

The Effect of Monetization on Federal Civil Servants in Nigeria

Pere Ayapere
BSc. MBA, PhD Student

Abstract

This study examined the effect of monetization on workers in Nigerian civil service. Purposefully, the study investigated the monetization benefits if it is commensurate with civil servants socio-economic needs; the impact of monetization on workers' attitude toward job performance in Nigerian public service; and the impact of monetization on workers' job satisfaction in Nigerian public service. The researcher used descriptive and survey designs to carry out the study. The respondents were one hundred and twenty (120) civil servants drawn from five federal ministries. The data obtained was facilitated by administering a research questionnaire of twenty (20) items to ninety-six (96) civil servants, having a response rate of 80%. Among other things, the findings of the study revealed that the monetization benefits are not commensurate with civil servants socio-economic needs in Nigeria; there is no positive impact of monetization policy implementation on workers' attitude toward job performance in Nigerian civil service; and the monetization policy implementation has no positive effect on workers' job satisfaction in Nigerian civil service. From the empirical evidence of the findings, the study concluded that there is no positive effect of monetization on workers in Nigerian civil service.

INTRODUCTION

In Nigeria perspective monetization means converting into cash the fringe benefits being enjoyed by Civil Servants as part of their remuneration package and conditions of service. As claimed by the so-called ruling class and mediocre politicians that this policy will have far reaching impact on Government planning, budgeting and discipline, and will positively impact on our national value system and ethics. This envisage could have been realized if the implementation process is not directed to pecuniary gains that unpatriotic political elements have subvert the nation to their household affairs. Looking at the ramifications of intended impact of monetization as a public policy reform, its policy will enable Government to get the true picture of what it costs to maintain a Political Office Holder, or Public Servant, in office and therefore lead to more realistic budgeting and budget implementation. Nigerian policy makers assume that monetization is the most transparent avenue for the disbursement of remuneration and fringe benefits from employers to employees, and that it will curb the excesses of public officers, as government will no longer provide chauffeur-driven cars to its officials. For example, unlike in the past, Ministers are now to drive to office and back in their personal cars, with their personal drivers; also the use of pilot vehicles and sirens by political office holders has been discontinued in Abuja. The policy will correct the wrong public perception of Government utilities such as telephone, electricity and others, as limitless resources which hitherto were used without caution. It will stop the practice of providing and furnishing official accommodation for public servants including political office holders, the only exception being the President, the Vice President, the Senate President, the Speaker and Deputy Speaker of the House of Representatives and the Chief Justice of the Federation. That, unauthorized journeys at government expense will be minimized and will ensure equity in the allocation of scarce resources. This is to ensure that public officers develop and imbibe a culture of discipline and frugal use of public utilities. The policy will encourage public officers to own vehicles, houses and furniture, thereby assisting them to plan better for their retirement.

Having critical examination of monetization of benefits in the public service, fringe benefits and allowances has always been an integral aspect of the remuneration of officers in the Nigerian public service right from the colonial period. These fringe benefits and allowances, from time to time, undergo reviews upon reviews depending on the type of governance. For instance, several fringe benefits of public servants were monetized on the recommendation of the Udoji Salaries and Wages Review Commission (1974). The present Administration adopted the monetization programme following strong representations by the Revenue Mobilization, Allocation and Fiscal Commission and after an intensive debate by the National nation devoting over 60% of its revenue to sustaining recurrent overheads, to the detriment of capital/infrastructural development.

Consequently, Government introduced the monetization programmes, on the conviction that the policy will reduce to the barest minimum, such negative fiscal tendencies as waste and abuse of public facilities. For instance, it cost Government lots of funds to construct, purchase or rent residential accommodation for public servants. Large amounts of resources were occasionally spent on renovation, maintenance. And furnishing of such accommodation, as well as on the purchase, fuelling and maintenance of official vehicles for public servants. It is on record that many public servants maintained a fleet of official vehicles in their offices and homes. Similarly, telephone, electricity and other utility services in the official quarters of public servants maintained by government, were open to various forms of abuse and misuse. One main consideration underlying the implementation of the monetization policy is the desire to reduce the pressure on public resources, arising

from government's involvement in the physical provision of fringe benefits. Details in respect of the various benefits have been spelt out in relevant circulars on the issue to the Ministries and other Government establishments.

Emphasis on monetization programme implies that individual pay cheques will include all monetized benefits of staff, such as housing, transportation, utilities, and to mention but few. The idea is that employees are therefore required to be responsible for all their expenses including accommodation, transport, etc. The Ministries, Extra-Ministerial Departments and Federal Government Agencies from then on, purchase no new vehicles. Government will no longer provide chauffer-driven cars to its officials; rather they will now use their personal vehicles driven by personal drivers, for private and official assignments. In addition, the use of pilot vehicles and siren by political office holders has been discontinued in Abuja, and Government will no longer rent or build residential apartments for any category of political office holders or public servants, except the President, Vice-President, Senate President and Deputy Senate President, the Speaker of the House of Representatives and the Deputy Speaker, as well as the Chief Justice of the Federation.

Specifically, Federal civil servants benefits currently being monetized are: residential accommodation, furniture allowance, utility allowance, domestic servants' allowance, motor vehicle loan and fuelling, maintenance and transport allowance, leave grant, meal subsidy, and entertainment allowance. In this regard, measures were deliberated upon to cushion the effects of monetization. Thus, measures taken contain immediate adverse consequences of the programme. Among other measures, many drivers invariably became redundant for the fact that many government vehicles were sold off as a result of monetization. Nevertheless, government is not insensitive to the effect of such development might have caused on the individuals concerned and the society at large. Hence, on the fate of many drivers in the system due to the new policy of monetization, certain steps were taken to relief those affected. Most especially, those with relevant and adequate qualifications were retained and redeployed accordingly. As the need might be, others were deployed to drive staff buses under the Office of the Head of the Civil Service of the Federation. Drivers who were not deployed were rationalized, though assisted by the National Poverty Eradication Programme, or were allowed to buy one vehicle, out of the pool of excess vehicles to be boarded by the Ministries, Agencies and Extra-Ministerial Departments, subject to payment of the book value of the vehicles in accordance with existing regulations. This is meant to provide a means of self-employment to the disengaged drivers in line with government's determination to create more jobs.

Generally speaking, the monetization policy affects federal civil servants in terms of several deductions of fringe benefits from the remuneration. Examples of such deductions introduced as a result of monetization are: pension, medical, high income tax rate and leave grant desolved in fractions to the monthly salary. Some pension administrators are not even receiving their clients' monthly contributions. Several pension reform seminars held in Abuja cut off the civil servants in the state branch offices. Thus, many in the state branch offices have no idea about what is going on regarding pension deductions steadily taken from their monthly salaries respectively. Hence, many doubt about what is happening to the fabulous amount of accumulated contributions. Besides, the National Health Insurance Scheme established has accumulated huge amount of billions of naira and many contributors (poor federal civil servants) are not benefiting from their contributions. Rather, spend extra money to pay for medical treatment received in their various stations. Not only that, the high rate of income tax deductions from workers salary paralyze the monthly take home that a federal civil servant has nothing to compare with market prices of household consumer goods, utilities, children school fees and so forth.

Statement of the Problem: Monetization policy is a welcome idea to cut down government expenses which has been existing in European countries. Its policy is not only applicable to workers remuneration but also to climate change, agriculture, business, development projects, and other government activities. If monetization is rightly applied, its policy yield success and the people benefit from it.

But the doubt is the implementation of Nigerian monetization policy. Does it mean that monetization policy reduces workers' remuneration? In European countries that apply monetization, do their workers pay much for what they do not benefit? Or are the benefits of monetization limited only to privilege ones in society? Then, what would be of less privilege civil servants whose salaries have suffered huge amount of deductions? In a situation where only few privilege civil servants bought houses in government quarters, receive medical treatment, and majority of them go home with incommensurable salary package that cannot withstand market forces within the salary time frame. Therefore, under this condition of service what would be the impact of monetization on workers in the public service? Hence, it is the interest of this study to unravel the mystery of the real motive behind monetization in Nigeria.

Objective of the Study: The purpose of this study is to examine the effect of monetization policy implementation on workers in Nigerian public service. It is necessary to evaluate the effect of monetization policy on public servants about how it goes well with them. Monetization policy that determines fringe benefits of workers, had also tempered with the reward structure of the public service. The essence of a good reward

structure need not to be overemphasized because it serves as a motivating factor which can cause great affection on employees' morale that has effect on performance.

In view of the economic trend of events involved in this monetization process, this study has three objectives to provide empirical evidence of: (1) monetization benefits and civil servants socio-economic needs; (2) the impact of monetization on workers' attitude toward job performance in Nigerian public service; and (3) the impact of monetization on workers' job satisfaction in Nigeria public service. The outcome of investigating these issues will provide solutions to this study.

Research Questions: The essence of research questions is to highlight the area of concentration in the study. Hence, the following research questions will be of great importance to help the researcher examine the effect of monetization on Nigerian workers in the public service.

- ❖ Is there any genuine motive behind the adoption of monetization policy in Nigeria?
- ❖ Does monetization provisions made available to all categories of Nigerian workers in the public service including you?
- ❖ Does monetization benefits commensurate with civil servants socio-economic needs in Nigeria?
- ❖ What impact does monetization has on workers' attitude towards job performance in Nigerian public service?
- ❖ What impact does monetization has on workers' job satisfaction in Nigerian civil/public service?

Hypotheses: This study proposes to examine the following hypotheses:

1. The monetization benefits are not commensurate with civil servants socio-economic needs in Nigeria.
2. There is no positive impact of monetization policy implementation on workers' attitude toward job performance in Nigerian public service.
3. The monetization policy implementation has no positive effect on workers' job satisfaction in Nigeria civil service.

Significance of the Study: This study justifies the actual situation Nigerian civil servants are facing as a result of the monetization policy implemented. Among other changes due to monetization, government quarters that civil servants occupied were sold. Those who could not afford to pay for their living accommodations in the government quarters were thrown outside for those civil servants that have the required amount to pack in. The total deductions from the salaries of Nigerian workers in the public service are also in dilemma. Then, civil servants became inquisitive about the mode of implementation of monetization policy. What is the motive behind the adoption of monetization policy?

Actually, the significance of this study is evidenced from the effort to contribute to existing literature with regards to the effect of monetization policy implementation on workers in Nigerian public service. The study proffers useful suggestions to have proper view of monetization and the right mode of implementation to achieve the best monetization policy can offer to not only workers in the public service but also to all Nigerian people.

Scope/Delimitation of the Study: The implementation of monetization policy and its effect on workers in Nigerian public service is the focus of this study. The issues within the scope of this study, inter alia, covers the examination of the right motive behind the adoption of monetization policy in Nigeria; the impact of monetization policy implementation on workers in Nigerian public service; the extent monetization policy implementation has impact on civil servants in terms of productivity; and how monetization policy implementation in Nigeria compatible with civil servants socio-economic needs. Besides, the impact of monetization policy implementation on management of fund in Nigerian public service administration is also among the issues of interest to this study and how the benefits are distributed.

Limitations of the Study: The researcher strive to develop and implement a flawless study, extraneous events place limitations on this study. Hence, the researcher accepts the basic limitations of this study which are: financial inadequacies, time pressure, and scanty resource materials on monetization policy implementation in Nigeria. Limitation of financial resources, coupled with other pressing personal demands militated against the researcher's efforts to cover all Federal ministries to give more weight to the work. Research is indeed expensive to carry out. Time pressure is another constraint the researcher experienced to carry out the study within a given time-frame. The study was conducted in an environment where the researcher had to attend to his official assignments in his place of work as well as internet browsing to get materials for the study. Monetization policy has just being implemented in Nigeria, of which, there is no much documented coverage. Thus, one of the major hindrances of the study was scanty materials on monetization. Nevertheless, the research finds some existing

facts from various publications to support the study.

Review of Related Literature

Theoretical Framework: Theoretical framework is a frame of reference which involves linking the problems under investigation to the assumptions, postulations and principles of a theory (Obasi, 1999:43). Although there are extant competing theories in public administration that can guide a study of this nature, the ones the researcher consider suitable in analyzing and understanding the problem under investigation are Abraham Maslow's hierarchy of needs and Vroom's expectancy model. Maslow (1954) described the widely used employee needs. He divides needs into hierarchical categories, such that the lower category emerges first and must be satisfied before high order needs emerge. The needs are physiological, safety social, esteem, and self-actualization needs. He pointed out that a satisfied need in one level no longer serves as a motivator. Maslow postulated that the satisfaction of earlier, more basic physiological needs triggers the emergence of later, more abstract needs.

Expectancy theory in its basic form, relates to choice behaviour, which states that individuals will evaluate various strategies of behaviour and then choose the particular strategy that they believe will lead to those work-related rewards that they value, i.e. pay increase. If the individual worker believes that working each day will lead to a pay increase, expectancy theory would predict that this will be the behaviour he will choose. Hence, according to Vroom (1977) expectancy model includes instrumentality that can vary between +1.0 and -1.0. If the first-level outcome of high performance always leads to a pay increase, the instrumentality would be perceived as having a value of +1.0. If there is no perceived relationship between first-level and second-level outcomes, then the instrumentality approaches zero. Vroom states that expectancy and valence combine multiplicatively to determine force or motivation. If valence or expectancy equal zero, motivation will also equal zero. If an employee desires a promotion (high valence) but does not believe that he has the ability or necessary skills to perform the task (low expectancy), or if the employee believes that he can perform well (high expectancy), but if there is no valence to the outcome of supervisory recognition (low valence), then the motivation for the particular act will be low. In all, Vroom's model explains how the goals of individuals influence their effort and that the behaviour the individual selects depends upon his assessment of the probable success of the behaviour leading to the goal.

Critically examining these theories, the federal civil service set-up lacks these motivational guidelines. Hence, a typical civil servant is always frustrated toward the job. Many of the ministries, majority of the civil servants imperatively have nothing to do and the reward structure is also nothing to write home about. Therefore, the implementation of the monetization policy should have been structured to include those motivational needs of workers.

The monetization policy and the Nigerian civil service: Since the Nigerianization of the civil service in 1960 a number of efforts have been made to reform and revitalize the Nigerian public services (the civil service, parastatals, local governments) as a whole. The reforms have been mainly managerial, they have sought to improve the performance of the civil service through managerial and structural reforms. The improvement of governance has been at best a subsidiary consideration in most of these efforts. A brief review of overall public service reforms and of its main components in the last two and a half decades in Nigeria are the Public Service Reform of 1974/75, the Reform of Local Government, 1976, Reform of Parastatals, 1986- 1993. However, none of all these reforms have been so comprehensive as the on-going Obasanjo reform exercise. Nigerians have drawn their reform idea both from within and outside the country. The pressures for reform, internal and external, are examined in the context of the world shift from strategies of state-led economic development towards models relying more on private sector led and outward looking growth. The argument is that the Third World Nations remained underdeveloped due to weaknesses in their economic organization and shortcomings in the operation of the state institutions. In sum, civil as well as public service reform in Nigeria has sought to improve the performance of the Nigerian administrative system through managerial reforms. In the discussion of the 'Washington Consensus' that is the forerunner of public service reforms, the term "public sector reform" will encompass the entire range of policy actions being undertaken to:

- a) enhance the effectiveness and efficiency of the institutions of the State in meeting the needs of its citizens, particularly in terms of the provision of public goods;
- b) improve transparency and accountability in government;
- c) reorient the State to provide an enabling economic environment for the private sector, which is envisaged as the "primary engine" of economic growth?
- d) shift the focus of the State towards "core" functions, and away from activities that could be more efficiently performed by the private sector, and
- e) the fiscal imperative of reducing the cost of government and at the same time improving service delivery function of public service organizations (R. Kibria

(2000), Mohamed Asim, (2002).

Since assuming office for a second term in June 2003, President Obasanjo has launched an ambitious economic reform program aimed at laying the foundations for economic growth, employment creation and poverty reduction. Key components of the program (National Economic Empowerment and Development Strategy) NEEDS include: (i) promoting macroeconomic stability; (ii) accelerating privatization and liberalization of the economy; (iii) reforming the public service, including reforming public expenditure, budget and civil service; (iv) fighting corruption, improving government transparency and accountability; and (v) strengthening basic service delivery.

A key constraint, as reasoned by reform protagonists, to effective economic management and social service delivery remains the performance of the public service, which has become bloated, de-skilled and unable to perform well, either the key regulatory functions of government, such as law and order, and deliver key social services. Three issues are outstanding in the on-going civil service reform: First, both the World Bank and the IMF use their lending programs to aggressively push for improvements in governance, linking disbursements to performance benchmarks and necessary policy actions. This gives these institutions the power to punish noncompliance and to reward "reformist" governments. Second, the on-going reform is an integral part of the privatization and deregulation of state owned enterprises that started since 1986. Thus, to create more resource base for the state, enhance efficiency and growth of the economy, government, must limit its huge budget to civil service wage bills. Thirdly, government does not have a very clear economic analysis of the financial benefits that the policy will have to the country, whether on a short or on a long-term basis, especially with the challenging environment – serious poverty and unemployment – how to factor these real problems into reform programmes. To undertake public reform is an extensive one, and no attempt will be made in this article to present a magisterial view of the subject. Our concern here is not to take the whole gamut of reform programmes but to have a broad look at the monetization exercise, and examine the content of the policy. To do that, we have raised salient questions to guide the study. What are the likely implications of the recent monetization policy on national economy? Who are the ultimate benefactors? What are the challenges and prospects of the reform to an ordinary citizen?

Monetization: a colonial antecedent: With a few exceptions such as Thailand (which did not experience direct colonial rule) most developing countries' civil services have tended to retain many of the features of their colonial predecessors (Kibria, 2000). The Nigerian Civil Service can be traced to the administration of Lord Lugard, the then Governor General of the amalgamated administration of the Northern and Southern Nigeria. The objectives of colonial administration were to maintain law and order and tax collection (minimal administration) and the rudimentary administration was guided by the indirect political system (Omoleke 2003:194).

The nature of remuneration was also the heritage of colonial administration and policy. During the colonial era they provided their expatriate staff - the "White" civil service administrators - with free housing, free transportation, free house helpers, etc. Therefore, the conditions of service and remuneration packages were patterned to suit the living style of these itinerant expatriates. Residential quarters were provided, furnished and maintained by government. Government at minimal cost for these quarters, including electricity, water and telephone services, also paid utility bills to the officers. In the same vein, government facilitated procurement of vehicle to these officers at generous rates that could be conveniently deducted from their salaries. Domestic's servants were hired for them at government expenses, while their medical bills as well as those of their spouses and children were also defrayed from public purse. Generally, life was organized in such a manner that made it convenient for these expatriate staff to function and move from one colony to another with minimal stress in service of the British crown (Ibrahim Talba, 2004:2-4). They, the expatriates, were generally very few in number, so their total package was small compared with the total income that the colonial government was extracting from the colonies that they were superintending. When these colonialists left, the indigenous civil "servants" that took over also inherited those benefits, with the first significant one being living in Government Reservation Areas (GRA) separate from the other natives. The Nigerian civil servants then, who were mainly junior staff, resented this exercise; they adjudged it discriminatory and kicked against it, mainly because it was not all inclusive. Gradually, as Nigerians acquired more political powers and moved towards self-governance and independence, conditions for entry into the senior service increasingly became relaxed, and more Nigerians found themselves in positions of authority. Therefore, at independence in 1960 and the subsequent Nigerianization of the civil service, especially the upper echelon, the conditions of services enjoyed by the British expatriate were adopted hook, line and sinker. Nigerian government did not examine the philosophy behind such conditions of services; neither did it take into consideration the wage bill. .

Basically, the philosophy remain the same, – administrative convenience, but the administrative wage then was minimally reduced unlike currently when the size of Federal civil servants is about 187,876 (Ibrahim Talba; 2004:5) and the wage bill is relatively high. For long, the huge cost of administering the public sector had

been of concern to government. Previous efforts to reform the conditions of services have been restricted to a very limited parastatals such as the Central Bank of Nigeria and the Nigeria National Petroleum Corporation where fringe benefits have been monetized for several years now. Three post-colonial developments have made radical reforms in this essential. First, government has expanded in size and scope. Secondly, under a democratic framework greater responsiveness is required. Third, the abuse of discretionary powers has led to the creation of protective layers of decision-making and cross-checks to dilute authority (and responsibility for decisions).

The efforts toward monetization by previous governments have been a partial exercise of a few fringe benefits in such areas as – Leave Grants, Entertainment Allowance, Meal Subsidy, Domestic Servants Allowance and Duty Tour Allowance. The present exercise under Obasanjo administration is full-length implementation of monetization. As he argued, to stimulate the state institutions toward accountability, transparency, service delivery, professionalism and the general ideal of good governance, so that the economy will be investment friendly for the private sector led development.

Monetization of fringe benefits: The President set up Chief J. Ekaette the Committee on the Monetization of Fringe Benefits in the Public Service of the Federation on November 11, 2002, under the Chairmanship of the Secretary to the Government of the Federation. The establishment of the Committee became necessary because over the years, the cost of governance has continued to escalate, mainly, from the burden of providing basic amenities to public servants by the Government leaving very little for capital development. Government has already signed into law the "Certain Political, Public and Judicial Office Holders (Salaries and Allowances etc) Act, 2002" and it was substantially adopted in making recommendations on the monetization of the fringe benefits of civil and other public servants not covered under the Act. The law came into effect from 1st July, 2003 for the designated Political, Public and Judicial Office Holders contained therein, while it was extended, with some modified rates of benefits, to Federal civil servants with effect from 1st October, 2003. The component areas to be monetized are as follows:

Residential Accommodation: Prior to the monetization policy, only about 25 percent of civil servants were occupying government-owned quarters and government-rented quarters, while the remaining were paid rent allowances for their accommodation. However, under current monetization exercise Residential Accommodation Provision should be monetized at 100% of Annual Basic Salary as residential accommodation allowance that should be paid enbloc to enable an officer to pay for accommodation of his choice. In that regard every single civil servant in the federal civil service will provide his own accommodation, but will be paid between 50 percent and 75 percent of his annual basic salary as accommodation allowance, depending on seniority level. In order to avoid exerting undue strain on present occupants of Federal Government quarters and to fund the monetization of residential accommodation effectively, in the first year of the monetization exercise, current occupants of Government-owned quarters would pay 100% of their accommodation allowance as rent for the quarters they occupy. Also government residential quarters across the country would be sold off by public auction at the end of the first year of commencement of the monetization programme with their present occupiers being given the first option to purchase the houses, but at the price of the highest bidder.

The civil servant who buys his quarter is expected to pay 10 percent of the cost of the house as initial payment in order to owe the house. In addition to the owner-occupier right, Government would provide sites and service schemes in satellite towns nationwide in order to assist public servants, who would prefer to build their own houses, acquire land.

Furniture Allowance: The payment of 300% of Annual Basic Salary is recommended as furniture allowance in line with the provision of the "Certain Political, Public and Judicial Office Holders (Salaries and Allowances etc) Act, 2002". However, considering the likely problem to be faced in paying huge furniture allowance of 300% of annual basic salary enbloc, this allowance would be paid annually at the rate of 75%, which amounts to 300% in four years. Currently, government has ceased bearing responsibility for furnishing and repairs for these quarters even when they are not monetized. Government in lieu of that has decided to pay senior officers furniture allowance amounting to 200 per cent of their annual basic salary for every five-year period, while an enhanced utility allowance at the rate of 15-20 per cent annual basic salaries has been introduced to enable officers' pay for their utility bills.

Domestic Servant Allowance: This allowance has already been monetized for public servants. The provision of the Act is recommended to be retained for political office holders. The provisions for domestic servant allowances will be as follows: GL. 15- 1 domestic servant -N119, 586 per annum; GL. 16 and 17- 2 domestic servants - N239,172 per annum; PS and above - 3 domestic servants -N358,704 per annum; and Political office holder -75% of annual basic salary.

Vehicles: Under the immediate past arrangement, government provided chauffeur-driven vehicles for its top officials, numerous utility vehicles for carrying out government activities and staff buses for conveyance of staff to and from offices. The government carried out the fuel and maintenances of such vehicles. Besides, government had car loan facilities at minimal interest rate of 3 percent for senior officers to buy their own cars.

The contemporary monetization policy will remove those incentives, no government official will be chauffeur-driven in government vehicles, and car loans will not be granted by government to senior officers, rather such loans can be obtained from financial institutions. In place of that, all the civil servants will be paid 25 percent of annual basic salary as vehicle allowance. The most senior officers – Permanent Secretaries and Directors – will be paid an allowance to enable them hire their own drivers. The staff buses that convey junior staff to work will continue to be operated, but at the expenses of users. This will reduce the numbers of utility and project vehicles of the various establishments. The excess vehicles in government pool will be sold at 50 percent discount to the civil servants and members of the public at pre-determined ratio. Serving officers who benefit from the purchase will have a choice of either paying cash or having the cost deducted from their salaries over a period of three years. Drivers who will be laid off because of this exercise have been allocated 30 percent of the excess vehicles to be purchased while their retirement packages will be paid promptly. For the successful monetization of this service, Government would ensure that:

- a). No new vehicles would be purchased by all Ministries, Extra-Ministerial Departments and Federal Government Agencies.
- b). Officers currently entitled to Government vehicles would return them to the Presidency for disposal or pooling in the CVU as may be appropriate.
- c). Each Ministry/ Agency would be allowed a specific number, approved by government, of utility vehicles, including buses for essential office services (out- of station duty tours and meetings). No Ministry/ Agency will exceed the number without prior approval of Mr. President.
- d). A Committee is to be set up to handle the issue of disposal of vehicles. In disposing the excess vehicles, an entitled officer would be allowed to purchase one car for personal use at approved discounted value.
- e). Where there is the need to purchase (a) new vehicle(s) by any Ministry, Extra ministerial Department or Agency, a request shall be made to Mr. President for approval.
- f). Provision of drivers to entitled officers would be monetized as from GL 17 and above -1 driver -N119, 586 per annum. The allowance will be the same with the current provision for domestic servants, i.e., total emolument of an officer on grade level 3 step 8.
- g). Service-wide staff buses will be pooled under the management of the Office of the Head of the Civil Service of the Federation. Staff who utilizes the facility will be made to pay at a rate equivalent to their transport allowance and funds so generated would be used for the maintenance and fuelling of the vehicles. This facility will be progressively withdrawn when the public transport service improves.
- h). In addition to (g) above, Government and the private sector will assist in the provision of urban mass transit at commercialized rates. On the fate of excess drivers in the system as a result of the new policy, the following steps are recommended:
 - i). Those with relevant and adequate qualifications would be retained and redeployed appropriately.
 - ii) Depending on the need, others will be deployed to drive staff buses under the Office of the Head of the Civil Service of the Federation.
 - iii) Those that will not be deployable will be rationalized but to be assisted by the National Poverty Eradication Programme under KEKE NAPEP programme.
 - vi) Fuelling/Maintenance and Transport In line with current economic realities, 30% of annual basic salary as provided for in the "Certain Political, Public and Judicial Office Holders (salaries and allowances etc.) Act 2002" is recommended as Fuelling/Maintenance and Transport Allowance.

Medical Allowances: The provision in the Public Service Rules, Chapter 9, Section 09203, has been prone to abuse and sharp practices, particularly, with the Submission of fake bills as claims to Government. Before now, civil servants and their immediate families (nuclear) enjoyed medical treatment at government expense, mainly at government hospitals and staff clinics. Whatever, expenses they incur in the course of treatment is refunded for by government. Government, therefore, under the monetization policy is proposing the payment of 10% of an officer's annual basic salary as medical allowance. However, special cases requiring government intervention would be considered on merit.

Meal Subsidy: The allowance had already been monetized through the provision in the Circulars Nos. SWC.04/S. I/Vol. IV /991, dated 5th May, 2000 and SWC.04/S.1/Vol. IV /136, dated 15th, May, 2000, issued by the National Salaries, Incomes and Wages Commission as follows: GL. 01 to 06 - N6, 000 per annum; GL. 07 to 10 – N8, 400 per annum; GL. 12 to 14 - N9, 600 per annum; GL.15 to 17 - N10, 800 per annum; Permanent Secretary -N16, 200 per annum; and Head of Service –N 16,200 per annum..

Entertainment Allowance: The allowance for civil servants had already been monetized through the provision in the Circulars Nos. SWC./04/S.Vol. IV/991, dated 5th May,. 2000 and SWC.04/S.1/Vol IV /136, dated 15th May, 2000, issued by the National Salaries, Incomes and Wages Commission. The Act stipulates 10% of annual basic salary for Political office holders as follows: GL. 15 -N8, 400 per annum: GL.16 to 17 - N9, 600 per annum; Permanent Secretary -N27, 000 per annum; Head of Service -N27,000 per annum; and Political

office holders-10% of annual basic salary.

The cost of monetizing allowances being recommended is to be arrived at using step 8 of each grade level in line with existing practice. It is expected that during the first year, the cost of monetization of these allowances will be quite substantial but by the third and fourth years, the savings made would have positively impacted glaringly on the economy. These amenities include residential accommodation, transport facilities, medical services, and utilities such as electricity, water and telephone. The merits of monetization include efficiency in resource allocation, equity in the provision of amenities and encouragement of public servants to own personal houses. It also enables public servants to plan for a more comfortable post-service life.

In more specific terms, monetization of facilities, such as housing, furniture and vehicles will reduce capital cost, maintenance and running costs. It is also hoped that rent will come down, as public servants who make up over 80% of the tenants, especially in Abuja and Lagos, will have little money to offer to the landlords. It will also promote the observance of maintenance culture and discipline in the use of public utilities since the individuals will now have to pay for such services, which hitherto were paid for by government. In addition, the monetization of medical treatment will go a long way in curbing submission of spurious bills and delays in processing refund of medical bills. As it is expected, the exercise involves huge amount for the reform implementation, N60 billion has been estimated (The Guardian, Sunday September 4, 2005, p.1), for the federal agencies and parastatals, who will as from October, 2005 start receiving salaries with monetized benefits. The merits of monetization include efficiency in resource allocation, equity in the provision of amenities and encouragement of public service to own personal houses. It also enables public servants to plan for a more comfortable post service life. Furthermore, it minimizes waste, misuse and abuse of public facilities. For these reasons, the concept of monetization has gained worldwide acceptance.

Policy implications: The main goal of any society is to achieve a steady and rapid socio-economic development. This implies an improvement in the quantity and quality of goods and services as well as equity in production and distribution of such goods and services among the people of a nation. The effective distribution of wealth is the social dimension of development. It is expected that when fully implemented, the reform programme, it will minimize waste, misuse and abuse of public fund and facilities, encourage public servants to own personal houses, enable public servants to plan for a more comfortable post-service life, reduce capital cost, maintenance and running costs and reduce rent as public servants who constitute majority of tenants in urban centers, will have little money to offer to the landlords.

However, Nigeria has experienced negative and slow growth and is one of the weakest growing economies in the world on a per capita basis, especially for the period 1981 to 2000. Since independence, the economy has never had a growth rate of 7 percent or more for more than three consecutive years. The Human Development Index (HDI), a composite measure of income and access to education and health services, ranks Nigeria 152nd out of 175 countries in 2001. This low HDI score reflects the situation with regard to poor access to basic social services in the country. National data indicates that the number of poor people increased from 18 million to almost 68 million between 1980 and 1996. Recent estimates indicate that in 2001, over 70 per cent of the populations are living below the international income poverty line of \$1 per a day. World Bank in a document: 'Where is the wealth of Nations? Measuring Capital for the 21st Century' placed Nigeria at the lowest rung of the world's development ladder after Ethiopia (The Guardian, Friday September 16, 2005 p1-2).

Given the deteriorating social indicators, which also show dramatic differences between the poor and non-poor, both in education, health status, housing, food and in access to other social services, one evaluates the impact of the current monetization policy on national development. The point made is that the exercise will help to create the necessary environment to grow the economy, encourage private initiative, and facilitate creativity and innovation, and more importantly, improve the quality of service deliverance, promote patriotisms and efficiency among civil servants. Despite the perceived gains of the monetization policy, the exercise, both in the short and long run, will have adverse implications on the people and the economy generally.

The poor are often the most vulnerable to the ultimate consequences of any action on public sector reform: economic crises and instability, deteriorating standards of public services and delayed payments of pensions, scholarships and other benefits. For instance, among the 161,342 in the core Federal Civil Service about 93,000 are between levels 01 to 06; about 62,000 between 07 to 13; while the uppermost echelon is about 6,000 (The Guardian, Sunday August 21, 2005 p4). The implication is that of the 30,056 to be disengaged (The Guardian, Sunday, September 4, 2005, p1) about 90 percent will be the lower cadre of civil servants within the poverty bracket; especially those without entry qualifications for the positions they occupy. The poor are the least able to protect themselves or by-pass the consequences of government failure in the provision of basic services (social services, law and order) or an over-intrusive and cumbersome government regulatory and administrative framework. In virtually every developing country, women, the poor and less educated generally find that dealing with the bureaucracy is a demoralizing and humiliating experience, the current reform and downsizing will confirm their fears and worsen their situation.

The reform process places special strains on the civil service, which must manage the change process and at the same time undergo major adjustments that may increase uncertainty and lower morale in the transition period. In many countries the civil service unions are powerful and vociferous in their opposition to any visions of a leaner public sector, particularly, the plans put forward by external donors. The new euphemisms and catchwords – “rightsizing” as opposed to retrenchment, for example – fool no one. Serious divergences between civil service groups are likely to emerge. The divisions may be lateral (between the different “cadres”), for example and horizontal (between higher and lower level civil servants). There is a basic problem here in that responsibility for the entire reform process - in terms of design mobilization of donor support and implementation - is assigned to a group (senior civil servants) that may feel it has the most to gain from the envisaged changes, in terms of job security and an enhanced allowance. Such situation, normally, deepens antagonism between the senior and junior cadres, and invariably negates the very aims of the reform programmes.

There is also the ‘threat of abandonment’, that is, the continuity of the reform, which depend so much on the political survival of the group undertaking the reforms. Where the groundwork for implementing reforms are not done, and an effective alliance of interests in favour of reform have not been mobilized, undertaking far reaching reforms may involve the unreasonable requirement that the political leadership accept the risk of being pushed out of power and in such a likely event, especially in Nigeria, which lack a ‘basic democracy’ the reform is most likely to die. Also, the same government that is very notorious in non-payment of public servants’ salaries as at and when due, who owe pensioners months of unpaid salaries, that owe academic and non-academic staff of university three months salary arrear etc is now engaging in N60 billion gigantic reform programme. How is it going to finance severance payments when it finds it difficult to pay normal salary? What is worrisome is that the current capitalization of financial institution have not placed banks on a strong footing to finance some aspect of the monetization such as car loans and mortgage. Thus, the exercise will likely suffer some major set-backs due mainly to want of capital and unwillingness of financial institutions to support the programme financially.

The monetization policy is being selective in implementation and it brings schism among civil servants. At the federal level, some selected ministries – Federal Ministry of Finance, National Planning Commission (NPC), State House/Office of the President and the Ministry of the Federal Capital Territory have implemented monetization in full, while other ministries and especially the parastatals that make up to 70 percent of civil servants are ignored. The recent experience of Finance Minister, Dr Okonjo-Iweala, in the hands of irritated and discontented public servants over non payment of monetization allowance is a harbinger of what it holds in future. Government has unwittingly drawn up two classes of civil servants in Nigeria: those they refer to as ‘core’ civil servants at Abuja on one hand, and the parastatals, the state civil service and local council workers at the other hand. This will bring discontentment among those in parastatals, and whatever push in the economy the monetization policy is meant to achieve will be very minimal.

In Nigeria, most reforms are talked about at the strategic rather than operational level. Yardsticks are not in place to demonstrate advantages of the reform that mean something to ordinary people. Only a few people at the top know what the policy is actually trying to achieve. Thus, the exercise is elitist, both in conception and implementation. A look at table 1 shows that those in echelons of administration enjoy higher percentage of the monetized allowances from accommodation down to furniture allowance. For instance, with the low percent rate for accommodation to junior workers from grade level 01 to 06, there is a very low prospect for them to buy up their quarters through the bidding exercise. Therefore, the intention of providing house and reducing the poverty of civil servants will not be achieved, especially, when the junior workers constitute more than half of government work force. Also, the exercise is structured in disguise to favour the elite groups, as the legislature, ministers, political appointees and those in federal state house have been paid in full their monetization allowance.

The monetization exercise lacks sincerity and consistency in implementation. The monetization circular stated that 100 percent will be paid for accommodation allowance, while 200 percent allowance of their annual basic salary will be paid for in every five years period, to enable the public servants purchase the quarters they are living or purchase house on their own. But from the implementation so far, the civil servants who have been paid, received only 10 percent spread over 12 months. The morale of civil servants is dampened with this kind of policy inconsistency, and the commitment and efficiency the policy is meant to address will be weakened. Tangential to the above is lack of transparency and non-application of due process, which is a cardinal anti-corruption programme of the administration, especially, in the sale and bidding of some government quarters and disengagements of staff. The sale of 1004 Housing Estate, and Federal Government properties in Lagos has been described as scandalous. The houses were reported to have been sold to several well-heeled Nigerians, (including the late wife of Mr. President) and their companies, allegedly without due process. The monetization policy gives opportunity for owner-occupier bases, that is, the civil servants occupying government quarters have the right for the first refusal. This was not followed in the sale of 1004 Housing Estate, the United African Company

of Nigeria (UACN) bided the House for N7 billion as the highest bidder, while the civil servants have raised N8 billion to pay for the Housing Estate, based on the right of first refusal, but the government disregarded that provision and threatened to evict them forcefully because the building is located in a choice area of Lagos (The Guardian, Sunday January 16, 2005 p.44). The sale of these houses is not in the spirit of monetization; it is driven by the interest of elites and such encourages corruption amongst civil servants.

The monetization policy, especially, on residential accommodation, has generated enormous apprehension among all classes of civil servants. Government has apparently made no contingency plans for those civil servants living in government-rented quarters. This means many of these officers face the dim prospect of being thrown out on the street, like what the 5,000 civil servants with their families are experiencing in Lagos (The Guardian, Sunday April 10, 2005, p.6-7). Such experience of forced eviction certainly leads to non-commitment of the affected civil servants in discharge of their duties. Also, with the general high cost of property in our major cities, like Abuja and Lagos, the seat of government and the under-developed nature of the mortgage sector in the country, hardly would any civil servant be able to buy these government-owned houses if and when they are disposed of at commercial rate, especially now government have reneged on her promise to pay lump-sum as housing allowance. Chances are that many civil servants will be forced to relocate to less conducive environments, with attendant adverse consequences on productivity, loyalty and morale.

Finally, civil servants are traditionally conservative, especially when it comes to change; their resentment to change is either from the ideological interest of organized labour or the natural fear for loss of job. The on-going reform is already mired in ideological conflict between the administration's Economic Team on one hand and the Secretary to the Government of the Federation (SGF) and the Head of Service (HOS) on the other. There is mutual distrust and suspicion. The Presidents' Team complained that policy issues from the SGF's office 'have been uninspiring and follow-ups on circulars ineffective ... and not being proactive in the domain of politics' (The Guardian, Sunday January 23, 2005 p2). The Team alleged institutional weakness inherent in SGF and HOS offices and called for their removal because, they are too protective of the old set-up in the service. While the HOS argues that the implementation of the reform programmes as it affects disengagement lacks due process. This kind of power tussle and schism among the elite group is bound to affect the general implementation of the programme.

Challenges and implementation: A good number of challenges face the implementation of the policy. These include:

Challenging environment - there will be cases where specific poverty groups are affected adversely by the reform process. This highlights the need for effective and continuous monitoring of the impact of reforms and the need to develop policies to compensate and protect the most vulnerable sections of society from the impact of adjustment. It is sometimes argued that in the long run, the poor do benefit from the faster economic growth engendered by reform. However, this view should not be allowed to compromise the development of programs to protect these groups in the short-term, particularly given the fact that they are often the last to benefit from faster growth. How to educate the political leadership in the benefits of reform must be given priority. In Nigeria, for example, new appointees to the Cabinet (those without direct experience in administration) must learn about aspects of the operations of their agencies and key policy options while dealing with day-today issues, with little more than cursory briefings by senior officials. It is on record that political appointees kill reform programmes. Ideally, is to provide training on public sector reform issues in seminars to sensitize and beat them into the reform course.

The mobilization of the required amount of resources to fund the monetization of allowances and terminal benefits of drivers who will be laid off due to the policy. According to The Guardian report, government has at present N3.5 billion available for the entire exercise of reform programme, while the estimated amount of N60 billion is needed (Guardian on Sunday, September 4, 2005 p.1). Also, the Permanent Secretary, Federal Ministry of Education in a seminar, "Building Effective Government" 2004, said government needs N8.5 billion (US \$62.96 million) to pay the requisite allowances to the top-most echelon alone. This means government have to source for fund to execute the monetization policy, and government has not been able to find the funds to pay civil servants all their entitlements. Predictably, civil servants are finding the situation very frustrating.

The need to develop equitable criteria for the disposal of the assets, for example, government-owned houses that would become available for sale as a result of the policy. There are the challenges of balancing the requirement to get market value on the affected public assets and the need to give some consideration to public servants, whose emoluments have not always been market-driven over the years, equal opportunity to bid for these assets.

Another challenge is the widely perceived belief among civil servants that their jobs are on the line. The on-going disengagement of excess drivers is seen as a prelude of what is awaiting other cadres. What is happening to drivers show that job security of civil service is no longer sacrosanct. Unless this fear is effectively addressed, it has the capability of lowering morals in the service and undermining on-going efforts to curb

corruption in the system.

Expectation of higher take-home pay has been substantially raised within the system and because information about the expected windfall is already within public domain, prices of items in the market have gone up. Experience has shown that once prices go up in Nigeria, they never come down. So, the civil servants are adversely affected from both the income and the expenditure angles. Also, while the government has been quick and effective in withdrawing the privileges and perquisites traditionally enjoyed by civil servants, it has been rather tardy in paying compensation for their loss.

A policy of openness in government is a big challenge. Much has been written about the high levels of corruption prevailing in Nigeria especially among political appointees and the administrative cadre. Improving citizens' access to information about government can have important benefits in terms of checking corruption and improving the quality of decision-making, and in this regard the laws on secrecy in government may need to be enacted in Nigeria. The low levels of civil service pay are part of the explanation, but the pervasiveness of corrupt practices in the broader society is a more important factor. It is a difficult problem, without easy clinical solutions, the legislations on corrupt practices should be made more active so that the monetization exercise will not be killed

Antecedents of remuneration in the Nigerian civil service: Mallam Ibrahim Talba (2004:1-19) give a detail explanation about the antecedents of remuneration in the Nigerian civil service as he present a seminar paper entitled "Building Effective Government. In response to the invitation received by the Nigerian Government to participate in a seminar discussing issues around Building Effective Government, the Federal Ministry of Education has chosen to share its experience in the recent and ongoing Civil Service reforms. This will focus on "Implementation of the Monetization Policy in the Federal Civil Service of Nigeria."

Although the colonialization of the geographical area today known as Nigeria by the British started way before then, Nigeria as a nation came into being only in 1914. Concomitantly, although the colonial powers had in place various arrangements for administering the various parts of the territory before 1914, the Nigerian Civil Service can only trace its origin, as it were, also to 1914.

As one would expect, at the beginning, just about all the senior and policy making positions were occupied by British expatriates while Nigerians were largely restricted to junior posts and menial jobs. This was at a time when the sun never set on the British Empire, and they had colonies in practically all parts of the globe. Expatriate British Civil Servants were, as such, moved from colony to colony, sometimes at short notice, but always in the larger interest of the British Colonial Service.

It was, therefore, also natural that the conditions of service and the remuneration package would be tailored to suit the living style of these itinerant expatriates. Residential quarters were provided, furnished and maintained by Government. Utility bills for these quarters, including electricity, water and telephone services, were also picked up by Government at minimal cost to the Officers. In a similar manner, Government facilitated procurement of vehicles by these Officers at generous rates that could be conveniently deducted from their salaries. Domestic Servants were hired for them at Government expense while their medical bills as well as those of their spouses and children were also defrayed from public purse. All in all, life was organized in such a manner that made it as easy as possible for these expatriate staff to move from one colony to another with minimal stress in service of the British Crown.

Naturally, this created resentment among the Nigerian civil servants about a policy that was clearly discriminatory against them even as it was made necessary by the determination of Government to remain an all-provider to its expatriate employees only. Gradually, as Nigerians acquired more political powers and moved towards self governance and independence, conditions for entry into the Senior Service increasingly became relaxed, and more Nigerians found themselves in positions of authority. It was, as such, not a surprise that when the country became independent on 1st October, 1960, one

of the cardinal policies of government was Nigerianisation of the Civil Service, especially its upper echelon. Rather unfortunately, however, as Nigerians came to dominate the policy-making positions, it did not appear imperative to Government to re-examine certain aspects of the structure of the conditions of service of its employees. If only this had been done, it would have been realized that the circumstances for Nigerians were different in that they were indigenes unlike the British colonial civil servants and so the adoption hook, line and sinker of the structure of compensation being left behind by the colonial power would have been inappropriate. A critical examination of the issue would have at least revealed that in Britain itself where the expatriates came from, Government was not providing residential quarters and cars for Civil Servants nor was it hiring domestic servants and paying utility bills for them. The long and short of it, however, was that the Nigerian Civil Servants adopted the life style of their colonial predecessors in office and exploited this loophole in the system to their maximum advantage.

Over the years, the lack of wisdom of this position started manifesting gradually to both the Government and the Civil Servants. Government found out that it was one thing to bear all these responsibilities

for a few thousand employees, which was the size of the service in the beginning, and a totally different kettle of fish to look after 187,876 staff members which is currently the size of the Federal Civil Service. An average Civil Servant, especially at the lowest level, retired from service without a house or a vehicle he could call his own. This created a situation under which retirement encouraged steps, both regular and irregular, to delay the arrival of the day of his retirement. When the inevitable eventually happened and he left the service, the realities set in and in many cases this resulted in mental health problems and of shorter life expectancy. The situation was, as such, essentially a lose-lose one that was neither in the interest of the Civil Servant and his community nor to the benefit of Government.

At the on-set of his first term of office in May 1999, President Obasanjo decided that one of the major legacies he would want to leave the nation by the end of his tenure was a solid and vibrant economy. He further came to the conclusion that this as well as other admirable goals of his Administration could not possibly be achieved without, first of all, reforming and re-professionalizing the Public Service and making it a more dependable and result-oriented organ for the formulation and implementation of development policies and programmes, in line with comparable international best practices. 8. Since the huge cost of running the Public Sector had for long been of concern to Government, it was not a surprise that this area would feature prominently in the reform efforts. Several previous

Administrations had endeavored to redress this worrisome situation by tinkering with the subsisting remuneration arrangement. These efforts, however, succeeded only in some key Government Parastatals such as the Central Bank of Nigeria and the Nigerian National Petroleum Corporation where fringe benefits have been monetized for several years now. As for the core Civil Service, no Administration appeared able to muster the political will necessary to comprehensively effect changes in the fundamentals, i.e., until the present Administration of President Olusegun Obasanjo. It has to be acknowledged though that past efforts had succeeded in monetizing, fully or partially, a few fringe benefits. These include Leave Grant, Entertainment Allowance, Meal Subsidy, Domestic Servants Allowance and Duty Tour Allowance. What we are now trying to do is go the full length and monetize all fringe benefits, all this against the backdrop of competing demands of a Nation transiting to democracy.

Introduction of full monetization in the federal civil service of Nigeria: Through a Government Circular issued on 27th June, 2003, under the title “Monetization of Fringe Benefits in the Federal Public Service,” the Federal Government of Nigeria formally introduced its monetization policy into the core Federal Civil Service. The opening paragraph of the circular is direct enough and clearly states Government’s intention thus “Over the years, the cost of governance has continued to escalate. The burden of providing basic amenities for public officers has contributed significantly to the continuous increase in Government recurrent expenditure, leaving very little for capital development. For more efficient allocation of resources and equity in the provision of amenities for Public Officers, Government has approved the monetization of fringe benefits of Public Officers the fringe benefits include: Residential Accommodation, Furniture, Utility, Domestic Servants, Motor Vehicles, Fuelling/Maintenance of Transport Facilities, Medical Treatment, Leave Grant, Meal Subsidy and Entertainment, which were hitherto provided for entitled officers at huge cost to Government.”

Implementation so far: Introduction of the Monetization Policy represents a major change in management in the public sector in Nigeria. Managing this fundamental change has become a critical challenge to the system and continues to command significant attention from its top most echelon.

In terms of institutional arrangement, Government has set up two Implementation Committees, one for the Civil Service and another for the remaining arms of the Public Sector. While the former is under the chairmanship of the Head of the Civil Service of the Federation, the latter is headed by the Secretary to the Government of the Federation.

Each of the Committees draws membership from relevant arms of Government and appropriate agencies. In adopting this approach, Government is forever mindful that a major reason past reforms failed were because Public Servants did not feel obliged to buy into the programmes. This Administration is, therefore, determined to pay adequate attention to the issue of ownership and do everything possible to carry all stakeholders along in the implementation process. Expectedly, therefore, the Implementation Committee on Monetization of Fringe Benefits in the Federal Civil Service has, as members, Permanent Secretaries from relevant Ministries. The Committee has, however, found it necessary to set up Sub-Committees on specific aspects of its mandate such as Housing, Vehicles and Technical Matters. Each of such Sub-Committees is chaired by a Senior Permanent Secretary, with some other Permanent Secretaries and Directors as members. While the Main Committee meets every Tuesday, the Sub-Committees meet as often as necessary. So far, it has been possible to reach decisions on the following main components of the policy.

(a) Residential Accommodation: Before the advent of the Monetization Policy, only about 25% of Civil Servants were living in government-owned quarters and government-rented quarters while the remaining were

being paid rent allowances for their accommodation. But under the monetization policy, every single Civil Servant in the Federal Civil Service is now to provide for his own accommodation but will be paid, between 50% and 75% of Annual Basic Salary as accommodation allowance, depending on seniority level. Meanwhile the existing government quarters will be sold to the highest bidders by public auction, with the present occupants (civil servants) being given the first option to purchase. Concurrently, Government has stopped bearing responsibility for furnishing and repairs for these quarters. Instead, it has decided to pay Senior Officers Furniture Allowance amounting to 200% of their Annual Basic Salary for every five-year period, while an enhanced Utility Allowance at the rate of 15 – 20% of Annual Basic Salary has been introduced to enable officers pay for their utility bills. Facility Managers have also been appointed to maintain the houses preparatory to sale with current occupants expected to pay 10% of their annual basic salary for this service.

The Monetization Policy, especially on residential accommodation, has generated enormous apprehension among all classes of Civil Servants. Prominent among the causes for this apprehension are the following:

(i) Government has apparently made no contingency plans for those Civil Servants living in government-rented quarters. This means many of these Officers face the dim prospect of being thrown out on the street. If this should happen, morale will be adversely affected among the generality of Civil Servants.

(ii) Given the generally high cost of property in our major cities, especially Abuja, the seat of government and the underdeveloped nature of the mortgage sector in the country, hardly would any Civil Servant be able to buy these government-owned houses if and when they are disposed of at commercial rate. Chances are that many civil servants will be forced to relocate to less conducive environments, with attendant adverse consequences on productivity, loyalty and morale. All these are, however, not to deny the latent benefits of Government's plan, the main one being encouragement of Civil Servants to own their own houses and remove one of their cardinal fears of retirement. Their serious reservation is about Government's desire to sell the houses at high prices, which will be outside their reach, thereby forcing them to look for sub-standard accommodations in underdeveloped locations.

(b) Vehicles: Under the immediate past arrangement, Government provided chauffeur-driven vehicles for its top Officials, numerous utility vehicles for carrying out Government business and Staff Buses for conveyance of Staff to and from offices. All these were fuelled and maintained at Government expense. In addition, Government provided loans at minimal interest rate of 3% for senior officers to buy cars. With the coming on stream of the Monetization Policy, no official will have attached to him a chauffeur-driven vehicle. Rather, any interested civil servant is free to acquire, fuel and maintain a vehicle. However, loans for such acquisitions will no longer be granted by government but rather by financial institutions. In return, every civil servant will be paid 25% of Annual Basic Salary as vehicle allowance. In addition, the most senior officers (Permanent Secretaries and Directors) will be paid an allowance to enable them hire their own drivers. The numbers of utility and project vehicles for the various establishments have also been drastically reduced. Staff Buses will, however, continue to be run, but at the expense of users.

(i) Excess Vehicles: In the meantime, Government has undertaken a comprehensive census of its vehicles and determined what number will be needed for the efficient and effective conduct of its business. One result of this exercise is the realization that it has on its hand a large pool of excess vehicles it must dispose of. Accordingly, it has decided to sell off these excess vehicles at 50% discount to the generality of Civil Servants and members of the public at pre-determined ratios. Serving Officers who make the purchase have a choice of either paying cash or having the cost deducted from their salaries over a period of three years.

(ii) Laid-Off Drivers: A key problem that has arisen from carrying out the above measures is the fate of existing Drivers on Government payroll, numbering about seven thousand, who are no longer needed. Government has decided to disengage this class of Drivers on the basis of stated criteria with the main goal of lessening the trauma of their sudden disengagement. Their retirement package includes prompt payment of retirement benefits and the mounting of re-orientation programmes designed to expose the participants to various trades and job opportunities. In this same direction of minimizing their pain and better preparing them for post-service life, Government has decided to allocate 30% of the excess vehicles to be disposed of exclusively to this category of Drivers to purchase.

(c) Medical Allowance: 17. Traditionally, Civil Servants and their nuclear families have always enjoyed medical treatment at Government expense, mainly at Government Hospitals and Staff Clinics. Whatever expenses they incur in the course of treatment are submitted to Government for refund. Over the years, putting in claims for these refunds has grown into an industry and become a cesspool of corruption actively facilitated by the Claimants, the processing officials, the approving authorities as well as those making the payments. All efforts to straighten out the mess have been frustrated by the benefiting syndicates, and Government has been at its wit's end about what to do to effectively curb the menace. Now with the introduction of the Monetization Policy, Civil Servants will be paid 10% of their Basic Salary as Medical Allowance. 18. Payment of this allowance will free Government from investing so much time and resources in operating the dubious medical refund enterprise. Officers, on their own part, will no longer have motivation to

start manufacturing fake medical bills to enable them make irregular claims. One however, test the system is what to do about assisting Officers with genuine major medical problems that they cannot be expected to manage from their incomes because of the huge costs involved.

Challenges and prospects: The merits of monetization to Civil Servants include, inter alia, equity in provision of amenities as well as encouragement to own personal houses. The new arrangement will also enable officers to plan better for a more comfortable post – service life. Of immediate relevance, is that their take-home pay will also increase significantly. To Government, the policy also holds out a number of promises of import. There will be better efficiency in resource allocation as well as minimization of waste and reduction in misuse and abuse of public facilities. It will reduce both capital and running/maintenance costs. It should also promote within the system the observance of maintenance culture and discipline in the use of public utilities since individuals will now have to pay for services hitherto paid for by Government. All in all, introduction of the Monetization Policy in the Federal Civil Service should be a win-win situation for both the Civil Servant and the Government.

There are, however, significant challenges that must be addressed if the policy is to yield the benefits it promises. First and foremost is the issue of funding. Data and information coming in from the various arms of Government, while not final, conclusively suggest that the cost of implementing the policy will be very substantial. At a time last year, Government estimated that it would need N8.5 billion (US \$62.96 million) to pay the requisite allowances to the top-most echelon alone. Means must be found to ease the financial burden on Government. Paying of some of these allowances, such as housing and furniture, instalmentally is one of such means devised but even then, reality on the ground has already forced Government to move forward the effective date of implementation from 1st July, 2003 to 1st October, 2003. Even with this shift, however, Government has not yet been able to find the funds to pay Civil Servants all their entitlements. Predictably, Civil Servants are finding the situation very frustrating. A number of other reasons account for this frustration. In the first place, expectation of higher take-home pay has been substantially raised within the system and because information about the expected windfall is already within public domain, prices of items in the market have gone up. Experience has shown that once prices go up in Nigeria, they never come down. So, the Civil Servant is adversely affected from both the income and the expenditure angles. Secondly, while Government has been quick and effective in withdrawing the privileges and perquisites traditionally enjoyed by Civil Servants, it has been rather tardy in finding the money to pay them the allowances meant to compensate them for their loss.

Another challenge confronting the system sequel to the adoption of this policy is the widely-perceived belief among civil servants that their jobs are on the line. The on-going disengagement of excess drivers is seen as a harbinger of what is in store for the other cadres. Under extant regulations, a Civil Servant who does not run foul of the laws or rules should expect to retain his job until he attains the age of sixty years or has put in thirty-five years of service. What is happening to the Drivers however shows that job security in civil service is no longer sacrosanct. Unless this fear is effectively addressed, it has the capability of lowering morale in the service and undermining on-going efforts to curb corruption in the system.

This brief commentary is the recently-released report of the Committee on the Monetization of Fringe Benefits in the Public Service of the Federation which was set up by President Obasanjo on November 11, 2002, under the Chairmanship of the Secretary to the Government of the Federation, Chief J. Ekaette. At one level of emotional analysis, monetization of benefits appears good. At another level of deep analysis, the jury is out of its benefits. I have reproduced below the announcement by Secretary Ekaette. It is peppered with phrases like "It is believed...it is hoped..." - in short, long on wishful thinking and short on deep analysis. What a sensible government should do is the following: before announcing this policy, it should provide a clear ECONOMIC ANALYSIS of the financial benefits that the policy will have to the country, on a short term and on a long-term basis, not just wishful thinking.

Relics of colonialism: When the colonialists were with us, they provided their expatriate staff, i.e., to the "White" civil service administrators who were ruling the Natives - with free housing, free transportation, free slaves, etc. The staff did not have to pay for these benefits from their salaries, which invariably were paid to them abroad anyway! In fact, it was a hazard allowance that they were being provided for while abroad, since they were in hostile territory, and they were in any case temporary workers in a foreign land. They were generally very few in number compared with the total income that the colonial government was extracting from the colonies that they were superintending. When these colonialists left, the indigenous civil "servants" that took over also took over those benefits, with the first significant one being living in government reservation areas (GRA) apart from the other natives. That is part of the colonial relics that we are talking about. Maybe they never left us; just that their skin changed to ours.

Monetizing the abuse of benefits: But then came the abuse of the benefits: instead of one car, our indigenous civil service "oga" has 10 government cars at his beck and call; has 10 servants; has three government houses (in

Abuja, Lagos and Kaduna) because, yes, each can have more than one wife (the colonialist had only one, if any), rides in first class plane (there were no planes then, just boats), including for the week-end to London; has free medical treatment for the entire family (the colonialist in general had only his wife, if at all) - all while getting a fat basic salary in addition to other allowances.

And the post-colonial officers are many: federal, state and local government executives, legislators and judges; parastatal and institutional directors and sub-directors; university lecturers, etc. Although they are only about 2% of the population of the country, to maintain them requires almost 60-75% of annual national budget expenditure. Those benefits are now to be monetized, with the hope that the abuses will not be monetized along with them. If the abuses will not be monetized, then that will be one avenue of savings. But there is another avenue of savings: should some of the things that they were having before been monetized at all? That is, should some of the colonial relics be monetized at all? And if they are, how much are we really saving, bearing in mind: (1) the immediacy of the cash involvement; (2) the time value of money. Those are the real questions. In fact, for those of us who live abroad and earn our pay, some of the benefits to be monetized look quite funny, and one asks: why do you earn a salary if part of it is not to buy your own furniture? Why, for example, give "furniture allowance" (350 %!) separately? Why give "leave allowance", when you will actually be paid while you are not working during the leave? Why can't you save your own money to spend during your leave? And so on! Where else but crazy post-colonial developing countries do public officers get these kinds of allowances? for example, once you monetize, that total sum in effect becomes the salary that each receiver expects to get. if you cannot pay salaries right now, how will you be able to pay the monetized benefits? Some will get new salaries, while others will not.

Whether he or she spends it on what you monetized it for is another issue. if you monetize his house at 300% of his salary, and he spends only 100% of his salary, what have you done but unnecessarily increase his salary by 200%.

What would love government to do is the following: go ministry by ministry, parastatal by parastatal, institution by institution that it is responsible for, and see over a 1-year horizon and 5-year horizon what it really expects to save from giving some or all of the benefits that it expects to give. For starters, i would like the government to just take one ministry - say transport; one parastatal - say NEPA; one federal institution - say university of Ibadan, and tell us what the savings are - for the world to know. Or give the information to an independent consultant to come up with the numbers.

2.13 Brief on the monetization of fringe benefits in the public service of the federation: The Committee on the monetization of Fringe Benefits in the Public Service of the Federation was set up by Mr: President on November 11, 2002, under the Chairmanship of the Secretary to the Government of the Federation, Chief J. Ekaette, CFR, mni.

(2) Justification of the Programme: The establishment of the Committee became necessary because over the years, the cost of governance has continued to escalate, arising mostly, from the burden of providing basic amenities to public servants by the Government. These amenities include residential accommodation, transport facilities, medical services, and utilities such as electricity, water and telephone.

(3) The merits of monetization include efficiency in resource allocation, equity in the provision of amenities and encouragement of public servants to own personal houses. It also enables public servants to plan for a more comfortable post-service life. Furthermore, it minimizes waste, misuse and abuse of public facilities. For these reasons, the concept of monetization has gained worldwide acceptance. Even in Nigeria, some organizations such as the Central Bank of Nigeria (CBN), Nigerian Telecommunication Limited (NITEL), Federal Mortgage Bank of Nigeria (FMBN), the Nigeria National Petroleum Corporation (NNPC) and most private sector organizations have adopted it with positive results.

(4) In more specific terms, monetisation of facilities, such as housing, furniture and vehicles will reduce capital cost, maintenance and running costs. It is also hoped that rent will come down, as public servants who make up over 80% of the tenants, especially in Abuja, will have little money to offer to the landlords. It will also promote the observance of maintenance culture and discipline in the use of public utilities since the individuals will now have to pay for such services, which hitherto were paid for by government. In addition, the monetisation of medical treatment will go a long way in curbing submission of spurious bills and delays in processing refund of medical bills. Finally, it is believed that savings made from monetisation will enable government to prosecute more capital projects.

(5) Some benefits enjoyed by public servants have already been fully or partially monetized. These include leave grant, entertainment allowance, meal subsidy, domestic servants allowance and duty tour allowance. Other benefits that are to be monetized under the programme are residential accommodation, provision of vehicles, fuelling/ maintenance of vehicles, consumption of utilities including electricity, water and telephone, provision of drivers and medical treatment.

(6) Components of the Programme: After a critical examination of the principles and justification for the

monetization programme, the items recommended as its main components include residential accommodation, furniture allowance, utility allowance, domestic servant allowance, motor vehicle loan, fuelling/maintenance and transport allowance, medical allowance, leave grant, meal subsidy and entertainment allowance.

Government has already signed into law the "Certain Political, Public and Judicial Office Holders (Salaries and Allowances etc) Act, 2002" and it was substantially adopted in making recommendations on the monetization of the fringe benefits of civil and other public servants not covered under the Act.

(i) Residential Accommodation: Provision of residential accommodation should be monetized at 100% of Annual Basic Salary as residential accommodation allowance which should be paid enbloc to enable an officer to pay for accommodation of his choice. In order to avoid exerting undue strain on present occupants of Federal Government quarters and to fund the monetisation of residential accommodation effectively, in the first year of the monetisation exercise, current occupants of Government-owned quarters would pay 100% of their accommodation allowance as rent for the quarters they occupy. Also government residential quarters across the country would be sold off by public auction at the end of the first year of commencement of the monetization programme with their present occupiers being given the first option to purchase the houses, but at the price of the highest bidder. In addition, Government would provide site and services schemes in satellite towns nationwide in order to assist public servants, who would prefer to build their own houses, acquire land.

(ii) Furniture Allowance: The payment of 300% of Annual Basic Salary is recommended as furniture allowance in line with the provision of the "Certain Political, Public and Judicial Office Holders (Salaries and Allowances etc) Act, 2002". However, considering the likely problem to be faced in paying huge furniture allowance of 300% of annual basic salary enbloc, this allowance would be paid annually at the rate of 75%, which amounts to 300% in four years.

(iii) Utility Allowance: The allowance had already been monetized in the extant circulars for public servants as well as the Act for the Political office holders as follows:

GL 01 -06 -N3,600 per annum

GL. 07 -10 -N6,000 per annum

GL. 12 -14 -N7,800 per annum

GL.15 -17 -N8,400 per annum

Permanent Secretary -N16,800 per annum

(Head of Service -N16,800 per annum

Political Office Holders -20% of annual basic salary

(iv) Domestic Servant Allowance: This allowance has already been monetized for public servants. The provision of the Act is recommended to be retained for political office holders. The provisions for domestic servant allowances will be as follows:

GL. 15- 1 domestic servant -N119,586 per annum

GL. 16- 2 domestic servants -N239,172 per annum

GL. 17- 3 domestic servants -N358,704 per annum

P S -4 domestic servants -N478,344 per annum

HOS -4 domestic servants -N478, 344 per annum

Political office holder -75% of annual basic salary

(v). Motor Vehicle Loan and Transportation: The provision of motor vehicles to public officers is to be monetized by provision of motor vehicle loan of 350% of the annual basic salary in line with the provision of "Certain Political, Public And Judicial Office Holders (Salaries And Allowances, etc), Act 2002". The loan, however, would be recovered in 6 years for both public servants and political office holders. In granting the loan, government would retain the existing interest rate of 4% on motor vehicle loan. For the successful monetization of this service, Government would ensure that:

(a). No new vehicles would be purchased by all Ministries, Extra-Ministerial Departments and Federal Government Agencies.

(b). Officers currently entitled to Government vehicles would return them to the Presidency for disposal or pooling in the CVU as may be appropriate.

(c). Each Ministry/ Agency would be allowed a specific number, approved by Government, of utility vehicles, including buses for essential office services (out-of- station duty tours and meetings). No Ministry/ Agency will exceed the number without prior approval of Mr. President.

(d). A Committee is to be set up to handle the issue of disposal of vehicles. In disposing the excess vehicles, an entitled officer would be allowed to purchase one car for personal use at approved discounted value.

(e) Where there is the need to purchase (a) new vehicle(s) by any Ministry, Extra-ministerial Department or Agency, a request shall be made to Mr. President for approval.

(f). Provision of drivers to entitled officers would be monetized as follows:

SGF/ Minister/HOS -2 drivers -N239,172 p.a.

Permanent Secretary -1 driver -N119, 586 p.a.

Director -1 driver -N119, 586 p.a.

The allowance will be the same with the current provision for domestic servants, i.e., total emolument of an officer on grade level 3 steps 8.

(g) Service-wide staff buses will be pooled under the management of the Office of the Head of the Civil Service of the Federation. Staff who utilizes the facility will be made to pay at a rate equivalent to their transport allowance and funds so generated would be used for the maintenance and fuelling of the vehicles. This facility will be progressively withdrawn when the public transport service improves.

(h) In addition to (g) above, Government and the private sector will assist in the provision of urban mass transit at commercialized rates. On the fate of excess drivers in the system as a result of the new policy, the following steps are recommended:

- (i) Those with relevant and adequate qualifications would be retained and redeployed appropriately.
- (ii) Depending on the need, others will be deployed to drive staff buses under the Office of the Head of the Civil Service of the Federation.
- (iii) Those that will not be deployable will be rationalized but to be assisted by the National Poverty Eradication Programme under KEKE NAPEP programme.
- (iv) Fuelling/Maintenance and Transport In line with current economic realities, 30% of annual basic salary as provided for in the "Certain Political, Public and Judicial Office Holders (salaries and allowances etc.) Act 2002" is recommended as Fuelling/Maintenance and Transport Allowance.
- (v) Medical Allowance. The provision in the Public Service Rules, Chapter 9, and Section 09203 has been prone to abuse and sharp practices, particularly with the Submission of fake bills as claims to Government. Government is therefore proposing the payment of 10% of an officer's annual basic salary as medical allowance. However, special cases requiring government intervention would be considered on merit.
- (vi) Leave Grant: The grant had already been monetized through the provision in the Public Service Rules, chapter 13, and section 13213 at 10% of annual basic salary.
- (vii) Meal Subsidy: The allowance had already been monetized through the provision in the Circulars Nos. SWC.04IVoi IV 1991, dated 5th May, 2000 and SWC.04/S.1/Voi IV /136, dated 15th, May, 2000, issued by the National Salaries, Incomes and Wages Commission as follows:
 - GL. 01 -06 -N6,000 per annum
 - GL. 07 -10 -N~,400 per annum
 - GL. 12 -14 -N9,600 per annum
 - GL.15 -17 -N10,800 per annum
 - .Permanent Secretary -.N16,200 per annum
 - Head of Service -N 16,200 per annum ..
- (viii) Entertainment Allowance: The allowance for civil servants had already been monetized through the provision in the Circulars Nos. SWC.04/Vol IV /991, dated 5th May,. 2000 and SWC.04/S.1/Vol IV /136, dated 15th May, 2000, issued by the National Salaries, Incomes and Wages Commission and the Act stipulates 10% of annual basic salary for Political office holders as follows:
 - GL. 15 -N8, 400 per annum
 - GL.16- 17 -N9, 600 per annum
 - Permanent Secretary -N27, 000 per annum
 - Head of Service -N27, 000 per annum
 - Political office holders-10% of annual basic salary

(7) Financial Implications of the Programme: In establishing the total cost implication of the monetisation programme, data was gathered from the Office of Establishment and Pension, Office of the Head of Civil Service of the Federation, the Judiciary , the Legislature, the Police, the Military , Para-Military and Parastatals. The number of officers and staff in the Federal Public Service is 996,744, while the total number of Political office holders is 1,448. The National Assembly, on the other hand, has a combined total of 469 and the Judicial Officers, 1152. The financial implication is being worked out for presentation to the Federal Government. The cost of monetizing allowances being recommended is to be arrived at using step 8 of each grade level in line with existing practice. It is expected that during the first year, the cost of monetization of these allowances will be quite substantial but by" the third and fourth years, the savings made would have positively impacted glaringly on the economy.

(8) Implementation Strategy: For ease of annual budgetary provision and to reduce the financial burden of the monetisation exercise on government, a self sustaining revolving fund is to be set up as transport loan. Out of the aggregate sum which would be worked out as 350% of annual basic salary I 50% is planned to be released in the first year and 25% in the second and third years respectively. Once fully injected into the system, the revolving fund would not need to be replenished after the third year. Further funding will thereafter rely on repayment of

the loan by the beneficiaries. Interested individuals are to source their motor vehicle loan from the fund. The funding of the revolving loan is to be sourced through the Supplementary budget.

(9) In view of the huge financial cost in paying furniture allowance of 350% of annual basic salary in the four-year cycle enbloc and its budgetary implication, the payment of 75% of annual basic salary every year, which also amounts to 300% in four years, is recommended.

(10) By spreading the total cost of provision of the transport revolving loan over the first three (3) years instead of providing the total sum (350% of annual basic salary) during the commencement year only and paying 75% annually of the furniture allowance rather than 300% every first year of a four-year cycle, much of the pressure on the budget for the huge sum that would have been required for funding the exercise for the first year would be substantially reduced.

(11) In addition, Government would, from the first year of implementation, make some savings under a number of Recurrent and Capital sub-heads on the services and facilities being monetized in the annual budget which will no longer feature independently in the budget. This is in addition to the fact that there are a number of the Federal Parastatals e.g. Nigerian National Petroleum Corporation (NNPC), National Maritime Authority (NMA), Nigerian Port Authority (NPA), Central Bank of Nigeria (CBN), etc., which are self-financing and which will not draw from government annual budget. The economic rent to be realized on Government properties during the first year and the revenue accruable from the outright sale of the houses during the second year of implementing will equally ease the funding of the monetization programme.

(12) Reform of the Civil Service: Government is giving serious consideration to the reform of the civil service which will further impact on the monetization programme. As part of the effort to reduce cost of governance, the Federal Government intends to introduce a contributory pension scheme. The exercise on this has reached an advanced stage.

Monetary policy in Nigeria economy: Monetary Policy in Nigeria economy can be summarized as follows:

- Refers to the specific actions taken by the Central Bank to control the value, supply and cost of money in the economy with a view in achieving Government's macroeconomic objectives.
- Includes two main views are for achieving price stability and other macroeconomic objectives.
- According to the Central Bank of Nigeria, money supply is as comprising narrow(M1) that includes currency in circulation with non-bank public and demand deposits or current accounts in the banks and broad money(M2) that includes narrow money plus savings and time deposits, as well as foreign denominated deposits.
- Liquidity may arise in the economy when the amount of broad money is over
- there is a stable relationship between the quantity of money supply and economic activity.
- CBN Act of 1958 and its subsequent amendments.
- the CBN has conducted its monetary policy towards achieving these objectives.
- the actions of the Central Bank of Nigeria to regulate the money supply.
- More than a few factors influence the money supply.
- The focus of monetary policy may change from time to time, depending on the level of economic development and economic fortunes of the country.

Good Infrastructures as Pre-requisite: The deterioration of infrastructures in the past three decades (i.e., lack of good roads, water supply, and most especially electric power supply) cannot also be overlook in any discussion on the pitfalls of development. Good roads are likely to reduce the incidence of accidents and they will also facilitate the movement of people and goods within the country. Second, abundant supply of portable water to all communities will reduce water borne diseases. Finally, adequate supply of electricity will enhance productivity.

The provision of these basic infrastructures will improve the chances of Nigeria becoming the haven for tourists which is one of the proclaimed goals of the Government of Nigeria. One is therefore taken back that the Government is making unnecessary noise and spending so much on advertisements inviting tourists and investors when all our infrastructures are in extremely poor shape. It is a self-serving and ridiculous logic because rational tourists or investors will dare not venture into Nigeria that lacks the basic infrastructures like good roads, water supply and adequate power supply.

Methodology

Design of the study: Research design provides the master plan to carry out the study. Therefore, researcher employs survey and descriptive design to conduct the study. With regards to descriptive design, Hair, et. al. (2006:63) explains that descriptive research design uses a set of scientific methods and procedures to collect raw data and create data structures that describe the existing characteristics (e.g. attitude, intention, preferences, etc.). The descriptive design is appropriate in the sense that it makes things easier to understand the research study area of monetization effect on workers in Nigerian public service. The survey design however facilitated the

collection of the primary data required to verify the hypotheses and answer the research questions. Cross-sectional survey method is employed to obtain the data from a sample of elements of the study population.

Population of the study: The population of this study centered on administrative and account staff in selected Federal ministries in Nigeria. The selected Federal ministries include:

- ❖ Ministry of finance
- ❖ Ministry of Labour and Productivity
- ❖ Ministry of Interior Affairs
- ❖ Ministry of Education
- ❖ Ministry of Works

Although, the population elements were drawn from administrative and account personnel in the above selected Federal ministries, the researcher believed that they all share common feelings and the same terms and conditions of service. Baridam (1990:74) pointed out that “The target population is the entire population to whom the findings of the study are held to be applicable. A target population is therefore a finite population, its boundaries fixed and described by time, geography and the characteristics of the individual members composing it, as well as the nature of the variables being studied”.

Sample size: The sample size for this study is one hundred and twenty (120) in number of sampling units needed to be representative of the defined target population. That is, the number of people that have to be included in a drawn sample to ensure appropriate representative of the defined target population.

Sampling Technique: The researcher employed simple random sampling technique in this study, because of its unbiased nature. According to Hair (2006:332), simple random sampling technique is easily understood and survey results can be generalized to the defined target population with a prespecified margin of error. Another advantage is that simple random samples allow the researcher to obtain unbiased estimates of the population’s characteristics. This method guarantees that every sampling unit has a known and equal chance of being selected, no matter the actual size of the sample, resulting in a valid representation of the defined target population.

Instrumentation: The use of questionnaire is the main instrument of this study. The questionnaire is designed so as to capture respondents’ true thought and feelings about different issues objects. Nominal scale is used to determine the effect of monetization policy on workers in Nigerian public service. Hence, the question/setup used close-ended structure to collect raw data from the respondents. According to Hair, et. al., (2006:430), structured questions are closed-ended questions that require the respondent to choose a response from a predetermined set of responses or scale points. This question format reduces the amount of thinking and effort required by respondents. In general, structured questions are more popular than unstructured ones. Interviewer bias is eliminated because the interviewer simply checks a box or line, circles a category or record a number that best represents their response to the question.

Instrument Validity: Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull’s eye" of your research object? Researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others. (Joppe, 2000:1). Wainer and Braun (1998) describe the validity in quantitative research as “construct validity”. The construct is the initial concept, notion, question or hypothesis that determines which data is to be gathered and how it is to be gathered. Hence, the questionnaire construct was scrutinized by the researcher to ensure that it measures the issues raised in the research. This, therefore, beefed up the construct and face validity of the research instrument. Furthermore, the questionnaire had construct validity because the items in the questionnaire had earlier been operationalized in studies. On the basis of this satisfactory validity, the data reflect adequately the issues investigated subject to the minimum distortion by subjective factors. For this reason, there is an acceptable reliability.

Reliability of the Instrument: In research, the term reliability means repeatability or consistency of data obtained from respondents. Thus, a measure is considered reliable if it would give the same result over and over again. Therefore it is the extent to which measures give consistent results. Baridam, (1990:69) confirmed that reliability refers to the consistency or precision of the measure. A measure is said to be reliable if it is consistently reproducible. Hence, to check the reliability of responses, each sample subject was cross-examined in order to ensure data collected are consistent and precise. For this reason, there is an acceptable reliability of data obtained.

Procedure for Data Collection: Require data was obtained via the use of a questionnaire/personal interview

method from the selected subjects of five Federal ministries. The questionnaire contains twenty items, which were administered to a total number of one hundred and twenty (120) Federal civil servants (administrative and account staff) respectively. Nevertheless, ninety-six (96) usable questionnaires provided the database (given 80% response rate). Besides, the researcher also employed face-to-face interview method to cross-examine the respondents in order to ensure data collected is authentic and reliable. For the purpose of analysis as per category of issues investigated, a frequency count in percentage of each questionnaire items is made.

Method of Data Analysis: The data obtained from the frequency count of each response are classified into categories of issues investigated. Nominal scales of measurement were used to generate quantitative data. The frequencies in each category are analyzed to answer the research questions and verify the hypotheses.

The data analysis technique applied in this study is the chi-square. According to Lind and Mason (1997:416), the chi-square goodness-of-fit test is one of the most commonly used nonparametric tests and it is appropriate for both nominal and ordinal levels of data. Chi-square goodness-of-fit as the name implies, is to determine how well an observed set of data fits an expected set of data.

Data presentation, analyses and interpretation

Results and Data Analysis: Data obtained from the survey are summarized and presented in tables, and analyzed with descriptive statistics to answer the research questions as well as testing the hypotheses proposed in order to verify them and discuss the findings in this chapter.

The motive behind the adoption of monetization policy in Nigeria: The data on Table 4.1, 44% response to questionnaire item 1, shows that those at the aim of affairs adopt monetization policy technically for pecuniary gains, while 36% gave a negative response. Regarding pension and health insurance deductions, 41% response confirmed that monetization policy implementation that introduced such deductions. Actually, these deductions are not meaningful to majority of the federal civil servants because majority are benefiting from the health insurance deductions as well as the pension administrators are slacking to furnish contributors up-to-date balances. In fact, 42% response attested that majority of the civil servants do not benefit from these deductions, when compared with only 38% that acknowledged benefiting from such deductions. However, these deductions had accumulated to huge fund of which 43% response indicated that there is no information about the accumulated fund made known to the contributors by any way. On cross-examinations, many civil servants want government to stop these meaningless pay deductions so that they themselves could make use of the money better than accumulating funds for mischievous Nigerians who have seen free money to spend in the name of managing it for civil servants whom they think, knows nothing.

Distribution of Monetization benefits to Nigerian Workers in the civil service: The distribution of monetization benefits should have been made available to all categories of Nigerian workers in the public service. But the ugly situation is that the data on Table 4.2 interprets that 45% response reflects the minds of many federal civil servants being denied the opportunity to benefit from the government quarters offered for sale. In the same vein, 47% response uncovered that they never receive medical treatment from their chosen hospital as NHIS contributors. Instead, spend more money from their salary to pay for family medical treatments received, which is double expenses or cost incurred every month. Also, 41% against 33% responses confirmed no regular information about the balances of their pension contributions. In all, 43% response agreed that the inadequacies of monetization policy implementation has really affected majority of Nigerian Federal civil servants to a reasonable extent.

Monetization benefits and Federal civil servants' socio-economic needs The data presented on Table 4.3, 45% against 35% shows that monetization benefits are not in any way commensurate with the cost of providing civil servants' basic needs such as food, shelter, clothing, hairdressing, medical care, etc. After removing all the deductions from the so-called consolidated salary, the net income from the salary becomes nothing to compare with market forces in respect of food items, house rent, clothing, children school fees, and many numerous things to mention. Thus, monetization policy implementation reduces civil servants' fringe benefits as 42% affirmative response argued against 36% response. Besides, making skeletal monthly pay is monetization policy implementation in Nigeria that encourages high rate of tax deductions.

The impact of monetization policy on workers' attitude toward job performance in Nigerian civil service: The results of the survey data regarding impact of monetization policy on workers' attitude toward job performance in Nigerian Federal civil service, is summarize on Table 4.4. In questionnaire item 13, 43% against 37% responses expressed their feelings that the monetization policy never help them to assume duty post promptly every working day. From the face-to-face interview, some of the respondents explained that the

government of Nigeria never takes civil servants serious both in salary and other welfare packages enjoyed by our 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, 38% response shows that they feel good about their work on the civil service job as a result of monetization, 39% response disagree with such feeling. 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. In respect of civil servant morale at work place, 42% response shows that monetization never boost their morale to perform assigned duties with or without constant supervision in their respective departments. Rather, some respondents complain that monetization policy implementation applied in Nigeria civil service is another exploitation of public workers. That, houses civil servants enjoyed in government quarters are taken away from majority of the civil servants who cannot afford the amount required. Even some, who bought houses in the government quarters, are no longer finding things easy because of the monthly installmental deductions for the houses been bought. 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 1970s that boost the morale of civil servants to put in their best at work are no more; rather civil service is now a mourning ground. Hence, 41% versus 37% responses indicate that monetization never exhorts them to feel like making a useful contribution at work.

The effect of monetization on workers' job satisfaction: The effect of monetization on workers' job satisfaction, 41% response has negative view about the implementation of monetization policy which has no care for advancement and growth of the average civil servant in absolute sense. Not only that, 38% response see Nigerian civil service job as not a challenging job in terms of assignment. Besides, 42% versus 36% responses indicate that the best performed workers in the civil service are no longer attracting award except Ministers and other top governmental officials. Even promotion is now based on vacancy of which only those having godfathers are comfortably considered. In questionnaire item 20, 40% response express that majority of the public office holders in Nigerian civil service do not encourage subordinates to produce desired results. The personal interview of respondents revealed that some public office holders also frustrate their subordinates not to work excellently, enforcing arbitrary rules and suppress existing code of working ethics.

Test of Hypotheses: Three hypotheses are proposed in this study to be verified. The summary results of data presented on tables 4.3, 4.4 and 4.5 are used to test the three hypotheses respectively.

Test of Hypothesis 1: The monetization benefits are not commensurate with civil servants socio-economic needs. The tabulated chi-square (X^2) value is 7.82 for 3 degrees of freedom at 0.05 level of significance and the computed chi-square (X^2) value = 1.95. Therefore, the null hypothesis is accepted based on the criteria that the calculated chi-square value (1.95) is less than the critical value (7.82). This means that the monetization benefits are not commensurate with civil servants socio-economic needs in Nigeria. It suggests that the monetization benefits is nothing to compare with the total costs of house rent, health care services, food, clothing, transport, water rates, etc.

Test of Hypothesis 2: There is no positive impact of monetization policy implementation on workers' attitude toward job performance in Nigerian civil service. The tabulated chi-square (X^2) value is 7.82 for 3 degrees of freedom at 0.05 level of significance and the computed chi-square (X^2) value = 0.31. Therefore, the null hypothesis is accepted based on the criteria that the calculated chi-square value (0.31) is less than the critical value (7.82). This means that there is no positive impact of monetization policy implementation on workers' attitude toward job performance in Nigerian civil service.

Test of Hypothesis 3: The monetization policy implementation has no positive effect on workers' job satisfaction in Nigeria civil service. The calculated chi-square (X^2) value is 0.17 and the tabulated chi-square value is 7.82 for 4 degrees of freedom at 0.05 level of significance. Since the calculated chi-square value is less than the tabulated value, the null hypothesis is accepted. Hence, the monetization policy implementation has no positive effect on workers' job satisfaction in Nigerian civil service.

Discussion of Findings: The findings of study reveal that the motive behind the adoption of monetization policy in Nigeria is not genuine. Those at the aim of affairs adopt monetization policy technically for pecuniary gains. The study findings also confirmed that pension and health insurance deductions were introduced in Nigerian civil service as a results of this planned monetization policy implementation. Actually, these deductions are not meaningful to majority of the federal civil servants because majority are not benefiting from the health insurance deductions as well as the pension administrators are slacking to furnish contributors up-to-date balances. However, these deductions had accumulated to huge fund of which there is no information about the accumulated fund made known to the contributors by any means. Actually, many civil servants want government

to stop these meaningless pay deductions so that they themselves could make use of the money better than accumulating funds for mischievous Nigerians who have seen free money to spend in the name of managing it for civil servants whom they think, knows nothing.

Distribution of monetization benefits to Nigerian workers in the public service: The distribution of monetization benefits should have been made available to all categories of Nigerian workers in the civil service. But the ugly situation is that the minds of many federal civil servants have been denied the opportunity to benefit from the government quarters offered for sale. In the same vein, many federal civil servants never receive medical treatment from their chosen hospital as NHIS contributors. Instead, spend more money from their salary to pay for family medical treatments received, which is double expenses. Moreover, pension administrators also complain of non-remittance of pension contributions that incapacitate them to provide regular information about the balances to the contributors respectively. In general, the inadequacies of monetization policy implementation has really affected majority of Nigerian Federal civil servants to a reasonable extent.

Monetization benefits and Federal civil servants' socio-economic needs: In this respect, the findings revealed that monetization benefits are not in any way commensurate with the cost of providing civil servants' basic needs. After removing all the deductions from the so-called consolidated salary, the net income from the salary becomes nothing to compare with market forces in respect of food items, house rent, clothing, children school fees, and many numerous things to mention. The analysis also confirmed that the monetization benefits are not commensurate with civil servants socio-economic needs in Nigeria. Evidently, the monetization benefits is nothing to compare with the aggregate costs of house rent, health care services, food, clothing, transport, utilities, etc.

The impact of monetization policy on workers' attitude toward job performance in Nigerian civil service. The results of the study show that the monetization policy never helps federal civil servants to assume duty promptly every working day. On serious note, the findings discovered that the government of Nigeria never takes civil servants serious both in salary and other welfare packages enjoyed by foreign counterparts in other countries. Most especially, 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. In fact, the average civil servant has low morale at work place. Equitably, monetization never provides adequate incentives to boost civil servants morale to perform their assigned duties effectively. Majority of the Federal civil servants see the poor implementation of monetization policy in Nigeria as another exploitation of public workers. The results of the findings confirmed that houses civil servants enjoyed in government quarters are taken away from majority of them who cannot afford the amount required. Even some, who bought houses in the government quarters, are no longer finding things easy because of the monthly installmental deductions from their salaries left with imperatively nothing. Another aspect of a serious concern to federal civil servants is the dissolution of leave grant into the so-called consolidated civil service salary scale. Most of the welfare packages paid in 1970s that boost the morale of civil servants to put in their best at work are no more; rather civil service is now a mourning ground. Above all, the study findings confirmed that there is no positive impact of monetization policy implementation on workers' attitude toward job performance in Nigerian civil service.

The monetization policy implementation has no positive effect on workers' job satisfaction in Nigerian civil service. The findings revealed that the implementation of monetization policy does not make adequate provision for advancement and growth of the average civil servant in the job as supposed. Therefore, many civil servants do not see Nigerian civil service job as a challenging job in terms of assignment and fulfillments. Besides, best performed workers in the civil service are no longer attracting award except Ministers and other top governmental officials. Even promotion is now based on vacancy of which only those having godfathers are comfortably considered. Notwithstanding, majority of the public office holders in Nigerian civil service do not encourage subordinates to produce desired results. Instead, some public office holders frustrate their subordinates not to work excellently, enforcing arbitrary rules and suppressing existing code of working ethics. Evidently, the analysis proved that the monetization policy implementation has no positive effect on workers' job satisfaction in Nigerian civil service.

Summary, Conclusions and Recommendations

Summary: The discussion of findings has explicitly provided evidence of the study objectives, of which answers to the research questions are provided and the hypotheses verified. Among other things, the motive behind the adoption of monetization policy in Nigeria is not genuine enough for civil servants to benefit. Those at the aim of affairs adopt monetization policy technically for pecuniary gains. The motive behind the adoption of monetization policy in Nigeria paved way for meaningless pay deductions without considering workers take home or net pay. The study also observes the distribution of monetization benefits only to few privileged Nigerian workers in the civil service, whereas many federal civil servants have been denied the opportunity to benefit because they could not afford the cost and got lost. In the same vein, many federal civil servants never receive medical treatment from their chosen hospitals as NHIS contributors.

The findings also revealed that monetization benefits are not in any way commensurate with the cost of providing civil servants socio-economic needs. When all the deductions are subtracted from the so-called consolidated salary, the net income of the salary becomes nothing to compare with market forces in respect of basic human needs. The analysis, however, confirmed that the monetization benefits are not commensurate with civil servants socio-economic needs in Nigeria. Above all, the study observed that there is no positive impact of monetization policy implementation on workers' attitude toward job performance in Nigerian civil service. There also, the findings proved that the monetization policy implementation has no positive effect on workers' job satisfaction in Nigerian civil service. One of the evidences is that the implementation of monetization policy does not make adequate provision for advancement and growth of the average civil servant in the job as supposed.

Conclusion: This work has investigated the impact of monetization on workers in Nigerian civil service. Though, the study took selected sample units from Federal Ministries (of finance, Labour and Productivity, Interior Affairs, Education and Works) as the researcher's accessible population, it is believed that the information obtained may not be very different from civil servants working in other ministries in Nigeria.

The study concentrated on the following issues such as: monetization benefits and civil servants socio-economic needs; the impact of monetization on workers' attitude toward job performance in Nigerian public service; and the impact of monetization on workers' job satisfaction in Nigerian public service.

Nevertheless, the data analysis supports all the propositions. This is evidenced by the findings that the monetization benefits are not commensurate with civil servants socio-economic needs in Nigeria; there is no positive impact of monetization policy implementation on workers' attitude toward job performance in Nigerian civil service; and the monetization policy implementation has no positive effect on workers' job satisfaction in Nigerian civil service. Therefore, the study concludes that there is no positive effect of monetization on workers in Nigerian civil service.

Recommendations: Responding to the findings of this study just concluded, the researcher recommends the following suggestions to review and improve on the implementation process of monetization policy in Nigeria.

- In any civilized country, the government regards civil servants welfare as one of the paramount issues being handled. Regarding the National Health Insurance Scheme, the Federal Government should create a website for all designated hospitals to have access to it, so that the names of civil servants enrolled for this scheme are made available to the various hospitals of individual choice, as well as disbursement of the money deducted from workers salary to the respective hospitals. This will enable any designated hospital to confirm and treat civil servants whose pay has been deducted for this purpose. If government cannot meet up with this responsibility, then discontinue with the unlawful deductions in terms of health care delivery services.
- The government should be responsible to account for all deductions from workers salaries. So that the workers too will be confident that their contributions are not wasted.
- If government actually want civil servants to have their own houses, then copy from Singapore to build thousands of housing units in all state capitals and allocate them to desired civil servants at low costs so that the appropriate deductions would not be a burden to the beneficiary.
- Let the cost of living be the basis of determining salary structure. Hence, any salary structure that cannot meet the cost of basic needs, then considered it insignificance and cheating on the part of the employer, government.
- Federal government should revisit the amount of tax deductions from workers in Nigeria civil service.
- Nigerian government should improve on workers welfare by considering the employee needs. This will ginger civil servants to put in their best performance with high morale. The expectancy theory is relevant.
- Let there be fair supervision at work place, so that the best in subordinates could be realized in his/her performance. This should include given award to those who perform excellent so as to encourage service exigency.
- Above all, top government officials should be patriotic in discharging their duties so that the younger generation would not emulate their bad ways of governance. Thus, personal ambitions must pave way for the pursuit of national goals.

Suggestions for further studies

Many countries around the globe apply monetization to support economic growth for people to benefit. Therefore, monetization is not a bad phenomenon, the poor implementation process is the outstanding problem Nigeria is currently observing and this should be the focus of further studies the researcher suggests.

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Glossary

Accountability: The concept of accountability connotes the obligation of the administrators to give a satisfactory account of their performance and the manner in which they have exercised powers conferred on them. Its main aim is to check wrong and arbitrary administrative actions and increase efficiency and effectiveness of administrative process (Laxmikanth, 2007:201).

Administrative control: This is a mechanism to keep the administration under a close watch and in check. Thus, the public servants are made accountable to different agencies which exercises control over them (Laxmikanth, 2007:201).

Extrinsic rewards: Are outcomes supplied by the organization, such as pleasant working conditions, a fair salary, status, job security, and fringe benefits (Hellriegel and Slocum, 1996:428).

Fringe benefits: Extra things that an employer gives employees as well as wages, e.g. free health insurance (Hornby, 2006:598).

Monetization: This is the process of converting or establishing something into legal tender.

Monetizing debt: This is the process of financing government spending. It is a two step process where the government issues debt to finance its spending and the central bank purchases the debt from the public.

Performance: Is the level of individual's achievement that comes only after effort has been exerted. It depends not only on the amount of effort exerted, but also on the individual's abilities and role perceptions (Hellriegel and Slocum, 1996:427).

Public Administration: Is the sum total of managerial, technical, clerical and manual activities. Thus, administration according to this view constitutes the activities of all persons from top to bottom (Laxmikanth, 2007:5).

Policy: A plan of action agreed or chosen by a political party, a business, etc. (Hornby, 2006:1122).

Reward structure: This is an organized remuneration system that comprises relative reward factors that include salary, social approval, recognition, promotion, welfare facilities, etc.

Satisfaction: Is an attitude determined by the difference between the rewards that employees receive and the rewards that they believe they should have received; the smaller the difference the greater is the employee's satisfaction (Hellriegel and Slocum, 1996:428).

Subsidy: Is a direct or indirect payment by a government to its country's firms to make selling or investing abroad cheaper for them – and thus more profitable (Hellriegel and Slocum, 1996:122).

Table 2.1: Structure of Monetized Fringe Benefits for Federal Civil Servants

S/N	Type of Allowance	Grande Level	Rate Per Annum
1	Accommodation	01-06	50%
		07-14	60%
		15 & above	75%
2	Transport	01-17	25%
3	Meal subsidy	01-16	N6, 000.00
		07-10	N8, 400.00
		12-14	N9, 600.00
		15-17	N10, 000.00
		Perm. Sec. Etc	N16, 200.00
4	Utility	01-16	15%
		17 & above	20%
5	Domestic Servant	15	1 GL 3 step 8
		16-17	2 GL 3 step 8
		PS above	3 GL 3 step 8
6	Leave Grant	01 & above	10%
7	Medical	01 & above	10% (to be paid to NHIS)
8	Furniture allowance	01-05	NIL
		07 & above	200% in 5 years (i.e. 40%)
9	Vehicle loan	01-05	100%
		06-07	150%
		08 & above	200%
10	Driver	17 & above	1 GL 3 steps

Vehicle loan is to be facilitated through the Bank on a single digit interest rate subject to repayment capability in accordance with financial regulation.

Source: Nigeria: National Economic Empowerment and Development Strategy (NEEDS), National Planning Commission, March 2004, p.52. The table below summarizes the monetization policy as applied to every cadre of Federal Civil Servants.

Table 4.1: Motive behind the adoption of monetization policy

Questionnaire Item number	Option / counts (%)	
	Yes	No
1	53 (44%)	43 (36%)
2	49 (41%)	46 (38%)
3	46 (38%)	50 (42%)
4	45 (37%)	51 (43%)

Source: Survey Data, June 2010

Table 4.2: *Distribution of Monetization benefits and public servants in Nigeria*

Questionnaire	Option / counts (%)	
Item number	Agree	Disagree
5	41 (34%)	54 (45%)
6	40 (33%)	56 (47%)
7	40 (33%)	49 (41%)
8	45 (37%)	51 (43%)

Source: Survey Data, June 2010

Table 4.3: *Monetization benefits and Federal civil servants needs*

Questionnaire	Option / counts (%)	
Item number	Yes	No
9	42 (35%)	54 (45%)
10	50 (42%)	44 (36%)
11	50 (42%)	46 (38%)
12	45 (37%)	51 (43%)

Source: Survey Data, June 2010

Table 4.4: *Monetization policy and workers attitude toward job performance*

Questionnaire	Option / counts (%)	
Item number	Agree	Disagree
13	44 (37%)	52 (43%)
14	46 (38%)	47 (39%)
15	46 (38%)	50 (42%)
16	45 (37%)	49 (41%)

Source: Survey Data, June 2010

Table 4.5: Monetization and civil servants' job satisfaction

Questionnaire Item number	Option / counts (%)	
	Agree	Disagree
17	47 (39%)	49 (41%)
18	39 (33%)	46 (38%)
19	44 (36%)	50 (42%)
20	45 (37%)	48 (40%)

Source: Survey Data, June 2010

Table 4.6: Monetization benefits and civil servants socio-economic needs

Options	Observed / Expected Frequency cells				Total
Yes	42 (47)	50 (46)	50 (47)	45 (47)	187 (49%)
No	54 (49)	44 (47)	46 (49)	51 (49)	195 (51%)
Total	96	94	96	96	382

Source: Summary Data on Table 4.3

Test of Hypothesis 1: The monetization benefits are not commensurate with civil servants socio-economic needs.

Applying chi-square analysis technique, we have the following:

f_o	f_e	$(f_o - f_e)^2 / f_e$
42	47	0.53
50	46	0.35
50	47	0.02
45	47	0.09
54	49	0.51
44	47	0.19
46	49	0.18
51	49	0.08

$$\sum X^2 = 1.95$$

The tabulated chi-square (X^2) value is 7.82 for 3 degrees of freedom at 0.05 level of significance and the computed chi-square (X^2) value = 1.95. Therefore, the null hypothesis is accepted based on the criteria that the

calculated chi-square value (1.95) is less than the critical value (7.82). This means that the monetization benefits are not commensurate with civil servants socio-economic needs in Nigeria.

Hypothesis 2 (H02): There is no positive impact of monetization policy implementation on workers' attitude toward job performance in Nigerian civil service.

Table 4.7: Impact of monetization policy implementation and the attitude of Nigerian civil servants job performance

Options	Observed / Expected Frequency cells				Total
Agree	44 (46)	46 (44)	46 (46)	45 (45)	181 (48%)
Disagree	52 (50)	47 (49)	50 (50)	49 (49)	198 (52%)
Total	96	93	96	94	379

Source: Summary Data on Table 4.4

Applying chi-square analysis technique, we have the following:

fo	fe	$(fo - fe)^2 / fe$
44	46	0.06
46	44	0.09
46	46	0
45	45	0
52	50	0.08
47	49	0.08
50	50	0
49	49	0

$$\sum X^2 = 0.31$$

The tabulated chi-square (X^2) value is 7.82 for 3 degrees of freedom at 0.05 level of significance and the computed chi-square (X^2) value = 0.31. Therefore, the null hypothesis is accepted based on the criteria that the calculated chi-square value (0.31) is less than the critical value (7.82). This means that there is no positive impact of monetization policy implementation on workers' attitude toward job performance in Nigerian civil service.

4.2.1 Test of Hypothesis 3

Hypothesis 3 (H03): The monetization policy implementation has no positive effect on workers' job satisfaction in Nigeria civil service.

Table 4.8: Monetization policy implementation and workers job satisfaction in Nigerian civil service

Options	Observed / Expected Frequency cells				Total
Yes	47 (46)	39 (40)	44 (45)	45 (44)	175 (48%)
No	49 (50)	46 (45)	50 (49)	48 (49)	193 (52%)
Total	96	85	94	93	368

Source: Summary Data on Table 4.5

Applying chi-square analysis technique, we have the following:

fo	fe	$(fo - fe)^2 / fe$
47	46	0.02
39	40	0.03
44	45	0.02
45	44	0.02
49	50	0.02
46	45	0.02
50	49	0.02
48	49	0.02

$$\sum X^2 = 0.17$$

The calculated chi-square (X^2) value is 0.17 and the tabulated chi-square value is 7.82 for 4 degrees of freedom at 0.05 level of significance. Since the calculated chi-square value is less than the tabulated value, the null hypothesis is accepted. Hence, the monetization policy implementation has no positive effect on workers' job satisfaction in Nigerian civil service.

LIST OF ABBREVIATIONS AND SYMBOLS

- AC: Action Congress
- ACB: African Continental Bank
- AD: Alliance for Democracy
- AG: Action Group
- ANPP: All Nigerian Peoples Party
- APGA: All Progressives' Grand Alliance
- APP: All People's Party
- ASP: Assistant Superintendent of Police
- CAC: Corporate Affairs Commission
- CCB: Code of Conduct Bureau
- CDA: Civic Democratic Alliance

CEDAW:	Convention on Elimination of Discrimination against Women
CPP:	Citizens Popular Party
DFID:	Department for International Development
DPM:	Director of Personnel Management
ECOWAS:	Economic Community of West African States
EFCC:	Economic and Financial Crimes Commission
EO:	Electoral Officers
ERC:	Electoral Reform Committee
ERN:	Electoral Reform Network
ETF:	Education Trust Fund
EU:	European Union
EUEOM:	European Union Election Observation Mission
FCT:	Federal Capital Territory
FGN:	Federal Government of Nigeria
FOMWAN:	Federation of Muslim Women Associations of Nigeria
FRSC:	Federal Road Safety Commission
GDP:	Gross Domestic Product
GNPP:	Great Nigeria Peoples Party
GRA:	Government Reserved Area
HDR:	The Human Development Report
HRW:	Human Rights Watch
ICPC:	Independent Corrupt Practices and Other Related Offences Commission
IFES:	International Foundation for Electoral Systems
IGP:	Inspector General of Police
IMF:	International Monetary Fund
INEC:	Independent National Electoral Commission
ING:	Interim National Government
IRI:	International Republican Institute
JDPC:	Justice, Development and Peace Commission
LG:	Local Government
LGC:	Local Government Council
MAMSER:	Mass Mobilization for Self Reliance and Economic Reform
MILAD:	Military Administrator
NAFDAC:	National Agency For Food and Drug Administration and Control
NCNC:	National Council of Nigerian Citizen
NDI:	National Democratic Party
NEC:	National Electoral Commission
NECON:	National Electoral Commission of Nigeria
NEPA:	National Electric Power Authority
NEPU:	Northern Elements Peoples Union
NGO:	Non-governmental Organization
NNA:	Nigerian National Alliance
NNDP:	Nigerian National Democratic Party
NOA:	National Orientation Agency
NPF:	Northern Progressive Front
NPP:	Nigerian People's Party
NRC:	National Republican Convention
NUC:	National Universities Commission
NURTW:	National Union of Road Transport Workers
NYM:	Nigerian Youth Movement
ODAG:	Office of Democracy and Governance
OPEC:	Organization of Petroleum Exporting Countries
PDP:	Peoples Democratic Party
PFMG:	Political Finance Monitoring Group
PHCN:	Power Holding Company of Nigeria
PMC:	Party Monitoring Committee
PRP:	Peoples Redemption Party
REC:	Resident Electoral Commissioner
Rtd:	Retired

SIEC: State Independent Electoral Commission
SDP: Social Democratic Party
SSS: State Security Service
TMG: Transition Monitoring Group
UNPP: United Nigeria People's Party UPGA: United Progressive Grand Alliance
UPN: Unity Party of Nigeria
US: United States
USAID: United State Agency for International Development
WAI: War Against Indiscipline
WAIC: War Against Indiscipline and Corruption
WRAPA: Women's Rights Advancement and Protection Alternatives

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