in the promotion of staff is a major obstacle to higher productivity among the senior and junior staff of the Local government. Some staff get favoured because they are closer to the board of authority while others suffers that frustration. The above factor and policies which are the major obstacles to higher productivity among the staff of the Local Government is what this research work is determined to critically analyze and recommend useful solutions to the problem.

1.3 SIGNIFICANCE OF THE STUDY

This study has become necessary in view of the alarming staff turnover in Dutse Local Government Area of Jigawa State. Knowing well the causes of this staff turnover, recommendation arising from the findings will be of help in minimizing the problem of staff promotion in the Local Government. The research will contribute immensely to the administrative running of the Local Government especially to its personnel officers.

1.4 SCOPE AND LIMITATION OF STUDY

This study is on senior and junior staff of dutse local government. Dutse Local Government Area is the centre of consideration and it concerns four Districts including Dutse itself, Sakwaya,, Chamo and Dundubus Districts all of which make up Dutse Local Government Area with major towns and villages such as Fagoji, Galamawa, Kasarau, Baranda, Chaichai, Isari, Abaya, Yargaba, Tabobo Fanisau, war-wade, Laraba, Bakin Ruwa, Kudai etc. The categories of employees are: Chairman, Secretary, Heads of Departments, Managers, Directors and Personnel Officers which are all referred to as the senior staff. While that of junior staff include: Departmental Secretary personnel assistance, store keepers, dispatch riders, Drivers etc.

Thus, the study of this nature cannot be successfully completed without some problems. One of the major problems was with some senior staff and Head of departments who are so pre-occupied to grant audience to the completion of questionnaires at the scheduled time. While others like junior staff were not willing to cooperate in providing the necessary information during the course of specialized interview, they tend to underrate the purpose of the interview or research work and refuse to disclose some vital information. Furthermore, some of the staff ear-marked for interview were reluctant in completing the questionnaires in good time.

Other limitations include.

- Because the research cover only senior and junior staff of Dutse Local Government area of Jigawa State, the time allowed for the project work is short.
- Poor financial support to travel round the entire Districts apart from the Dutse Districts head quarters of the Local Government.
- Some junior staff of the Local Government can not read and write for that, to read the questionnaire was a problem.

1.5 METHODOLOGY

In conducting this research, I laid emphasis on method of data collection that are relevant to the studies. In pursuance of these objectives, I decided to use specialized interview with principal officers, that is, heads of department, sectional heads of junior staff. Specialized interview was also conducted randomly on selected senior and junior staff of the Local Government which reflect the general views of the population in order to obtain first hand information of the relevant data required. A major proportion of the data collected was through the use of questionnaires which were served to both the senior and junior staff within the strain of the research randomly selected.

1.6 DEFINITION OF TERMS

The key and major terms here are: promotion, incentive, production which are defined as follows:

PROMOTION: This refers to an increase in responsibly, increase in pay prestige and recognition.

INCENTIVES: These are strategies adopted by an organization to boost the moral of employees.

PRODUCTION: This means optimum utilization of human potentials or the realization of desired goals.

1.7 HISTORICAL BACKGROUND OF THE STUDY AREA

In the real sense, Dutse meaning "Rock or Mountain" got its name from the hilly rocks which surround the town and covers an approximate area of about 5miles. Dutse has been an old local community and is the state capital of Jigawa State, at the same time, the headquarters of the emirate council of Dutse Emirate. The local government which comprises of the whole of Dutse district, Chamo, and Sakwaya District, was created during Yakubu Gowon administration.

Dutse is bounded in the south with Takai Local Government of Kano State, and Birnin Kudu Local Government in the South East, in the North by Jahun Local Government, west by Albasu Local Government and Gaya Local Government in Kano state and Kiyawa by North-East. Dutse is one of the important towns with a long history dating back to centuries before the Fulani Jihadi of Shehu Oathman Danfodio. The city Dutse is situated between latitude 114S and 11N and longitude 90 450E with a population of 148, 374 according to the 1991 census figure and 246,143 in 2006 census figure respectively. Jigawa State –out of which Dutse Local Government is one of it 27 local governments, came into being precisely on Tuesday 27th

August 1991. However, Jigawa state was created along side with 8 other state and was legally backed through decree 37, which is known as "State creation and transitional provincial decree of 1991. Jigawa State was excised from Kano, have (5) five emirate and 27 Local Government Areas. The state lies between 11N to 13N and 8E to 10W, 35s and covers a land area of about 224,103 square kilometers. Jigawa is housework referring to vast loamy and non-marshy soil favourable for the cultivation of crops such as millet, groundnuts and guinea corn etc. The state is on the West by Kano State and on the North by Bauchi State and on the East by Bauchi state and shares and international boundary to North with the Republic of Niger.

In addition, Jigawa State has a population of about 4,348, 649 according to the 2006 census figure ranking it 8 out of the 36 state in terms of population. About 96 percent of the population are Hausa/Fulani and religiously Islam with 80% of the population in rural areas. The predominant of the state occupation is farming. The first military administration of the state was colonel Olayinka Sule (1991-1992) while the first Executive Civilian Governor was Barrister Ali Sa'ad Birnin Kudu (1992-1993) the present Executive Civilian Governor is His Excellency Alhaji Sule Lamido, May 2007 till date.

Dutse first became a local Government caved out from the former South East division of Kano with capital at Birnin kudu following the 1976 local government reform. In 1981 Dutse local government was further sub-divided into two as a result Kiyawa Local Government emerged to be a fully pledged Local Government during Ibrahim

Badamasi Babangida regime. as a result of rapid development Dutse Local Government was shifted down to Dutse first at Fagoji quarters called establishment;,, then transfers letter to government office Fagoji primary school and finally it was transferred back to its present site along Kiyawa road in 1996. Dutse now as a Local Government is consist of Dutse District, Sakwaya and Chamo Districts respectively each district headed by a District head.

The Local Government is structured into a central administration with department each headed by head of department.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 PROMOTION

The importance of promotion as an incentive for higher productivity in an organization is a field which received considerable attention from scholars and researchers. Many of the studies undertaken have been concentrated on experience in the so called industrialized countries. Only few researchers have taken pain to probe in the local government sector. The importance of motivation system in an organization like Dutse Local Government cannot be over-emphasized. However, some of the work of individuals on promotion as an incentive in an organization shall be given consideration in this chapter.

Furthermore, the issue of promotion in Dutse Local Government as at when due become highlighted about a decade ago, among the senior and junior staff of the Local Government. In the course of this research, many senior and junior staff who have stayed on a particular post for more than four years without promotion expressed bitterness about their plight. This has further reduced their enthusiasm to put in their best.

As a result of the tensed situation in the Local Government due to lack of promotion as at when due to the deserving staff. In view of this situation the Commission Visitation Panel that sat in the Local Government at first had cautioned the various heads of departments

concern to be more objective and considerate in handling the issue of promotion in their department as lack of that could cause employee demoralization in the performance of their duties. Today organization are growing larger both the head of departments and their staff are all employee to the same commission, because to get people to work effectively in these changing of circumstances a different approach in necessary. The main objective of this research is to determine the impact which promotion or lack of it has on the senior and junior staffs of Dutse Local Government.

PROMOTION as a term which is one of the key concepts in this research have been defined as "the effect of increase in enumeration, recognition of one's potentials, confidence and prestige. It can also be seen as the practice of elevating staff in an organization, increase in responsibility, recognition etc...." While demotion and down grading are the opposite.

It is more economical to move employees upward, the existing employees of the organization are already familiar with and over the years identified with goals of the organization than recruiting new people from outside. In recruiting new hands/staff from outside organization, there are some negative effects on human aspect on the organization. One of which is that, there is tendencies of recruiting people who might have been tried elsewhere and discarded. This may have a negative consequences for the realization of the organization goals. So promotion of employees is useful in boasting their morals. **Gardens J. Wilkins et al**, summaries the objectives of promotion as follows:

- Furnishes an effective incentive to initiate enterprises ambition.
- May be useful in attracting suitable and competent workers.
- May be a means to reduce discontent and unrest.
- Promotion plans suggest logical training for advancement.
- Gives reward for loyalty, co-operation and long service.
- It is useful in conserving skills, training and ability.

Taking into consideration Garden's postulations, one can conclude that promotion is an important motivational factor in a given organization like Dutse Local Government Area. In this context therefore, lack of these factors in any motivational arrangement is a symbol of denial of promotion.

PRODUCTIVITY: This refers to the optimum utilization of human potentials for the realization of desired goals. It brings about efficiency with which things are done or performed.

HOW THE TERMS ARE RELATED: Considering the two concepts extensively, one can conclude that promotion gives room for higher productivity. When staffs are promoted as at when due, the rate of their input is always very high. On the other hand in some organizations, when the rate of their productivity is higher, this encourages the management to promote staff as means of encouraging staff input.

2.2 THEORIES OF MOTIVATION

ABRAHAM MASLOW HIERARCHY OF NEED

This theory is very relevant to my study and it was extremely discussed with the staff of Dutse Local Government Area, who have expressed their strong concern on physiological need of employees, particularly now that salaries and wages are inadequate to sustain an average worker in the Local Government.

According to Maslow's theory, it states that human needs are classified in order of five categories:

1. **Physiological needs:** This need is the most vital of all as it provides the basics of life, such as food, shelter, water, air, sex, sleep and other physical comforts.
2. **Safety and security needs:** This level involves safety (physical and job security), a priority for most people. That is, protection of life and property, protection against arbitrary loss of employment etc.
3. **Social or affiliation needs:** This include feeling of belonging, being accepted by others, need for friendship, affection and interaction with others.
4. **Esteem need (Ego):** This include self confidence, achievement, competence, respect of others and recognition.
5. **Self-actualization:** This is the individual highest needs, the need of realizing ones potentials (fulfillment) and to become what one wants to become. Employee move up and down the pyramid during their employment experience. The highest and most influential level of motivation (self-actualization) is short

lived. Employees attain a temporary 'high' from personal achievement and then fall back to another level on the pyramid. Work experiences offer continued challenges while one is pursuing self-actualization. Good leaders work hard to provide the resources, planning, guidance, and support needed to achieve desired results (on time and under budget).

A positive work environment that supports employee achievement, recognizes success, and adjusts for failure is necessary when motivating employees.

According to Maslow's view, human strive to satisfy their need in the specific order shown above, that is, what sets of need must be satisfied first before the other function to motivate behaviours. Maslow concluded that once a need is satisfied it no longer motivate behaviour.

In a brief analysis of Abraham Maslow's postulation, it is an observable fact that some or all of the hierarchy needs of this motivation theories have an effect on the behaviour of senior and junior staff of any organization of which Dutse Local Government Area staff are inclusive.

Another aspect of Maslow's hierarchy of need that touches the behaviour of senior and junior staffs of Dutse Local Government Area is the social affiliation need which has led to the formation of various common forms for the realization of individuals and group objective. Example of such forums formed in the councils by the staff include the following:

- Association of senior staff of Dutse Local Government council.
- Junior staff association of Dutse Local Government Area etc.

Moreover, the philosophical and security needs of Maslow's theory has become a need that is most essential for every category of worker in the Local Government as every body wants food, shelter, clothing's, safety, etc. higher than every other aspect of human needs.

VICTOR VROOM'S EXPECTANCY THEORY

Another scholar's reviewed work is that of Victor Vroom carried out in this research project. In this theory "Expectancy theory" it postulates that people behave and act in anticipation of future happenings. His theory emerged that motivation is a function of expectancy and that individuals have concern for future outcomes. The objectives of organization are to attain its goals and to achieve this, employees have to be motivated to put in their best in order to realize the organizational goals.

According to **Professor William Onchi**, "motivation is all those inner striving conditions described as wishes, desires, drives etc. it is an inner state that activate or moves individuals to perform a job to the best of his ability". He went ahead to categorize motivated workers as follows:

1. The person's behavior is self-directed for important goals.
2. The person work hard
3. The person sustain a pace of hard work.

Other scholars looked at motivation as:

- A predisposition to behave in a purposive manner to achieve specific unmet needs (**Buford, Bedeian, and Linder, 1995**)
- The way urges, aspirations, drives and needs of human beings direct or control or explain their behaviour (**Applieby, 1994**)
- Some driving force within an individual by which they attempt to achieve some goals in order to fulfill some needs or expectations (**Mullins 1996**) etc.

Thus, motivation involves effort, persistence and goals. Therefore, based on the above conception of the various scholars contributions of motivation to workers, the Dutse Local Government secretariat workers are very much inclusive in these perception of motivation of workers in an organization.

In proceeding with this conception, human motivation are based on needs, consciously and sub-consciously felt. These needs are primarily such as the physiological requirements for air, food, water, sex, sleep and shelter. Other needs are secondary which involves self esteem, status, affiliation with others, affection, giving complement and self assertion.

According to **Benson and Sterner**, the concept 'motive' can be viewed. as an inner state that energies, activates or motivate behaviours. This help to direct or channel behaviours towards goals. In other words, motivation is a general term applying to entire class of drives, desires, needs, wishes and similar forces.

In Nigeria, civil service promotion is regarded as a means of motivation and retaining staff. In view of the believe, it is clearly spelt out in the civil service rules which is the manual for civil servants regarding their condition of service. Staff promotion in the civil service is made specifically on prescribed and established rules thus; "Eligibility for promotion entails the officer having been confirmed or should have served for at least two (2) years on a post. Normally, an officer could be promoted after every three (3) years, but satisfactory service existence of vacancy been essential. It went further to give preference to serving officers in the civil service." In all promotion the interest of all deserving serving officers should be preferred to those not already in the service.

A promotion vacancy should normally be filled by promotion within the ministry and where it is not forth coming, civil service commission be consulted to seek for a suitable candidate from another ministry. This indicates about even in government establishment which are not only for profit oriented. Promotion is still emphasized as a motivating factor (incentive) to encourage workers to put in their best. With this, it has become necessary to ascertain the effectiveness of motivational theories and other behaviorist postulations years back.

2.3 MOTIVATION

This refers to the process or factors that influence people to act the way they would not have acted.

Motivation explains why some people work hard and well, while others perform poorly, and the value they place on these outcomes. Various states employees will increase their output or productivity in anticipation of receiving an appropriate reward.

This is a belief that hard work leads to a quick promotion. The application of this theory in the promotion exercise in Dutse Local Government Area, is constrained by strict adherence to procedure formalities. The non application of this theory is one of the factors responsible for the staff turnover in both senior and junior staff cadre as the potentials and hard work extended by staff often failed to result in anticipated rewards that are commensurate to such effort.

EQUITY THEORY OF MOTIVATION

Equity theory was made popular by **ADAMS** (1965). It posits that perceived inequity is a motivational force. Workers evaluate equity using a ratio of inputs to outputs. Inputs include qualification, experience, effort, and ability. Outcomes include benefits, inequalities occurs when workers feel that outcomes are not comparable to inputs.

HERZBERG'S TWO-FACTOR THEORY

Frederick Herzberg advanced another content explanation of motivation in 1969. His theory was based on a study of need satisfaction among engineers and accountants. The theory is referred to as the two-factor theory of motivation (Herzberg Mausner and Snyderman, 1959 and Lidner 1998). Herzberg and his associates

asked the subjects to think of times both when they felt especially good and when they felt especially bad about their jobs. Each employee was then asked to describe the conditions that led to these feelings (Donnelly, Gibson and Ivancevich, 1995) based on the study, Herzberg reached two conclusions:

1. Some job conditions operate primarily to dissatisfy employees when they are present but the presence of these conditions does not build strong motivation. Herzberg called these "maintenance factors" and he identified ten:

- Company policy and administration
- Interpersonal relations with the supervisor
- Interpersonal relations with subordinates
- Salary
- Job security
- Personal life
- Working condition
- Status

2. Some job conditions build high-level motivation and job satisfaction, but if they are not present, they do not prove highly dissatisfying. Herzberg described six of these:

- Motivational factors
- Achievement
- Recognition
- Advancement
- The work itself
- Responsibility
- Growth

HULL'S DRIVE REDUCTION MODEL

Hull in 1978 gave a brief explanation why people are interested in promotion. In his theory of motivation called "Drive Reduction Model of Motivation".

This is drive demand hypothesis. He pointed out that an employee want to be promoted for the secondary benefits e.g. wealth, home, education for relation and children. Hence an employee tries to advance toward his secondary goals and higher at any stage of his life continuously until death. The degree of employee's motivation apart from money and other material gains depends largely on other factors like environment, social security factors etc.

In view of Hull's Drive Reduction Model, the degree of employee motivation apart from money depends largely on some other factors like environment factors, social security etc. that contribute either positively or negatively. There are some professors who have rejected political appointment and prefer to profess their ideas on the young generation than accepting political office. For example, professors like Abdulsalam from ABU Zaria, ALaba Ogunsawa from University of Lagos, Professor Emeh O. Auwah and Dr. Beko Ransom Kuti who was appointed as chairman of Lagos State University teaching Hospital (L.U.T.H) but rejected and refused to take all incentive that goes with the responsibility like official car and official house etc. This also confirms what **Chris Agris (1957)** stated that an adult behaves either (motivated or not) at work can be comprehended by the extent to which he or she has matured since

childhood. The main issue at stake which the research intend to address in this particular point of view is that promotion serves as an incentive in influencing higher productivity in Dutse Local Government Area.

In this regards, concluded that (achievement, recognition of the work itself, responsibility. And advancement) serves to bring about the kind of job satisfaction and the kind of improvement in performance that industries seek from its work force. Frederick Herzberg concluded that both kinds of factors meet the need of employees. But is primarily the motivator (achievement of the work itself, responsibilities and advancement) that serves to bring about the kind of job satisfaction and the kind of improvement in performance that an industry seeks from its work force.

Reviewing the Hull's Drive Reduction Model Motivation and judging from the general perspective as assessing motivational factors in the present society particularly among the senior and junior staff of Dutse Local Government secretariat. One could ascertain that in present society where salaries and wages earners are constrained with inadequate supply of social and economic resources and coupled with the absence of social ideological political arrangement. This theory can not serve the purpose in the context of this research work.

This is because it has been witnessed that inspite of the prestigious and other numerical benefits associated with being a head of department/unit in the Local Government Area. There are some accepted offers in another organization in reference to the Local Government department/unit leadership.

Therefore, it is relevant to conclude in this chapter, that motivation factors that could serve as incentive for higher productivity in other organization like increase in pay, increase in responsibility, recognition of roles etc. are also capable of influencing the behaviour of both the senior and junior staff of Dutse Local Government toward efficient and higher productivity. Its absence (demotion) can reduce employee productivity in a remarkable significance.

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CHAPTER THREE METHODOLOGY

PROMOTION GUIDELINE IN DUTSE LOCAL GOVERNMENT

3.1 PROMOTION EXERCISE IN DUTSE LOCAL GOVERNMENT

Promotion guideline in any organization involves the policies and guidelines used for the conduct and advancement of that organization staff. The principles through which the welfare of its staff are evaluated and implemented.

In Dutse Local Government promotion guideline is regarded as government rules used to determine working promotion from one post to another. The method used in the promotion of both senior and Junior staff are not done in insulation. There is usually call circular on promotion exercise for each session of the year emanating from the office of the chairman of appointment and promotion committee to all heads of departments/units. The circular states the approved guidance for promotion of senior and junior staff which requested all heads of departments/units to strictly adhere to. Moreover head of departments/units are requested to ensure the observance of the following criteria when considering staff for promotion.

1. That there are vacancies to which staffs are to be promoted. in other word recommendation should be in line with approved budgetary provisions
2. That staff are not promoted during one year of probationary period.

3. That staff are qualified academically or professionally for the post to which promotion is being recommended.
4. That staff are not on course at present on being nominated for course at time of promotion
5. That all cases of promotion have passed through the department officers and promotion committee

3.2 PROMOTION GUIDELINES FOR SENIOR STAFF OF DUTSE LOCAL GOVERNMENT

Based on the above rules, heads of department may recommend their staff for promotion to the committee that are responsible for the promotion exercise. The committee in effect consider the following criteria for promotion of the staff (Senior) in Dutse Local Government Area.

1. Ability and willingness to take or comply with lawful instruction, human relation and leadership potentials. In addition to the above attributes, staff are also requested to note the following: that confirmation is not a pre-requisite for promotion and it can be considered after six (6) months or one year of promotion period of any time of the year.
- And when a Local Government departments/units is looking over his staff records with a view of making recommendation for promotion, he may as well find out whether any confirmation are due in the next few months. If there is no reason to recommend, then the reason be started either of short coming.

2. Confirmation of appointment will not be approved while a staff is on course. In addition to having completed at least one year from the commencement of appointment. in spite of the above guidelines for the promotion of senior staff there seems to be inadequately on its application e.g. A deputy secretary who has attained the level of secretary can not be promoted, if the present secretary is still on that post.

Another example is that if an administrative officer/personnel officer who has attained the level of deputy secretary cannot be promoted because there is no vacant post, even though his/her productivity is high. This does not encourage high input that can give room for higher productivity.

3.3 PROMOTION GUIDELINE FOR JUNIOR STAFF IN DUTSE LOCAL GOVERNMENT SECRETARIAT

On the junior staff of Dutse Local Government council, workers promotion guideline is quite different from their senior counterpart. The advancement of this categories of staff is based on certain academic qualification. These include at least school certificate, certificate on secretarial administration or Diploma e.g. for a typist to be promoted to the rank of chief typist. He/she must obtain a school certificate in the same requirement for a secretary to the chairman/personnel assistance to the chairman, he/she must obtain at least certificate on secretarial administration.

In addition to the above guidelines for the promotion of junior staff the following policies/guidelines are often observed when recommending junior staff for promotion:

- a. That there are vacancies to which staffs are to be promoted. In other words, recommendation should be in line with approved budgetary policies.
- b. That staff are not on course at the time of promotion
- c. That the affected staff must meet the minimum requirement for the rank in view.

Provided he/she have not less than (4) points obtained solely on the basis of qualification. In spite of all these guidelines head of departments/units who feel otherwise may recommend staff for promotion on special ground such as long service and hard work, ignoring the rules and regulations governing promotion. However, still inadequacy of the application of these policies in elevating staff for further position exist even though his/her productivity is higher because the post in question is not vacant. This trend does not encourage productivity.

3.4 COMPOSITION OF APPOINTMENT AND PROMOTION COMMITTEE AND THEIR FUNCTIONS.

The composition of the above committee in dutse local government secretariat include the following:

1. The chairman: the chairman is the head of the local government. All recommendation from his office are duly considered. He is the chief executive of the local government.

2. The Deputy Chairman: This is a person elected together with the chief executive of the council to assist and act as deputy chairman in Dutse Local Government secretariat, the deputy chairman act as head of personnel.

NOTE: some other important officers of the local government include:

- Secretary
- Treasurer
- Head of departments (HOD)
- Councilors
- Internal/external auditors etc.

FUNCTION OF THE COMMITTEE

The functions of the committee include the following:

- a. To recommend the commission of the local government for promotion to grades of deputy chairman
- b. To recommend to the local government service officers of the local government. That is head of department etc.
- c. To appoint or promote all other members of the local government staff and recommend promotion to the local government service commission
- d. To look into the problems of an aggrieved staff over promotion. Above all the committee deliberate intensively based on the heads of departments/units recommendation.

NOTIFICATION

on conclusion of the above formalities the successful candidates are inform by secretary (Appointment and promotion committee) by a letter indicating the new post, salary and effective date of promotion of the staff concern. In usual cases the staff are requested to write acceptance in acknowledgement of the promotion. As a routine practice, in other organization, Dutse Local Government Secretariat does not emphasize on promotion through examination or interview. But rather promoting staff in the secretariat depend on the recommendation of units/department heads.

PERSONAL INTERVIEW

This concept entails questions, seeking opinion, ideas etc with regards to the subject under study.

Some questions raised during the interview to gather my data are as follows:

1. Which post do you occupy? -----
2. Who long have you been on the post?
 - a. Less than one year
 - b. one to three years
 - c. over three years
3. Are you responsible for the promotion of senior and junior staff in your department/units? a) Yes b) No
4. Are you conversant with the local government promotion policies?
 - a. Yes
 - b. No

5. What criteria do you apply on these policies?
 - a. Specifically on laid down regulations
 - b. Not specifically on laid down regulations
 - c. On personal initiatives
6. How many years does a staff stay on a particular post before he/she is considered for promotion?
 - a. One year
 - b. Two years
 - c. Three years and above
7. Does a staff require confirmation of appointment before being promoted?
 - a. Yes
 - b. No
8. Do you consider a staff for accelerated promotion in your department?
 - a. Yes
 - b. No
9. If yes, under what basis:-----
10. In your opinion what hinders a staff from being recommended for promotion -----

11. does the qualification or years of experience considered as a yard stick for staff promotion?
 - a. Yes
 - b. No

12. Do you agree with the laid down guideline on promotion of senior and junior staff in Dutse local government Jigawa State?
- a. Agreed
 - b. Not agreed
13. If no, give your recommendation-----

14. Judging from your experience does promotion serves as an incentive in influencing higher productivity in your department/units?
- a. Yes
 - b. No
15. Does a staff resign his/her appointment due to lack of promotion?
- a. Yes
 - b. No
 - c. No Idea
16. If Yes, how can you relate it to total turn over in Dutse Local Government Jigawa State
- a. Very high
 - b. High
 - c. Low etc
17. Recently the Jigawa state government introduce promotional examination to state government workers do you want local government workers be included?
- a. Yes
 - b. No
18. If yes, why? -----
19. If no, Why. -----

CHAPTER FOUR

DATA ANALYSIS

This research work is based on the satisfaction of specific items like promotion, education, qualification and established formalities. Based on the above areas of interest, I issued thirty (30) copies of questionnaires which were served on both senior and junior staff in accordance with the research proposal. Out of the 30 copies of questionnaires distributed to various categories of staff, twenty (20) of the questionnaires were responded to. The low level of the responses to the questionnaire which might not be unconnected with the fact that some of the respondents even after explanation and assurance of the confidentiality to the study could not understand the aim of the research work, and some were even afraid to complete the questionnaire issued to them.

Invariably, this is an indication that ten (10) out of the thirty (30) questionnaires were not returned or filled, in a nut-shell therefore, I take a critical look at the above issue one by one starting with the preamble that promotion as an incentive for higher productivity among the senior and the junior staff of Dutse Local Government secretariat. This analysis is a response of those respondents that returned filled questionnaires and the general opinion of the population.

Table 4.1 below, contains responses to question No. 2, which is, how long have you been on the post?

The questionnaire is closed ended in nature with a minimum of three (3) years in the requirements; some of the respondents further extended the number of years as seen below:

TABLE 4.1

MINIMUM NUMBER OF YEARS SPENDS ON A POST

| ITEM | NO. OF RESPONDENTS | PERCENTAGE OF RESPONDENTS |
|---------------|--------------------|---------------------------|
| 2 - 3 YEARS | 10 | 50% |
| 3 - 4 YEARS | 6 | 30% |
| ABOVE 4 YEARS | 4 | 20% |
| TOTAL | 20 | 100% |

As to how long they have stayed on a particular post before they were promoted which is presented in table 4.1, majority of the respondents, that is fifty (50) percent said they have stayed between 2-3 years on a particular post but thirty (30) percent said that they have stayed between 3-4 years on a particular post before they were promoted while (20) percent said they spent above 4 years on a particular post before they get promoted.

TABLE 4.2
ACCELERATED PROMOTION OR NOT.

| ITEM | NO. OF RESPONDENTS | PERCENTAGE OF RESPONDENTS |
|--|--------------------|---------------------------|
| No consideration for accelerated promotion | 15 | 75% |
| Consideration on accelerated ground | 5 | 25% |
| TOTAL: | 20 | 100% |

In response to this question, the responses obtained from the respondents in Dutse Local Government Secretariat, generally indicated that seventy-five percent (75%) stated that staff were not considered for accelerated promotion while twenty-five percent (25) said that staff could be considered for accelerated promotion. This particular question and responses help to elucidate the mixed feeling of staff on accelerated promotion.

Since the number of people who responded that staff are not responded for accelerated promotion out-weights the number of people who responded that staff could be considered for accelerated promotion, this is an indication that hard work, efficiency dedication and productivity are relegated to the background.

TABLE 4.3
EFFECT OF QUALIFICATION ON PROMOTION

| EDUCATIONAL LEVEL | NO. OF RESPONDENTS | PERCENTAGE OF RESPONDENTS |
|----------------------|--------------------|---------------------------|
| Post graduate degree | 1 | 5% |
| First degree/HND | 4 | 20% |
| NCE/Diploma | 5 | 25% |
| Certificate Course | 7 | 35% |
| School Certificate | 3 | 15% |
| TOTAL | 20 | 100% |

From the above table, one could ascertain that the labour force at this level has a very poor educational background. As could be seen from the above analysis of educational qualification; thirty five (35) percent of the respondent could only boast to have undergone certificate course. In most cases, this qualification does not correspond with the various responsibilities being carried out by staff in many places. This is followed by twenty five percent who had NCE or Diploma and twenty percent as graduates of first degree or HND and finally five percent had post graduate or second degree. It is not surprising therefore, that most of these respondents could not attract promotion as at when due because of the lack of requisite qualification.

TABLE 4.4
GENERAL VIEWS ON THE IMPACT OF PROMOTION OR LACK OF IT

| WITHDRAWAL LEVEL (RESIGNATION) | NO. OF RESPONDENTS | PERCENTAGE OF RESPONDENTS |
|--------------------------------|--------------------|---------------------------|
| Low Resignation | 12 | 60 |
| Indifferent | 6 | 30 |
| No idea | 2 | 10% |
| TOTAL | 20 | 100% |

The table 4.4 above, contains responses to question number 15. "Does a staff resign his/her appointment due to lack of promotion?" Though close ended questionnaires were issued, but the ideas generated from the opinion of the respondents presented other areas where the close ended questions could not.

Out of the twenty respondents representing the people, twelve (12) people which constitute sixty percent of the respondents maintained that lack of promotion in Dutse Local Government have only attracted low resignation of staff. This is due to scarcity or lack of employment opportunity else where coupled with the economic predicament in the country in this period of global economic meltdown. Also, thirty percent were indifferent in opinion whether promotion or lack of it could cause people to seek for greener pasture elsewhere. However, ten percent claimed to be ignorant for lack of promotion and its effect on workers.

In further approach towards the phenomenon and in order to obtain a compressive knowledge on this area of the research work, I went further to set other questions for the heads of department who are directly responsible to give recommendation for the promotion of staff under them. Then in responses to the questionnaires, twenty copies were sent out presumed to be equal to 100%.

I then enquired as to how long these set of people i.e. head of departments/units have headed their departments. I observed that fifty percent had been heading the section for over three years.

This is an indication that officers have undergone considerable years of experience and knowledge required for the promotion of staff. Ten percent had assumed leadership for less than one year while forty percent had served between three years as shown from the table below.

TABLE 4.5
YEARS OF ADMINISTRATIVE EXPERIENCE.

| WORKING EXPERIENCE | NO. OF RESPONDENTS | % OF RESPONDENTS |
|---------------------------|---------------------------|-------------------------|
| Less than one year | 1 | 10% |
| One – three years | 4 | 40% |
| Over three years | 5 | 50% |
| TOTAL | 10 | 100% |

The ten respondents i.e. one hundred percent of the respondent from the above table confirm that they are responsible for recommending their senior and junior staff for promotion or confirmation of appointment. In any organization, be it private or public there used to be specific policies and guide line to be followed in promoting its staff. These policies and guidelines, has to be strictly applied to ensure justice and fair play.

TABLE 4.6
HINDRANCE TO STAFF PROMOTION

| ITEM | NO. OF RESPONDENTS | % OF RESPONDENTS |
|--|---------------------------|-------------------------|
| Lack of educational qualification | 10 | 50 |
| Lack of productivity and in-efficiency | 6 | 30 |
| Disloyalty and lack of budgetary provision | 4 | 20% |
| TOTAL | 20 | 100% |

In response to question number ten, which seek to identify the factors that are responsible for the promotion of a staff. Table 4.6 above indicates that lack of educational qualification and productivity are some of the factors that would militate against a staff promotion. This is further testified that fifty percent affirmed this notion. Thirty percent indicated that it is low productivity and in-efficiency that is responsible while disloyalty and lack of budgetary provision carried twenty percent as shown in the table above.

The bureaucratic phenomenon identified in the responses in question twelve tried to measure the heads of departments/units satisfaction with the criteria they follow in recommending staff for promotion. Out of ten, only one or ten percent expressed high satisfaction, seventy percent felt satisfied, twenty percent felt dissatisfied yet these procedure are followed strictly to the detriment of staff interest as shown below in Table 4.7.

TABLE 4.7
FEELING OF RECOMMENDING OFFICERS ON PROMOTION
CRITERIA.

| ITEM | NO. OF RESPONDENTS | % OF RESPONDENTS |
|------------------|--------------------|------------------|
| Highly satisfied | 1 | 10% |
| Satisfied | 7 | 70 |
| Dissatisfied | 2 | 20 |
| TOTAL | 10 | 100% |

On the effects of promotion as an incentive for higher productivity, tables 4.8 represent the responses of the respondents.

TABLE 4.8
EFFECT OF PROMOTION ON WORKERS OUTPUT AND PRODUCTIVITY

| ITEM | NO. OF RESPONDENTS | % OF RESPONDENTS |
|--------------------------|--------------------|------------------|
| Workers output increase | 8 | 80% |
| Number changes in output | 2 | 20 |
| Below expectation | - | - |
| No. Idea | - | - |
| TOTAL | 10 | 100% |

From the above table (4.8), it becomes absolutely clear that this research hypothesis has confirmed that promotion does not only influence higher productivity, but also contribute significantly to employees greater input.

This is vindicated by the fact that eighty (80) percent of the respondents confirmed that those who are promoted increase their productivity as compared to insignificant number of two, representing twenty percent who did not see any difference in the performance of workers even after promoted.

This context has elusively cleared the fact that staff of Dutse Local Government secretariat who are considered for promotion tend to increase their input more than those not considered for promotion.

In final analysis, it can be considered that promotion motivates the senior and junior staff of Dutse Local Government for higher productivity. I also find out that promotion brings in more money and prestige to the staff and his family.

This increase the standard of their living too. Some people have also identified job satisfaction through shouldering more responsibilities, gain some prestige and respect while others had the opinion that promotion offered them the opportunity to get closer to the decision makers in organizations. Some have even claimed that promotion enable them to acquire all the items mentioned above.

In conclusion of this chapter, the research work and findings have proved my hypothesis as correct, meaning that promotion serves as a great incentive for higher productivity of both senior and junior staff of Dutse Local Government, Jigawa State.

CHAPTER FIVE

5.1 SUMMARY

Chapter one is an introduction of the project which consist of the theories of motivation, such as Abraham H. Maslow's theories of motivation and personality. That comprises of the psychological and physiological aspect of human needs as an incentive to hard work. Frederick Herzberg theory of motivation to work was also mention. It is also in chapter one that the statement of the problem was made where an investigation was carried out to study the effects of promotion as an incentive for higher productivity among the staff of Dutse Local Government secretariat. The study is limited to senior and junior staff. Moreover, the intensive use of questionnaire was made as a way of getting the required information. The historical background of the Local Government (Dutse) was critically given; taking into consideration the most importance features such as present population commercial activities etc.

This chapter also deals with literature review where various theories of human motivation were explained. These theories include Abraham Maslow's theory of human needs. Victor Vroom's expectancy theory, Equity theory of motivation, Hertzberg's two factor theory, Hull's drive reduction model etc.

According to Abraham H. Maslow's theory of human needs, it was stated that human needs are classified in a hierarchical order of five

(5) Categories viz:

1. Physical needs
2. Safety and security needs
3. Social needs
4. Esteem need and
5. Self actualization needs

In the same chapter two, Victor Vroom's expectancy theory which postulates that people behave and act in anticipation of future happenings while equity theory of motivation, stating that people (worker) evaluate equity using a ratio of input to outputs. Hulls drive reduction model gave a brief explanation why people are interested in promotion, giving such secondary benefits as wealth, home, education for relations and children etc.

Chapter three of this project discussed the methodology used to elicit responses for the study so as to collect relevant data to the project in areas such as promotion guideline for senior and junior staff in Dutse Local Government Secretariat, composition of appointment and promotion committee and their functions, personal interview which entail questions, seeking opinion, ideas etc. with regards to the subject under study.

Example of such questions asked are

- What post do you occupy?
- How long have you been on the post?
- Are you responsible for the promotion of either senior/junior staff in your department? Etc

Finally, data collected from the responses received from questionnaires are then analyzed in chapter four to satisfy specific items such as promotion, education, qualification, established formalities and so on.

My analysis proved that;

- Most staff spend three years before they get promoted forming 50% responses
- Accelerated promotion hardly occur in Dutse Local Government.
- There is poor educational background for most staff of Dutse Local Government
- There is low level of staff turn over in the said Local Government
- In final analysis it can be considered that promotion motivates the senior and junior staff of Dutse Local Government for higher productivity. It also brings in more money and prestige to the staff and his family and raises their standard of living too.

5.2 CONCLUSION

In conclusion the issue of promotion as an incentive for influencing higher productivity relates to the behaviour of employees particularly the senior and junior staff of Dutse Local Government. This is an area that has been explored in this research work. It is therefore my fervent opinion that the objectives were outlined in this research, which has been achieved that promotion is very important to gear up this set of people to increase their productivity, feel comfortable, confident and contented and raise their standard of living.

5.3 SUGGESTION

I wish to recommend the following to the Local Government for effective, efficient and increase productivity of the Local Government employees.

1. Promotion of both senior and junior staff. A hard working staff, who has already obtained the required qualification should be promoted when due. This will enable them keep peace with their counterparts with similar qualification in other organizations.
2. On the budgetary provision, my research work suggests that adequate budgetary provision should be made to enable staff to be promoted when rightly due for it. Added to this suggestion is the provision of contingency fund to take care of staff promotion.
3. On the cases of heads of department/units who constitute themselves as the Alpha and Omega over differences in staff, the Local Government should set up an impartial body or committee to look into cases of promotion victimization to check favouritism and nepotism when it comes to promotion of staff. Above all, promotion should be based on merit while the above vices be avoided.
4. To every organization there are formal procedures in promotion exercise. Since lack of promotion or a denial of it generate ill feeling among staff and between the heads of departments and staff towards the accomplishment of the Local Government objectives base on my findings, bureaucratic bottlenecks in the promotion exercise should be minimized.

5. Good leadership in Dutse Local Government; rulers that will considerably look at the needs of the common man. if this is achieved, then not even international appointment opportunities will cause staff turn over in the Local Government but the sky will be the limit in terms of promotion of staff at as when due in Dutse Local Government.

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JIGAWA STATE POLYTECHNIC
COLLEGE OF BUSINESS AND MANAGEMENT STUDIES DUTSE

QUESTIONNAIRE FOR THE HEAD OF DEPT. / UNIT DUTSE
LOCAL GOVERNMENT, JIGAWA STATE

Dear Sir/Madam,

The researcher is a student of Jigawa State Polytechnic, College of Business and Management Studies Dutse, Department of Public Administration, conducting a research on how promotion or lack of it affects the output of senior and junior staff of the Local Government. It would be highly appreciated if you could kindly answer these questions.

All information given is purely for academic purpose and all your response will be strictly treated as confidential.

Please tick the following as appropriate!

1. Are you a head of Dept./unit. In Dutse Local Government, Jigawa State? (a) Yes (b) No
2. How many years of administrative experience on this post?
(a) Less than one year (b) One to three years
(c) Over three years
3. What factor do you think can hinder staff promotion?
(a) Qualification (b) Lack of productivity
(c) Disloyalty and lack of budgetary provision

4. Does promotion result in any observable changes in workers performance? (a) Increase in output (b) No change in output
(c) Below expectation (d) No idea

5. Are you satisfied with the existing policies and guidelines on staff promotion? (a) Highly Satisfied (b) Satisfied
(c) Dissatisfied

6. What suggestion and recommendations can you give to the Local Government on the existing policies and guidelines for the promotion: _____

Thank you,

Yours faithfully,

KAPSON SIMON A.

JIGAWA STATE POLYTECHNIC
COLLEGE OF BUSINESS AND MANAGEMENT STUDIES DUTSE

Dear Sir/Madam,

The researcher is a student of Jigawa State Polytechnic, College of Business and Management Dutse, Department of Public Administration, currently conducting a research on how promotion or lack of it affects the productivity of senior and junior staff of Dutse Local Government. Kindly answer the following questions.

All information given is purely for academic purpose and all your response will be strictly treated as confidential.

PLEASE TICK THE FOLLOWING AS APPROPRIATE:

1. What post do you occupy? -----
2. How long have you been on the post? (a) Less than one year
(b) One to three years (c) Over three years
3. Are you responsible for the promotion of senior and junior staff in your department/unit? (a) Yes (b) No
4. Are you conversant with the Local Government promotion policies? (a) Yes (b) No
5. What criteria(s) do you apply on these policies?
(a) Specifically on laid down regulations
(b) Not specifically on laid down regulations
(c) On personal initiatives (d) None of the above.

6. How many years does a staff stay on a particular post before she/he is considered for promotion (a) One year
- (b) Two Years
- (c) Three years and above
7. Does a staff require confirmation of appointment before being promoted? (a) Yes (b) No
8. Do you consider a staff for accelerated promotion?
 (a) Yes (b) No
9. If Yes, under what basis? -----
10. In your opinion what hinders a staff from being recommended for promotion? -----
11. Does the qualification or years of experience considered as a yard stick for staff promotion? (a) Yes (b) No
12. Do you agree with the laid down guidelines on promotion of senior and junior staff in Dutse Local Government, Jigawa State
 (a) Agreed (b) Not agreed
13. If No, give your recommendation: -----
14. Judging from experience, does promotion serves as an incentive in influencing higher productivity in your department/unit?
 (a) Yes (b) No
15. Does a staff resign his/her appointment due to lack of promotion?
 (a) Yes (b) No (c) No idea
16. If yes, how can you relate it to total turn-over in Dutse Local Government, Jigawa State?
 (a) Very High (b) High (c) Low

17. Recently the Jigawa State Government introduce promotional examination, to state government workers, do you want local government workers be included?

(a) Yes (b) No

18. Why? -----

Thanks.

Yours faithfully,

KAPSON SIMON A.