

ANALYSIS OF ALLOWANCE AND REWARD IN PUBLIC SERVICE OF NIGERIA

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ABSTRACT

The rationale for this paper is to analyze the allowance and reward obtainable in Public Service of Nigeria. It has been observed that there is disparity in salaries, allowances and benefits in the Public Service (Ministries, Departments and Agencies). Efforts are ongoing to ensure that the allowance and reward system is implemented and improved. This paper adopted the Equity Theory as the theoretical framework and made use of the Document Research Design subjected to content analysis. The Public Service Rules (PSR) 2021, National Salaries, Income and Wages Commission and Federal Civil Service Strategic Implementation Plan 2021-2025 document provided valuable information that were qualitatively analyzed. The paper discovered and explained the various allowances and rewards that are available in the Public Service; the disparities in allowance and rewards in the Public Service of Nigeria; and also discovered that despite the numerous allowances captured in the PSR, many organizations especially the core Ministries have not been implementing them when Officers have carried out official assignments that deserves certain allowances and recommended the following: Government should do a thorough review of the allowances and reward packages of civil servants and ensure that it meets the current trends in terms of living costs; allowances captured in the Public Service Rules should be implemented when Officers merit any of them; and that the Office of the Head of Service of the Federation and the Committee set up for Salary Harmonisation should intensify efforts to ensure that civil servants receive salaries that are commensurate with the work done. This would be made possible through the salary harmonization.

Keywords: Allowance, Reward, Public, Service, Analysis

Introduction

In the world over, the debate on the appropriate compensation and reward system for workers in private and public sector organizations has remain unabated. As the issue of compensation, allowance, reward system and other incentives related matter for employee in every organization falls with the purview of personnel management or human resource management.

Oyedele (2016) contends that compensation system perhaps is one of the most difficult, complex, and controversial issue in the management of human resources in organization which administrator has to contend with. It's worth of note, that salary and wages administration is vital and of course a matter closest to heart of every workman in both public or private sector of the economy. Generally, there is no argument on the centrality of adequate human resources (quantity and quality) to organization's efficiency and effective.

In the viewpoint of Milkovich and Newsman (2014), a well packaged compensation system can create and sustain a comparative advantage for organizations over other competitors in the labour market. The central point of our discussion is employee's satisfaction built on the principle of equity, fairness, and justice to promote team work, interdisciplinary synergy as a critical factor for organizational performance. However, pay inequality continues to persist and gender pay gaps in some instances have stagnated or even increased (Oelz et al., 2013). Ensuring that the work done by women and men is valued fairly and ending pay discrimination is essential to achieving gender equality.

The public service sector plays a crucial role in the development and administration of Nigeria. As public servants work tirelessly to drive national progress, it is important to evaluate the allowances and rewards they receive. This analysis aims to examine the system of allowances and rewards in Nigeria's public service, highlighting its significance, challenges, and potential improvements.

Organizations provide rewards to members in the form of wages and salaries, promotions, long service awards and certificates, end of the year bonus and other fringe benefits. These rewards are to motivate behaviour that will contribute to the achievement of the goals of organizations. The questions that readily come to mind are, what sort of behaviour does an organization want. How can reward process promote that behaviour. What motivates an organization to design reward packages for the employees? Nearly all organizations invest in the provision of rewards to motivate their employees in order to get the desired results. According to equity theory, the adequacy of such rewards will to a large extent depend on the value the employees place on the inputs they bring to the job in the form of education, experience, training, time, effort etc, with the outcomes (rewards) such as pay, promotions, praises and recognitions they receive as a result of performing the job (Fajana, 2002). Individuals who feel that they are being rewarded inequitably are unlikely to be highly motivated to perform effectively and are much more prone to stay away from work (absenteeism) or to leave the organization altogether (turn over) (Maduabum, 2006). This could spell doom for the organization. If the rate at which people are leaving the organization or avoiding joining the organization is so high, the organization must investigate the underlying causes and may be a function of negative job attitudes, low job satisfaction and the state of the labour market (Perry et al, 2006). Willingness to work however depends on how well the organization integrate the interest and needs of the civil servant with the objectives of the public sector. How to motivate teachers in the school system is a very significant role of a good leadership. Absence of motivation would hamper performance, because stress, discomfort, frustration, all of which subsequently reduce students' quality output (Odden, 2000). According to behavioural scientists, people work because of the need to attain a number of goals or to satisfy certain needs or motives and teachers are no exception (Adelabu, 2003). The overall aim of the public reward system is to support the attainment of the organization's goals and objectives by helping the organization to ensure that it has the skilled, committed and well motivated work force it needs. The public reward system, it is necessary for the

administrators to develop the most suitable incentives and good reward system which could be financial and nonfinancial.

The International Labour Organization (1951) convention on equal remuneration article 2, ratified by Nigeria on 8th May 1974 stipulates that: Each Member shall, by means appropriate to the methods in operation for determining rates of remuneration, promote and, in so far as is consistent with such methods, ensure the application to all workers of the principle of equal remuneration for men and women workers for work of equal value. This principle may be applied by means of (a) national laws or regulations; (b) legally established or recognized machinery for wage determination; (c) collective agreements between employers and workers; or (d) a combination of these various means.

ILO (1958) convention on discrimination (employment and occupation) which became operational in 1960, which Nigeria ratified on 2nd October 2000 emphasized that: Each Member for which this Convention is in force undertakes to declare and pursue a national policy designed to promote, by methods appropriate to national conditions and practice, equality of opportunity and treatment in respect of employment and occupation, with a view to eliminating any discrimination in respect thereof.

In principle, the institutional and regulatory framework existing in Nigeria is relatively in line with ILO and struggling to work within international standard, but a practical deviation from ILO standard is obvious, because the frameworks existing and their functioning are clearly below acceptable international standard. However, the subject of this paper had its roots from the pre-independence epoch. Adamu (2014) averred that the struggle for equity in remuneration began from this era and in response to the aforementioned, the government made several attempts through composition of various commissions. The successive government attempts always meet bricks wall, with continuation of the imbroglio for nearly ten decades, often than not been stage-managed without holistic and pragmatic approach to completely solve this unsmiling crisis.

Also, evidence from Jonah & Yousuo (2013), reveals increasing geographical and occupational mobility in addition to geometrical increase in the number of applicants for placement in organizations “classified as super” Commissions, parastatals, agencies, and extra ministerial departments with the public service.

Statement of the problem

Nigeria’s Public Service has not lived up to envisaged expectation to justify its chequered history and establishment as a service provider. Specifically, the Economic Commission for Africa (2003) noted “that public servants are expected to manage the institutions of governance and also advise ministers on a wide range of issues, such as health, education, transport, economic growth and poverty reduction, etc. However, most public servants in Africa in general and Nigeria in particular, lack the

ability to formulate, implement and monitor policies, programmes and strategies focused on economic growth and sustainable development. They also do not have adequate physical infrastructure, office equipment and other facilities to perform their duties in a professional manner. By extension, the public service lacks innovation, and in most of the time demoralised, due to low salaries, poor working conditions, and appointment based on criteria, other than merit.

Objective of the study

The objective of this study will Analyse the allowance and reward of public sector in Nigeria

Literature Review

Allowances and Reward System in the Public Service

Allowances and rewards are critical components of a successful public sector. They motivate and enhance the performance of public servants, attract qualified individuals to pursue careers in the public service, and ultimately contribute to the effective delivery of public services. Adequate allowances and rewards ensure job satisfaction, lower turnover rates, and promote professionalism and efficiency within the public service.

Reward system according to Armstrong (2001) consists of an organization's integrated policies, processes and practices for rewarding its employees in accordance with their contribution, skill and competence and their markets worth. The reward system is developed within the framework of the organization's reward philosophy, strategies and policies and contains arrangements in the form of processes, practices, structures and procedures which will provide and maintain appropriate types and levels of pay, benefits and other forms of reward.

Reward system according to Obisi (2003) is a prize given to employees as an inducement towards their performance Robert (2005) defines reward system as the process of developing and implementing strategies, policies and systems which help the organization to achieve its objectives by obtaining and keeping the people it needs and increasing their motivation and commitment. Johnson et al (2010) outlines the aims of reward system to include: attract, retain and motivate employee, to support the attainment of the organization's strategic and short-term objectives by helping to ensure that it has the skilled, competent, committed and well motivated work force it needs, to meet the expectations of employees that they will be treated equitably, fairly and consistently in relation to the work they do and their contribution. Neckermann and Kosfeld (2008) draw a distinction between two basic types of rewards namely: Intrinsic rewards and extrinsic rewards.

Intrinsic Rewards: Intrinsic rewards often called non-financial rewards are inherent of an activity and their administration is not dependent upon the presence or actions of any other person or thing. Intrinsic is concerned about the feeling of being recognized, praised for a job well done and

participation in whatever we do. Extrinsic rewards do not follow naturally or inherently from the performance of an activity but are administered to a person by some external agents. Extrinsic reward concerns such motivations like money, retirement benefits, health insurance scheme, compensation, salary, bonus, etc.

Features of a Good Reward System

A good reward system must have the following features:

Competitiveness: The reward system must be attractive and competitive for the high caliber of people that are generally in short supply. These employees will know their worth, the actual or potential value of their contribution and expect to be rewarded accordingly (Hayble, 2001).

Rewards must satisfy employee needs: Reward is an important ingredient in an organization and it is not motivational unless the rewards satisfy their basic needs such as food, shelter, safety and security. Not all employees need the same thing and one employee may need different things at different times (AJZEN, 2001). Money for example, is a powerful motivator for those who seek security through material wealth.

Equity: The distribution of rewards within the organization must be perceived to be done fairly and equitably. Rewards are equitable if employees perceive it as fair and just.

Flexibility: A good reward system should be capable of dealing with members of the organization as individuals. The reward system must take cognizance of difference in people's needs, desires, expectations, goals, and aspirations (Onyene, 2001).

Theoretical Framework

Equity Theory

Equity theory explains employee performance in terms of perceptions of fair/unfair distributions of resources within the organisation. Equity theory was first developed in 1963 by John Stacey Adams. Considered one of the justice theories, the underlying assumption in the theory is that employees seek to maintain equity between what they bring to the organisation and what the organisation offers in return. (Adams, 1965). Thus the belief is that employees value fair treatment which causes them to perform or even surpass what is expected of them in the organisation. In essence, equity in the workplace is based on the ratio of performance (inputs) to rewards (outcomes).

Adams' theory states that employees struggle for equity between themselves and other employees. Equity is achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs (Adams, 1965). Proponents of Adam's theory would argue for example that so long as different employees of Federal Government inputs (performance) are matched by their level

of reward, employees would be inclined to perform more to attract better reward since their efforts determine how they would be rewarded (which is in itself, a fair process). The Equity theory is applied in this paper as employees of the Federal Civil Service tends to lower their performance because of the low salaries and inadequate motivation factors that abounds in the service.

Methodology of Analysis

This study which is qualitative in nature adopted the Documentary Research Design and subjected to content analysis. The secondary data was sourced from the Public Service Rules (PSR)2021, Federal Civil Service Strategy and Implementation Plan document, National Income, Salaries and Wages Commission website.

Allowance

According to the Public Service Rules (2021), Allowance is a monetary benefit other than salary granted to an Officer for a specific purpose. It stated further that these allowances are subjected to periodic review by the National Salaries, Income and Wages Commission at the instance of the Office of the Head of the Civil Service of the Federation through the Issuance of appropriate circulars.

Types of Allowance

The Public Service Rules (2021), categorically stated the following as the types of allowance applicable to Officers in the Service.

- Acting Allowance
- Books Allowance
- Call Duty Allowance
- Disengagement Allowance
- Duty Tour Allowance
- Estacode Allowance
- Hotel Accommodation Allowance (1ST 28 days)
- Hardship Allowance
- Hazard Allowance
- Kilometre Allowance
- Local Course Allowance
- Overtime Allowance
- Project Allowance
- Resettlement Allowance
- Responsibility Allowance
- Spectacle Allowance

Transport and Local Running Allowance

Teaching Allowance

Uniform Allowance

Warm Clothing Allowance and

Wardrobe Allowance

Grading of Public Servants for purposes of Allowances

(i) GL. 03 - 06

(i) GL. 07 - 10

(ji) GL. 12 - 14

(iv) GL. 15 - 16

(v) GL. 17

(vi) Permanent Secretary, Part-time Commissioners/ Board Members/Chairmen and Chief Executives.

(vii) HOS, SGF, Ministers

Payment of DTA according to Grade Level

GL 16 – 17 and its equivalent – 37, 500 per night., GL 14 – 15 and its equivalent – 25,000 per night, GL 12 – 13 and its equivalent – 20,000 per night., GL 07 – 10 and its equivalent – 17, 500 per night, GL 05 – 06 and its equivalent – 15,000 per night, GL 01 – 04 and its equivalent – 10,000 per night.

Analysis of the types of Allowances

Kilometer Allowance shall be paid to newly appointed Officers reporting to their duty station, retiring Officers from service; Officers undertaking responsibility using their cars and on transfer or posting at the rates specified in the extant Circular. Disengagement allowance shall be paid to an Officer Disengagement proceeding on retirement from Service plus his spouse and four Allowance children at uniform rates of 25% of gross annual emolument plus authorized allowance as stated in Rule 140104. Officers on posting, transfer or on assumption of duty First 28 days on new appointment at their new station, different from their Allowance city/town of domicile shall be entitled to transport fare for self, spouse and a maximum of four children. In addition, they shall be Accommodation eligible for hotel accommodation for the first 28 days or an allowance for the first 28 days in lieu of hotel accommodation, as specified in the extant Circular. Duty Tour Allowance is granted to enable Officers pay Duty Tour for lodging and feeding expenses during approved official tours. The rates shall be as specified in extant Circulars. All Officers on official assignment are entitled to Transport and airfare, depending on the exigencies and with the approval of Local Running Allowance by the Accounting Officer. All Officers when travelling to towns and cities where air transport services do not exist shall be paid Kilometer Allowance at the rates specified in Rule 140104. For the purpose of

local running, Officers shall be granted 30% of their duty tour allowance in addition to airport taxi, at the prevailing rates. Local Course of instruction is a course which a Local officer takes locally in Nigeria but outside his station. An Officer attending a local course of instruction at any Federal Training Centre, University or other approved Public Service Training Institutions is eligible for Training Allowance.

Books Allowance for Officers attending various courses at the Federal Training Centers, Treasury Schools, Universities and other approved Institutions in Nigeria shall be paid at the rates specified in the extant Circular. The Project Allowance payable for the duration of the Project Allowance course shall be at the rates specified in the extant Circular. For Postgraduate Courses, project allowance is payable once and for all, only for students engaged in project writing. Overtime is the additional time spent outside the approved Overtime time of work. Overtime Allowance shall be paid to Officers on GL. 14 and below. For the purpose of computing Overtime, the normal approved working time per week shall be from 8:00 am to 4:00 pm Approved Working Time from Monday to Friday. This excludes Saturdays, Sundays and Public holidays.

Uniform allowance at the rates specified in the extant Uniform circular is payable to all Officers who wear uniforms in the Service 140130. Resettlement allowance shall be paid where an Officer is Resettlement posted or transferred and it is established or confirmed that his living condition has been disturbed. It shall also be granted in compensation for out-of-pocket expenses not covered by other regulations, but which are incurred by the Officers in the course of transfer as defined in Rule 140135. Resettlement Allowance shall be paid at the rate of 2% of Rate of Payment of an Officer's annual total emolument. Teaching Allowance: Officers in the Professional, Administrative, Executive, Technological and Allied Cadres whose normal duties do not involve teaching but who are posted to full time-teaching in Departments/ Training Institutions and other organized Institutions shall be paid at the rates specified in the extant Circular during the period of such postings. Laboratory Attendants who in addition to their Officers who perform shift duties and are not Health professionals shall be paid shift duty allowance at the rate of 15% of their monthly salaries. Non-accident bonus shall be paid at the rate of N50,000.00 per annum, for drivers who are not involved in an accident or whose involvement in an accident is not attributed to any faults of their own and is for drivers with vehicle assigned and have been driving for a period of not less than six months in a year. The Public Service Rules have created a lot of Allowances that Public Servants are expected to benefit. However, the situation practically in operation is different from its content. Many Organizations do not apply these allowances even when staff have performed or carried out a function that requires providing one of these allowances. Some Organizations even underpay their staff which is worrisome. In many cases the allowances provided through extant circulars are not even adequate or commensurate with the current realities in Nigeria and therefore requires urgent increase. For instance, the Kilometre

Allowance for Minister/Permanent Secretary is N150.00 per kilo; GL 15-17 is N75.00 per kilo; GL 14-07 is N55.00 per kilo; and GL 06-01 is N35.00 per km. These figures are grossly inadequate.

Institutional and Policy Frameworks for Salary and Wage Administration

The legal instrument which provides for institutional mechanism for salaries, income and wages, administration in Nigeria came into existence through ACT 99 of 1993. The commission was established in response to the recommendations made by various ad-hoc commissions, committees or panel constituted by government over the years to address matters relating to salaries and wages of workers. The commission was charged with the task of advising government on all matters relating to salaries, wages, pension and other fringe benefit on the national economy, and also to facilitates realistic compensation system in the Nigerian economy (NISWC, 2017). The explicit mandates of the commission are as follows: advice the federal government on national income policy, recommends the proportion of income growth which should be utilized for general wage increase, examine areas which rationalization and harmonization of wages, salaries and other conditions of employment are desirable and feasible as between the public and private sector of the economy and recommends guidelines which will ensure sustained harmony in work compensation policies at both public and private sector, examine, streamline, and recommends salary scale applicable to each post in the public service, among others. The criteria for wage/salary fixing are determined by the following: cost of living (inflation) trend, industrial relativity, industrial relative pressure, affordability or ability to pay, productivity and government policy, amongst the aforementioned government policy has proved to be the commonly used parameter for wage review. It became crystal clear that the commission seems to align with the tenets of Goshen wage differential theory discussed earlier. Although, their mandate was to ensure relative variation in wages and salaries with the public service against the current precarious situation.

Salary Structures in the Public Service of Nigeria

Consolidated Top Federal Public Office Holders Salary Structure (CONTOPSAL)

This is the salary structure that determines what top government officials from either the federal civil service or the various civil service at the State levels are paid. This salary structure was adopted in 2007 and it is still being used presently.

Consolidated Judicial Salary Structure (CONJUSS)

It is with this salary structure that the earnings of all judicial employees under the Federal Government of Nigeria are determined.

Consolidated Medical Salary Structure (CONMESS)

It is by this salary scale that every medical practitioner in the civil service is paid their monthly earnings especially those that are employed by the Federal Government of Nigeria.

Consolidated Health Salary Structure (CONHESS)

This salary determinant was developed to cater for the monthly salary payments of the various health workers in the country that are not medical doctors. If you are a health worker and you are employed by the government, CONHESS is what will be used to pay your salary at the end of every month.

Consolidated Research and Allied Institutions Salary Structure (CONRAISS)

It was officially adopted in 2010. This salary structure takes care of monthly salaries of employees of all training, research and allied institutions under the federal civil service.

Consolidated University Academic Structure (CONUASS)

It was adopted in 2010 to be the salary determinant of every academic staff employed in Nigerian universities owned and run by the Federal Government of Nigeria.

Consolidated Tertiary Institutions Salary Structure II (CONTISS II)

This salary structure determines the monthly payments of non-academic staff members of Federal universities in the country. CONTISS I which preceded this current salary scale was formulated in 2007 but it was abandoned, paving the way for CONTISS II to be adapted in 2009 and it is still in use to this day.

Consolidated Armed Forces Salary Structure (CONAFSS)

This salary scale helps to determine what the nation's military personnel are paid per month. It was adopted in the year 2007 and it is still in use till today.

Consolidated Paramilitary Salary Structure (CONPASS)

This salary scale determines the monthly salary payments for all Paramilitary security agencies in the country excluding the Nigerian Police Force such as: the Nigeria Security and Civil Defence Corps, etc. The CONPASS was adopted in 2007 and it is still very much in use this 2023.

Consolidated Police Salary Structure (CONPOSS)

This salary scale determines the monthly payments for all officers and men of the Nigerian Police Force. CONPOSS covers things such as basic salary, transport allowance, meal subsidy, utility allowance, hazard allowance, house maintenance allowance, uniform maintenance allowance,

general services allowance, torchlight allowance, detective allowance, hardiness allowance, plain cloth allowance, furniture allowance, and personal servant allowance for senior officers when the need arises.

Consolidated Public Service Salary Structure (CONPSS)

This determines the monthly salary of civil servants in Nigeria. It treats the issue of minimum wage as well as determines the salary of workers in the Federal Civil Service Commission according to their grade levels. The Nigerian Civil Service is one of the least paid in terms of statutory salaries. In improving the earned salaries of the Nigerian civil servants, a proposal for the Review of Civil Servants' Salaries had been submitted to the National Salaries, Income and Wages Commission (NSIWC). There has been a renewed commitment to the development of the Federal Civil Service Rewards and Recognition System. A Committee has also been set up for Salary Harmonisation and the Federal Executive Council (FEC) has approved upward review of Staff Duty Tour Allowance (DTA) for Public Servants.

Challenges of Allowance and Reward System in the Public Service of Nigeria

However, a painstaking overview of wage policy and legal instrument in Nigerian public service seem to have created the crisis from the onset, because some government parastatals and agencies (revenue generating) were accorded special status which confer autonomy in wage administration on these agencies i.e., Federal Inland Revenue Service, Nigerian Maritime and Safety Agencies etc. From the legal perspectives, Federal Inland Revenue Service (establishment) Act, 2007 provides for the composition of a board who shall subject to section 7 Part II (d) have power to: employ and determine the terms and condition of service and (e) stipulate remunerations, allowances, benefits and pension of staff. In the same manner, the Nigerian Maritime and Safety Agency Act 2017 section 14 (2) empower the agency to determine the job description, title, items qualification and salaries employee in the agency. It therefore instructive to note that the aforementioned provision conflict with the mandate of the national Salaries, Income and Wages commission, thereby polarizing wage determination and management within the Nigerian public service. This portends that these categories of parastatals and other agencies of government were technically moved out of control of the commission, they became super agencies and parastatals because the autonomy (wage determination) bestow on these organizations.

Some other challenges of Allowance and Reward in the Public Service include:

- Inadequate Funding: Limited budget allocations for rewards may restrict the government's ability to offer competitive and motivating compensation, hindering the attraction and retention of talented individuals in public service.

- Lack of Performance Metrics: The absence of clear and objective performance metrics can lead to subjective evaluations in the reward system, making it challenging to measure and reward employees based on actual contributions.
- Resistance to Change: Resistance from entrenched bureaucratic structures and resistance to adopting modern and more effective reward systems can impede progress in aligning rewards with performance.
- Political Interference: Political considerations may influence reward decisions, diverting the focus from merit-based systems to politically motivated allocations, affecting the morale and effectiveness of public servants.

Addressing these challenges requires systemic reforms, implementation of Performance Management System, anti-corruption measures, improved funding, streamlined processes, and a commitment to meritocracy in Public Service.

Discussion of Findings

The paper discovered the various allowances and rewards that are available in the Public Service, many of which were seen in the Public Service Rules (PSR) 2021 and the various Salary Structures from the National Salaries, Income, and Wages Commission (NSIWC). It also discovered that there are disparities in allowance and rewards in the Public Service of Nigeria. The various Salary Structures have different emoluments for staff with the Consolidated Public Service Structure (CONPSS) being one of the least in terms of allowances and basic salary.

It was also discovered that despite the numerous allowances captured in the PSR, many organizations especially the core Ministries have not been implementing them when Officers have carried out official assignments that deserves certain allowances. Also, the disparities in salaries and other benefits have brought a lot of challenges for low salary earners in the public service as they tend to lack the motivation and financial capabilities to perform effectively in their job specification. With the current economic reality, many of such workers cannot comfortably convey themselves to work, provide basic amenities for themselves and families amongst other challenges. These precarious situations are worrisome and requires urgent and adequate solutions.

Conclusion

The study analyzed Allowance and Reward in the Nigeria Public Service. In pursuance to the major objective of the study, conclusions could be drawn that the application of reward (in terms of a combination of financial and non-financial rewards) would impact on the performance of Public servants in Nigeria. In all, human resources constitute the greatest asset an organization can have to achieve and sustain competitive advantage over other firms. Hence, the need to attract, maintain and

retain good employees is pertinent for every organization. A good reward package therefore is one of the means through which organisations whether private or public can attract, maintain and retain the best hands which can help improve the organisation through effective and efficient performance and productivity. To curb the adverse implications of wage discrimination as depicted in the above disquisition, the need for a paradigm shift is long overdue. Civil servants should be paid wages that reflect the prevailing economic realities and this should be backed up by the provision of facilities that are important in enhancing workers' job performance.

Reward is the driving force that energizes a worker to show more commitment to work and to improve his or her productivity. These are in the form of incentives such as increased salary, transport and recreational facilities, free or subsidized medical services, regular and prompt payment of salaries, loans to buy cars as well as insurance schemes (Adelabu,2003). This is one of the paramount ways to ensure that members of staff are well motivated towards high performance.

Recommendations

In view of the findings and conclusion above, the study made the following recommendations:

- i. Government should do a thorough review of the allowances and reward packages of civil servants and ensure that it meets the current trends in terms of living costs.
- ii. The allowances captured in the Public Service Rules should be implemented when Officers merit any of them; and
- iii. The Office of the Head of Service of the Federation and the Committee set up for Salary Harmonisation should intensify efforts to ensure that civil servants receive salaries that are commensurate with the work done. This would be made possible through the salary harmonization.

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