

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

The Monetisation Policy came about as a result of the increasing growth of the public service which constantly put strain and stress on the government's budget annually as the numbers of public office holders who are entitled to fringe benefits keeps increasing, (Bakare 2010). This no doubt has a direct impact on government's recurrent expenditure which increases as the public service increased. Monetisation can be described as a monetary policy design, which means that benefits being enjoyed by public servants would be paid cash to them en-block. Interestingly, some of these benefits had become fully or partially monetized before 1999, (Ekaette 2003). Some of these benefits include leave grant, meal subsidy, entertainment allowance, duty tour allowance and allowances for domestic servants and drivers etc, (The Guardian, July 14 2003). However, the items listed for monetization include residential accommodation, provision of the vehicle (including fueling/maintenance), provision of medical treatment, utilities (electricity, water and telephone and personal aides), and housing and transportation allowances. The Ekaette Stated that this led to the: "passing into a law certain political, public and judicial office holders, Act 2003".

Historical records show that during the colonial era, despite the fact that all the senior positions in public service were exclusively reserved for the so-called British Expatriates, the average Nigerian public servant was well taken care of by the colonial administration. However, most of the policies adopted by the colonial administration were aimed at moving the organisation and indeed the colonies forward, (Anderson and Belfield 2000). These policies adopted by colonial administration considered the motivational process with regards to the individual

worker's needs and the organisational objectives as a prerequisite for success in the implementation of any policy aimed at improving productivity.

The monetization policy according to Ekaette gives 100% of annual basic salary for residential accommodation, 300% of the same as furniture allowance etc. However, the circular letter Ref. No. SGF. 19/s.47/C.1/II/371 of 27th June 2003 title 'Monetization of Fringe Benefits in the Federal Public service' and signed by Ekaette in 2003, states that those civil servants already occupying government quarters or rented accommodation provided for them by the government are qualified to bid for these houses. And that they are expected to pay 10% of their basic salary as a service charge for the maintenance of the quarters.

Monetisation as part of the monetary policy strategy has been used to solve a number of economic problems in different parts of the world. Ramachandran says that one of the best policy options to attain fiscal prudence consistent with growth and stability is to monetise some portions of the benefits provided by the government to its employees, (Ramachandran 2003).

Nigeria is faced with severe socio-political and economic problems, high cost of governance and the need for efficient use of public facilities, Iji in (Francis 2004), the government decided to fashion out the Monetisation Policy in a manner that will address those problems confronting the nation. According to Ekaette, it is observed that the cost of governance has continued to escalate beyond imagination in recent times. This increase emanated mostly from the burden of providing basic amenities to public officers.

The Federal Government in an attempt to reduce the burden of providing basic amenities for public officers and to reduce the abuse and misuse of public facilities

decided to convert all those benefits enjoyed by public servants into monetary reward. Saka observed that the rationale behind monetisation policy as far as Nigeria is concerned are:

- (i) To reduce the high cost of governance in view of the fact that the past and present regimes are riddled with corruption which makes the cost of administration of government affairs to be very expensive?
- (ii) To make the public servants adopt a better productive approach to Use of public property.
- (ii) The prevalent mismanagement of public property by public servants would be over as public servants would be offered money to acquire such property for themselves.
- (iii) The policy also offered the government the opportunity to renovate and add value to its property in order to generate income from them for the business of governance. Though the policy is an economic reform, its vision was not shared by people who surrounded Mr President. Most of them are typical Nigerian elites who got to the corridors of power to enrich themselves at the expense of the public treasury (Saka, 2003).

Monetisation Policy was first announced in Nigeria by Tukur Mamman the Chairman Revenue Mobilization, Allocation, and Fiscal Commission, in an interview with the daily12 champion newspaper on the 17th September 2003. At first, the policy was restricted to political office-holders only. The policy was subsequently extended first to civil servants and then to all public servants of ministries, department, and agencies, (MDA). On the 11, November 2002, the then president of the Federal Republic of Nigeria, Chief Olusegun Obasanjo announced

the setting up of a committee headed by the then Secretary to the Federal Government, Chief U.J. Ekaette. This committee finally recommended the component parts of the monetization policy. The Monetisation Policy was meant to reduce the cost of running governments, eliminating sources of waste and leakages, improve attitude to work and performance of the civil servants, and create a robust, efficient and effective civil service with improved service delivery. While at the same time creating opportunities for civil servants to be more satisfied with their jobs and preparing them for a better life after retirement through the encouragement of savings, maintenance and investment culture. (Obasanjo Reforms 2005).

It is clearly understood that whether or not a particular expenditure is worthwhile depends to some extent upon how it is financed. Drawing inference from the above, Monetisation of fringe benefits of public servants in Nigeria is the right step in the right direction, (Mimiko 2003). According to Mimiko “Monetisation of fringe benefits of public servants is an action which the government took hastily concerning the continuous rise of the cost of running the machinery of government as a result of the huge cost of bureaucracy within which the economy is delivered”.

The Monetisation Policy, which is also referred to as “Monetisation of Fringe Benefits as an approach to the remuneration of public servants in Nigeria was given effect through the passage of Political and Judicial Office Holders Act 2002, which provided the reference point for the monetisation of the allowances of all categories of Federal Public Servants, the act stipulated that “the fringe benefits which were formally paid in kind to Federal Public Servants be converted to cash by the Salary and Wages Commission”. The policy, however, involves systematic cash payments, under the scheme government houses, cars furniture etc., which were used by the bureaucrats and other political office holders will be converted into personal property. The advocates of the Monetisation Policy believed that the scheme will encourage private initiative and facilitate creativity and motivation, bring about a

positive change in attitude to work and most importantly improve the quality of service delivery and performance among public servants. Another perceived added advantage of the policy, is that the scheme may act as an incentive to the public servants to work harder, thereby bringing about improved performance in the civil service, (Bakare 2010).

The success of any organisation is measured by the degree of its productivity; therefore every organisation both private and public strives to get the best out of its workers. According to (Yesufu 2000) and (Akinyele 2005) “Productivity is considered as the key factor in the development of a nation and the promotion of the welfare of its citizens and improving productivity is one of the basic means of solving economic problems in the nations of the world”. It is, therefore certain that productivity is of fundamental importance to the worker irrespective of the status, the organisation, and the national economy.

The wealth of a nation and the socio-economic wellbeing of its people depend on the effectiveness and efficiency of the various sub-components which in turn are dependent on productivity. Productivity is the reflection of the motivational measures adopted by an organisation for its employees. The relationship between skills, motivation and commitment of the workers is the key to creation of positive change in attitude to work and improved performance, having in mind that labour is the most dynamic of all the other factors that are employed for the creation of wealth and that labour is a catalyst for all the other resources, (Yesufu 2000).

It is apt to say that employees in public organisations in the developing countries are not as productive as their counterparts in the developed countries irrespective of the fact that most developing countries are richly endowed with all the basic principal factors needed for the enhancement of productivity e.g. capital, human and

material resources. Indeed the public sector has become a cog in the wheel of development, creativity, innovation and progress and a safe haven for crooks and unpatriotic elements.

Every human action is a reaction and there are certain forces that propel the individual to act consciously or unconsciously in order to guide employees activities in the right direction towards the achievements of organizational goals, managers need to have a good knowledge of what motivates employees to achieve higher productivity, (Koontz and O' Donnell 1978). Without motivation, workers would simply be reluctant and may not be bothered about the outcome of their carelessness, accomplishments, success or failure of the organisation. The ability to understand the meaning of motivation, its application and relevance to the improvement of productivity is the major challenge facing employers, supervisors and the governments in developing countries, (Gonzalez 1991).

The human element and the organisation are synonymous, it is therefore of critical importance to recognise the average worker as the major source of quality and productivity. In doing so the organisation looks beyond investments both structural and fiscal to view the employee as the fundamental source of improvement. Hence the primary task of the manager both in the private or public organisation is to get the employees to perform the general tasks and activities towards achieving the goals of the organisation.

The emergence of Nigeria as an independent state brought about the transfer of those numerous benefits enjoyed by the whites to the few indigenous high cadre public servants, who took over from the whites in the Nigerian Public service after independence. This was done with the view of motivating them and the entire public service into a viable and productive one. For these reasons, fringe benefits and

allowances remained an integral component of remuneration in the Nigeria public service and have continually been retained by different governments. An example is the recommendations of the Udoji Salary and Wages Review Commission in 1974 which was the premise on which several fringe benefits accruable to the public servants were monetized, (Timberlake 2005).

In accordance with the understanding that workers put in their best when they are adequately motivated and that the monetisation of fringe benefits in the Nigerian public service will drastically reduce such negative fiscal tendencies as waste and the abuse of public facilities, the Federal government of Nigeria after due consultation with the relevant stakeholders on June 27th 2003 issued a circular through the office of the Secretary to the Federal Government (SGF) in which it formally introduced the Monetisation Policy in the core ministries, departments and agencies of the federal civil service. The approval of this policy took effect from 1st of October 2003, (Newsletter of the Federal Ministry of Information and National Orientation 2005).

Aluko while defending the Monetisation Policy said that huge amount of money is spent by the government to construct, purchase or rent residential accommodation for public servants, the maintenance of such accommodation, plus the purchase, maintenance and fueling of official vehicles as well as payment for telephone, electricity and other utility services in the official quarters of public servants have been grossly abused and this accounts for a large chunk of national expenditure, (Aluko 2003).

The monetisation of employee's benefits is a very recent trend in Nigeria. However, monetisation has led to the conversion of employee's benefits to cash payments as a form of direct compensation. This trend of the monetisation of workers benefits

has raised several questions which are yet to be addressed by literature. It is clear from a very critical and analytic point of view that both the employers and employees stand to benefit from monetisation given the additional emphasis to the wage over the non-wage component of the total compensation. This study intends to find out the correlation between monetisation policy and work attitude and performance in the Nigerian civil service with an emphasis on the National Film and Video Censors Board from 2007 to 2015.

1.2 Statement of the Problem

It was expected that when the Monetisation Policy is fully implemented that it will minimize the wastage and abuse of public funds and facilities, encourage public servants to own personal houses, enable them to plan for a more comfortable post-service life, reduce recurrent cost of the budget sub-head and create a more positively oriented attitude to work among public servants which will foster improved performance and service delivery in the Nigerian Civil Service.

The introduction of Monetisation Policy in the Nigeria public service in 2003 was a major motivational approach that was intended to catalyse the creation of a positive work attitude among workers in the public service. It was meant to help motivate workers, create a sense of commitment to duty and enhance increased performance. It was also believed that the policy would prompt the workers in the public service to strive to put in their best voluntarily without the need for control through sanctions and rules.

The realisation of these anticipated benefits of the Monetisation Policy would depend on the effectiveness of its implementation. But the Nigeria factor, where the initiators of the policy did not take into cognizance how the policy will be sustained when considering the impact of Monetisation Policy on work attitude and

performance. As soon as these policy initiators leave office, these policies initiated by them begins a gradually move to its grave and the Monetisation Policy seems to be suffering the same fate. Up till now, there is nothing to show that the Monetisation Policy has been implemented the way it should and there are no indications that the anticipated benefits of the policy have been achieved.

Many types of research reports and write-ups are available on the subject matter but the purpose of this research work is to find out the impact of Monetisation Policy on work attitude and performance with particular reference to the National Film and Video Censors Board from 2007 to 2015.

1.3 Research Questions

This study will in the course of its investigation and analyses of the data collected try to answer the following research questions:

1. Is there any significant difference between work attitude and performance of the staff of National Film and Video Board in 2007 and in 2015.
2. Did the implementation of Monetisation Policy bring about improved work attitude and performance among the staff of National Film and Video Censors board?
3. Did the introduction of the Monetisation Policy have a negative or positive impact on attitude to work and performance of the staff of National Film and Video Censors Board?
4. Did the introduction of Monetisation Policy bring about improvement in vices like lateness to work, truancy, lack of commitment to work, absenteeism etc. among the staff of National film and video Censors Board?

5. What level of support was given to the introduction of Monetisation Policy and the other factors that drive the process of improving work attitude and performance by the staff of National Film and Video Censors Board?

1.4. Objectives of the Study

The broad objective of this study is to determine the impact of the Monetisation Policy on work attitude and performance in the Nigerian Public service. The study also has the following specific objectives;

- i. To determine whether there is any significant relationship between the introduction of Monetisation Policy and improved work attitude and performance among the staff of National Film and Video Censors Board.
- ii. Did the implementation of the Monetisation Policy bring about improved attitude and performance among the staff of National Film and Video Censors Board?
- iii. To determine whether the introduction of Monetisation Policy produced a positive or negative impact on work attitude and performance among the staff of National Film and Video Censors Board.
- iv. To determine whether the introduction of Monetisation Policy brought about reduction in vices like lateness to work, truancy, lack of commitment to work, attendance to work, absenteeism etc. among the staff of National film and Video Censors Board.
- v. To determine if the introduction of Monetisation Policy got the required support from the staff that will help drive the process of improving work attitude and performance among the staff of National Film and Video Censors Board.

1.5 Significance of the Study

The attitude of workers towards their work especially in the Nigerian public service is not very encouraging. The input of the workers towards attaining organisational objectives is very low. All the laudable efforts put in place by the past administrations in Nigeria have failed to yield the desired result because of the decline in the level of work attitude and performance of its employees. The actual output is far lower than the actual potentials of the workforce thereby leading to low-level productivity and service delivery in the Nigerian civil service.

It is a well-known fact that the solution to these problems lies in improving the quality of the take-home packages of the Nigerian public servants, Arema (2007). Consequently, quite a large number of organisations are focusing on ways of improving their employee's benefit packages as a source of motivational strategy for creating a more positively inclined work attitude and improving performance among its workers. Furthermore, it is the responsibility of the employers to encourage good employee performance by providing adequate motivational policies that will enhance positive work attitude, improve performance and harmony among its workers.

The success of any research work is measured by its contribution to the already existing knowledge and the extent to which it helps in filling the gaps in the literature on the subject matter under review. This study is very positive in this regard, in that it recognises the fact that there is a relationship between the introduction of Monetisation Policy and improved work attitude and performance in the Nigerian Civil service.

The results generated from this study would be of both theoretical and empirical importance. Theoretically, the findings from this study will be a veritable source of

secondary data for research in future and will also contribute in enlarging the existing literature on the impact of monetisation on work attitude and performance in the Nigerian civil service.

Empirically the study will make use of information, data and literature on monetisation, motivation, and employee work attitude to arrive at a conclusion on how they affect employee work attitude and performance in the National Film and Video Censors Board. The study will also serve as a reference point for students, researchers, policy makers and policy implementers on the subject matter. Furthermore, the findings from this study will enhance a clearer understanding of the policy of monetisation by the Nigerian civil servants and give them an insight into how the policy affects them.

Equally important, is the fact that the study will bring to the front burner all aspects of the Monetisation Policy, thereby arming the general public with the necessary information that will help them in criticising the policy constructively. It is believed that at the end, this study it will prompt suggestions of unbiased ways of improving the policy so that it can be beneficial to all Nigerians.

1.6 Operationalization of Key Concepts

Monetisation

The term monetisation is defined by various scholars and bodies in various ways. The Chambers Dictionary defines Monetisation as “Something that gives the character of money to an economic policy”, while some scholars see monetisation as a systematic replacement of work benefits with cash payments. Fayomi and Ikeoluwap Omolara define Monetisation as the payment of cash to public servants

in lieu of fringe benefits i.e. payment of all their benefits and entitlements in one take-home package.

However, monetisation as par this study can be described as a monetary policy design which authorises the government to convert all the benefits and entitlements being enjoyed by civil servants to be paid en-block at one go (Monetised). Interestingly some of these benefits in the Nigerian context had either being fully or partially monetised before 1999. Some of these benefits accruable to the civil servants that were fully or partially monetized before 2003 include; leave grant, meal subsidy, entertainment allowance, duty tour allowance and allowance for domestic servants. However, the benefits listed for monetisation includes; residential accommodation, provision of a chauffeur- driven vehicles (including fueling and maintenance) provision of medical treatment, utilities (electricity, water, telephone, furniture), personal aids, housing and transport allowance.

Fringe Benefits

Mathis and Jackson defined fringe benefits as an additional or indirect compensation given to an employee as a reward for being a member of an organisation in a form other than money. According to Nickels, McHugh and McHugh's fringe benefits means an additional compensation given to employees beyond bare wages, they believed that fringe benefits can include everything from paid vacation to health care programmes, recreational facilities, company cars, day care services etc. Mc-Connel opines that fringe benefits are those rewards other than wages that employees receive from their employers, which include pension, medical and dental insurance, paid vacation, sick leave among others. It is worthy to note that fringe benefits have a greater likelihood to motivate workers to improve their job performance, especially when the workers are convinced that fringe benefit is in the interest of both the employer and the employee, this is most times the case if

the benefits are fairly shared between the two parties to the contract. In the views of Mc-Connel, when fringe benefits are monetised both the staff and the employees are better off.

Rao and Rao defined fringe benefits as the benefits that are provided by an employer to an employee which are not in form of wages, salaries or time-related payments. According to them, fringe benefits acts as performance related incentives which though not visible as salaries, but in an actual sense serve as a motivational tool. Fringe benefits in the Nigerian civil /public service context include the provision of accommodation, furniture, transportation and telephone facilities, chauffeur- driven vehicle etc. to civil servants and public office holders.

Policy

Policy can be generally defined as a system of law, regulatory measures, the course of action, rules, strategies, and guiding principles etc. that have been officially agreed upon or chosen by a political party, business organisation or government. It is the guiding principle which governs what the government is doing or intends to do.

The Monetisation Policy is a working document of the federal government of Nigeria which spells out the procedure and manner through which the fringe benefits given to civil /public servants in Nigeria are converted into cash payments. Dean G. Killpartrick states that in every society the government entities enact laws make policies and allocate resources at all levels of the society. He defined policy as a system of laws, regulatory measures, courses of actions and funding priorities concerning a given topic promulgated by a government entity or its representatives.

Individuals or groups always attempt to shape policies especially those that concern the public through education, advocacy or mobilisation of interest groups, the shaping of a policy is obviously different in western democracies than in other forms of government. It is reasonable to assume that the policy process always involves efforts by competing interest groups to influence the policymakers in their favour.

A major aspect of public policy is law. The law in general sense includes specific legislation and a more broad definition of policy is a provision of the constitution or international law. There are many ways in which the law can influence how a particular group of people are treated or the type of services they should receive, e.g. vulnerable women and children, public servants, political office holders etc. Policy factors how decisions are made e.g. when a court or lawmakers consider when to pass a law, give priority to something or when a court rule in a certain way, they do so because of the policy guiding these issues. Policies take into consideration what it believes is good for the public interest as a whole.

Motivation

Motivation is an abstract term; it is the act of giving somebody a reason or motive to do something. It is a feeling of enthusiasm, interest or commitment that makes somebody wants to do something or behave in a particular way, (Microsoft Encarta 2003). Motivation impacts incentive that requires a response on the part someone else to achieve a defined goal. Motivation is the inner power or energy that pushes one towards performing a certain action, motivation strengthens ambition, increases incentives and gives direction to courage, energy and the persistence to follow one's goals. Motivation is usually very strong when one has a vision. It is a clear mental image of a certain situation or achievement, faith in one's abilities and also a strong desire to materialise it. Motivation pushes one forward towards taking actions that make his visions a reality.

Motivation in the broadest sense can be defined as forces acting on or within a person to initiate behaviour, it is what keeps one going on. Motivation is what potentially makes you truly enjoy your job. Robin and Delenzo defined the term motivation as the willingness to exert high-level effort to reach an organisational goal, conditioned by the ability to satisfy some individual needs. Campbell and Partchard argued that motivation is a set of dependent and independent relationship that explains the direction, attitude, and persistence of an individual's behaviour holding constant the effects of the aptitude, skill or understanding of a task and the constraints operating in a work environment.

Eluwa quoted in Onah, stated that motivation is the process of satisfying both the physical, economic and psychological needs of workers in the work environment. Supporting Eluwa, Onah remarks that just as employees have certain wants that the organisation is expected to supply, the organisation have certain types of behaviour that it wishes to elicit from its employees, (Onah 2008).

Stroke in Adeyemo observed that motivation is a human psychological characteristic that contributes to a person's degree of commitment to his job. He argued that there is a basic assumption of motivation practised by managers which must be studied and understood. Stroke was of the opinion that at a glance motivation will be assumed to be a good thing, but that when closely studied that it is one of the several factors that go into a person's performance on his job. The third aspect of motivation according to him is that both managers and researchers assume that motivation is in short supply and that it needs replenishment periodically.

According to Stroke the fourth aspect of motivation is the fact that motivation is a tool that the managers can use in an organisation to increase productivity and performance and that if the managers know what drives people to work for them,

they can tailor job assignments and rewards to what makes these people feel good. Motivation can be conceived of as whatever it takes to encourage workers to perform by fulfilling what appeals to their needs, (Stroke 2001)

Olajide affirms that motivation is goal-directed and therefore cannot be outside the goal of any organisation be it public or private. Adams and Jacobs are of the view that motivation deals with all the conditions that are responsible for variation in the intensity, quality, and direction of behaviour. From the organization's point of view, motivation deals and rates an individual's behaviour towards a commitment to work.

Attitude

An attitude is a hypothetical construct that represents an individual's degree of like or dislike of something. It is an opinion or general feeling about something. An attitude is generally positive or negative views of a person, place, thing or event which is often referred to as the attitude object. People can also be in conflict or ambivalent towards an object, meaning that they simultaneously possess both positive and negative attitude towards the subject, item, event or issue in question.

Attitude can also be defined as a positive or negative evaluation of people, object, events, activities, ideas or anything in your environment. In the Opinion of Bain, an attitude is relatively stable over the behaviour of a person which affects his actions. According to the Thomsonians, social values and attitudes are common to groups and are status fixing behaviours, this in their views differentiates attitudes from habits and vegetative processes and totally ignores the hypothetical "subjective states" which Zimbardo and others emphasised. North defined attitude as the totality of those states that lead to or point towards some particular activity of an organism. Attitude is, therefore, the dynamic element in human behaviour and the motive for

an activity. For Lumley, an attitude is a susceptibility of certain kind of stimuli and readiness to respond repeatedly in a given way which is possible towards the world and the parts of it which impinge upon us.

In this study, attitude is measured in terms of worker's behaviour towards official assignment, relationship with colleagues, regularity/punctuality to work, commitment to duty and the willingness to take responsibility etc. It is assumed that workers are adequately motivated through the payment of bonuses and other rewards and that by the monetisation of fringe benefits in addition to their regular salary, worker's attitude to work and performance will improve.

Performance

Performance can be defined as the way in which something or somebody functions, operates, or behaves. Performance can be judged by its effectiveness. Early thinkers on the concept of performance believe that the question of performance was influenced by the argument that individuals would be motivated to perform their jobs effectively if their needs were satisfied. Thus job security, high wages, predictable promotion practices, comfortable working condition, provision of fringe benefits and so on were believed to lead to higher job satisfaction, which in turn increases productivity and improves performance.

In the views of Herzberg referred to in "Empirical Research in Job Satisfaction" Performance conditions shows, however, that while satisfaction factors were important in attracting and retaining workers in an organization and in reducing absenteeism, they have little effect on job satisfaction, This finding casts doubt on the view that performance would increase appreciably through increased job satisfaction.

The notion that motivation can be enhanced by linking incentive with performance has its root in the Scientific Management Theory of Fredrick Taylor and other psychological theories. These theories were based on the simple argument that an individual will be motivated to perform if he is convinced that his high performance will lead to the outcome he values and that his low performance will guarantee the outcome he does not favour. Monetisation is material incentive such as high pay, allowances etc. which form a link between motivation and performance.

1.7 Scope of the study

As depicted by its caption, this work is an empirical study of the impact of Monetisation Policy on work attitude and performance in the Nigerian Public Service. Using the National Film and Video Censors Board as a case in point. The study intends to find out the relationship between the introduction of Monetisation Policy and work attitude and performance. This study looked at the attitude to work and performance of the staff of National Film and Video Censors Board before the introduction of monetisation and their work attitude and performance after the Monetisation Policy was introduced.

The researcher believes that the study of the relationship between Monetisation Policy, work attitude and performance among the staff of National Film and Video Censors Board putting into consideration the various stratifications that make up the Nigerian Public Service as represented in the staff composition of the National Film and Video Censors Board, generated enough quantitative data on the basis of which generally accepted statements were made on the impact of monetisation policy on the Nigerian Public Service with regards to work attitude and performance. The scope of this study is the entire staff of the National Film and Video Board.

1.8 Limitations of the Study

Certain limitation with their attendant effects existed in the course of carrying out a study of this nature. For instance, some of the respondents felt apprehensive about the use of the study. Some of the respondents were of the view that the outcome of the study may expose their deficiencies in their work which prompted their unwillingness to give unbiased information.

Another limitation was the fact that workers exaggerated or undermined their responses to the questionnaire administered to them to suit their personal desire. Even with the passage of the Freedom of Information Bill into law, which grants every Nigerian the right to have free and unfettered access to information about government institutions, ministries and agencies the desired cooperation were not guaranteed from government officials. Most of the officials in the Personnel, Human Resource, Finance and Accounts departments were very reluctant in releasing information concerning staff work attitude and performance talk less of information on the Monetisation Policy.

However, the above limitations notwithstanding, the researcher ensured that enough information was gathered that enabled him to draw a concrete and unbiased conclusion and at the same time proffer meaningful suggestions on ways of improving the Monetisation Policy in future. The researcher went an extra mile in eliciting the desired information by asking very polite, non-personal and thought-provoking questions in the questionnaire and tried as much as possible in cajoling the uncooperative members of staff through their sectional or departmental heads that the study is purely for academic purpose and that it is not intended to expose any body's deficiencies and that the confidentiality of their responses is highly guaranteed.

Also, the availability of electronic libraries via the internet and the accessibility to other publications through the manual libraries was also of great help to the researcher in overcoming these limitations.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 Conceptualization of the Monetisation Policy in Nigeria

Like any other concept, there is no one single universal definition of monetisation. But attempts have been made by writers to give definitions to the term, so as to get a concise meaning of it. The Chambers Dictionary defines monetisation as “something that gives the character of money to an economic policy”. While various scholars conceive monetisation as a systematic replacement of work benefits with cash payments, i.e. a process of converting or establishing something into a legal tender. Adekeye stressed further that when fringe benefits are monetized, civil servants receive cash in lieu of the monetised entitlements as one take-home pay packet, (Adekeye 2003). The office of the Secretary to the Federal of Nigeria (OSFG) May 2006 Publication, defined monetisation as “Quantification in monetary terms those benefits which the government used to provide for its workers as part of their condition of service”. Such benefits include Chauffer Driven Cars, Residential Accommodation, Furniture, Utility Services etc. In the views of Adekeye, monetisation is the withdrawal of funding of the basic amenities provided to civil servants by the government.

The introduction of the Monetisation Policy by President Obasanjo was informed by the startling revelation at the end of 2001 that over 85% of the Federal government’s public expenditure went to overheads costs. It has been asserted that one strategy of ensuring good governance is to adopt a policy that is capable of minimising fraud, prevent wastage in the use of public funds and facilities as well as checking the abuse of power by public officials. The Obasanjo’s administration was of the view that if the benefits and allowances accruable to public servants are monetised that it will help to check the spiralling cost of providing these benefits which have been gulping enormous resources that cloud have been used for social

amenities or capital projects for the generality of Nigerians. The policy of monetisation was therefore adopted by the government to stem the ever-increasing annual expenditure outlay on the benefits provided for civil servants so as to reduce the abuse of these amenities and the cost of governance. For instance, it costs the government lots of funds to construct, purchase or rent residential accommodation for civil servants. Furthermore, large amounts of resources are occasionally spent on renovation, maintenance and furnishing of these residential accommodations as well as on the purchase, fuelling and maintenance of official vehicles for civil servants. It is also evident that some civil servants use many official vehicles of various brands which were liable to various forms of abuse apart from the high maintenance cost.

Also tied to the above are the very high cost of telephone, electricity, and other utilities in these official quarters of civil servants that are owned and maintained by the government, which was similarly open to various forms of abuse and misuse. As President Obasanjo stated in his inaugural address, " the cost of running the government at the various levels currently gulps a disproportionate amount of our revenue", according to him it is clear that the structure of government will have to be thoroughly re-examined in order to get a reasonable balance between overhead, recurrent expenditure, and capital spending, (Fayomi 2013).

The main consideration underlying the implementation of Monetisation Policy is the desire of the government to reduce the pressure on public resources arising from government involvement in the physical provision of fringe benefits for the civil servants. Looking at the federal government recurrent expenditure for 1999 to 2002 Ekaette noted that the expenditure profile for these past four years show that the recurrent expenditure keeps rising at the expense of capital expenditure. He explained that between 1999 and 2002 the increase in recurrent expenditure rose

sharply from N449.67 billion (1999) to N461.61 billion (2000) N579.33 billion in (2001) and N696.78 billion (2002), while capital expenditure was N498.02 billion (1999) N239.39 billion (2000) N438.7 billion (2001) and N321.45 billion in (2002), Budget Office Annual Report (2002). This shows that the percentage of recurrent expenditure over total expenditure was 47.45% in 1999, 65.84% in 2000, 56.91% in 2001 and 68.44% in 2002. Ekaette asserted that such an unpleasant trend should not be encouraged, stressing that no sensible government should be devoting over 60% of its revenue to sustain a public workforce that is less than one percent of its population, leaving a very insignificant portion of its revenue for national developmental projects and infrastructure.

According to Ekaette, the Monetisation Policy will have a far-reaching impact on government planning, budgeting, and fiscal discipline and would also have a positive impact on the national values, moral system, ethics and principles and would bring about a reorientation towards the perception and use of government property, services and utilities. The anticipated benefits of the policy as outlined by the Secretary to the Federal Government (SGF) are as follows:

- i. Enable the government to get a true picture of what it costs to run and maintain political office holders or public servants in office which will, therefore, lead to a more realistic budgeting and budget implementation.
- ii. Provides the most transparent avenue for the disbursement of remuneration and fringe benefits from employers to employees.
- iii. Curbs the excesses of public officers, unlike in the past, political office holders are now to drive to the office and back in their personal cars with their personal drivers.
- iv. Correct the wrong public perception about government services and utilities such as telephone, electricity etc. as these limitless resources were used without caution.

- v. Stop the practice where during renovating official quarters and changing furniture items, the discarded items were in most cases unaccounted for giving room for abuse.
- vi. Ensure equity in the allocation of the scarce resources.
- vii. Minimises unauthorised journey at the government expense.
- viii. Ensures that public officers develop and imbibe a disciplined culture of frugal use of public utilities, property, and services.
- ix. Encourages public officers to own personal vehicles, houses, and furniture, thereby assisting them to plan better for their retirement.
- x. Enables the public servants to plan for a more comfortable post-service life.
- xi. Encourage increased performance, productivity and service delivery among the civil servants due to the euphoria of increased income.

The most important anticipated advantage of the policy on the economy is the fact that the revenue realised from the savings occasioned by the Monetisation Policy would be invested in capital development to improve the well-being of the entire citizenry.

In spite of these lofty benefits offered by the policy, there are also a number of challenges that are besetting the implementation of the reform. These include:

- i. The need to phase out certain cadres in the public service, who will become redundant due to the policy e.g. drivers attached to officers entitled to chauffeur driven vehicles. Some of the drivers attached to pool cars commonly used and staff buses will still remain. The phasing out of the rest of this cadre has a lot of social and economic implications that will require careful management.
- ii. The mobilisation of a sizable amount of resources required to fund the terminal benefits and entitlements of the drivers that would be let go as a

result of the Monetisation Policy. In the immediate term, this can amount to quite a huge sum of money.

- iii. The need to retrain a number of other cadres, if they are to remain useful and relevant to the service, this also requires time and resources to resolve.
- iv. The need to develop equitable criteria for the disposal of the assets of the government e.g. government-owned houses that would be available for sale as a result of the policy. There is the challenge of balancing the requirements to get the market value of these assets and the modes of payments as it affects the public servants occupying these houses who the policy gave the first choice offer to purchase the houses as their emolument have not always been market-driven over the years. How would these public servants have equal opportunity to bid for these houses?
- v. There is also the challenge of re-orientation i.e. getting the public officers to realise that it is no longer business as usual as far as the enjoyments of the benefits in kind that they were used to are concerned. The resultant effect of the withdrawal syndrome has to be managed.

Just like other components of some other reforms, the introduction of the Monetisation Policy cuts across the following areas:

- i. Poverty Reduction
- ii. Strengthening and improving the delivery of basic services.
- iii. Control of public expenditure by reducing waste and sources of leakages
- iv. Checking corruption and abuse of power.
- v. Reducing the abuse in the use of public property and facilities.

The Monetisation Policy emphasised that workers would be able to acquire the essential amenities provided for them by the government in the pre-monetisation

era while still in service and thereby will be able to escape the trauma their predecessors experienced during their post-service live.

Principles and Structure of the Monetisation Policy in Nigeria.

Monetisation is the process of converting or establishing something into a legal tender. It means converting items to money even if they are worthless but are difficult to make or acquire. In this sense, monetisation may also refer to the exchanging securities or possessions, goods, and services for money. Ake defined monetisation as an economic concept, meaning the presence of money as a medium of exchange; this is what is now called the modern monetary system or monetary economy. Money serving as a medium of exchange can by extension mean using the money to pay for all forms of transactions, rewards or pension, such as fringe benefits to public servants, (Ake 1981).

Monetisation in the context of this study is the conversion of those fringe benefits enjoyed by public servants into cash payable in en-block. Mc Connel defined fringe benefits as the reward other than wages that employees receive from their employers, which include pension, medical and dental insurance, paid vacation, sick leave etc, (Mc Connel1987). Klein defines fringe benefits as a benefit given to an employee in addition to wages or salary. This may include contributory pension, private health arrangement, subsidised meals, cars, accommodation etc. From the above definition, we can conclude that fringe benefits in the Nigerian civil service context are those benefits that are given to the public servants in addition to their salaries such as cars, accommodation, domestic servants etc. (Klein 1995)

The main components of the Monetisation Policy in Nigeria are as follows:

Residential accommodation (100% of annual basic salary to be paid en-block annually as residential allocation to enable the officer rent houses of their choice).

Government residential quarters across the country are to be sold off by auction.

The present occupiers of the residential quarters would be given the first choice option to purchase these houses but at the price of the highest bidder.

Government to provide site and service scheme in the satellite towns nationwide in order to assist public servants who would like to build their own houses acquire lands. Furniture Allowance (300% of annual basic salary will be paid in four years in accordance with the provisions of the Political, Public and Judiciary Office Holders Salary and Allowance Act (2002), this allowance will be paid at the rate of 75% per annum, which amounts to 300% in four years). Motor Vehicle Loan and Transport (Government will no longer provide chauffeur for public servants, 350% of annual basic salary will be granted as motor vehicle loan, the loan will be recovered within six years at 4% interest).

Use of government vehicle (No new vehicle will be purchased by any ministry, extra-ministerial department and the federal agency or parastatal), a specific number of utility vehicles will be allowed to ministries or departments, no ministry will exceed this number without prior approval from Mr President. Officials currently using official vehicles would return them to the presidency for disposal or pooling in the conference vehicle unit. A committee will be set up to handle the disposal of the vehicles. If there is need to purchase a new vehicle by any ministry, extra-ministerial department or agency a request shall be made to Mr President for approval.

Provision of drivers to entitled officers would be monetized as follows:

SGF, Ministers, HOS, - 2 drivers @ N239, 172.00 per annum

Perm Sec – 1driver N119, 586.00 per annum

Director – 1driver N119, 586.00 per annum.

The allowance will be same with the current provision for domestic servants, i.e. total emolument of an officer on grade level 03 step 8. Service-wide staff bus will

be provided under the management of Office of the Head of the Service, any staff who utilizes this facility shall be made to pay for it at the rate equivalent to their transport allowance and funds so generated would be used for the maintenance and fueling of the vehicles, this facility will be gradually withdrawn when the public transportation system improves. On the fate of the excess drivers in the system as a result of the new policy, the following steps were recommended:

- i. Those with relevant and adequate qualifications would be retained and redeployed appropriately depending on the need, others will be deployed to drive staff buses under the office of the Head of Service.
- ii. Those that will not be redeployed will be rationalised but will be assisted by the National Poverty Eradication Program under Keke NAPEEP program.

Medical Allowance, the government has proposed the payment of 10% of an officer's annual basic salary as medical allowance.

Other allowances: Leave Grant, Meal Subsidy and Entertainment Allowance (has already been monetised as contained in the circular Nos. SWC 04/Vol.IV/991 of 5th May 2001 issued by the National Salaries Income and Wages Commission (NSIWC) and will continue to be applied.

High Cost of Running the Government

After the Nigerian independence in 1960, the indigenous high cadre of the public service took over from the colonialists and continued to enjoy those fringe benefits that the foreigners were enjoying before the Nigerian independence. As time went by and with the increase in the number of high cadre public servants, the cost of providing these amenities to the public servants became huge vice-a-vice other provisions in the annual appropriation, thus very little were left to fund capital projects and infrastructural development by the government. The problem was

further compounded when these benefits were largely not provided in the most cost-effective manner and were also grossly abused by the public servants. For example, instead of having one official car, some public servants have three official cars attached to them; some officers on transfer to Abuja still retained their official quarters in Lagos. The provision of some of these fringe benefits has continued to consume enormous resources from the public purse.

According to Aluko, although the public servants constitute about 20% of the Nigerian population to maintain them takes between 60% - 70% of the annual national budget expenditure, (Aluko 2005). The then President of Nigeria Chief Obasanjo in his inaugural address stated that “the cost of running all levels of government currently gulps a disproportionate amount of our revenue. There were other problems observed in the public service that brought about the rising cost of running the government in Nigeria. According to Jimoh, there is an increasing number of workers entitled to fringe benefits especially housing that was being provided with allowances in lieu as the capacity of the available facilities were being overstretched, (Jimo 2004). As noted by Talba available records show that as at June 2003 only about 20% of the federal civil servants lived in government quarters (either government-owned or rented), while the rest were paid rent allowances in lieu of accommodation. This implies that those who were entitled to the fringe benefits of living in the government-owned houses but were not be provided with one, were not even paid allowances for the corresponding fringe benefits, (Talba 2004). Secondly, the cost of servicing the public servants was taking about 60% of the federal recurrent revenue expenditure, (Adegoroye 2005). From the Central Bank of Nigeria Annual Report, it could be seen that the federal government wage bill was about 33% of the federal recurrent expenditure in 1999, but it rose to 60% in 2002.

It is in reaction to this wastage, the high cost of administration and in search of efficiency and economy in the running of the government that the federal government sought for a way out and monetisation was chosen as a preferred option. Okwosa noted that the monetisation of fringe benefits of public servants is a policy which aims at empowering the public servants financially so that they would henceforth take personal care of those benefits that were hitherto taken care of by the government, (Okwosa 2004). The Obasanjo-led administration introduced the Monetisation Policy in 2003, against the backdrop of the rising cost of actualizing government business. The Revenue Mobilization and Fiscal Commission recommended the policy when it observed that the nation devotes 60% of its revenue to sustain recurrent expenditure. This development gave rise to a soul-searching moment for a solution to the economic downturn, hence monetisation was provided as the answer.

The thrust of the Monetisation Policy according to both the Budget Office circular BOF/ Ms/ 2000 and The Secretary of the Federation Annual Report 2003 were as follows:

- i. To reduce waste, sources of leakages and abuse of public resources
- ii. To change the government's budgetary profile by reducing the spiral overhead cost and conservation of more funds for capital expenditure.
- iii. To reduce overhead cost as well as the running and maintenance cost.
- iv. To reduce the rent burden on the government.
- v. To assist and encourage public officers to own personal houses.
- vi. To encourage maintenance, savings, investment culture and discipline among public servants.
- Vii. To save cost and money for the government.

The major aim of the policy is to positively impact on the national value system, especially in government planning, budgeting, and discipline. According to the committee on monetisation of fringe benefits, the merit of the Monetisation Policy includes:

- i. Efficiency in resource allocation.
- ii. Equity in the provision of amenities.
- iii. Encouragement of public servants to own personal house and property.

If well implemented, the Monetisation Policy will minimize waste, misuse and abuse of public facilities, and provide opportunity for public servants to own personal houses, then the policy will be beneficial, but the auctioning of these government owned houses will be made in such a way that the highest bidder will be considered and hence private individuals will benefit from the sale and the workers will be worse off, the multiplier effect of this will be the development of a very strong negative attitude to work, which will, in turn, bring about low performance among the public servants. It has been observed that proximity to the place of work is a key issue for improved performance and productivity.

The Monetisation Policy is also expected to reduce recurrent cost, and the cost of running the government, it will also enhance the inculcation of maintenance culture and discipline in the use of public utilities since civil servants will have to pay for such services. In addition, the introduction of Monetisation Policy is expected to help in curbing the submission of spurious medical bills by public servants and if that is achieved, a lot of savings will be made on the part of the government and these resources will be channelled towards the provision of more capital projects for developmental purposes. Under the monetisation programme, drivers and domestic servants are to be retrenched (though few of the drivers with relevant qualifications will be redeployed to drive staff buses) and the rest will be absorbed

by the NAPEP programme. The policy was silent on how the retrenched drivers and domestic servants will be taken care of. The labour market is already saturated with the high-level unemployment and these retrenched workers cannot successfully be absorbed into the labour market without training, hence the rate of unemployment and dependency will be increased. Some of the drivers will be employed privately by top government officials who are entitled to drivers, some of the drivers may be on a grade level between 05 – 07 which means that if they are lucky to be employed, they will be paid a salary of GL 03 which is invariably demoting them, reducing their personal income and decreasing their total welfare, self-worth, attitude to work and performance.

In almost every paid job situation, employees are rewarded by payment of wages and salaries. Salaries are in form of periodic payments from employers to employees which are usually specified in an employment contract, while wages are payments for each job, hourly or unit rather than on periodic basis. Fringe benefits were introduced as an additional prerequisite after the Second World War because it holds some advantages for the employees and employers alike, (Adeleke O.A. 2000). Among others, fringe benefits helps attracts and retain better-qualified employees, provides high-risk coverage at low costs, thereby easing the employee's financial burden, improves efficiency and productivity as employees are assured of security for themselves and their families. All this guarantees peace of mind for the employees which boost the employee's moral.

Full monetisation of fringe benefits in the Federal Civil Service in Nigeria represents a fundamental change being introduced into the system. Like any other similar changes of immense impact, it entails significant challenges to all stakeholders. There are however a few challenges to the Monetisation Policy. First is the commitment of the political leaders at the top most level to its implementation,

but managing this fundamental change has become a critical challenge to the system and this continues to command significant attention from its topmost echelon. Secondly, is the overall receptiveness of the civil servants to the idea, albeit with the expectant reservations and apprehension? This is as a result of the information that has been let loose on the issue of a higher take-home pay into the public domain and given the inflationary power to mark up prices of items, (Res J. 2010).

A review of wages, remuneration and workers commitment from the colonial period up till date for workers in the public service, it was discovered that pay is a very powerful human resource management tool for recruitment, retention, motivation and reward for work well done. As the demand of employers has increased over the years also the demand on the employers by the employees is no longer a “fair day’s pay for a fair day’s work” rather a competitive remuneration package and new innovations and methods of providing benefits, (Cole 2002).

2.2 Theoretical Review

Although it may be said that Taylor, who introduced what he called “The Scientific Management Theory” did not consider the feelings and needs of the people when he developed this method of improving production, yet from his ideas about the division of profits of the company among managers and workers. It can be seen that he had the interest of the workers in view, be advocating granting to the cash incentives, (Akpala 2001). Even Elton Mayo who has often been called the founder of both the Human Relations Movement and of Industrial Sociology as a result of his Hawthorne Investigation brought about a fuller recognition and understanding of the human factor in a work situation. Mayo was interested in discovering how spontaneous cooperation can be achieved between the employers and the employee. This has been the basis of Human Relation Movement, the use of this gave an insight of Social Science to secure the commitment of individuals to their jobs through the

satisfaction of their social needs. The foregoing theories all stem from some underlying assumptions about the man. To a large extent these assumptions were not proved, they tend to represent the dominant mood or climate of opinion at that time, (Schein 1965).

Schein classified these theories as follows and the categories follow each other in a sort of historical procession, starting from the time of industrial revolution. According to him the assumptions that underlie the Doctrine of Rational Economic man derived originally from the Philosophy of Hedonism, which argues that man calculates the actions that will maximise his self-interests and behaves accordingly. Therefore in reference to employees, man is primarily motivated by economic incentives to manipulate, motivate or control him. This is in line with Mc Gregor's Theory X which holds that because man is inherently lazy, and has to be motivated by outside incentives. Man's natural goal run counter to those of the organisation hence, man must be controlled by external forces to ensure his working towards the organisational goals, (Aminat 2010).

The Hawthorne studies of Elton Mayo drew attention to the fact that in determining work patterns the need to be accepted and liked by one's fellow workers is as more important than the economic incentives offered by the management. Man, in this case, is regarded as basically motivated to work by social needs and obtains his basic sense of identity through relationships with others. This assumption follows the line enunciated by Maslow in (Ona 1999).

Man's motives fall into classes which are arranged in a hierarchy. Simple needs for survival, Social affiliation needs, needs for Autonomy and Independence and Self-actualization needs in the sense of the maximum use of all his resources, (Banjoko 2000). Akintoye asserts that money remains the most significant motivational strategy, according to him as far back as 1911, Fredrick Taylor and his scientific

management theory describe money as the most important factor in motivating the industrial worker to achieve greater productivity, (Akintoye 2004). Taylor advocated the establishment of incentive wage system as a means of stimulating workers to higher performance, commitment and eventually satisfaction. Money possesses significant motivating power, in as much as it symbolised intangible goals like security, power, prestige and a feeling of accomplishment and success. Katz in (Sinclair 1927) demonstrates the motivational power of money through the process of job choice. He explained that money has the power to attract, retain and motivate individuals towards higher performance, for instance, if a worker has another job offer which has identical job characteristics with his current job, but the greater financial reward, the worker would in all probability be motivated to accept the new job offer. Banjoko states that managers use the money to reward or punish workers. This is done through the process of rewarding employees for higher productivity and instilling fear of job loss or premature retirement due to poor performance, the desire to be promoted and earn enhanced pay may also motivate employees, (Banjoko 2000).

Generally, it can be said that money motivates people, however, it is important to note that different people are motivated by money in varying degrees depending on their socio-economic background and the context in which it is given. Individuals who come from wealthy backgrounds are likely to be less motivated by money alone than individuals from a poor background. In the same way, individuals who have all his basic needs satisfied may not be motivated by financial incentives alone. There are many other factors that need to be considered when determining the most effective method to motivate employees, (Aminat 2010). Res J. explained that research evidence indicated that the absence of commitment to work can reduce the organisational effectiveness of money as a motivator. According to him the consequences of employee's low level of commitment in any workplace like the

public service are absenteeism, low turnover rate, and transfer of loyalty to non-work activities, inefficiency, slow career progression, job dissatisfaction and low productivity. People who are committed to their jobs are less likely to quit or accept other jobs, (Res J. 2010).

Psychologists suggest that lasting commitments to a task can be secured only if conditions are provided which build intrinsic motivation. In simple terms, the worker's concern must believe that the task is inherently worthwhile, only then will they be committed to it, the mere pronouncement of policies will not enhance commitment to work, (Hellman1977).

Effect of Monetisation Policy on Work Attitude and Performance

Generally, there is a dearth of literature on the effects of monetisation. Much of what are available are treatises on the effect of money or cash payment on motivation. This is quite understandable, since monetisation is defined as the conversion of fringe benefits previously made available in kind to public officers into cash payments.

Money as a motivator has been a well-studied topic by a large number of researchers. Though money may in itself have no intrinsic meaning it requires significant motivating power because it comes to symbolise so many intangible goals. This factor of money is often seen as a symbol of success, and also is associated with comfort and security, (Engelberg and Sjoberg 2006). It is commonly known that managers use money as a strategy to attract and retain employees since it is evident that money can have a great impact on employee performance, employee's attitude towards money can be affected by one's income and employment status. Opsahi and Dummeta believe that money is a conditioned re-

enforcer just as food, clothing, recreation, and housing. Money acts as an incentive, a goal or reward after the act has been performed, (Opsahi and Dummeta 1966). But Tang and Kim contend that money does not necessarily have the same level of equal importance to all people, (Tang and Kim 2002).

The AY Group conducted a study with half a million employees from hundred companies in 1994, the study reports that payments were the least important motivational factor among the fifty motivational factors at the workplace, (Kaye and Evans 2003). A later study by Engleberg and Sjoberg imply that non-money oriented employees are more able to deal with failure and demanding tasks, whereas money oriented employees are less concerned with social network and integration. Rynes, Gerhard and Minette criticised former studies where researchers imply that compensation is not an effective motivator, (Rynes, Gerhar and Minette 2004). On the other hand, Rynes, Joel and Anshell stated that there is a gap between what people say and do regarding payment because of social norms, (Rynes, Joel and Anshell 2004). Respondents in a study may select challenging tasks as the best motivator because they see it as contributing to the society. This according to the, Rynes et al, means that people tend to say that money is less important. However, the reality is actually the opposite, (Rynes et al 2004). They reported that researchers have tried to deal with this gap by examining how employee's behaviour and performance change due to changes in their salary. One technique which was used over a 30 year period by researchers was to task 50,000 job applicants to choose which factor is most important. The result of this study showed that pay was ranked rather low. However, when the same respondents were once again asked to rank the same factors but for someone else with the same age and level of education, pay was placed as the first for both man and woman, (Rynes et.al 2004).

Many researchers believe that a well-structured system can motivate workers to greater performance. According to Colving, financial incentives will get people to do more of what they are doing, (Colving 1988). Silverthorne investigated motivation and managerial styles in the private and public sector and points out that there are little differences between motivational needs in the public service, private sector employees, managers, and non-mangers, (Silverthorne 1991). Increasing motivation through financial rewards is a method that is most common when businesses rely on the quality of the output of employees for those employees involved in production, rate system can be issued where each individual is paid for products produced, in which case they will be motivated to produce as much as possible in order to achieve a higher pay. Increasing benefits are often valued higher than wage pay increase and can be less expensive for the organisation to provide.

Jaques, on the other hand, emphasized the need for reward systems to be perceived as being fair and equitable, the reward should be clearly related to efforts or level of responsibility and that people should not receive less money than they deserved compared with their fellow workers, “Flat Fair Principle”, (Jaques 1961). Akintoye asserts that money remains the most significant motivational strategy. According to him, as far back as 1911, Fredrick Taylor advocated the establishment of incentive wage system as a means of stimulating workers to higher performance, commitment and eventually satisfaction. Money possesses significant motivating power in as much as it symbolises intangible goals like security, power, and prestige etc.,(Akintoye 2000). Similarly, Katz cited in (Sinclair 2005) exposed the motivational power of money through the process of job choice. He explained that money can be used to reward and punish workers. This according to him this can be done through the process of rewarding employees for higher productivity and instil fear of loss of a job in case of low performance. (Katz 1973)

Ubeku in his analysis of various motivational theories put forward by western scholars points out that cash is not of immediate relevance towards improving the productivity of Nigerian workers, (Ubeku 1975). Focusing on the Maslow Hierarchy of Need theory, Ubeku stressed that while one is aware of the social findings in Europe and America which tend to play down the importance of wages and salary as a motivating factor, there is doubt if in the Nigerian context that wages and salary has a large motivating factor. He pointed out that although in Maslow's Hierarchy of Need Theory and Herzberg's Two Factor Theory, the worker's pay was regarded as lower level need and a "Maintenance Factor" and not a "Motivator" that the reverse is the case in Nigeria. This is because the workers take home pay especially to those employees whose jobs have no promotional prospects and cannot be improved upon in an organisation, pay is a potent motivator. His assertion was buttressed by (Eze 1982). According to Eze, most workers in Nigeria including the management and the workforce are still at the first level of human needs hierarchy, struggling to satisfy the basic lower order needs for food, shelter etc. As such, since money is the quickest means of satisfying these needs, almost every Nigerian is today ruled by an inordinate quest for money. In packaging a sufficient level of rewards employers often use modes of compensation namely direct monetary reward such as wages, salaries and fringe benefits,(Stone 1982) and (Adams 1965).

If an employee does not consume the goods and services provided as fringe benefits he would not have the right to a corresponding direct financial reward. Simply put, a fringe benefit is an equivalent to price subsidy. Since the intention of Monetisation Policy is not to worsen service delivery, a major guide to determine the success of any monetisation programme is to measure the extent to which it was able to make both the employees and their employers better off. It is therefore recommended that efforts should be made to ensure that both the employees and their employers are

better off and that service delivery is at least not impaired, Ayodele cited in (Hassan 2006).

Clearly, change is the only constant thing in life and the rate at which it takes place in this modern and technological age is a major challenge for organisations to grapple with, innovations are made from time to time both in machinery and productive strategies but motivation remains requisite for improved productivity and performance. Therefore organisations are required to go an extra mile to absorb and manage any change at a much faster rate than was the case in the past. In order to implement a successful business strategy to face these challenges and improve performance, organisations both large and small must ensure that they have the right people capable of delivering the strategy adopted, (Accel team 2008). According to the Accel team, to retain good staff and encourage them to produce optimally while at work requires attention such that the financial, psychological, and physiological rewards offered to them by the organisation would be a continuous exercise.

Ulrich observed that apart from the benefits and moral value of treating public servants as human beings and respecting human dignity in all its forms. It has been observed that motivated employees are more productive and creative. This is essential for any business to survive and succeed, (Ulrich 1996). It is against this backdrop that the Federal Government of Nigeria introduced the Monetisation Policy as a motivating factor. Ulrich strongly believes that there is a gap between an individual's actual state and his desired state. It is the duty of the manager to reduce the gap between the actual state and the desired state, (Ulrich 1996). The Monetisation Policy is a means introduced by the Nigeria Federal Government to reduce and manipulate this gap. The Monetisation Policy is tailored to suit the organisational objectives, thereby improving the employees work attitude and performance at the same time satisfying their needs.

The power of money to manipulate is immense and pervasive, which is the more reason it requires careful management, (Mc Kenzie and Lee 1998). Heap summarised a list of the advantages and disadvantages associated with financial incentives. These according to him are tangible rewards and benefits that are given to those who perform at a given level, (Heap 1987). A large amount of research literature addressed the effects benefits and incentives have on generating motivation and improved productivity. The scientific management theory advocated the use of financial compensation to impel motivation and performance. Henry Gantt, one of the early contributors of scientific Management, developed a Task and Bonus wage plan that paid workers a bonus if they completed their work within a specified time frame, Wagner and (Hollenback 2001).

Monetisation sets goals and associated rewards in advance, this gives workers the opportunity of knowing how much money that they will earn if they pursue and achieve a certain level of performance. More than one hundred studies support the assertion that performance is enhanced by goals that are specific and difficult, (Locke 1968). Goal setting also works most effective when combined with incentives. In goal setting, attention is directed to a specific desired result clarifying what is needed, (Vancouver and Putka 2000). Supporting the above claim, Wiley asserts that rewards such as wages and benefits that reflect ability may lead to greater intrinsic motivation and higher productivity, (Wiley 1997). Wiley believes that the initiative to improve employee motivation and work efforts will not likely be successful if a weak link exists between those benefits and work performance. In addition Tushman and O' Reilly believe that if the reward is perceived as being allocated without clear reference to performance, they may provide no motive for higher performance, (Tushman and O' Reilly(2002).

Human behaviour, according to Nwachukwu can be motivated and goal-directed. He posited that the success of any motivator depends on the extent to which the motivator meets the needs of the individual/employees to which it is intended, (Nwachukwu 1988). This perhaps is what the Federal Government of Nigeria had in mind by introducing the Monetisation Policy in the Nigerian Civil Service.

In this chapter, we have tried as much as possible to review the works of various scholars on the concept and nature of monetisation, the rationale behind the introduction, analysis of the monetisation of fringe benefits and its benefits. Also, works of scholars on the meaning and nature of fringe benefits, the concept and nature of attitude to work and employee motivation, the effects of motivation and performance were reviewed in this chapter. It was however observed that empirical work on the effect of fringe benefits monetisation or financial reward on employee motivation, attitude to work and performance in the Nigerian Public Service have been largely ignored, this study has been designed to fill this gap in the literature.

2.3 Significance of the Review

The aim of Governments' all over the world is to provide goods and services for its citizens with the primary aim of improving their living conditions. The major vehicle of translating these laudable concerns into reality rests on the public bureaucracy (Civil Service) that is efficient, effective and result oriented. This explains why increasing emphasis and focus have been on the administrative reform by governments all over the world, especially in the developing economies like Africa in order to meet the challenges of sustainable growth and development,(Eze 1982)

The public sector reform in Nigeria is an attempt to improve, change, reform or removal of the faults that hamper the smooth functioning of the public service, (Omolara 2013). Monetisation was informed by poor use of the national resource or delays in the national productivity drive. In other words, the public service may be over bloated, overextended by doing too little with much resources, it may be poorly organised, its decision-making process may be weak, public programs may be poorly designed, techniques outdated and services poorly delivered. The public service reform is intended to fix these problems. Contemporary history teaches us one basic lesson in development; “a reformed and vibrant public service is the *Sine - qua - non* for a vibrant economy of any nation, Chapman and (Greenway 1980). Studies of growth and economic development in countries like Malaysia, Singapore, Brazil, and Japan or even nearby Ghana says it all.

In the light of the above, the fourth democratic era in Nigeria in 1999-2003 observed with concern that the focus of successive governments in Nigeria have been on administrative reforms which gave little or no results. Thus with the inception of the Olusegun Obasanjo’s administration in 1999, his desire for a more proactive and result-oriented public service moved the administration to introduce and implement the Monetisation Policy in the Nigerian public service in 2003, which constituted a major landmark in the reconfiguration of the institution. The introduction of the Monetisation Policy made a clean break from the previous reforms in the country with the anticipated benefits of improved efficiency in resource allocation, minimising waste, misuse of public facilities and reducing the maintenance cost and cost of running the government among others.

It was observed from the above review that the Monetisation Policy has come to stay, but lots of questions, misconceptions, doubts, criticisms and cynicism trailed its implementation. The researcher, being a civil servant noted the general feeling

of bitterness and grief among his colleagues in the civil service. The civil servant's optimism has been replaced with frustration as the implementation process unfolds, which was not in line with their conceived expectations and hopes in the policy. The expectation of a higher take-home pay has been substantially raised as it is obtained in the private sector became the contrary. Arising from the above, it became increasingly difficult for the policy to secure maximum affection from the target population. The foregoing was brought to the front burner by this review. The review also threw open a clear examination of the policy thrust, its impact on the attitude to work, and performance in the Nigerian civil service and its attendant challenges.

Existing Views on the Research Question1

RQ 1: Is there is any significant difference in the attitude to work and performance of the staff of National Film and Video Board before and after the introduction of the Monetisation Policy?

The Monetisation Policy spelt out key distinct allowances to be monetized which include; Accommodation, Transport, Meal subsidy, Domestic Servant, Leave Grant, Medical, Furniture, Vehicle Loan, and Driver. On the procedure for monetisation, it was reported that residential accommodation were to be monetized at 50% of the annual basic salary of officers on grade level 01-06 in the public service, 60% for officers on grade level 07-14 and 75% for officers on grade level 15-17, including Federal Permanent Secretaries and Head of Service of the Federation. All the grade levels in the public service of the Federation will receive 25% of their annual basic salary as meal subsidy, while officers on grade level 01-06 where to receive 15% of their basic salary as utility allowance as against 20% for officers on grade level 17 and Permanent Secretaries and Head of Service of the Federation,(Bakare 2010).

Bakare reported further, that the policy also contained detailed application of some of these benefits, including the attendant consequences of the commencement of the monetisation programme, for instance the excess drivers resulting from the policy that possesses relevant and adequate qualification were to be retained and deployed as appropriate to various MDA's, while the others were to be deployed to drive staff buses and those not deployable were to be rationalized. The rationalised drivers, however, will be assisted by the National Poverty Eradication Program (NAPEP). The report also recommended the spreading of the furniture allowance which is 200% of the basic annual salary over a period of five years at 40% annually. On the government-owned buildings, it was proposed that they will be disposed of and that a committee comprising of the Federal Housing Authority, The Federal Ministry of Urban Development and the Federal Capital Territory were to carry out the evaluation of these buildings, which will then be sold off by public auction at the end of the first part of the commencement of the monetisation programme. From the inception, the Monetisation Policy has continued to generate a lot of debate across the country, (Okon 2005). Below are five reasons to justify the introduction of the policy:

- i. The Monetisation Policy is aimed at cutting down the cost of governance. The scheme is held as a panacea for the prevailing culture of waste, corruption, and abuse of public facilities that characterised the Nigerian Civil Service.
- ii. The policy will have a far-reaching impact on the government's planning, budgeting and most importantly fiscal discipline. The fact that previously a large portion of the available resources at the disposal of the federal government during each financial year has often fallen short of what is required for meeting the minimum responsibilities of the government and

providing fringe benefits to the civil servants to the detriment of capital projects which could usher in the much-needed development.

- iii. The Monetisation Policy seeks to encourage planning on the part of public servants. It is believed that free furnished government quarters, chauffeur-driven official vehicles etc. tend to induce complacency among public servants.
- iv. On the contrary government's vision about the Monetisation Policy is for civil servants to be forward-looking, to use the additional amount that will accrue to them to acquire their own personal houses and to start planning for a better post-retirement life.
- v. The Monetisation Policy will engender a more positive attitude towards work and bring about increased performance among public servants as their income will increase thereby reducing the tendency of being corrupt.

According to Akali, Sambo and Musa, if these fringe benefits were monetised, public officers will develop a positive attitude towards good maintenance culture, (Akali, Sambo and Musa 2005). While endorsing monetisation on the grounds that fringe benefits often constitute a large percentage of the total compensation object given to civil servants Olowu and Admuluken believed that in many instances, these benefits are not actually received by the supposed beneficiaries, (Olowu and Admulukun 2002). According to them, there has been an ardent need to monetize, if not eliminate virtually all the known areas of waste and leakages. They believed that there is a great mismatch between the amount spent and the actual benefits accrued to the beneficiaries resulting in the interest of both the government and the beneficiaries not being significantly served.

Nigeria Direct posits that the monetization policy will have a far-reaching impact on the government planning and will positively impact on our national value system

and ethics, (Nigeria Direct June 23, 2008). Accordingly, the policy will enable the government to get the true picture of what it actually spends on political office holders and civil servants.

Conversely, another school of thought sees the Monetisation Policy as even being extremely induced and designed to impoverish the civil servants the more. Supporting the above, Musa observes that monetisation if poorly implemented will result in increased unemployment. This according to him is because all the drivers and domestic servants who were attached to grade level 15-17 officers in the civil service will lose their jobs, the implication of this is that a public officer may decide to negotiate with his domestic servant/driver on the salary to be paid to them, (Musa 2005). The Abuja editorial Daily in an observatory statement stated clearly that monetisation does not imply withdrawal of any particular fringe benefit or services, but rather it entails that a fixed rate would be paid to civil servants for such fringe benefit or services in addition to their salaries e.g. costs for engaging domestic servants, drivers, cars, and accommodation etc. The (Abuja Editorial Daily 20th Dec2007). In a publication by the Federal Ministry of Information and National Orientation in 2003, monetisation of fringe benefits was defined as “the quantification in monetary terms of those fringe benefits which the government used to provide for its workers as part of their condition of service, such as transportation, accommodation, utility, leave grant etc.

The main components of monetisation in Nigeria are:

i. Residential Accommodation

100% of annual basic salary to be paid annually as residential allocation, to enable the officer rent houses of their choice. Government residential quarters across the country to be sold off by auction.

The present occupiers of these government residential quarters would be given the first option to purchase these houses, but at a price to be determined by the highest bidder. Government to provide site and services scheme in satellite towns nationwide in order to assist public servants who would like to build their own houses acquire land.

ii. Furniture Allowance

300% of annual basic salary will be paid in every four years in accordance with the provisions of the Political, Public and Judiciary Office Holders (salary and allowance) Act 2002. This allowance would be paid annually at the rate of 75% which amounts to 300% in four years.

iii. Motor Vehicle Loan and Transport

The government will no longer provide cars and chauffeur for public officers. 350% of the annual basic salary will be granted as motor vehicle loan.

The loan will be recovered within six years at 4% interest.

iv. Use of government vehicle

No new vehicle will be purchased by any Ministry, Extra-Ministerial Department and Federal Agency or Parastatal. A specific number of utility vehicles will be allowed to ministries departments or agencies. No ministry, department or agency will exceed the number of vehicles approved for them without prior approval from Mr President. Officers currently using government vehicles would return them to the presidency for disposal or pooling in the Conference Visitor's Unit (CVU) as may be appropriate. A committee will be set up to handle the issue of the disposal of the vehicles. If there is need to purchase a new vehicle by any ministry, extra-ministerial department or agency a request shall be made to Mr President for approval.

V. Provision of drivers to entitled officers would be monetized as follows:

SGF/ Ministers/ HOS 2 drivers @ N239,172 per annum

Perm. Sec. 1 driver @ N119, 586.00 per annum

Directors 1 driver @ N119, 586.00 per annum

The same allowance will be paid with the same current provisions for domestic servants (total emolument of an officer on grade level 03 step 8). Service-wide staff bus will be provided under the management of the Office of the Head of the Service. Any member of staff who utilises the facility shall be made to pay at a rate equivalent to their transport allowance and funds realised will be used for the maintenance and fueling of the vehicle. This facility will be gradually withdrawn when the public transport system improves. On the excess drivers in the system as a result of the new policy, the following steps were recommended:

Those with relevant and adequate qualification would be retained and redeployed appropriately depending on the need, others will be deployed to drive staff buses under the Office of the Head of Service. Those that will not be deployed will be rationalised but will be assisted by the National Poverty Eradication Programme under the KEKE NAPEEP scheme.

vi. Medical Allowance

The government has proposed the payment of 10% of an officer's annual basic salary as medical allowance.

vii. Other Allowances

Leave grant, Meal Subsidy and Entertainment Allowances shall be paid to workers as earlier stated.

HIGH COST OF RUNNING THE GOVERNMENT

After independence, the indigenous high cadre of the public service took over and continued to enjoy those fringe benefits that were enjoyed by the foreign pre-

independent public servants. As time went by and with the increase in the number of high cadre public servants, the cost for providing these amenities became huge vis-à-vis other provisions in the annual appropriations. Thus little was left to fund capital projects by the government. The problem was compounded when these benefits were largely not provided in the most cost-effective manner and were also highly abused by the Nigerian Public Servants. For example, instead of one official car, some officers have three official cars attached to them, some officers transferred to Abuja still kept their official quarters in Lagos.

The provision of these fringe benefits has continued to consume enormous resources from the public purse. According to Aluku, although the civil servants constitute about 20% of the Nigerian population, to maintain them takes between 60% - 70% of the annual national budget expenditure. (Aluku 2005). The then president of Nigerian Chief Obasanjo in his inaugural address stated that “the cost of running the government at all levels currently gulps a disproportionate amount of the country’s revenue”. There were other problems observed in the public service that made for the rising cost of running the government in Nigeria.

According to Jimo, there is an increasingly large number of workers entitled to fringe benefits especially housing that was being provided with allowances in lieu of housing as the capacity of the available facilities are being overstarched, (Jimo 2004). As noted by Talba available records show that as at June 2003 only about 15% of the federal public servants lived in government quarters (either in government-owned houses or houses rented by the government), while the rest were paid rent allowances. This implies that those who were entitled to the fringe benefits of living in government houses but could not be provided with one had the benefit monetised already. Secondly, the cost servicing the public service was taking about 60% of Federal Recurrent Revenue Expenditure, (Talba 2003). From the CBN Annual

Reports 1999-2004, it could be seen that the federal government's wage bill was about 33% of the federal recurrent expenditure reaching a peak of about 60% in 2000.

It is in reaction to this wastage, the high cost of administration and in search of efficiency and economising cost in running the government that the Federal Government sought for a way out and monetisation was chosen as a perfect option. Okwosa noted that the monetisation of fringe benefits of public servants is a policy which is aimed at empowering the civil servant financially so that they would henceforth take personal care of those benefits that were hitherto taken care of by the government, (Okwosa 2004).

The Obasanjo-led administration introduced the Monetisation Policy in 2003, against the backdrop of the rising cost of running government's business. The Revenue Mobilization Allocation and Fiscal Commission recommended the policy when it observed that the nation devotes over 60% of its revenue to sustain recurrent expenditure. This development gave rise to soul-searching moments for solutions to the economic downturn, hence monetisation provided the needed answer, according to the recommendations of the Revenue Mobilization Allocation and Fiscal Commission which was adopted by the Obasanjo Led administration.

The thrust of the Monetisation Policy according to the circular from the Budget Office and the Office of the Secretary of Federal Government are as follows:

- To reduce waste and abuse of public resources
- To assist and encourage public officers to own personal houses
- To encourage maintenance culture and discipline among public officers.
- To save cost and money for the government.

The major aim of the policy is to positively impact on our personal value system, especially in government planning, budgeting, and discipline. According to the committee on monetisation of fringe benefits of public servants, the merits of the Monetisation Policy includes;

- i. Efficiency in resources allocation.
- ii. Equity in the provision of amenities.
- iii. Encouragement of public officers to own personal houses.

If well-implemented monetisation will minimise waste, misuse, and abuse of public facilities. If the public servants will be opportune to own personal houses, the policy will be beneficial, but the auctioning of the government-owned houses will be made in such a way that the highest bidder will be considered and hence private individuals will benefit from the sale of the houses and the public servants will be worse off. The multiplier effect will be the development of a negative attitude towards work and low performance among the public servants. This is because it has been observed that proximity to the place of work is a significant factor that contributes to employee's productivity.

The Monetisation Policy is also expected to reduce the cost of maintenance and the running cost of governance, it will also promote the inculcation of maintenance culture and discipline in the use of public facilities since individuals will pay for the use of such facility, in addition it will curb the submission of spurious medical bills and if that is achieved, a lot of money will be saved for the government to undertake more capital projects for developmental purposes. Under the monetisation programme drivers and domestic servants are to be retrenched (though few drivers with relevant qualifications will be redeployed to drive staff buses under the Office of the Head of Service) and it is argued that the NAPEP programme which is intended to absorb the remaining retrenched drivers who were not deployable cannot comfortably take care of these drivers. The policy was silent on how the

retrenched domestic servants will be taken care off. The labour market is already saturated with very high-level unemployment and these retrenched workers cannot be successfully absorbed into the labour market without being trained and prepared for it. The introduction of the Monetisation Policy will increase the rate of unemployment and dependency, some of these drivers that will be employed on a private basis by top government officials who are entitled to drivers. Some of the drivers who may be on grade levels between 05-07 which means that if they are lucky to be employed they will be paid a salary of grade level 03, which is invariably demoting them, reducing their personal income and decreasing their total welfare, attitude to work and performance.

In almost every paid job situation, employees are rewarded by payment of wages and salaries. Salaries are in form of periodic payments from employers to an employee as usually specified in an employment contract, while wages are payments for each job, hourly or unit rather than on periodic basis. Fringe benefits were introduced as additional prerequisites after the Second World War because it holds some advantages for both the employers and the employees alike, (Adeleke 2010). Among other advantages, fringe benefits helps to attract and retain better and more qualified employees, provide high risk coverage at low cost thereby easing the employees financial burden, improves efficiency and productivity as employees are assured of security for themselves and their families and this guarantees peace of mind for the employee leading to a boost of the staff morale. Full monetisation of benefits in the Nigerian civil service represents a fundamental change being brought into the system, like any other similar change it has an immense impact. It entails significant challenges to all stakeholders. There are however a few challenges to the Monetisation Policy. First is the commitment of the political leadership at the topmost level to its implementation. But managing the fundamental change has become a critical challenge to the system and this continues to command significant

attention from its topmost echelon. Another point is the overall receptiveness of the civil servants to the idea, albeit with the expectations and apprehensions. This is a result of the information that has been let loose on the issue of higher take-home pay being brought into the public domain and this has given inflationary powers to market prices of goods and services, (Res J. 2010).

In order to guide the implementation of the Monetisation Policy, the federal government approved the conversion of fringe benefits to cash. Going by the review of wages and salary for public servants in Nigeria from the colonial period up till date, it was discovered that pay is a very powerful human resource management tool for recruitment, retention, motivation and reward for work done. As employers demand increased productivity from their employees, the demand of the employees from their employers is no longer a “fair day’s pay for a fair day’s work” but rather a comparative remuneration package with new innovative methods of providing benefits, (Ide 2002). Although, it may be said that Taylor, who introduced what he called the Scientific Management Theory did not consider the feelings and needs of the people when he developed this method of improving production, yet from his ideas about the division of profits of the company among managers and workers the introduction of fringe benefits came into being. It would seem that Taylor had the interest of the worker in view. Even Elton Mayo, who was often called the founder of both the Human Relation Movement and Industrial Sociology as a result of his Hawthorne investigation, brought about a fuller realisation and understanding of the Human Factor in a work situation. Mayo was interested in discovering how spontaneous cooperation could be achieved in a work situation and this has been the basis of the Human Relation Movement.

The use of insights of the Social Sciences to secure the commitment of individuals to work and the activities of organizations through the satisfaction of their social

needs and the foregoing theories stem from some underlying assumptions about man, though, to a large extent unproved, but this tends to represent the dominant mood or climate of opinions at that time. Schein classified them as follows and the categories follow each other in a sort of historical procession starting from the time of Industrial Revolution. The assumption that underlies the doctrine of rational economic man derived originally from the Philosophy of Hedourism, which argued that man calculates the action that will maximise his self-interest and behaves accordingly, therefore in reference to employees, man is primarily motivated by economic incentives to manipulate, motivate or control him. This is in line with Mc Gregory's Theory X which holds that because man is inherently lazy, he has to be motivated by outside incentives. Man's natural goal run counter to those of the organisation, hence man must be controlled by external forces to ensure that he is working towards the organisational goals, (Schein 1964).

The Hawthorne studies of Elton Mayor drew attention to the fact that in determining work patterns the need to be accepted and liked by one's fellow workers is more important to the worker than the economic incentive offered by the management. The man is regarded as basically motivated to work by social needs and obtains his basic sense of identity through relationships with his fellow workers. These assumptions follow the line emaciated by Maslow. Man's motives fall into classes which are arranged in a hierarchy: Simple Needs for survival, Social Needs, Afflictive Needs, Needs for Autonomy and Independence and Self-Actualization Needs in this sense is the maximum use of all his resources,(Okwosa 2004).

Akintoye asserts that money remains the most significant motivational strategy. According to him, Fredrick Taylor and his Scientific Management describe money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated that the establishment of incentive wage system as

a means of stimulating workers to higher performance, commitment and eventually satisfaction. Money according to him possess significant motivating power in as much as it symbolises intangible goals like security, power, prestige, and a feeling of accomplishment and success, (Akintoye (2000)).

Katz in Sinclair demonstrates the motivational power of money through the process of job choice, He explains that money has the power to attract, retain and motivates individuals towards higher performance, for instance, if a worker has another job offer which has identical job characteristics with his current job, but with greater financial reward, the worker would in all probability be motivated to accept the new job offer, (Sinclair 1987). Banjoko states that management use money to reward workers or punish them. This according to him is done through the process of rewarding employees for higher productivity and instilling fears in them of possible job loss (premature retirement) due to poor performance. The desire to be promoted and to earn enhanced pay may also motivate employees, (Banjoko(2007)).

Generally it can be said that money motivates people, however, it is important to note that different people are motivated by money to varying degrees depending on their socio - economic background and the context in which it is given. Individuals who come from wealthy backgrounds are likely to be less motivated by money alone than individuals from a poor background. In the same way, individuals who have all their basic needs satisfied may not be motivated by financial incentives alone. There are many other factors that need to be considered when determining the most effective method to motivate employees. Res J. explained that research evidence indicates that the absence of commitment can reduce organisational effectiveness. According to him the consequences of employee's low-level commitment in any workplace like the civil service are vices like absenteeism, low productivity, transfer

of loyalty to non-work activities, very poor attitude to work, inefficiency, slow career progression, job dissatisfaction, etc. (Res J. 2010).

Psychologists suggest that lasting commitment to a task can be secured only if conditions are provided which builds intrinsic motivation. In simple language, the workers concerned must believe that the task is inherently worthwhile, only then will they be committed to it, the mere pronouncement of policies will not enhance commitment to work, (Heilman 1977).

Effect of the Monetisation Policy on Work Attitude and Performance

The Monetization Policy introduced to the Nigerian Public Service in 2003 became the major landmark and the most dramatic departure from the past administrative reforms in Nigeria since independence in 1960. It has laudable and lofty set goals for both the government and its primary audience, (Public Servants). However, lots of questions, misconception, criticisms and cynicism have trailed its implementation. The reality on the ground as regards to the Monetization Policy was mock-modesty and this has taken its tolls on the system. Governments all over the world exist to provide goods and services for its citizens with the primary aim of improving their living condition. The major vehicle of translating these laudable concerns into a reality rests squarely on public bureaucracy that is efficient, effective and result-oriented. This explains why increasing emphasis and focus have been on administrative reforms by governments the world over, especially in the developing economies like Africa in order to meet challenges of growth and development, (Obasi 1997).

Public Sector reform is an attempt “to improve the public sector by the change of form or removal of faults,” (Fayomi 2005). It is informed by poor use of national

resources or delay in national productivity drive. In other words, the public service may be over-bloated, over-extended by doing too much with few resources, it may be poorly organised, its decision making may be weak, public programmes may be poorly designed, techniques may be outdated, and services poorly delivered. The public service reform is to fix these problems. Quite often, the government tries to revise or even change completely certain policies, and restructure the traditional framework for implementing them in order to meet economic challenges. Indeed, contemporary history teaches us one basic lesson in development, that a reformed and vibrant public service is a *sine -qua -none* or a *desideratum* for a vibrant economy of any nation, Chapman and Greenway (1980). Countries such as Malaysia, Singapore, Brazil, and Japan or even nearby neighbour of Nigeria, Ghana say it all. In the light of the above, the fourth democratic era in Nigeria observed with concern that the focus of successive governments has been on administrative reforms which yielded little or no result. Thus, with the inception of the Olusegun Obasanjo administration in 1999, his desire for a more proactive and result-oriented public service moved the regime to introduce and implement the Monetization Policy in the Nigerian Public Service in 2003, which constitutes a major landmark in the configuration of the institution. The introduction of the Monetisation Policy made a clean break from the previous reforms in the country with the anticipated benefits of improved efficiency in resource allocation, minimising waste, misuse and abuse of public facilities, and reducing maintenance costs and costs of running the governments among others (Fayomi 2005). The researcher observed that the Monetization Policy has come to stay, but a lot of questions, misconceptions, doubts, criticisms and cynicism have trailed its implementation. The researcher being a public servant noted the general feelings of bitterness and grievance of the civil servants. The public servant's optimism had been replaced with frustration as the implementation process unfolds, which was not in line with their conceived expectations and hope.

The Monetization policy has become a reform meant to downsize government's expenses and excesses at the expense of the civil servants. In more specific terms "monetization of facilities, such as housing, furniture, and vehicles will reduce capital cost, maintenance, and running costs of governance" (Ayapere 2015). Fayomi gave more detailed effects of monetization policy as:

- a. Enables government to get the true picture of what it costs to maintain political office holders or public servant in office and therefore lead to a more realistic budgeting and budget implementation.
- b. Provides the most transparent avenue for disbursement of remuneration and fringe benefits from employers to employees.
- c. Curbs the excess of public office holders. For example, unlike in the past, political office holders are now to drive to office and back in their personal cars.
- d. Corrects the wrong public perception of government utilities such as telephone, electricity, etc. as limitless resources which hitherto were used without caution.
- e. Stops the practice where, in renovating official quarters and changing furniture items, the discarded items were in many cases not accounted for, giving room for abuse.
- f. Minimises unauthorised journeys at government expense.
- g. Ensures equity in the allocation of scarce resources.
- h. Ensures that public officers develop and imbibe the disciplined culture of frugal use of public utilities.
- i. Encourages public officers to own their vehicles, houses, furniture and thereby assisting them in planning better for their retirement.
- j. Enables the public servants to plan for a more comfortable post-service life.

k. Encourages increased productivity, (Fayomi 2013).

Results of the surveys on the impact of Monetization Policy on work attitude and performance in Nigerian Federal Civil Service show that many civil servants felt that the monetization policy never helped them to assume duty promptly every working day. Some of the respondents explained that the Nigeria government never took civil servants serious both in salary and other welfare packages enjoyed by their foreign counterparts in other countries. For this and some other reasons, some civil servants come to work as from 9 a.m. to 10.30 a.m.

Although, Majority of the civil servants in Nigeria engage themselves in part-time jobs to make ends meet because the salary is nothing to talk about. Morale at the workplace shows that monetization policy never boosted their zeal to perform assigned duties with or without constant supervision in their respective departments. Rather, some complain that monetization policy implementation applied in Nigeria civil service is another exploitation of public workers. The accommodation the civil servants enjoyed in government quarters were taken away from the civil servants who cannot afford the amount required for them as a result of the Monetisation Policy. Those that bought houses in the government quarters are no longer finding things easy because of the monthly instalment deductions for the houses. Or is it leave grant that had been dissolved into the so-called consolidated civil service salary scale.

Most of the welfare packages paid in the 1970s that boosted the morale of civil servants to put in their best at work are no more, rather the civil service is now a mourning ground. The civil servants are of the belief that the monetization policy never exhorts them to feel like making a useful contribution to their jobs. On the issue of job satisfaction, the monetization policy has never cared about the advancement and growth of the average civil servant in an absolute sense. Most people see Nigerian civil service job as not being challenging in terms of assignment. Besides, best-performing workers in the civil service are no longer attracting awards except Ministers and other top government officials. Even promotion is now based on the vacancy of which only those having godfathers are comfortably considered.

The majority of the public office holders in Nigerian civil service do not encourage their subordinates to produce desired results. Some political office holders frustrate

their subordinates by enforcing arbitrary rules and suppressing existing code of working ethics thereby preventing the civil servants from putting in their best.

Existing Views on Research question 2

RQ2: Did the implementation of Monetisation Policy bring about improved work attitude and performance among the staff of National Film and video Censors board?

The Monetisation Policy spelt out key distinct allowances to be monetized which includes: Accommodation, Transport, Meal Subsidy, Utility, and Domestic Servant, leave Grant, Medicals, Furniture, Vehicle Loan, and Driver allowance. On the procedure for the monetisation, Bakare reported that for instance, residential accommodation is to be monetized at 50% of the annual basic salary of officers on grade level 01-06 in the public service, 60% for officers on grade level 07-14 and 75% for officers on grade level 15-17 including Federal Permanent Secretaries and Head of Service of the Federation. All grade levels in the public service of the Federation will receive 25% of their annual basic salary as meal subsidy. While officers on grade level 01-06 were to receive 15% of their annual basic salary as utility allowance as against 20% for officers on grade level 17, Permanent Secretaries and Head of Service of the Federation, (Bakare 2010).

Bakare reported further that the policy also contained the detailed application of some of the benefits including the attendant consequences of the commencement of the monetisation programme, for instance, excess drivers resulting from this policy which possesses relevant and adequate qualifications were to be retained and deployed as appropriate and others were to be deployed to drive staff buses, while those not deployable were to be rationalized. The rationalised drivers were to be assisted by the National Poverty Eradication Programme (NAPEP). The Monetisation Policy also recommended the spread of furniture allowance which is 200% of the annual basic salary over five years at 40% annually. On the

government-owned buildings, it was proposed that they will be disposed off. A committee comprising of the Federal Housing Authority, Federal Ministry of Urban Development and the Federal Capital Territory were to carry out an evaluation of these buildings, which will then be sold off by public auction at the end of the first part of the monetisation programme, (Bakare 2010). From inception, the Monetisation Policy has continued to generate a lot of debate across the country. Okoh outlined five reasons to justify the introduction of the policy and they include: (Oko 2005)

- i. That the Monetisation Policy is aimed at cutting the cost of running the government. The scheme is held as a panacea for the prevailing culture of waste, corruption, and abuse of public facilities that characterised the Nigeria Public Sector. The policy will have a far-reaching impact on government planning, budgeting and most importantly fiscal discipline. The fact that previously the quantum of available resources at the disposal of the Federal Government during each financial year in the past have often fallen short of what is required for meeting the minimum responsibility of the government and fringe benefits were provided to civil servants to the detriment of capital projects which would usher in the needed development.
- ii. The Monetisation Policy seeks to encourage planning on the part of the civil servants. It is believed that free furnished government quarters chauffeur-driven official vehicles etc. tend to induce complacency among public servants. On the contrary government's vision about the Monetisation Policy is for public servants to be forward-looking, and to use the numerous cash that will accrued to them viz a viz monetisation to acquire their own houses and to start planning for a better post-retirement life. Monetisation will engender a more positive

attitude towards work and bring about increased performance among the civil servants as their income will increase thereby reducing the tendency of being corrupt. According to Akali, Sambo, and Musa, if these benefits are monetized, public servants will develop a positive attitude and the tendency of good maintenance culture towards the use of public property, (Akali, Sambo, and Musa 2005).

- iii. Olowu and Ademulukun while endorsing the Monetisation Policy on the grounds that the fringe benefits often constitute a large percentage of the total compensation object of the government, gave instances that these benefits are not actually received by the beneficiaries, according to them, there is an urgent need to minimize, if not eliminate virtually all the known areas of waste and leakages in running the country, (Olowu and Ademulukun 2006). They believed that there is a great miss match between the amount spent and the actual benefits accrued to the beneficiaries resulting in the interest of both the government and the beneficiaries not to being significantly served. Nigeria Direct posits that the policy will have a far-reaching impact on government planning and will impact positively on our national values system and ethics. Accordingly, the policy will enable the government to get the true picture of what it spends on political office holders and public servants. Conversely, a school of thought see the Monetisation Policy as even being externally induced and designed to impoverish the public servants the more. Supporting the above (Musa 2005) observed that monetisation will result in unemployment. This according to him is because all the drivers and domestic servants who are attached to grade level 16-17 officers in the public service will lose their jobs. The

implication of this is that public officers may decide not to negotiate with his domestic servant / driver on the salary to be paid to them.

- iv. The Abuja Editorial in an observatory statement stated clearly that monetisation does not imply withdrawal of any particular fringe benefit or services, but rather entails that a fixed rate would be paid to the public servant for such services or benefits,(The Abuja Editorial, 20th December 2007). So if the Minister drives their vehicles by themselves, it simply means that they choose to do so. This is because they claim the monthly/annual benefits in lieu of such services. Going by this arrangement the minister have the choice to simply employ a chauffeur or drives their vehicles themselves. Mobolaji in his own contribution compares the colonial officer's benefits and that of the post-colonial officers and concludes by saying that there is an abuse of the fringe benefits. In his argument, those benefits are now monetized with the hope that the abuse will not be monetised along with them. He further recommended that a critical study should be carried out using selected ministries and parastatals as pre- policy test for a given period so as to find out what should and can be saved by adopting the policy before involving the whole sector. He was of the view that on a one level emotional analysis, monetisation of fringe benefits appears to be good but on the other hand, the systems will lose, (Mobolaji 2003).
- v. Generally, there is a wide literature on the effects of monetisation on motivation. Indeed what is available are testimonies of the effect of money and cash payment on motivation. It is quite understandable that since monetisation by definition is the conversion of the fringe benefits previously made available in kind to public servants into cash

payments. Money as a motivator has to be a well-studied topic by many researchers. Though money may not in itself have any intrinsic meaning, it has a significant motivating power because it symbolises so many intangible goals. Money is often seen as a symbol of success, Tang and Kim (2002) and it is also associated with comfort and security, Englberg and Sojberg (2006). It is commonly known that employee's work attitude and performance can be affected by one's income and employment status. Opsahi and Dunnetta believe that money is a conditioned re-enforcer just as clothing, food, recreation and housing, money acts as an incentive or a goal and a reward. It acts as an incentive before an employee and a reward after an act have been performed, (Opsahi and Dunnetta 1960).

In the case of Nigerian Public Service, analysis from available literature clearly show that though the average Nigerian Public Servants were supposed to be motivated to perform higher by the promise of more cash availability at their disposal due to the introduction of the Monetisation Policy, the positive attitude aroused in them were dashed due to the half hazard and poor implementation of the policy. There are notable significant changes in the attitude to work of Nigerian public servants before and after the introduction of the Monetisation Policy due to the non-actualization of the anticipated cash as proposed by the Monetisation Policy. Drawing inferences from the analysis made above, the non-actualization of the proposed benefits of the fringe benefits monetisation became a de-motivator rather than a motivator among the civil servants as the previously enjoyed fringe benefits were withdrawn and the anticipated cash payment that should have made up for the withdrawn benefits were not forthcoming. It can be said that the Monetisation Policy pushed the public servants from bad to worse conditions which affected their work attitude and performance negatively.

Existing Views on Research Question 3

RQ 3. Did the introduction of the Monetisation Policy has negative or positive impact on attitude to work and performance of the staff of National Film and video Censors Board?

The concept of employee work attitude and performance has received increased attention in recent times. According to Barkare researchers are paying increasing attention to the concept of commitment to work by employees as management and organisational analysts are continually seeking ways of increasing employee work attitude and performance, (Bakare 2010). Interests in employee commitment to work have therefore been stimulated largely because evidence in the research literature in this area of study has it that low commitment to work reduces turnover, productivity and performance of employees at the workplace. Fair commitment to work on the part of the employee has become very necessary as it enhances employee performance that catalyses the other aspects of growth and profitability and improved service delivery in every organisation. A decrease in turnover and poor service delivery, on the other hand, amounts to a low employee commitment and performance. This is because a high level of organisational performance can be achieved only when an organisation has a committed labour force. With the introduction of the Monetisation Policy, the Nigerian civil servant is expected to be paid a certain percentage of the basic salary in lieu of the fringe benefits provided to them by their employers, this means an increment in the take home pay of the Nigerian worker. Though, there is a much academic debate on the extent to which this additional income promised by the Monetisation Policy is a direct motivator when the employees believed that equity did not prevail in the implementation of the Monetisation Policy. With this notion at the back of their minds, the workers are bound to withhold a measure of their productivity in other to restore equity by their own standards, (Flippo 1993).

Moser described attitude to work as an important ingredient to effective output (service delivery) in an organisation. According to him apart from completing tasks for the joy of doing them, it has been discovered that motivation drives people's behaviour to attain a specific outcome,(Moser 1997). Adeleke is of the opinion that this explains why developing an effective and efficient compensation system became an important part of the human resource management process in advanced countries. The attitude of Nigerian workers in terms of output and service delivery compared to that of workers in more developed countries in recent times is becoming alarming. This could be attributed to the uneven reward system, poor income and unfavourable social, economic and political infrastructure of the country. The reward is an ever-present and always a controversial feature of organisational life in Nigeria. The Nigerian public service are losing their staff at a rate that should give concern to all the agencies responsible for staffing the public service and in fact to the nation as a whole. The average Nigeria public servants complain of poor job satisfaction etc.

Nowadays, the Nigerian public servants move from one organisation to another in large numbers within and outside the country, they also leave their jobs in the public service for the Industries and private sector where they are well taken care of. Some prefer political appointment and leave the public service at the slightest opportunity. The result is that there is a great depletion of public servants and a shortage of manpower in very vital areas to the extent that if something is not done on time the public service may lose its viability. One is immediately tempted to suspect that this attrition in the Nigeria public service may be related to lack of job satisfaction on the part of the public servants, (Adeleke 2010).

The Monetisation Policy was formally introduced in the Nigerian Civil Service in 2003. This led to the conversion of those fringe benefits which were added to the basic salary of the public servants into cash payments. Despite the implementation of the policy in Nigeria very little has been done to clearly show the effect of the policy on the level of performance of the workers. However, the purchasing power of the Nigerian workers was not enhanced by the introduction of the policy, the biting effect of inflation and the high cost of living in the country has eroded what would have been the additional income given to them. There is the need to know whether the additional cash proposed to be paid to them as a result of the monetisation of the fringe benefits are promptly paid to have any effect on the Nigerian Public Servant given their disposition with regarded to the policy.

Government employees and their immediate families have always enjoyed these fringe benefits at the government's expense, though the running cost of providing these fringe benefits may not cater for all the expenditure, but the expenses incurred in the course of service are refunded and most workers get their expended money back when funds are released for their offices.

Now it is not clear whether these workers would want to spend their money to buy all these physical needs under the monetisation regime since these benefits are now consolidated to their salary to almost become the basic salary. It is not clear how the Monetisation Policy will lead to improved welfare condition of the workers through the provision of all the monetised needs from their new salary, judging from the impact of the structural adjustment program (SAP) on workers. Therefore, given the level of economic crisis in the country, it is pertinent to seek an understanding of how the introduction and implementation of the Monetisation Policy have influenced the performance of public servants. The government does sometimes assume that their reward pattern is the best for their workers and this often has

adverse consequences since the workers are never consulted. In essence, the worker's attitude to their work and their efforts are often not addressed properly, thus creating room for false claim, agitation and labour conflicts, (Adeleke 2010).

From close observation of the Nigerian public service from the introduction of the monetisation till date especially in the National Film and Video Censors Board, it has been observed that there has been a constant decline in workers attitude towards their jobs, very few members of the staff are eager to complete their assigned duties on schedule and most times their supervisors are almost begging them to carry out assigned duties, absenteeism and lateness to work have been on the increase as most of the workers claim that their place of residence is very far away from the place of work as they cannot afford to pay for accommodation in the areas close to their offices i.e. city centers, so they have to go to the outskirts of the city where accommodation are cheaper and more affordable. This means that presently only very few of the Nigerian workers can afford to come to work on time given their present predicament.

The issue of mobility or transportation is also worthy to be noted, no average Nigerian worker can afford a brand new car with what is obtainable in the Nigerian automobile market as regards to the prices of new cars, so one needs not wonder why lateness to work is almost becoming a norm in the Nigeria public service, (Mustapha Muktar 2007). The supposed heads of departments and supervisors especially in the Nigerian civil service close their eyes to the issue of lateness because they themselves are also part of the problem as they and the other workers suffer the same fate. Though workers income were affected by the Monetisation Policy positively, the monetisation of fringe benefits did not improve their welfare because of the rate at which the market prices of goods and services were shooting up.

It has been observed in Nigeria that whenever there is an increase in pay, prices of goods and services go up simultaneously, this is because of the expectation of more spending from the workers and hence business men anticipate more profits. Since July 2003 businessmen have been dreaming of this monetisation and considered it as a new salary structure as such they are ready to increase prices whenever it comes on board and hence the end result of the whole scenario will be inflation. The increase in prices of goods and services is, of course going to be catalysed by the increase in income of public servants, while the high prices of goods and services will corrode the purchasing power of Naira thereby making the public servants to be worse off economically. According to 1991 census Nigerian civil servants constituted less than 3% of the total population and if prices go up all categories of people will be affected irrespective of whether they benefited from the Monetisation Policy or not, thereby prompting a reduction in the total welfare and standard of living in the country.

Generally, it is said that additional money motivates people, but that is not the case with the Nigerian worker with regards to the monetisation of their fringe benefits, the Nigerian worker spends the extra money added to his income as a result of monetisation struggling to provide for himself and his family the items specified by monetisation which was ordinarily provided for him in the past by his employers as part of his conditions of service, (Abudulrasaki Saka 2011).

The concept of employee benefits specified that employee benefits are fringe benefits that make up the various non-wage compensation provided to employees in addition to their normal salary or wages by their employers. The purpose of these benefits is to among other things, increase the economic security of the employees, motivate employees to improve their performance and attitude to work and cushion the effect of economic hardship obtainable in their work environment, (Adeleke

2012). Perquisites often colloquially refer to those benefits as being more discretionary in nature, they are of the opinion that these benefits are often given to employees who are doing notably well or according to seniority. The practice of giving employees benefits seem to be a universal practice though with variations across countries. Thus fringe benefits are costs of keeping an employee other than salary. Fringe benefits are calculated based on fixed percentages of basic salary that vary depending on employee's classification and often changes from year to year. This is the direct opposite of the Monetisation Policy where all benefits accruable to the Nigerian worker are paid en-block at the end of the month thereby forming part of the worker salary.

The introduction of fringe benefits holds some advantages for both the employee and the employers. Fringe benefits help in attracting and retaining better-qualified employees, provides high-risk coverage at low cost, thereby easing the employee's financial burden, improves efficiency, work attitude and performance as employees are assured of security for themselves and their families. This guarantees peace of mind leading to boost in staff morale and increase their attitude towards their work which promotes improved performance.

According to Adeleke, full monetisation of benefits in the federal civil service of Nigeria represents a fundamental change being brought into the system, like any other similar change it has an immense impact which entails significant challenges to the stakeholders. Managing these fundamental challenges has become a critical challenge to the system and this continues to command significant attention. The Nigerian public servants' receptiveness albeit with the expectant reservation and apprehension towards the policy altogether cumulated towards the developments of negative attitude towards their work at the mention of the introduction of the Monetisation Policy. All these are as a result of the information that has been let

loose on the issue of a higher take-home pay into the public service domain that gave more inflationary power to market prices of goods and services,. This made a mess of what would have been the positive impact the Monetisation Policy would have had on the Nigerian public servants by giving them more financial powers to provide for themselves and their families those fringe benefits that were monetised. The expected multiplier effect of the introduction of Monetisation Policy which would have been improved attitude towards work, prompt service delivery, higher performance/productivity and greater job satisfaction and morale among the Nigeria public servants all fizzled away into the thin air and the reverse became the case, (Abdulrasaki Saka 2011).

Existing Views on Research Question 4

RQ4. Did the introduction of Monetisation Policy bring about improvement in vices like lateness to work, truancy, lack of commitment to work, absenteeism etc. among the staff of National Film and Video Censors Board?

According to the committee on monetization of fringe benefits, the merits of monetization include:

- i. Efficiency in resources allocation.
- ii. Equity in the provision of amenities.
- iii. Encouragement of public servants to own personal houses.

If well implemented the Monetisation Policy will minimise waste, misuse, and abuse of public facilities etc. Now if the public servants will be opportune to own the houses then that will be beneficial, but the auction is going to be made such that the highest bidder will be considered and hence private individuals will benefit from the accommodation and civil servants will be worse off, and the multiplier effect will be reduction in productivity, late coming and truancy, lack of commitment to duty etc, (Mustapha Muktar 2014). This is so because it has been observed that proximity to the workplace is a significant factor that contributes to productivity.

Monetization of facilities is also expected to reduce capital cost, maintenance and running cost, it will also promote observance of maintenance culture and discipline in the use of public utilities since individuals will pay for such services, in addition it will curb submission of spurious medical bills and if that is done there will be a lot of savings and that will enable government to undertake more capital projects for development purposes.

The implication of the Monetisation Policy is that, under the old scheme, the government houses, cars etc. were held in trust and used by the bureaucrats. But under the new scheme of Monetisation Policy, the houses and cars are withdrawn but the government monetises same to the officers. It means the officers were being paid for the loss of use of the facilities so that they could acquire their own so that upon leaving the service, they would not face any form of post-retirement trauma. By this, monetisation is not a reduction in pay and perquisites of office; but a consolidation of pay and perquisites to give greater benefits to workers, while at the same time unburdening the government. This situation, according to the Federal Government Circulars No. SFG / MOSW / 2203 of December 9, 2003 “is a very ingenious way of catering for the welfare of workers even when they retire”. At this juncture, it must be pointed out that monetisation is not a new phenomenon in Nigeria when it was introduced in the mainstream Public Sector in 2003. It has its origin from the colonial period when the British colonised Nigeria. The British Colonial Government provided its expatriate staff in Nigeria with free housing, free transportation, free domestic staff etc. The staff did not have to pay for these benefits from their salaries. But when the colonialist left, the organized indigenous private sector and a number of government agencies and parastatals such as the Central Bank of Nigeria (CBN), The Nigerian National Petroleum Corporation (NNPC), The Nigerian Telecommunications (NITEL), Federal Mortgage Bank of Nigeria (FMBN) etc., adopted the monetization policy for quite sometimes and with positive

results. Several countries in Africa including the government of Ghana and Cameroon have adopted the monetization policy for over a decade now.

The findings by researchers show that the Monetisation Policy as announced by the Federal Government in 2003 was not absolutely new in Nigeria, as some extraordinary agencies of government had been enjoying the monetisation benefits, though the policy is new to the government ministries that is the mainstream civil service and some other agencies. Central Bank of Nigeria (CBN), Nigerian National Petroleum Corporation (NNPC), and Nigerian Telecommunications (NITEL) etc., are some of the government extraordinary Agencies/Departments that have been enjoying the policy before it was adopted as a general policy to all government workers in 2003. In spite of this, there exist differential payments depending on Agencies/Departments the workers belong to. The study showed that there is no distributive justice in the implementation of the policy. The Government Agencies/Departments along with other “super” institutions are paying their workers super monetisation while workers in the mainstream Civil Service and other agencies are receiving lower payments despite the assurance by the government that it would use the policy to bridge salary gap among government workforce. This has created negative work attitude in the mainstream Civil Service that is the majority of government workers.

The truth of the matter is that the monetization policy created more problems for workers than it was intended to solve. The researcher observed that civil servants were disgusted with the policy as they claimed that it worsened their standard of living instead of improving it. The workers expected a bulk payment in lieu of the monetised benefits as initially conceived by the government. It was the worker's expectation that the monetisation of benefits with respect to the housing, transport, leave grants, furniture, and utilities, medical allowances etc. would be paid in lieu

as it existed in the private sector or classified parastatals agencies/departments as earlier mentioned in the paragraph above. Instead, the government spread these allowances over the twelve (12) calendar months of a fiscal year. This made nonsense of the high hopes and enthusiasm attached to the policy.

The political propaganda that accompanied the introduction of the policy was watered down by its implementation. The policy-induced high inflation of basic amenities, services, needs and especially house rents, which made a mess of the purchasing power of the public servants though, the implementation was back-dated to July 2003, even the arrears of almost a year that the workers expected would be paid to them en-bloc were paid piece meals, that is in instalments, so at the end of the implementation, the policy left majority of the lower and middle cadres in the public service impoverished the more. This was against the high hopes of the workers on the policy. Their families and the public had the wrong impression that workers were going to be paid well, and this actually induced high inflation in Nigeria to date.

The criticism of the policy by the respondents show that though the policy was lofty it was badly implemented. It therefore invariably did not add value as envisaged or initially made known to the civil servants. Some of the objectives of the policy were that it would enhance the living standard of the civil servants by not only enhancing their pay but also making it possible for them to own properties in terms of houses, land or cars. Though the policy enhanced the personal emoluments of the workers, the attendant high inflation that accompanied the propaganda made nonsense of their purchasing power of the added funds. Example, the house rents in the nation's capital, the Federal Capital Territory (FCT), Abuja and all the state capitals of the Federation; and their satellite towns witnessed geometrical inflation of about 350%. The bitter truth is that these innocent workers could not afford the rents from the so-

called Monetisation Policy as they have to access loans for rent payment year in year out from the commercial, micro-finance banks or co-operative (thrift) societies. This is being paid back by deductions from their salary accounts in the banks. This high inflation cuts across all other basic amenities, goods, and services, hence the policy has impoverished the workers. Today, poverty is easily perceived in the lives of many Nigerian civil servants in their countenance, what they wear, eat, the houses they live in, the condition of their cars, how they talk, the way they walk, and even the type of prayers they offer.

One critical thrust of the policy was the government's resolve to dispose of the government houses being occupied by workers before the policy to the occupants of such houses. Unexpectedly, these residential houses were offered to workers at an outrageous cost beyond their reach. Initially, they were asked to pay 10% of the cost of such houses for commitment while subsequent payments would be directly deducted from the salaries for between 10 to 15 years period. Against this expectation, the government directed the house occupiers to private Finance Houses for mortgage loans. The Finance houses and mortgage banks paid en-bloc the costs of the houses to the Government. The fate of the workers are now left in the hands of the Finance Houses and the civil servants are now paying through their noses because of high-interest rate, administrative cost, and other charges. They have also been mandated to move their salary accounts from the conventional banks to the various finance and mortgage banks. The respondents claimed that at the end of each month, they are only left with pitiable stipends for the survival of their families.

The researcher also discovered that as a result of this unpleasant situation, many workers have personally disposed their houses to offset their loans, and used the remaining amount to build small apartments in satellite towns or villages, far from their workplace, which incidentally also affects their punctuality and performance

at their workplaces. The workers who did not benefit from the government houses confessed that the Monetisation Policy has hiked the rent rates, especially in the FCT, which is the seat of government. This is contrary to the expectation of the civil servants as assured by the government that the policy would crash house rents, making it cheaper. The policy as initially conceived intended to pay the monetisation benefits en-bloc every year as it obtains in the private sector or the classified government parastatals, against its being spread over twelve calendar months. As a result of this, the workers lacked the huge liquidity to buy houses or build their own.

It was revealed that poor productivity culture which is prevalent in the Nigerian public service is a function of many interwoven variables that are both intrinsic and extrinsic in nature. The haphazard implementation of the Monetisation Policy significantly heightened the poor productivity drive in the public sector. The policy dashed the hope and high expectation of improved living standard.

Tied to the present situation of the Nigerian workers highlighted above, revealed that, that the civil servants that own cars have turned their cars into “kabukabu” (private cars turning into commercial). Many of the workers could not afford to rent an apartment at the city centres. It was revealed that two or three workers would contribute money together to rent a house and share the rooms among themselves. This situation highlighted above were isolated cases before the introduction of the monetization policy in 2003 but is now a common occurrence.

The policy document on monetisation expected that the policy would reduce waste, the cost of government and corruption in the public administration. Findings show that instead of these, the cost of governance and corruption is still on the high side; hence the government has set up the Oronsanya Committee which has submitted its

report recently on how the cost of governance could be reduced. Corrupt practices of different nature are still prevalent in the public sector which has been the bane of national development in Nigeria. Thus, the policy has not achieved its objectives in this direction. The savings the government was expected in the implementation of the policy to prosecute more capital or developmental projects in the country were not forthcoming since the cost of governance and corruption have not been abated, but rather on the increase. According to the Enugu State President of the Nigerian Civil Service Union, Comrade Fidel Edeh “the policy was politically motivated and the manner of its clumsy implementation has negative attendant effects on the zeal of the workers”. For instance, the Directorate Cadre in the public service enjoyed the galaxy of monetisation benefits in terms of the opportunity to own their official cars, fuelling of their cars and other allowances like that of their drivers, domestic maids, entertainments, medical, utilities etc. that have been monetized for them. A government circular directed that the 306 and the 406 Peugeot prestige cars bought originally at about N3.5 and N4.2 million were monetized and sold to the officers using them at ridiculous amount while they were also to pay in instalments for these cars at their own pace. Thus, the policy instead of bridging the existing gaps between the high, middle and low cadres as it was envisaged, ended up widening it arbitrarily to the advantage of the high cadre officers, which therefore has negative moral implications on the work attitudes of the public workforce.

There is also the implication of the human cost of the policy which respondents said was discriminatory as thousands of workers between Grade Level Salary 01-04 became victims of the policy as they were eased out of the public service in a manner that is unconventional to the ethics of public administration. These groups of workers that were regarded as the outsourced staff were the drivers (except projects drivers), security guards, cleaners, assistant clerical staff etc. lost their jobs. It affected their livelihood and survival. This development was observed by the

Nigerian workers as a hidden agenda to carry out mass retrenchment in the public service, which was perceived as a high social injustice, not only to the system but especially to this group of the lower cadre. The human cost of the policy is at variance with the policy of the government on poverty alleviation. Another area of the injustice of this policy is that not all the public workforce benefited from the policy when it started in 2003. The researcher found out that the government started the implementation of the policy with the mainstream of public sector that is the Civil Service, which was treated as a sacred cow, while the workers in the Extra-Ministerial Departments/Agencies like Commissions or Parastatals were treated as sacrificial cows, as the policy did not commence with them until late 2005. The irony was that all of them were patronising the same market for shopping for goods and services amidst the high inflation in the country induced by the policy, (Fayomi 2013).

In the light of the above, it is very clear that the introduction of Monetisation Policy did not bring any reduction in the key performance indicators nor did it foster a positive attitude to work among the civil servants. Rather fallouts from the policy implementation worsened the plight of the Nigerian Civil Servants.

Existing Views on Research Question 5

RQ 5. What level of support was given to the introduction of Monetisation Policy and the other factors that will drive the process of improving work attitude and performance by the staff of National Film and Video Censors Board?

According to Tukur Mamman monetisation is the process in which the shortfall in the value of paid basic salary would be addressed. He was of the opinion that in the process of monetisation the expected monetary value will be attached to the fringe benefits provided by the government to its employees and that these monetary values will be added to the worker's emolument as one-off payment. He was of the

opinion that the Monetisation Policy would afford the worker the opportunity of enjoying increased emolument.

The logic that the monetisation of the fringe benefits has negative impact on the work attitude and performance cannot be fully appreciated unless we understand the basis for the introduction of the fringe benefits. Fringe benefits were introduced in the work setting for a number of reasons. In the first place is the argument about the high level of tax liability on employees, if all or a substantial part of their income is paid in cash since income tax is progressive in many countries Nigeria inclusive. A higher income attracts a higher rate of tax, therefore rather than pay all the compensation in cash, employers pay part of the remuneration of its employees in kind. In such a case, the resultant benefits accrue to the employees rather than to the government as taxes on the increased income.

A second explanation is what is known as the “Status Effect”. It is argued that after a certain level of income is attained, additional income in monetary terms does not motivate workers, rather it is the benefits that are accruable to them in kind that motivates them rather than the additional income in form of cash. This is applicable more to a certain class of employees, (Ahemed 2005). From the government's view, the main reason for the introduction of the Monetisation Policy is to block the avenues of leakages and waste of government revenue, to enhance equity and transparency, to save the government the trouble of maintaining government-owned houses by selling them to the sitting tenants and reducing the cost of running the government. From these underlying principles of the introduction of the Monetisation Policy on the part of the government, it is very clear that the policy was meant to benefit the employers at the expense of the employees. The only notable benefit to be traced to the employees is that the policy would put additional money into their hands not minding the real market value of the additional funds,

(inflation and higher tax rates) and the employees' welfare, attitude to work, performance and level of job satisfaction. It is necessary to note at this point what the policy signifies to the Nigerian worker ten years after its introduction and how its implementation has impacted on the Nigerian worker in terms of the development of a positive attitude to work, improved performance and enhanced standard of living.

Early thinking on the question of attitude to work and performance were influenced by the arguments that individuals would be motivated to perform their jobs more effectively when they have the right attitude to work and their needs fully satisfied from the reward for the job done and not when they are given more money. Job security, consistent incentive plan, predictable promotion practice, comfortable working condition, high morale, etc. are believed to lead to positive work attitude and enhanced job satisfaction, which in turn enhances performance and increases productivity. According to Herzberg, as referred to in (Ozgediz 1983) empirical research on job satisfaction and performance, show that job satisfaction and high pay factors were important in attracting and retaining good and resourceful employees in an enterprise but that they have little effect on attitude to work and performance. These findings cast serious doubts on the view that work attitude and performance would be increased appreciably through increased job satisfaction and the introduction of additional pay e.g. monetisation.

The notion that motivation can be enhanced by linking incentives with performance has its root in the Scientific Management school of Fredrick Taylor and another body of researchers and their theories. The views of the Scientific Management School was based on the simple argument that "an individual will be motivated to perform better if he is convinced that his high performance will lead to an outcome that he values and that his low performance will generate outputs that he does not

value”. Monetisation is simply adding cash to workers emolument and additional pay is not a material incentive and therefore do not form a link between motivation and performance. One of the cardinal points against monetisation is that workers cannot provide for themselves the items monetised with the additional funds added to their emolument. As it is, the public servants cannot provide the monetised items at the costs paid to them by the government. There is a big shortfall in the monetised rent allowance paid by the government and the actual cost of securing such accommodation. Furniture and vehicles cannot be replaced at the amount paid for them. There is a wide belief that the Monetisation Policy did not take into consideration the current inflationary trends which make the additional funds added to the basic emolument of the public servants due to monetisation valueless. The Nigerian civil servants are of the view that the policy is more favourable to the upper echelon of the public service and political office holders and therefore is not worker-oriented or worker-friendly. Most civil servants believed that the policy was designed to shortchange the Nigerian civil servants. The amount paid for the monetised benefits should be commensurate with the property or fringe benefits being monetised.

The inability to maintaining a balance in the implementation of the Monetisation Policy between the actual value of the monetized benefit and what the government pays in lieu of the benefit as monetisation made the impact of the Monetisation Policy counter-productive and have sent a destructive psychological signal to the minds of the civil servants, who now feel that they are being short-changed by the policy. From available results of research on motivation, work attitude, performance and support for employer’s policies. It can be said that the Monetisation Policy did not receive the needed support from the Nigerian civil servants that will drive the anticipated process of improving work attitude and performance. The aforementioned was born out of the notion among the civil servants that the

Monetisation Policy was not made in their favor, this made it very difficult for the civil servants to support the Monetisation Policy and its accompanying factors that will drive the process of improving work attitude and performance in the National Film and Video Censors Board.

CHAPTER THREE: METHODOLOGY

3.1 Theoretical Framework

Theories are constructed in order to explain, predict and engender mastering of phenomena. A theory makes a generalisation about observations and consists of an interrelated, coherent set of ideas and models that aid the explanation and proper understanding of the subject matter.

Fredrick Taylor's Scientific Management Theory

While introducing his principles, Taylor observed that the principal objective of management is to secure the maximum prosperity for the employer, coupled with the maximum prosperity for each employee. The principles of the Scientific Management Theory was devised by Taylor as a solution to management problems.

The principles of this theory are as follows:

- a. The development of a true science of work. All jobs are to be observed and analysed in order to determine the best way of accomplishing them. That is, developing the best or ideal method of doing a task and determining scientifically “standards for completing each task or duty”
- b. The scientific selection and progressive development of workmen. That is, a careful selection of employees and development of employees to enable them to attain their optimum potentials. To select the best man for the task and train him in the best way to achieve the task.
- c. The scientific education and development of workers. The bringing together of the science of work and scientifically selected and trained workmen. That is, combining the scientific method with the selected and trained men and to be followed by paying them on an incentive basis.

- d. Intimate and friendly cooperation between the management and workers. The division of work and responsibility between management and workers. Management should recognise this in order to carry out their duties properly. That is, putting a manager in charge of planning, preparing, controlling and coordinating the organisation's activities, as the only responsibility is the actual job performance. In other words, the workers simply carry out the manager's directives.

Implications of the theory in organisations

- i. Elimination of wasted efforts
- ii. More emphasis upon fitting workers to particular tasks.
- iii. Greater care in training workers to the specific requirements of their jobs.
- iv. Greater attention to the specialisation of activities.
- v. The establishment of standards for performance.

The relevance of Taylor's theory to the monetization policy

Using the Frederick W. Taylor's Theory to explain the link between it and the Monetization Policy. It should be noted that there is a strong linkage between them. In the first instance, the theory places a strong emphasis on improving output, productivity and increasing work attitude and performances of the workers, while at the same playing down on financial incentives. These were primarily the thrust of the Monetization Policy. It is the strong belief of the theory that workers are primarily working to earn a living, and that they see their jobs as means to an end. This also is in line with vision and mission of the monetization policy. Which is the creation of a robust, effective, efficient, proactive and well-motivated civil service.

In other words, the theory do not believe in the use of money as a technique for the motivation of workers, which is enshrined in the Monetisation Policy, Scientific Management Theory informed the Monetisation Policy as packaged by the Nigerian Government. The Federal Government believes that huge amounts of money as salary is not capable of motivating the Nigerian workers for higher productivity or greater performance. This is based on the belief that money will not reduce the anxiety of workers to the barest minimum while at the same time motivating the worker towards higher productivity, which is the primary principle of Taylor's Scientific Management Theory.

The major components of the Monetisation Policy that was introduced by the Obasanjo's regime were also in line with the Scientific Management Principles. Examples are the concepts of "Downsizing, Right-Sizing, and Outsourcing" etc. which were aimed at achieving higher efficiency, effectiveness, responsiveness and productivity drive in the Civil Service, all these were in consonance with Taylor's Scientific Management Theory of the development of a true science of work, the scientific selection of workers, the scientific education and development of works and the development of an intimate and friendly cooperation between the management and the workers, etc are all the principles of the Scientific Management theory which were also the integral part of the Monetisation Policy thrust (Connel M. C. 1987).

The emphasis of the theory is that money does not answer all things for the workers. Today, the principles and approaches of the Scientific Management Theory has a strong and lasting influence on management thinking and practice globally. Though the theory is being criticised by other scholars for its lack of humanitarian concept, and that it negates organisational democratisation in areas of problem-solving and decision-making because the theory makes problem-solving and decision-making absolute management responsibility, (Omolara 213).

3.2 Hypothesis

This study will be guided by the following hypothesis:

Ho1. There is a significant relationship between the introduction of the Monetisation Policy and improved to work attitude and performance among the staff of National Film and Video Censors Board.

Ho1a. There is no significant relationship between the introduction of Monetisation Policy and improved work attitude and performance among the staff of National Film and Video Censors Board.

Ho2. The introduction of the Monetisation Policy brought about improved work attitude and performance among the staff of National Film and Video Censors Board.

Ho2a. The introduction of the Monetisation Policy did not bring about improved work attitude and performance among the staff of National Film and Video Censors Board.

Ho3. The introduction of the Monetisation Policy has positive impact on work attitude and performance among the staff of National Film and Video Censors Board.

Ho3a. The introduction of the Monetisation Policy has negative impact on work attitude and performance among the staff of National Film and Video Censors Board.

Ho4. The introduction of the Monetisation Policy brought about reduction in vices like lateness to work, truancy, and lack of commitment to work, absenteeism etc. among the staff of National Film and Video Censors Board.

Ho4a. The introduction of the Monetisation Policy did not bring about reduction in vices like lateness to work, truancy, and lack of commitment to work, absenteeism etc. among the staff of National Film and Video Censors Board.

Ho5. The introduction of the Monetisation Policy received the required support that will drive the process of improving work attitude and performance from the staff of National Film and Video Censors Board.

Ho5a. The introduction of the Monetisation Policy did not receive the required support that will drive the process of improving work attitude and

performance from the staff of National Film and Video Censors Board.

3.3 Research Design

In everyday use, the word design suggests patterns or the ways in which things are arranged. In research parlance, research design connotes much more, it is more of a formal statement, a guide plan or blueprint on how to arrive at a solution to an identified research problem, (Makodi N. Biereenu Nnabugwu 2006). Research design enables a researcher to take and state the vital decision on how a research is to be conducted. Thus, the research design focuses on the research process and states the choice, pace, and direction of the research effort.

An essential import of the above is that the research design is geared towards stating how the research is going to be carried out. It provides early in the research process, the plan of how to do it or indeed how it is going to be done. It specifies the plan of the study, choice, pattern or scheme for achieving or solving research problems systematically.

The primary goal of research design is to test the research hypothesis. The research design adopted in this study is the Comparative Case Study Research Design. Some political scientists believe that the Comparative Case Study Research has little or no explicit methodology, they argued that it is impossible to extrapolate its findings to other situations. The Comparative Case Study analysis overcame these criticisms by the fact that it looks at cases or events that are similar in some important respects and differ in others, compares them and then tries to explain the reasons for the similarities and differences, (Microsoft Encarta 2009).

A Comparative Case study is a comparative analysis of a particular case or situation as a basis for drawing a conclusion in a similar situation, it can be a record of

somebody's problem and how they were dealt with especially by a Medical Doctor or a Social Worker. Sometimes researchers interview, test and investigate backgrounds of specific individuals or situations in details. A comparative case study is conducted when researchers believe that an in-depth look at one individual will reveal something important about a people in general. Comparative Case Study often take a great deal of time to complete and the results may be limited by the fact that the subject is atypical (not conforming to the usual type or expected pattern). Yet, comparative case study has played a prominent role in the development of psychological research. When an individual or group is exceptional in some ways or when a hypothesis can be tested only through intensive long-term observation, the comparative case study is a valuable research method to be applied, (Obasi 1999).

3.4 Identification of Key Variables

A variable is by and large a character that changes or varies over time and situations or circumstances, but research writers over the years see it from different perspectives. For instance, Buacherman sees a variable as a concept that can be broken down into a number of quantitative values and qualitative categories, so that each member of a class phenomenon may appropriately be assigned a value or category, (Buacherman 1980). Obikeze described variables as any characteristic of an object or concept which is capable of taking different values or can fall into more than one distinct category, (Obikeze 1986). Anikpe sees a variable as any phenomena, criterion, category, value, fact or objective which is capable of being changed by introducing changes in another entity, (Anikpe 1986).

A variable is characteristically amiable to empirical observation and measurement and can be broken down into a number of quantitative values and qualitative

categories, so as to appropriately assigned value or category to each member of a class or phenomena. This underlines the fact that a major implication of the concept of variable is the possibility of differences existing from each observation, it is an attribute, feature or characteristic possessed by the members of a population that may take a different value. A variable is seen as a behaviour, attitude or phenomena whose change effect, manipulation or determine relationships that are of primary interest to a researcher. These characters of variables are measured or observed in a member of a class of phenomena. The key feature of a variable is that it varies in quality and quantity from one member to the next. Variables identify what is being measured and that which is impacting on what is being measured otherwise called dependent variable, (Obikeze 1986). For the purpose of this study the following key variables are identified:

Monetisation

Monetisation can be defined as a monetary policy design which authorises the government to convert all the fringe benefits being enjoyed by civil servants to cash to be paid to them en- block. Some of the benefits converted to cash in the Nigerian context includes Accommodation, Official Cars, Transportation, Utility, Telephone, Meal Subsidy, Medical Allowance, Leave Grant, and Furniture etc. Monetisation is the independent variable in this study which influences the dependent variables either positively or negatively and it forms the basis for predicting work attitude and performance in this study, (Micro Soft Encarta 2009).

Attitude

Attitude is the positive or negative evaluation of people, objects, events, activities, ideas or anything in your environment. Attitudes that are relatively stable determine a person's behaviour. According to Thomarsman, social values and attitudes are

common to groups, and they are the status fixing behaviour within the group, (Thomarsman 1978). In this study, attitude was classified as a dependent variable in the sense that it values character, phenomena, criterion, presence or form. With regards to this study, attitude reacts to monetisation and it is believed that work attitude in the context of this study is dependent on the introduction of monetization policy.

Performance

Performance is defined as the way and manner in which something or someone behaves, functions or operates. Performance can be judged by its effectiveness. The early thinkers believe on performance was influenced by the argument that individuals would perform their job effectively if their needs were satisfied. Thus job security, high wages, predictable promotion practice, comfortable working condition, provision of fringe benefits and so on were believed to lead to higher productivity and improved performance.

According to Kerlinger, dependent variables are the presumed effect which varies concomitantly with or in response to changes and variations in the independent variable, (Kerlinger 1973). This suits the concept of performance in this study as it is a way of judging the effectiveness of the independent variable which in this case is the Monetisation Policy, thereby making performance on the job dependant on the effectiveness of Monetisation Policy (independent variable). Here performance represents the outcome of the study and is a veritable source of material that enables the researcher to answer basic research questions about the impact of Monetisation Policy on work attitude and performance. Increase or decrease in the level of performance is believed to be caused by or is dependent on other factors like the introduction of Monetisation Policy which is the subject of this study.

3.5 Population of the study

The population of this study is limited to the staff of National Film and Video Censors Board. The staff strength of the Board is 1240 officers comprising of both junior, senior and management staff (2017 Staff Nominal of National Film and Video Board).

In general terms, population refers to a number of people living in a given geographical location. Oriji defines population as all members or elements (human beings, animals, trees, objects events) of a well-defined group. He further stated that population defines the limits within which the research findings are accepted, (Oriji 1999). In his contribution, Nworgu stated that population is any group on which attention has been focused on by the research, (Nworgu 1991). The population of this study includes both the junior, senior and management staff of the National Film and Video Censors Board which comprises of the 1240 staff,

3.6 Instruments for Data Collection

In order to conduct a meaningful investigation, researchers often look for, produce, collect or rely on already existing data. The key prerequisite of a valid research is the ability of the researcher to successfully extract, produce, collect or acquire relevant data, (Makodi Biereenu Nnabugwu 2006).

Legge and Francis defined data collection as the “science and art of acquiring information about selected properties of a unit,” (Legge and Francis 1974). The fact that data reflects the essential properties of a unit is quite instructive. It underlines the fact that data collection methods are necessary for the extraction of relevant data for analysis. Data collection is an indispensable aspect of a valid research. There are essentially five instruments for collecting data, which includes:

- Documentary
- Interview

- Direct observation
- Content Analysis
- Questionnaires

The decision to use any of the methods of data collection is usually guided or determined by a wide range of factors, these factors include accuracy, accessibility, size, completeness, finance and time etc.

For the purpose of this study, the researcher adopted two out of the five instruments of data collection. These instruments include the documentary instrument and the questionnaire.

i. Annual Performance Evaluation Report

Under the documentary method, the researcher studied and reviewed the Annual Performance Evaluation Report of the study sample and made a comparative analysis of the reports before and after the introduction of the Monetisation Policy in the National Film and Video Censors Board.

The Annual Performance Evaluation Report is a collection of documented secondary data that evaluates and appraises data on the performance of every civil servant in Nigeria annually. The information in the report is provided by the officer to be evaluated, who then passes it on to his/her immediate boss, who makes an unbiased assessment of the subordinate based on the variables outlined in the report form. The beauty of this method of assessment is that the superior officer must discuss his/her assessment with the subordinate and the both of them must agree on the assessment before the superior signs the form and forwards it to their sectional head, The sectional head goes through the assessment and if satisfied with the assessment countersigns the report. This is aimed at removing all manner of biased assessment against any officer being evaluated. The Annual Performance

Evaluation Report provides a storehouse of information for the evaluation of performance in the Nigerian civil service annually, it also provides an acceptable index for the assessment and evaluation of the performance of the civil servant in Nigeria, (Public Service Rules and Pension Act 2006)

ii. Questionnaire

The questionnaire is an instrument which consists of forms containing standardised, uniform and carefully worded structured questions which are normally sent by post or hand to every member of a sample or respondent group. The unique feature of the questionnaire is that the questions are structured, uniform and typed and it provides answers from which the respondents are expected to choose from. The questionnaire is designed so that they address specific aspects of the research questions, hypothesis and some other relevant parts of the study, (Makodi Bierenu-Nnabugwu 2006).

The main task of the questionnaire is to elicit written responses from the respondents on the facts, opinion, beliefs, attitudes and practices. It is a particularly a useful means of gathering information or data when the respondents are beyond the easy or physical reach of the investigator. For better results, it is advisable to prepare and run the questionnaire on a pilot scale before using it for the entire sample. This is advisable because it provides the researcher with ample opportunity to revise aspects of the questions if need be based on the result of the pilot study.

The questionnaire was used as the major instrument for data collection in this study. The questionnaire was designed and structured in line with the objectives of the study and the respondents were restricted to choose one answer from the already made options which were adopted in line with the Likert five-point scales method of questions (from strongly agree to strongly disagree), The questionnaire helped in

eliciting personal opinion and information from the respondents as they indicated their level of agreement or disagreement to the questions, (Obasi 1999).

3.7 Validity of the Instrument for data collection

Validity means the degree to which the instrument and statistical analysis measure what the researcher intends to measure, (Mc. Nabb 2005). In order to ensure the validity of the research instrument used, the researcher applied both the face and content validity. This was done by ensuring that the entire questions in the questionnaire cover the range of variables that were included in the concept being investigated and that the research instrument relates to the statement of the research problems, research questions, and hypothesis.

Draft copies of the questionnaires were made and administered to five randomly selected staff from National Film and Video Censors Board as a pilot study. If the questions in the questionnaire were ok, acceptable and serve the required purpose, it will be used for the actual study if not, the research instrument (questionnaire) will be restructured in line with the observations made from the responses of the staff used in the pilot study. Anikpo is of the opinion that the validity of the research instrument serves as a proof to other users of the research, that the study was very objective, (Anikpo 2006).

3.8 Reliability of the instrument for data collection

Ofuebe defined reliability of the measuring instrument as the ability of the measuring instrument to measure consistently the phenomenon that it is designed to measure, (Ofuebe 2002). To test the reliability of the research instrument used an initial draft of the instrument was tested through a pilot test on a small sample of the study sample. The outcome of the pre-test exercise will necessitate the recasting of

ambiguous questions, elimination of irrelevant ones and the inclusion of new ones. The reliability of the instrument for data collection was determined using a pilot research. Pilot research is a small scale study usually carried out in advance of the main research, the aim is to identify loopholes in the instrument for data collection used before the study proper begins. It is advisable to pre-test a questionnaire through a pilot study. Pilot study enhances the reliability and validity of a study. If a measuring instrument is adversely affected, its validity will also be adversely affected, (Obasi 1999).

3.9 Sources of Data Collection

This study relied on both primary and secondary sources of data.

Primary Sources of Data

The primary source of data for this study was the questionnaires. The questionnaire for this study was designed in line with the objectives of the study. The questionnaires were structured in such a way that the respondents were restricted to the choice of one answer. Information relating to biodata that would require ranking was included in the questionnaire, specifically, such parameters as gender, age, the length of service, academic qualification and job level were required from the respondents.

Secondary Sources of Data

The secondary data includes: existing data that have been collected, analysed documented and published. The secondary data includes: Text Books, Journals, Government Publications, Newspapers, Internet Materials, Seminar Papers, Reports, Periodical and Annual Performance Evaluation Reports of Civil Servants etc. Also, Government Official Records, Policy Pronouncements, and Publications of National and International Bodies formed part of the secondary sources of data for this study.

3.10 Sampling and Sampling Techniques

A sample refers to a true representative part, subgroup or subset of a population, (Makodi N. Biereenu Nnabugwu 2006). The idea and the need for sample hinges on the realisation that the population is too large and that it is not possible to make a choice from an array of possibilities. Kerlinger posits that sampling is taking up a portion of a population or universe as a representative of that population or universe, (Kerlinger 1973). The importance of sampling lies in the fact that it will not be possible to test all the elements in the population.

In the views of Dionco sampling is the process of selecting a sufficient number of elements from the population so that by studying the sample and understanding the properties of the characteristics of the sample subject the researcher will be able to generalise the characteristics of the elements of the population, (Dionco Adetayo 2003).

Sampling techniques have two broad classifications, which includes, Probability Sampling and Non-probability sampling. The types of probability sampling technique include:

- Simple Random Sampling
- Stratified Random Sampling
- Proportional
- Disproportional
- Systematic Sampling
- Cluster Sampling
- Multi-Stage Sampling

The Non-Probability Sampling techniques are:

- Quota Sampling
- Purposive Sampling
- Snowballing Sampling
- Accidental Sampling

The following conditions necessitate the use of non-probability sampling;

- When the goal is to obtain ideas
- When there is no need to reflect population character
- When the research requires knowledgeable inputs about the population

The stratified random sampling was used for this study.

3.11 Sample Size

Taro Yamane's formula for determining sample size was used to determine the sample size of the study population. According to the formula,

$$n = \frac{N}{1 + Ne^2}$$

Where n = desired sample

N = Population

e = maximum accepted margin of error (level of significance)

1 = a theoretical constant

The sample size of the study using the above formula =

$$\begin{aligned} n &= \frac{1240}{1 + 1240 (.05)^2} \\ &= \frac{1240}{1 + 1240 (.0025)} \\ &= \frac{1240}{3.1025} \\ &= 413 \end{aligned}$$

The sample size for this study was 413 staff of the National Film and Video Censors Board. The Stratified Random Sampling method was used in selecting 413 out of the 1240 staff of the Board, this was done in a bid to ensure that all the needed variables to be studied e.g. Age, Sex, Educational Qualifications, Cadre, Religion Marital Statues etc. were all captured in the sample.

3.12 Instrument for Data Analysis

In research writing, it is possible to present and analyse data using a variety of instruments or in a variety of ways. There are five basic ways of analysing data which are also called methods, models or instruments and they include:

- Textual
- Tabular
- Graphic
- Pictorial
- Statistical

The success of data analysis is influenced by a number of contending issues or factors which include,

- Good planning
- Nature and state of the data
- Choice of Instrument for data analysis

A quantitative research is characteristically positivist and as far as possible measurable or numeric. As an orientation in political inquiry, quantitative research believes that it cannot only be possible to isolate and test empirical aspects of people's belief about politics, but that it is possible and indeed necessary to test peoples believe about politics without "the necessity of going into the value-laden question of whether the empirical propositions are true or false," (Verma 1975). Hair is of the opinion that the unique thing about quantitative research is that it uses mainly survey instruments of data generation, (Hair 1971). On his part Obasi, while

describing survey instruments as the hallmark of behavioural political science, equates survey techniques to laboratory experiments associated with physical and biological sciences. According to him, quantitative analyses have the following elements: (Obasi 1999)

- It hinges on numeric data
- It is about definite variables
- It uses mathematical and statistically inclined manipulation
- It uses appropriate statistics
- It is sufficiently inductive

Due to the quantitative nature of this study, which compares the attitude to work and performance of the staff of National Film and Video Censors Board before and after the introduction of the Monetisation Policy the researcher adopted the Ratio and Simple Percentages which are measures of description as his instruments for data analysis. With these instruments, the researcher was able to make a clear and logical comparison between the pre - monetisation and the post-monetisation attitude to work and performance of the study sample. This is done in order to enable the researcher access the impact of the introduction of the Monetisation Policy on work attitude and performance in the National Film and Video Censors Board.

Ratio

The Ratio is one of the instruments of data analysis whose aim is to describe data in a manner that effectively summarises, simplifies and illustrates the data. The ratio is grouped in the class of instruments of data analysis known as a measure of comparison or measure of description. The most notable examples of these measures are the ratio, simple percentages, and proportions, (Makodi Biereenu-Nnabugwu 2004).

Goode and Hart in Obasi pointed out that the purpose of these measures is to simplify the problem of comparison, though the use of any of these measures is a matter of choice, the decision to use any of them must be guided by the nature of the data at hand. The most notable example or manifestation of measure of description is the Ratio. The ratio expresses variation of data irrespective of actual or absolute, (Adamu and Johnson 1999). Ratio helps in comparing unequal numbers or frequencies. It is an indicated or actual quotient which enables the size of one number to be related to another, comparatively ratio give or bring out comparative facts.

The ratio is the proportional relationship between two different numbers or quantities. This relationship between two quantities and numbers are calculated by dividing one quantity by the other and is usually written using the colon. The facts provided by the ratio are related to the whole, (Micro soft Encarta 2009). Example, the ratio of pupils to teachers in a primary school is 600 pupils to 20 teachers which are 30:1, this figure is arrived at by simplifying the division problem $600/20$. The ratio 30:1 means that there are 30 pupils for every 1 teacher in the school.

Percentages

A percentage is a proportion stated in terms of one - hundredth that is calculated and multiplies a fraction by 100. The term percentage is a proportion of a whole of a group of numbers stated in terms of hundredth. These proportions are calculated by multiplying a fraction by hundred. The percentage is also one of the measures of description that relate one observation or variable to another, Makodi Biereenu-Nnabugwu (2004).

The percentage helps to bring out such trends as increases or decreases in a variable that is being observed putting into consideration the time and place the observation was made.

3.13 Instrument for Data Presentation

The use of the tabular method of presentation and analysis has elicited comments from a wide range of researchers. Obikeze sees a table as an ordinary display of data in labelled rows and columns, (Obikeze 1986). For Ogbozor it is a systematic method of presenting statistical data in vertical and horizontal rows according to the classification of the subject matter, (Ogbozor 1996).

Although the above is instructive and they provide useful insights into the actual meaning of the tabulation or tabular method. Researchers who use the tabular method must not fail to underline the fact that tabulation must rhyme with the research process as a whole, (Makodi Bierenu-Nnabugwu 2004). According to him, a tabulation is a facilitating tool or process involving the orderly presentation of generated data in vertical columns and horizontal rows with the purpose of showing trends and relationships in the values of key variables in a research. This is usually in order to address the research questions and hypothesis. Accordingly, the essence of the table is not only to describe and summarise data but to also compare the studied variable. Comparison enables the researcher to fish out or emphasise the characters, as well as the peculiarities and trends, descended from the data. The data generated from this study was presented and analyzed using the tabular method of data presentation.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

The word presentation comes from the verb, to present, meaning the manner in which something is shown, expressed or laid out for others to see, (Micro Soft Encarta 2009). In every day useage. the word presentation refers to the act of showing someone something so that it can be checked or considered. In research terminology, data presentation is an effort in data analysis, which refers to the use of text i.e. words and discussions, tables, graphs, pictorials and statistics as proof or evidence in support of a given pattern of relationships between variables, (Makodi Biereenu Nnabugwu 2006).

In research writing, it is possible to present and analyse data using a variety of instruments or in a variety of ways. For the purpose of this study, the researcher adopted the tabular method of data presentation and analysis.

4.1 Data Presentation and Analysis

Return of Questionnaires

During the course of the field survey for this study, a total of 413 questionnaires were distributed to the respondents that made up the sample size (413 members of staff of National Film and Video Censors Board). Out of the 413 questionnaires distributed, 400 were returned meaning that 13 questionnaires were not returned. The 13 questionnaires represent a ratio of 1:32 or 3% of the sample size. By implication, it means that 1 out of every 32 respondents used as a sample in this study did not return their questionnaire.

4.2 Socio - Economic Character of the Respondents

Table 1: Distribution of the Respondents based on Sex

Sex	No of Respondents	Ratio	Percentage
Male	248	248/400 18 : 25	248/400 x 100 = 62
Female	152	152/400= 19 :50	152/400 x 100= 38
Total	400		100

Source: Field Survey 2016

- i. 18:25 or 62% of the total respondents are male.
- ii. 19:50 or 38% of the total respondents are female.

Table 2: Distribution of the Respondents based on Age

Ages	No of Respondents	Ratio	Percentage
30 and below	98	98/400 = 49: 200	98/400x100 = 25
31-40	134	134/400 = 67 : 200	134/400x100 =33
41-50	140	140/400 =35: 100	140/400x100=35
51-60	28	28/400 = 7 :100	28/400x100= 7
Total	400		100

Source: Field Survey 2016

- i. 49:200 or 25% of the respondents are 30 years and below.
- ii. 67:20 or 33% of the respondents are between 31 and 40 years
- iii. 35: 100 or 35% of the respondents are between 41 and 50 years.
- iv. 7:100 or 7% of the respondents are between 51 and 60 years

Table 3: Distribution of Respondents based on Marital Status

Marital Status	No of Respondents	Ratio	Percentage
Married	228	$228/400 = 57:100$	$228/400 \times 100 = 57$
Single	154	$154/400 = 77:200$	$154/400 \times 100 = 38$
Divorced	4	$4/400 = 1:100$	$4/400 \times 100 = 1$
Widow	14	$14/400 = 7:200$	$14/400 \times 100 = 4$
Separated	-	-	-
Total	400		100

Source: Field Survey 2016

- i. 57:100 or 57% of the respondents were married.
- ii. 77:200 or 38% of the respondents were single.
- iii. 1:100 or 1% of the respondents are divorced.
- iv. 7:200 or 4% of the respondents were widows.

Table 4: Distribution of Respondents Based on Religion

Type of Religion	No of Respondents	Ratio	Percentage
Christians	216	$216/400 = 27:50$	$216/400 \times 100 = 54$
Muslims	152	$152/400 = 19:25$	$152/400 \times 100 = 38$
Traditional Religion	5	$5/400 = 1:80$	$5/400 \times 100 = 1.25$
Others	27	$27/400 = 27:400$	$27/400 \times 100 = 6.75$

Total	400		100
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Source: Field Survey 2016

- i. Christians 27: 50 or 54 %
- ii. Muslims 19:50 or 38%
- iii. Traditional Religion 5:100 or 1%
- iv. Other Religion 27:400 or 7%

Table 5: Distribution of Respondents Based on Academic Qualification

Academic Qualification	No of Respondents	Ratio	Percentage
WASC/GCE	44	44/400= 22 :100	44/400 x100 = 11
NCE	34	34/400 = 7: 200	34/400 x100 = 9
BSC/HND	276	276/400= 9:100	276/400x100 = 68
Post Graduate	46	46/400= 23: 200	46/400x100 = 12
Total	400		100

Source: Field Survey 2016

- i. 22: 100 or 11% of the Respondents were school certificate holders
- ii. 7:200 or 9% of the respondents were NCE holders
- iii. 68:100 or 68% of the respondents were graduates
- iv. 23:200 or 12% of the respondents were postgraduate degree holders

Table 6: Distribution of the Respondents Based on Cadre

Cadre	No of Respondents	Ratio	Percentage
Junior Staff Cadre	68	68/400=17:100	68/400 x100 = 17

Executive Cadre	162	$162/400=81 :200$	$162/400 \times 100 = 40$
Officer Cadre	152	$152/400 = 19:50$	$152/400 \times 100 =38$
Directorate Cadre	18	$18/400 = 9: 200$	$18/400 \times 100 = 5$
Total	400		100

Source: Field Survey 2016

- i. 17:100 or 17% of the respondents were Junior Staff
- ii. 81: 200 or 40% of the respondents were Executive Officers
- iii. 19:50 or 38% of the respondents were in the Officer Cadre
- iv. 9:200 or 5% of the respondents were in the Directorate Cadre

4.3 Impact of the Introduction of the Monetisation Policy on Work Attitude and Performance.

Table 7: The introduction of the Monetisation Policy has positive impact on the improvement of work attitude and performance among the staff of National Film and Video Censors Board

Responses	No of Respondents	Ratio	Percentage
Agreed	34	$34/400 = 17 :200$	$34/400 \times 100 = 9$
Strongly Agreed	46	$46/400 = 23: 200$	$23/400 \times 100 = 7$
No Opinion	6	$6/400 = 3:200$	$6/400 \times 100 = 3$
Disagreed	108	$108/400 =27: 100$	$108/400 \times 100 = 28$
Strongly Disagree	206	$206/400=103: 200$	$206/400 \times 100= 53$

Total	400		100
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Source: Field Survey 2016

- i. 17:200 or 9% of the respondents agree with the fact that the introduction of the Monetisation Policy has positive impact on the improvement of work attitude and performance in the National Film and Video Censors Board.
- ii. 23:20 or 7% of the respondents strongly agree to the fact that the introduction of Monetisation Policy has positive impact on the improvement of work attitude and performance among the staff of the National Film and Video Censors Board.
- iii. 3:200 or 6% of the respondents have no opinion on the impact of the introduction of the monetization policy on work attitude and performance among the staff of National Film and Video Censors Board.
- iv. 27:100 or 28% of the respondents disagree with the fact that the introduction of Monetisation Policy has positive impact on the improvement of work attitude and Performance among the staff of the National Film and Video Censors Board.
- v. 103: 200 or (53%) of the respondents strongly disagree with the fact that the introduction of Monetisation Policy has positive impact on the improvement of work attitude and performance among the staff of the National Film and Video Censors Board.

Table 8. The introduction of the Monetisation Policy has negative impact on the improvement of work attitude and performance among the staff of National Film and Video Censors Board

Responses	No of Respondents	Ratio	Percentages
Agreed	56	$56/400 = 1:14$	$56/400 \times 100 = 14$
Strongly Agreed	196	$196/400 = 1:4$	$196/400 \times 100 = 49$
No Opinion	30	$30/400 = 15:200$	$30/400 \times 100 = 7.5$
Disagreed	48	$48/400 = 3:25$	$48/400 \times 100 = 12$

Strongly Disagreed	70	$70/400 = 35:200$	$70/400 \times 100 = 17.5$
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Source: Field Survey 2016

- i. 1:14 or 14% of the respondents agree with the fact that the introduction of the Monetisation Policy has negative impact on work attitude and performance in the National Film and Video Censors Board.
- ii. 1:4 or 49% of the respondents strongly agree with the fact that the introduction of the Monetisation Policy has negative impact on work attitude and performance in the National Film and Video Censors Board.
- iii. 15:200 or 7.5% of the respondents have no opinion on the fact that the introduction of the Monetisation Policy has negative impact on work attitude and performance in the National Film and Video Censors Board.
- iv. 3:25 or 12% of the respondents disagree with the fact that the introduction of the Monetisation Policy has negative impact on work attitude and performance in the National Film and Video Censors Board,
- v. 35:200 or 17.5% of the respondents strongly disagree with the fact that the introduction of the Monetisation Policy has negative impact on work attitude and performance in the National Film and Video Censors Board.

Table 9. Level of support for the introduction of the Monetisation Policy by the staff of National Film and Video Censors Board

Responses	No of Respondents	Ratio	Percentage
Agreed	212	$212/400 = 53:100$	$212/400 \times 100 = 53$
Strongly Agreed	78	$78/400 = 39:200$	$78/400 \times 100 = 19.5$
No Opinion	14	$14/400 = 19:200$	$19/400 \times 100 = 3.5$

Disagreed	38	$38/400 = 19:200$	$19/400 \times 100 = 9.5$
Strongly Disagree	58	$58/400 = 29:200$	$58/400 \times 100 = 14.5$
Total	400		100

Source: Field Survey 2016

- i. 53:100 or 53% of the respondents agree that the Monetisation Policy did not receive the required support that will drive the process of improving work attitude and performance from the staff of the National Film and Video Censors Board.
- ii. 39:200 or 19.5 of the respondents strongly agree that the monetization policy did not receive the required support that will drive the process of improving work attitude and performance from the staff of National Film and Video Censors Board.
- iii. 19:20 or 3.5% has no opinion on the level of support given to the Monetisation Policy by staff of National Film and Video Censors Board.
- iv. 19:200 or 9.5% of the respondents disagree with the fact that the Monetisation Policy received the required support that will drive the process of improving work attitude and performance from the staff of National Film and Video Censors Board.
- v. 58:200 or 14.5% of the respondents strongly disagree with the fact that the introduction of the Monetisation Policy received the required support that will drive the process of improving work attitude and performance from the staff of National Film and Video Censors Board.

4.5: Assessment of the key performance indicators before and after the introduction of the Monetisation Policy in the National Film and Video Censors Board (Comparative Review of documentary data i.e. Annual Performance Evaluation of the Sample Size from)

Table10: Assessment of the key performance indicators in 2001 (before the introduction of the monetization policy)

Key Performance Indicators	No of Staff	Ratio	Percentages
Lateness to Work	74	$74/400 = 37:200$	$74/400 \times 100 = 18.5$
Truancy	58	$58/400 = 29: 200$	$58/400 \times 100 = 14.5$
Punctuality	336	$336/400 = 13:25$	$136/400 \times 100 = 84$
Drive/Commitment to duty	280	$208/400 = 27:100$	$208/400 \times 100 = 70$
Prompt Service Delivery	164	$164/400 = 41:100$	$164/400 \times 100 = 41$
Ability to Assume more Responsibility	234	$236/400 = 69:100$	$236/400 \times 100 = 59$
Job Fulfillment / Satisfaction	228	$228/400 = 57:100$	$228/400 \times 100 = 57$

Source: Annual Performance Evaluation Report Review 2001

- i. 37:200 or 18.5% of the study sample was always late to work in 2001
- ii. 29:200 or 14.5% of the study sample were truants in 2001.
- iii. Drive and Commitment to work stood at 27:100 or 70% of the study sample in 2001.
- iv. 41:100 or 41% of the study sample delivered services promptly in 2001.
- v. The worker's ability to assume more responsibility stood at 41:100 or 59% of the study sample in 2001.
- vi. The level of punctuality to work stood at 84% or 13:25 in 2001
- vi. The level of job fulfillment and satisfaction among the study sample was 57:100 or 57% in 2001

Table 11: Assessment of the key performance indicators in 2002 (before the introduction of the monetization policy)

Key Performance Indicators	No of Staff	Ratio	Percentages
Lateness to Work	78	$78/400 = 39:200$	$78/400 \times 100 = 19.5$
Truancy	68	$68/400 = 17:100$	$68/400 \times 100 = 17$
Punctuality	300	$300/400 = 3:4$	$300/400 \times 100 = 75$
Drive/Commitment to Duty	226	$226/400 = 113:200$	$226/400 \times 100 = 56.5$
Prompt Service Delivery	180	$180/400 = 9:20$	$180/400 \times 100 = 45$
Ability to Assume more Responsibility	204	$204/400 = 51:100$	$204/400 \times 100 = 51$
Job Fulfilment / Satisfaction	260	$260/400 = 13:20$	$260/400 \times 100 = 65$

Source: Annual Performance Evaluation Report Review 2002

- i. 39:200 or 19.5% of the studied sample always come to work late in 2002
- ii. The rate of truancy stood at 3:4 or 17% 2002.
- iii. 3:4 or 75% of the respondents were punctual to work in 2002.
- iv. Drive/commitment to duty stood at a ratio of 113:200 or 56.5% in 2002.
- v. Prompt service delivery was at the ratio of 9:20 or 45% in 2002.
- vi. Ability to assume more responsibility was at the ratio of 51:100 or 51% in 2002.
- vii. Job fulfilment and satisfaction were 13:20 or 65% in 2002.

Table 12: Assessment of key performance indicators in 2013 (after the introduction of the monetization policy)

Key Performance Indicators	No of staff	Ratio	Percentages
Lateness to work	196	196/400 = 9: 100	196/400 x100 = 49
Truancy	84	84/400 = 23 :50	84/400 x 100 = 21
Punctuality	200	200/400 = 1: 2	200/400 x 100 = 41
Drive/ Commitment to work	164	164/400 = 21 : 50	164/400 x 100 = 41
Prompt Service Delivery	90	90/400 = 9 : 40	90/40 x 100 = 22.5
Ability to assume more responsibility	198	198/400 = 9: 200	198/400 x 100 = 49.5
Job fulfillment / satisfaction	134	134/400 =67:200	134/400 x 100 =33.5

Source: Annual Performance and Evaluation Report Review 2013

- i. Lateness to work among the study sample was 49:100 or 49% in 2013.
- ii. 23:50 or 21% of the study sample were truants in 2013
- iii. Punctuality stood at 1:2 or 50% of the study sample in 2013.
- iv. 21:50 or 41% of the study sample had drive and were committed to duty in 2013.
- v. Prompt service delivery stood at 9:40 or 22.5% of the study sample in 2013.

- vi. 99:200 or 49.5% of the study sample exhibited the ability to assume more responsibility in 2013.
- vii. 67:200 or 33.5% of the study sample were fulfilled and satisfied with their Jobs in 2013.

Table 13: Assessment of the key performance indicators in 2014 (after the introduction of the monetization policy)

Key Performance Indicators	No of Staff	Ratio	Percentages
Lateness to Work	200	200/400 = 1:2	200/400x100 = 50
Truancy	204	204/400 = 51:100	204/400x100 = 51
Punctuality	178	178/400 = 89:200	178/400 x 100 = 44.5
Drive/Commitment to work	142	142/400=71:200	174/400 x 100 = 43.5
Prompt Service Delivery	74	74/400 = 37:200	74/400 x100 =18.5
Ability to Assume more Responsibility	158	158/400 = 89:200	154/400 x 100 = 38.5
Job Fulfillment / Satisfaction	116	116/400= 27:100	116/400 x 100 = 29

Source: Annual Performance and Evaluation Report Review 2014

- i. 1:2 or 50% of the study sample come to work late in 2014.
- ii. The Level of truancy stood at 51:100 or 51% of the study sample. 89:200 in 2014.
- iii. 89: 200 or 44.5% of the study sample were punctual to work in 2014.
- iv. The level of drive and commitment was 71:200 or 43.5% in the study sample in 2014.
- vi. Level of prompt service delivery in the study sample was 37:200 or 18.5% in 2014.

- vi. 89:200 or 38.5% of the study sample shows the ability to assume more responsibility in 2014.
- vii. 27:100 or 29% of the study sample are fulfilled and satisfied with their jobs in 2014.

4.6 Test of Hypothesis and Results

The word hypothesis according to Microsoft Encarta is a tentative explanation of a phenomenon used as a base for further investigation. It is a statement that assumes to be true for the sake of an argument that follows a logically scientific method of proving its truth or falsehood, (Microsoft Encarta 2008).

Another school of thought describes the term hypothesis as something that accounts for a set of facts taken to be true for the purpose of investigation and testing. The hypothesis can also be regarded as a specific testable prediction that is usually provided by a theory. The underlying factor, here is that a hypothesis must be subjected to testing, that is putting it in a very difficult challenging situation so that its truth or falsehood can be proved, (Obasi 1999).

For the purpose of this study, the following hypotheses which were proposed in chapter three will be tested.

Testing of Hypothesis 1

Ho1. There is a significant relationship between the introductions of Monetisation Policy and improved work attitude and performance among the staff of National Film and Video Censors Board.

Ho1a. There is no significant relationship between the introductions of Monetisation Policy and improved work attitude and performance among the staff of National Film and Video Censors Board.

Table 14: The Introduction of the Monetisation Policy has positive impact on the improvement of work attitude and performance among the staff of National Film and Video

Censors Board

Responses	No of Respondents	Ratio	Percentage
Agreed	34	$34/400 = 17 : 200$	$34/400 \times 100 = 9$
Strongly Agreed	46	$46/400 = 23 : 200$	$23/400 \times 100 = 7$
No Opinion	6	$6/400 = 3 : 200$	$6/400 \times 100 = 3$
Disagreed	108	$108/400 = 27 : 100$	$108/400 \times 100 = 28$
Strongly Disagree	206	$206/400 = 103 : 200$	$206/400 \times 100 = 53$
Total	400		100

Source: Field Survey 2016

- i. 17:200 or (9%) of the respondents agree to the fact that the introduction of the Monetisation Policy has positive impact on the improvement in attitude to work and performance among the staff of National Film and Video Censors Board.
- ii. 23:200 or (7%) of the respondents strongly agree with the fact that the introduction of the Monetisation Policy has positive impact on the improvement in work attitude and performance among the staff of National film and Video Censors Board.
- iii. 3:200 or (6%) of the respondents have no opinion on the impact of the introduction of the Monetisation Policy on work attitude to work and performance among the staff of National film and Video Censors Board.
- iv. 27:100 or (28%) of the respondents disagree with the fact that the introduction of the Monetisation Policy has positive impact on the improvement of the work attitude and performance among the staff of National Film and Video Censors Board.
- v. 103: 200 or (53%) of the respondents strongly disagree with the fact that the introduction of Monetisation Policy has positive impact on the improvement of work attitude and performance among the staff of National Film and Video Censors Board.

Table15: The introduction of the Monetisation Policy has negative impact on the improvement of work attitude and performance

Responses	No of Respondents	Ratio	Percentage
Agreed	56	$56/400 = 1:14$	$56/400 \times 100 = 14$
Strongly Agreed	196	$196/400 = 1:4$	$196/400 \times 100 = 49$
No Opinion	30	$30/400 = 15:200$	$30/400 \times 100 = 7.5$
Disagreed	48	$48/400 = 3:25$	$48/400 \times 100 = 12$
Strongly Disagree	70	$70/400 = 35:200$	$70/400 \times 100 = 17.5$
Total	400		100

Source: Field survey 2016

- i. 1:14 or 14% of the respondents agree with the fact that the introduction of the Monetisation Policy has negative impact on the improvement of work attitude and performance in the National Film and Video Censors Board.
- ii. 1:4 or 49% of the respondents strongly agree with the fact that the introduction of the Monetisation Policy has negative impact on the improvement of work attitude and performance in the National Film and Video Censors Board.
- iii. 15:200 or 7.5% of the respondents have no opinion on the fact that the introduction of the Monetisation Policy has negative impact on the improvement of work attitude and performance in the National Film and Video Censors Board.
- iv. 3:25 or 12% of the respondents disagree with the fact that the introduction of the Monetisation Policy as negative impact on the improvement of work attitude and performance in the National Film and Video Censors Board.
- v. 35:200 or 17.5% of the respondents strongly disagree with the fact that the introduction of the Monetisation Policy has negative impact on the

improvement of work attitude and performance in the National Film and Video Censors Board.

Result from testing hypothesis 1

- i. 9% or 34:400 of the respondents agree, while 7% or 46: 400 of the respondents strongly agree that the introduction of the Monetisation Policy has positive impact on the improvement of work attitude and performance among the staff of National Film and Video Censors Board.
- ii. 56% or 103:200 of the respondents strongly disagree and 28% or 27:100 of the respondents disagree with the fact that the introduction of the Monetisation Policy did not impact positively on the improvement of work attitude and performance in the National Film and Video Censors Board.

Drawing inference from the above result a (56%+28% against and 9% +7% for) higher percentage of the respondents are of the opinion that the introduction of the monetisation policy did not have positive impact on the improvement of work attitude and performance among the staff of National film and Video Censors Board. We, therefore, reject the Null Hypothesis and accept the Alternate Hypothesis which states that there is no significant relationship between the introduction of Monetisation Policy and improved work attitude and performance among the staff of National Film and Video Censors.

Testing of Hypothesis 2

Ho2. The introduction of the Monetisation Policy brought about improved work attitude and performance among the staff of National Film and Video Censors Board.

Ho2a. The introduction of the Monetisation Policy did not bring about improved work attitude and performance among the staff of National Film and Video Censors Board.

Table 16: The impact of the introduction of the Monetisation Policy on the improvement of work attitude and performance among the staff of National Film and Video Censors Board

Responses	No of Respondents	Ratio	Percentages
Agreed	34	34/400 = 1: 12	34/400x100 = 8.5
Strongly Agreed	46	46/400 =1:7	46/400x100 = 11.5
No Opinion	6	6/400 =1: 2	6/400x100 = 1.5
Disagreed	108	108/400 = 1: 4	108/400 x 100 = 27
Strongly Disagreed	206	206/400 = 1:15	206/400x100 = 51.5
Total	400		100

Source Field Survey 2016

- i. 1:2 or 8.5% of the respondents agree to the fact that the introduction of Monetisation Policy affected the improvement of work and performance among the staff of National film and Video Censors Board.
- ii. 1:7 or 11.5% of the respondents strongly agree with the fact that the introduction of the Monetisation Policy affected the improvement of work attitude and performance among the National Film and Video Censors Board.
- iii. 1:2 or 1.5% of the respondent has no opinion about the impact of the introduction of the Monetisation Policy on attitude and performance among the staff of National film and Video Censors Board.
- iv. 1:4 or 27% of the respondents agree that the introduction of the Monetisation Policy has no impact on the improvement of work attitude and performance among the staff of National Film and Video Censors Board.
- v. 1:15 or 51.5% of the respondents strongly agree with the fact that the introduction of the Monetisation Policy has no impact on the improvement

of the work attitude and performance in the National Film and Video Censors Board.

Result from Testing Hypothesis 2

- i. 1:2 or 8.5% of the respondents agree, while 1:7 or 11.5% strongly agree to the fact that the introduction of the Monetisation Policy brought about improved attitude to work and performance in the National Film and Video Censors Board.
- ii. 1:2 or 1.5% of the respondents have no opinion as to the impact of the introduction of the Monetisation Policy on the improvement of work attitude to work and performance among the staff of the National Film and Video Censors Board.
- iii. 1:4 or 27% of the respondents agree and 1:15 or 51.5% of the respondents strongly agree to the fact the introduction of the Monetisation Policy did not bring about the improved work attitude and performance among the staff of the National Film and Video Censors Board.
- vi. A greater ratio and percentage of the respondents (1:4 or 27% and 1:15 or 51.55) are of the opinion that the introduction of the Monetisation Policy did not bring about improved work attitude and performance among the staff of National Film and Video Censors Board.

Based on the facts of the analysis and testing of hypothesis 2. We reject the Null Hypothesis and accept the Alternate Hypothesis which states that the introduction of the Monetisation Policy did not bring about improved work attitude work and performance among the staff of National Film and Video Censors Board.

Testing of Hypothesis 3

Ho3. The introduction of the Monetisation Policy has positive impact on work attitude and performance among the staff of National Film and Video Censors Board.

Ho3a. The introduction of the Monetisation Policy has negative impact on work attitude and performance among the staff of National Film and Video Censors Board.

Table 17: The Introduction of the Monetisation Policy has positive impact on the Improvement of work attitude and performance

Responses	No of Respondents	Ratio	Percentage
Agreed	34	$34/400 = 17 :200$	$34/400 \times 100 = 9$
Strongly Agreed	46	$46/400 = 23: 200$	$23/400 \times 100 = 7$
No Opinion	6	$6/400 = 3:200$	$6/400 \times 100 = 3$
Disagreed	108	$108/400 = 27: 100$	$108/400 \times 100 = 28$
Strongly Disagree	206	$206/400 = 103: 200$	$206/400 \times 100 = 53$
Total	400		100

Source: Field Survey 2016

- i. 7:200 or 9% of the respondents agree to the fact that the introduction of the Monetisation Policy has positive impact on the improvement of work attitude and performance among the staff of National Film and Video censors board.
- ii. 23:200 or 7% of the respondents strongly agree to the fact that the introduction of the Monetisation Policy has positive impact on improvement in work attitude and performance among the staff of National Film and Video Censors Board.
- iii. 3:200 or 6% of the respondents have no opinion on the impact of the introduction of the Monetisation Policy on work attitude and performance among the staff of National Film and Video Censors Board.
- iv. 27:100 or 28% of the respondents disagree with the fact that the introduction of the Monetisation Policy has positive impact on the improvement of work attitude and performance among the staff of the National Film and Video Censors Board.
- v. 103: 200 or 53% of the respondents strongly disagree with the fact that the introduction of Monetisation Policy has positive impact on the improvement of attitude to work and performance among the staff of National Film and

Video Censors Board.

Table 18: The Introduction of the Monetisation Policy has negative impact on the improvement of work attitude and performance

Responses	No of Respondents	Ratio	Percentages
Agreed	56	$56/400 = 1:14$	$56/400 \times 100 = 14$
Strongly Agreed	196	$196/400 = 1:4$	$196/400 \times 100 = 49$
No Opinion	30	$30/400 = 15:200$	$30/400 \times 100 = 7.5$
Disagreed	48	$48/400 = 3:25$	$48/400 \times 100 = 12$
Strongly Disagreed	70	$70/400 = 35:200$	$70/400 \times 100 = 17.5$

Source: Field Survey 2016

- i. 1:14 or 14% of the respondents agree with the fact that the introduction of the Monetisation Policy has negative impact on the improvement of work attitude and performance among the staff of National Film and Video Censors Board.
- ii. 1:4 or 49% of the respondents strongly agree with the fact that the introduction of the Monetisation Policy has negative impact on the improvement of work attitude and performance among the staff of the National Film and Video Censors Board.
- vii. 15:200 or 7.5% of the respondents has no opinion on the fact that the introduction of the Monetisation Policy has negative impact on the improvement of work attitude and performance among the staff of the National Film and Video Censors Board.
- viii. 3:25 or 12% of the respondents disagree with the fact that the introduction of the Monetisation Policy has a negative impact on the improvement of work attitude and performance among the staff of the National Film and Video Censors Board.
- v. 35:200 or 17.5% of the respondents strongly disagree with that fact that the introduction of the Monetisation Policy has a negative

impact on the improvement of work attitude and performance among the staff of National Film and Video Censors Board

Result from Testing Hypothesis 3

- i. 17:200 or 9% of the respondents agree to the fact that the introduction of the Monetisation Policy has positive impact on the improvement in work attitude and performance among the staff of National Film and Video censors Board.
- ii. 23:200 or 7% of the respondents strongly agree to the fact that the introduction of the Monetisation Policy has positive impact on improvement of work attitude and performance among the staff of National Film and Video censors Board.
- iii. 3:200 or 6% of the respondents has no opinion on the impact of the introduction of the Monetisation Policy on work attitude and performance among the staff of National Film and Video Censors Board.
- iv. 27:100 or 28% of the respondents disagree with the fact that the introduction of the Monetisation Policy has positive impact on the improvement of the work attitude and performance among the staff of the National Film and Video Censors Board.
- v. 3: 200 or 53% of the respondents strongly disagree with the fact that the introduction of Monetisation Policy has positive impact on the improvement of work attitude and performance among the staff of the National Film and Video Censors Board
- vi. 1:14 or 14% of the respondents agree with the fact that the introduction of the Monetisation Policy has negative impact on the improvement of work attitude and performance among the staff of the National Film and Video Censors Board.
- Vii.1:4 or 49% of the respondents strongly agree with the fact that the introduction of the Monetisation Policy has negative impact on the improvement of work attitude and performance among the National Film and Video Censors Board.
- viii.15:200 or 7.5% of the respondents has no opinion on the fact that the introduction of the Monetisation Policy has negative impact on the improvement of work attitude and performance among

the staff of the National Film and Video Censors Board.

- ix. 3:25 or 12% of the respondents disagree with the fact that the introduction of the Monetisation Policy has negative impact on the improvement of work attitude and performance in the National Film and Video Censors board.
- ix. 35:200 or 17.5% of the respondents strongly disagree with the fact that the introduction of the Monetisation Policy has negative impact on the improvement of work attitude and performance among the staff of the National Film and Video Censors Board.
- xi. Since the results from the testing of hypothesis 3 shows that 27:100 or 28% of the respondents disagree with the fact that the introduction of the Monetisation Policy has positive impact on the improvement of the work attitude and performance among the staff of National Film and Video Censors Board.
- xii. 1:14 or 14% of the respondents agree with the fact that the introduction of Monetisation Policy has negative impact on the improvement of work attitude and performance among the staff of the National Film and Video Censors Board.

Based on the result from the analysis of hypothesis 3, which shows that a large percentage or proportions of the respondents (27:100 or 28% agreed) and (103: 200 or 53% strongly disagree) are of the opinion that the introduction of the Monetisation Policy has negative impact on the improvement of work attitude and performance among the staff of the National Film and Video Censors board. We reject the Null hypothesis and accept the Alternate hypothesis which says that the introduction of the Monetisation Policy has negative impact on the improvement of work attitude and performance among the staff of National Film and Video Censors Board.

Testing of Hypothesis 4

Ho4. The introduction of the Monetisation Policy brought about reduction in vices like lateness to work, truancy, lack of commitment to work, and absenteeism etc. among the staff of National Film and Video Censors Board.

Ho4a. The introduction of the Monetisation Policy did not bring about reduction in vices like lateness to work, truancy, lack of commitment to work, and absenteeism etc. among the staff of National Film and Video Censors Board

Table 19: Assessment of changes in work attitude and performance based on the key performance indicators before the introduction of the Monetisation Policy (2001 and 2002)

Key performance indicators	2001		2002	
	Ratio	%	Ratio	%
Lateness to work	$74/400=37:200$	$74/400 \times 100=18.5$	$78/400=39:200$	$78/400 \times 100=19.5$
Punctuality	$58/400=9:200$	$58/400 \times 100=14.5$	$68/400=17:100$	$68/400 \times 100=17$
Drive and Commitment to duty	$108/400=27:100$	$226/400 \times 100=56.5$	$226/400=113:200$	$226/400 \times 100=56.5$
Prompt Service Delivery	$144/400=41:100$	$144/400 \times 100=36$	$180/400=9:20$	$180/400 \times 100=45$

Ability to Assume more Resp.	276/400=6 9:100	276/400x100 =69	204/400=5 1:100	20/400x100=51
Job Fulfill and Satisfaction	28/400=57: 100	228/400x100 =57	204/400=5 1:100	204/400x100=51
Truancy	58/400=29: 200	58/400x100= 14.5	68/400=17: 100	68/400x100=17
Absenteeism	84/400=21: 100	84/400x100= 21	96/400=3:2 5	96/400x100=24

Source 2001 and 2002 Annual Performance Evaluation Report Review

- i. Lateness to work increased by 1% or at a ratio of 39:200 in 2002.
- ii. Punctuality decreased by 2.5% or at a ratio of 100:75 in 2002.
- iii. Drive and Commitment to duty were at par in the years under review.
- iv. Prompt Service Delivery improved by 9% or at the ratio of 9:20 in 2002.
- v. Ability to assume more responsibility decreased by 8% or at a ratio of 51:10 in 2002.
- vi. Job fulfilment and satisfaction decreased by 6% or at the ratio of 51:100 in 2002.
- vii. Truancy level increased by 2.5% or at the ratio of 17:100 in 2002.
- Vii. Absenteeism increased by 3% or at the ratio of 3:25 in 2002.

Table 20: Assessment of changes in work attitude and performance based on key performance indicators after the introduction of Monetisation Policy (2014 and 2015)

Key performance indicators	2014		2015	
	Ratio	%	Ratio	%
Lateness to work	196/400 = 49:100	196/400x100 = 49	200/400=1: 2	200/400x100=50
Punctuality	200/400= 1:2	200/400x100 =50	178/400= 89:200	178/200x100=44.5

Drive and Commit to duty	164/400=41:100	164/400X100=41	174/400=87:200	174/400X100=43.5
Prompt Service delivery	90/400=9:40	90/400X100=22.5	74/400=37:200	74/400X100=18.5
Ability to Assume more Resp.	198/400=89:200	198/400X100=49.5	154/400=77:200	154/400X100=38.5
Job Fulfill and Satisfaction	134/400=67:200	134/400x100=33.5	116/400=29:100	116/400x100=29
Truancy	84/400=21:100	84/400x100=21	120/400=30:100	120/400x100=30
Absenteeism	88/400=22:100	88/400x100=22	104/400=26:100	104/400x100=26

Source: 2014 and 2015 Annual Performance and Evaluation Report Review

- i. Lateness to work increased by 1% or at a ratio of 39:200 between 2014 and 2015.
- ii. Punctuality decreased by 5.5% or at a ratio of 200:89 in 2015 after the introduction of the Monetisation Policy.
- iii. Drive and commitment to duty increased by 2.5% or at the ratio of 87:200 in 2015 after the introduction of the Monetisation Policy.
- iv. Prompt service delivery decreased by 4% or at the ratio of 200:37 in 2015 after the Introduction of the Monetisation Policy.
- v. Ability to assume more responsibility decreased by 11% or at the ratio of 200:77 in 2015 after the introduction of the Monetisation Policy.
- vii. Job fulfilment and satisfaction decreased by 4.5% or at the ratio of 100:29 in 2015 after the introduction of the Monetisation Policy.
- viii. Truancy level increased from 21% in 2014 to 30% or at the ratio of 50:15 in 2015 after the introduction of the Monetisation Policy.
- ix. Absenteeism increased by 4% or at a ratio of 13:50 after the introduction of the Monetisation Policy in 2015.

Table 21: Assessment of changes in the key performance indicators and work attitude before the introduction of the Monetisation Policy based on percentages (2001 – 2002)

Key Performance Indicators	2001 %	2002 %	Variance %
Lateness to work	18.5	19.5	1
Punctuality	14.5	17	2.5

Drive and Commit to duty	56.5	56.5	-
Prompt Service Delivery	36	45	9
Ability to Assume more Resp.	69	51	-18
Job Fulfill and Satisfaction	57	51	-6
Truancy	14.5	17	2.5
Absenteeism	21	24	3

**Source: 2001 and 2002 Annual Performance and Evaluation Report
Review Variance Analysis based on percentages**

- i. Lateness to work increased by 1% before the introduction of the Monetisation Policy in 2002.
- ii. The rate of punctuality increased by 2.5% before the introduction of the Monetisation Policy in 2002.
- iii. Drive and commitment to work was at par in 2001 and 2002 that is before the introduction of the Monetisation Policy.
- iv. Prompt Service Delivery increased by 9% in 2002 before the introduction of the Monetisation Policy.
- v. Ability to assume more responsibility decreased by 18% in 2002 before the introduction of the Monetisation Policy.
- vi. Job fulfilment and Satisfaction reduced by 6% in 2002 before the introduction of the Monetisation Policy.
- vii. The level of truancy increased by 2.5% before the introduction of the Monetisation Policy in 2002.
- Vii. Absenteeism decreased by 3% before the introduction of the Monetisation Policy in 2002.

Table 22: Assessment of changes in the key performance indicators and work attitude after the introduction of the Monetisation Policy (2014-2015) based on percentages.

Key Performance Indicators	2014 %	2015 %	Variance %
Lateness to work	49	50	-1
Punctuality	50	44.5	5.5
Drive and Commit to duty	41	43.5	-2.5
Prompt Service Delivery	22.5	18.5	4
Ability to Assume more Resp.	49.5	38.5	11

Job Fulfill and Satisfaction	33.5	29	4.5
Truancy	21	30	-9
Absenteeism	22	26	-4

Source: 2014 and 2015 Annual Performance and Evaluation Report Review Variance Analysis based on percentages

- i. Lateness to work increased by 1% in 2015 after the introduction of the Monetisation Policy.
- ii. The level of punctuality decreased by 5.5% in 2015 after the introduction of the Monetisation Policy.
- iii. Drive and commitment to work among the staff of National Film and Video Censors Board increased by 2.5% after the introduction of the Monetisation Policy in 2015.
- iv. Prompt Service Delivery decreased by 4% in 2015 after the introduction of the Monetisation Policy.
- v. Ability to assume more responsibility among the staff of National Film and Video Censors Board decreased by 11% in 2015 after the introduction of The Monetisation Policy.
- vi. Job fulfilment and satisfaction reduced by 4.5% in 2015 after the introduction of the Monetisation Policy.
- vii. Truancy level increased from 21% to 30% in 2015 after the introduction of the Monetisation Policy.
- viii. Rate of absenteeism increased by 4% in 2015 after the introduction of the Monetisation Policy.

Table 23: Variance analysis of changes in the key performance indicators and work attitude before and after the introduction of the Monetisation Policy 2001-2002 and 2014-2015 based on Percentages.

Key Performance Indicators	Before	After	Variance
	%	%	%
	Variance	Variance	

Lateness to work	1	-1	- 1
Punctuality	2.5	5.5	-3
Drive and Commit to duty	-	-2.5	-2.5
Prompt Service Delivery	9	4	5
Ability to Assume more Resp.	-18	11	-29
Job Fulfill and Satisfaction	-6	4.5	-10.5
Truancy	2.5	- 9	-6.5
Absenteeism	3	- 4	-1

Source: 2014 and 2015 Annual Performance and Evaluation Report Review

Results from testing Hypothesis 4

- i. The variance of the impact of lateness to work is -1% which indicates that the introduction of the Monetisation Policy has -1% negative impact on work attitude and performance of the staff of National Film and Video Censors Board with regards to lateness to work.
- ii. The introduction of the Monetisation Policy has -3% negative impact on the performance of the staff of National Film and Video Censors Board with regards to the level of punctuality to work.
- iii. The introduction of the Monetisation Policy has -2.5% negative impact on the level of drive and commitment to work among the staff of National film and Video Censors Board.
- iv. The introduction of the Monetisation Policy has 5% positive impact on work attitude and performance with regards to prompt service delivery among the staff of National Film and Video Censors Board.
- v. As it concerns the ability to assume more responsibilities, the introduction

of the Monetisation Policy has 29% negative impacts on work attitude and performance among the staff of National Film and Video Censors Board.

- vi. The level of job fulfilment and satisfaction was -10.5% negative after the introduction of the Monetisation Policy among the staff of National Film and Video Censors Board.
- vii. The introduction of the Monetisation Policy had - 6.5% negative impact regarding the level of truancy among the staff of the National Film and video Censors Board.
- viii. Absenteeism variance was -1% negative after the introduction of the Monetisation Policy among the staff of National Film and Video Censors Board.
- viii. The result of the analysis of hypothesis 4 shows that only prompt service delivery had a positive variance of 5% (see Table 25) after the variance analysis of the key performance indicators before and after the introduction of the Monetisation Policy. This shows that it is only on the prompt service delivery that the introduction of the monetisation has positive impact on work attitude and performance among the staff of National Film and Video Censors Board.
- ix. In the seven other performance indicators (see Table 25) that were used as the key variables for measuring work attitude and performance, the variance analysis shows that in all the indicators the introduction of the Monetisation Policy had negative impact on work attitude and performance among the staff of National Film and Video Censors Board.

Based on the foregoing, the researcher rejects the Null Hypothesis and accepts the Alternative Hypothesis which states that the introduction of Monetisation Policy did not bring about a reduction in vices like lateness to work, truancy, lack of commitment to work, absenteeism etc. among the staff of National Film and Video Censors Board.

Testing of Hypothesis 5

Ho5. The introduction of the Monetisation Policy received the required support that will enable the policy drive the process of improving work attitude and performance from the staff of National Film and Video Censors Board.

Ho5a. The introduction of the Monetisation Policy did not receive the required

support that will enable the policy drive the process of improving work attitude and performance from the staff of National Film and Video Censors Board.

Table 24: Support of the Monetisation Policy by the staff of National Film and Video Censors Board.

Responses	No. of Respondents	Ratio	%
Agreed	212	212/400 = 53: 100	212/400 x 100 = 53
Strongly Agreed	78	78/400 = 39 : 200	78/400 x 100 = 19.5
No Response	14	14/400 = 7: 200	14/400 x 100 = 3.5
Disagreed	38	38/400 = 19 : 200	38/400 x 100 = 9.5
Strongly Disagreed	58	58/400 = 29 : 200	58/400 x 100 = 14.5
Total	400		100

Source Field Survey 2016

- i. 53% or 53: 100 of the respondents agree that the Monetisation Policy did not receive the required support that would enable the policy drive the process of improving work attitude and performance from the staff National Film and Video Censors Board.
- ii. 19.5% or 39: 200 of the respondents strongly agree with the fact that the Monetisation Policy did not receive the required support from the staff of National Film and Video Censors Board that would have enabled the policy drive the process of Improving work attitude and performance in the National Film and Video Censors Board
- iii. 3.5% or 7: 200 of the respondents have no opinion regarding the fact that the Monetisation Policy received the required support that would enable the policy

drive the process of improving work attitude and performance from the staff of National Film and Video Censors Board.

- Iv 9.5% or 19: 200 of the respondents disagree with the fact that the Monetisation Policy received the required support that would enable the policy drive the process of improving work attitude and performance among the staff National Film and Video Censors Board.
- v. 14.5% or (29: 200) of the respondents strongly disagree with the fact that the Monetisation Policy received the required support from the staff of National Film and Video Censors Board that would have enabled the policy drive the the process of improving work attitude and performance.

Results from testing Hypothesis 5

1. Drawing inference from the above analysis 53:100 or 53% of the respondents agree with the fact that the introduction of the Monetisation Policy did not receive the required support from the staff of National Film and Video Censors that will enable the policy to drive the process of improving work attitude and performance among the staff of National Film and Video Censors Board.
2. While 39:200 or 19.5% of the respondents strongly agree to the fact that the introduction of the Monetisation Policy did not receive the required support from the staff of National Film and Video Censors Board that will enable the policy to drive the process of improving work attitude and performance.
3. Due to the fact that a larger number and percentage of the respondents (53% and 19.5% = 72.5%) agree that the introduction of the Monetisation Policy did not receive the required support from the staff of the National Film and Video Censors Board that will enable the Policy drive the process of improving work attitude and performance, the researcher rejected the Null Hypothesis and accepted the Alternative Hypothesis which states that the introduction of the Monetisation Policy did not receive the required support that will enable the policy drive the process of improving work attitude and performance from the staff of National Film and Video Censor Board.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1: Summary of Findings

The study was aimed at finding the impact of the introduction of the Monetisation Policy on work attitude and performance in the Nigerian Civil Service looking at the National Film and Video Censors Board as a case in point. In the course of the study the following findings were made:

- i. The Monetisation Policy due to its hasty formulation process which lacked proper sensitization, consultation and failed to carry along the relevant stakeholders was not popular among the civil servants. The Civil Servants felt that the policy was meant to shortchange them to the advantage of the government and the political office holders, therefore the civil servants did not support the policy. This made the civil servants express a feeling of dissatisfaction about the policy, this dissatisfaction was in turn reflected in their work attitude and performance after the introduction of the policy. 70% of the civil

servants come to work late and do not show any zeal and commitment to their work, prompt and efficient service delivery has been at its lowest rate after the introduction of the monetization policy.

- ii. The amount paid in for the forfeited fringe benefits were not commensurate with the actual cost of providing alternatives for the forfeited benefits especially residential accommodation. The policy created more problems for the civil servants which made it impossible for the vision of the policy to be actualized. The civil servants instead of being eager and zealous with their work after the introduction of the Monetisation showed signs of divided loyalty with their jobs, they sort for alternative means of income because their take-home pay cannot solve the problems that resulted from the introduction of the policy. This brought about reduction instead of improvement in work attitude and performance as the civil servants focused more on ways of getting additional income that will enable them to provide for themselves and their families instead of on the jobs. This is an indication that the policy did not bring about improvement in work attitude and performance among the staff of National Film and Video Censors Board.
- iii. The civil servants whose fringe benefits were monetized were not likely to spend the money paid for the monetised fringe benefits on the provision of the benefits for themselves due to the pang of inflation resulting from the information let out into the public domain of an increased take-home pay for the civil servants. This affected their attitude to work and performance negatively as they now have to face the harsh realities of life alone without support from their employers as the money added to their income due to the policy has an unnoticed negative effect on the value of their take-home pay.
- iv. The policy did not achieve its desired aim especially as it concerns improving work attitude and performance of the civil servants. This is due to the fact that the policy brought with it issues that are very vital for the survival and well-being of the civil servants but were unattended to by the policy. And since survival is paramount in everyone's life, the civil servants focused on the survival of their

families and themselves at the expense of their jobs. This situation made their apathy to work very strong bringing about a reduction in productivity and service delivery in the civil service, vices like lateness to work, truancy lack of commitment to duty, absenteeism etc. increased instead of reducing among the staff of National Film and Video Censors Board.

- v. The Monetisation Policy lacked the required legislation and framework that will sustain the process of propelling the desired positive change, it's very poor sensitization that did not in carry along the major stake holders, the biased principle of the bases of the monetization of the forfeited fringe benefits in the interest of the top civil servants and political office holders and its very poor implementation, which made it imperative on the civil servant to feel that the policy was meant for them, rather that it was aimed at short changing them to the advantage of their employers and political office holders, brought about lack of support for the policy and the other factors that will drive the process of improving work attitude and performance, by the civil servants, especially among the staff of National Film and Video Censors Board.

5.2: Conclusion

Evidence from the study shows that the Introduction of the Monetisation Policy has negative impact on work attitude and performance in the Nigerian Civil Service. As a result of the fall-outs from the introduction of the policy, Nigerian workers had lots of issues to contend with which were not there before the policy was introduced. They had to struggle with providing the monetised fringe benefits especially residential accommodation for their families and at the same the battle with inflation and the depreciation of the Naira which made a mess of the additional funds from monetisation and the value of their income.

Given the above-stated shortcomings, most of the civil servants had to search for alternative means of income to supplement what they got from their regular jobs. This brought about divided attention and loyalty between the two sources of livelihood. To make matters worse they felt betrayed and cheated by the Monetisation Policy which further deepened their negative attitude to work and

performance. All these affected productivity, performance and service delivery in the Nigerian Civil Service negatively. It will not be an overstatement to say that the Monetisation Policy made the Nigerian Civil Servants worse than they were before its introduction.

5.3: Recommendations

Based on the issues discussed in this study the following recommendations were made:

- i. The government should note that since the interests of the civil servants were not taken into due consideration in the formulation and implementation of the policy, civil servants felt that the policy was designed to shortchange them. The amount paid for the monetised benefits should be commensurate with the cost of providing alternatives for the forfeited benefits. Thus, there has to be a balance in the implementation of the Monetisation Policy so that the policy will not send counterproductive or psychological destructive signal to the minds of the civil servants who feel short-changed by the policy. This will make the policy acceptable to the civil servants and will prompt them to support the policy.
- ii. The issue of auctioning government quarters should be re-visited so that civil servants can have the opportunity to own the houses and this can be done on a kind of owner-occupier basis where deductions would be made from workers salary over a period of time. The auctioning proposal based on the highest bidder to buy will only allow private individuals and politicians who are financially more buoyant than the civil servants to acquire government houses thereby forcing the civil servants to look for residential accommodation at the outskirts of the city and in satellite towns where accommodation are cheaper and more affordable. The result of this will be an increase in the rate of lateness to work, truancy and very low and slow service delivery, as the civil servants will have to travel a very long distance to get to their workplace.

- iii. There is the need to look into the issue of the retrenched drivers and domestic servants, what should be done is to appropriately redeploy them within the system since the labour market is already saturated, they should be trained to do other things that will keep them on their feet. If this issue is not addressed, the other civil servants will show solidarity to their retrenched to their colleagues by merely putting up lip service without being fully committed to their jobs, which does not bring about improved work attitude and performance in the civil service.
- iv. Fairness and even distribution of income by the policy should be ensured, there is the need to re-visit the percentages of monetization approved for all categories of staff. Looking at housing allowance, for example, the percentage of monetization as provided in the policy is higher for high ranking officers and highest for political office holders, while junior staff were at disadvantage due to the low percentage of the monetisation provided by the policy in lieu of housing accommodation to them. This implied that the policy favours political office holders the most. It is therefore recommended that if the government wants the policy to succeed, the government should protect the interest of the civil servants and ensure that the civil servants are well provided for, motivated and their morale boosted in line with the objectives of the policy as the activities of both political office holders and civil servants complement each other. If this is done, a reformed, efficient, effective, productive and service-oriented civil service will be achieved.
- v. The legislation and framework of the policy should be strengthened to ensure sustainability, continuity, proper monitoring, implementation and appraisal of the policy. This will create room for assessment of the policy to know if its objectives are being achieved or not and to know if the policy requires modification or if it should be abandoned this will. This will enhance support for the policy and other factors that will drive the process of improving work attitude and performance by the civil servants.

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Appendix: Letter to Respondents

Department of Political Science
Nnamdi Azikiwe Universty, Awka.
23rd May 2015.

Dear Respondent,

Questionnaire on Impact of the Monetisation Policy on Work Attitude and Performance: A Case Study of National Film and Video Censors Board (2007-2015).

I am a postgraduate student of the above-named department in the Faculty of Social Sciences in the above named University. I am carrying out a study on the above topic as required in pursuant of a Doctor of Philosophy degree in Political Science.

The questionnaire is purely academic and is aimed at generating data on the subject matter. However, the respondents are not required to give their names as this is intended to ensure the respondents' confidentiality.

The information you are required to give in this questionnaire is vital for the collection of unbiased data. I solicit your assistance in spite of your very busy tight schedule and time constraints in completing this questionnaire to please be very objective and unbiased, so as to enable the researcher to arrive at a realistic result.

I apologise for the inconvenience this must have caused you.

Thanking you in anticipation of your kind cooperation and response.

Yours Sincerely,

Agu, Sunday Maduka

QUESTIONNAIRE

Instruction

✓ Tick appropriately in the space provided

Section I. Personal Bio Data

1. Sex

- a. Male
- b. Female

2. Age

- a. Below 30
- b. 31- 40
- c. 41- 50
- d. 51- 60

3. Marital Status

- a. Married

- b. Single
- c. Separated
- d. Widow
- e. Divorced

4. Religion

- a. Christian
- b. Islam
- c. Traditional Religion
- d. Others

5. Educational Qualification

- a. WASC/GCE
- b. N.C.E.
- c. B.SC./ H.N.D
- d. M.Sc./ PhD

6. Cadre

- a. Messenger
- b. Clerical
- c. Executive
- d. Officer
- e. Directorate

Section ii: Impact of the introduction of the Monetisation Policy

7. The Introduction of the Monetisation Policy has positive impact on work attitude and performance in your organisation.

- a. Agreed
- b. Strongly Agreed
- c. No opinion
- d. Disagreed
- e. Strongly Disagreed

7b. The introduction of the monetization policy has negative impact on work attitude and performance in your organisation.

- a. Agreed
- b. Strongly Agreed
- c. No opinion
- d. Disagreed
- e. Strongly Disagreed

8. The attitude of the workers towards their work and performance was higher before the introduction of the monetization policy in your organisation.
 - a. Agreed
 - b. Strongly Agreed
 - c. No opinion
 - d. Disagreed
 - e. Strongly Disagreed
- 8b. The attitude of the workers of National Film and Video Censors Board towards their work and their performance were higher after the introduction of the monetization policy in your organisation.
 - a. Agreed
 - b. Strongly Agreed
 - c. No opinion
 - d. Disagreed
 - e. Strongly Disagreed
9. The introduction of the Monetisation Policy led to increase in vices like punctuality, lateness to work, absenteeism, commitment to work, the ability to assume more responsibility, prompt service delivery etc. in your organisation.
 - a. Agreed
 - b. Strongly Agreed
 - c. No opinion
 - d. Disagreed
 - e. Strongly Disagreed
- 9b. The introductions of the Monetisation Policy lead to decrease in vices like punctuality, lateness to work, absenteeism, commitment to work, ability to assume more responsibility, prompt service delivery etc. in your organisation
 - a. Agreed
 - b. Strongly Agreed
 - c. No opinion
 - d. Disagreed
 - e. Strongly Disagreed
10. Did the introduction of the Monetisation Policy get the required

support that will drive the process of improving work attitude and performance from the staff of your organisation.

- a. Agreed
- b. Strongly Agreed
- c. No opinion
- d. Disagreed
- e. Strongly Disagreed

11. The introduction of the Monetisation Policy brought about improved work attitude and performance in your organisation.

- a. Agreed
- b. Strongly Agreed
- c. No opinion
- d. Disagreed
- e. Strongly Disagreed

12. Did the introduction of the Monetisation Policy bring about personal fulfilment and job satisfaction among the staff in your organisation.

- a. Agreed
- b. Strongly Agreed
- c. No opinion
- d. Disagreed
- e. Strongly Disagreed

