

African Research Review

An International Multi-disciplinary Journal, Ethiopia

AFRREV @ Ten, Vol. 10(5), Serial No.44, September, 2016: 213-229

ISSN 1994-9057 (Print)

ISSN 2070-0083 (Online)

DOI: <http://dx.doi.org/10.4314/afrev.v10i5.15>

The Impact of Monetisation Policy on Public Service: A Case Study of Nigerian Copyright Commission

Ogunkuade, Idowu M.

Nigerian Copyright Commission

Federal Secretariat Complex.

P. M. B. 406, Garki,

Abuja, Nigeria

E-mail: idowukuade@yahoo.com

Tel: +2348035959871

Abstract

This study investigated the impact of monetisation policy on the performance of the public service. A case study of Nigerian Copyright Commission, a public service was carried out, with a view to examining the thrust, implementation, prospects and challenges of the policy. Primary data was gathered through a structured questionnaire that was administered on 140 males and females staff members of the Commission that were randomly selected. Secondary data was achieved through various publications. Due to the nature of data collected, frequency distribution and simple percentages were employed in data analyses. The general impression of the respondents was that the policy has not improved their performance and it has not reduced the recurrent expenditures of the government. The study also revealed that the policy was not properly implemented; its resultant adverse effects on the workers and its failure in goal accomplishment run contrary to the policy objectives. Lastly, the study found that the retrenchment of workers as informed by the policy was at variance with the policy of

government on poverty eradication. In view of these findings, the researcher recommended that the policy document demands immediate review, to enable it address the governance problems it was formulated to address.

Key words: Monetisation Policy, Public Service, Administrative Policy, Public Policy, Waste Reduction, Poverty Eradication and Workers Performance

Introduction

Service in general refer to intangible benefits provided to individuals or organisations through the performance of a variety of activities or the provision of physical facilities or products (Inegbenebor, 2006); while civil service in the present context refers to government workers collectively referred to as civil servants or public servants, who work in government departments or agencies. Public Service then refers to services provided by a government to its citizen, either directly through the public sector or by financing and regulating private provision of services. Since most public services are performed by public servants, the concepts “public service” and “civil service” are often interchanged and in this study, “service” will refer to the services of the Nigerian Copyright Commission.

Success or failure of any government can be attributed to the types of public service it has at its disposal. Hence, no nation can aspire to greatness without giving due diligent attention to her productive sector of which human resource is the spirit and the most important mover. Consequently, the need to raise productivity culture in the public service assumed the center stage in the agenda of the government all over the world. This is because at the core of developmental process of a Nation is man’s creative quest or productive activities of the public workforce that determines the direction and pace of socio-economic development.

Nations all over the world are always faced with various political and socio-economic problems, but when attempts are not made on time to address the situations, the consequence is that the problems degenerated into uncontrollable stages and they render the system difficult to manage. Hence, constant efforts are often being made by the various governments to find solutions to such problems. This is usually through decision making process, where a policy option is made to solve a named political or socio-economic problem. A policy option made by the government to such effect is referred to as “Public Sector Policy”, designed to affect and address a specific social problem and a particular group of people commonly referred to as the “Target Population” in a geo-political defined entity.

The foregoing seems to justify the wave of bureaucratic or public sector reforms by the government of President Obasanjo and the introduction of the

Monetisation Policy on the Nigerian public service in general in 2003. The Policy is a package of policy measures and like any other policy; it has set goals which it aims at achieving. To be specific, the Policy was formulated to address the observed governance problems that have resulted to low productivity in the public service, which could be attributed to poor pay, uneven reward system, unfavourable social, economic and political infrastructure of the public service. The institution of reform measures in administrative machinery presupposes the existence of some administrative deficiencies. The rectification of the flaws in the administrative machinery depends on the satisfactory implementation of the reform goals. The introduction of Monetiation Policy targets on the anticipated benefits of improved efficiency in resource allocation, minimising waste, misuse and abuse of public facilities, reducing capital cost, maintenance and running costs on facilities, curbing public corruption, promoting maintenance culture, accountability and transparency with regards to government business or activities. All these bother on enthroning on the public service efficiency and effectiveness which connotes high productivity.

Statement of the Problem

The various administrative reforms showed that the Nigerian Civil Service has acquired the image of a sick bay of the various governments since independence. These maladies inter-alia range from gross inefficiency to lack of commitment from the workforce, which has made the institution rather moribund and unresponsive. Thus, in spite of these various reforms, it is still evident that this very crucial arm of government still remains cog in the wheel of national development. The age long questions of how the system could be made to play its objective role in the task of socio-economic transformation of the country still remain problematic. These administrative reforms and policies needed to be studied with a view to reviewing them.

In as much as we realised that some researchers may have made some attempts to review the policy under study, we may not be completely off the mark if we assert that in-depth study and analysis have not be made on the monetisation policy. Consequently, this present study which was designed to address this knowledge gap saw the need for an in-depth study and analysis of Monetisation Policy which has become imperative in the academic circle. A case study of the Nigerian Copyright Commission, a federal government agency was looked into. At the end of the study, a lot of questions, misconceptions, prospects and problems that had trailed the introduction of the Monetisation Policy from its inception were addressed.

Objectives of the Study

In addressing the aforementioned problems, the researcher set out the following objectives:

- i. To find out the extent to which the Monetisation Policy has been implemented and the extent to which the policy has achieved its set goals and objectives, with special reference to the Nigerian Copyright Commission.
- ii. To identify some of the problems encountered in the course of implementing the policy
- iii. To find the extent to which the policy has impacted on the productivity drive in the public service
- iv. To make possible suggestions on how the Monetisation Policy could be result and goal oriented for both the government and public servants.

The Significance of the Study

This study is significant in the sense that the credible, reliable and solid information that arose from the findings of this study confirmed or discarded the bullets of criticisms, missiles and apprehension that accompanied the introduction of the Policy in 2003. This would therefore go a long way to inform the government to possibly amend or adjust the Policy blueprint to be more goals oriented. The findings of this study also shed more light on the consequences of the Monetisation Policy especially as regards workers' morale and productivity drive in the Nigerian Public Service in general and Nigerian Copyright Commission in particular, with regards to its vision, mission and mandates. Lastly, the theoretical review of the study would serve as an invaluable tool for policy makers, students, public administrators and other researchers that might want to conduct further research on Monetisation Policy and its impact on the public service and its workers. To this end, relevant conceptual and theoretical literatures were reviewed.

Literature Review

Mathur and Diesh (1981) defines administrative reform as a deliberate and planned effort aimed at transforming administrative practices for attaining increased administrative effectiveness with the ultimate objective of improving the quality of human life. According to him, the concept rests on the status quo and since change and growth are two inner currents in life and resistance to change is a powerful counteracting force, conceiving better ways for improvement and means for overcoming resistance to the reform. Hahn (1970) conceives administrative reform as an effort to apply new ideas and combination of ideas to administrative system with a conscious view to improving the system for positive goals of development. Chapman and Greenaway (1980) defined administrative reforms as the process of making changes in administrative structures or procedures within the public services because they have become out of time with expectations or value of the social and political environment.

In further literature, Caiden (1994), one of the pioneers in the field of administrative reforms, defines administrative reforms as the artificial inducement of administrative transformation against resistance. He went further to opine that administrative reforms become necessary when the organisation finds it difficult to adjust to the natural processes of administrative change, a self-adjusting response to fluctuations in the socio-ecological conditions of the organisation. A study of administrative reforms in Nigeria by Okoli and Onah (2002) shows that reformation of structures and organisation done without fundamental reform of attitude, behaviour and orientation of employees who translate the dream of major components of an administrative reform into reality does not change the societies very much and is invariably ineffective. It therefore becomes necessary for reformists to shift emphasis from merely changing bureaucracies or bureaucratic organisations to the operators of the administrative machineries themselves.

Since independence in 1960, the Nigerian Civil Service had been subjected to series of administrative reforms over the years to develop bureaucratic structures that would most effectively facilitate its objective role in the task of the socio-economic transformation of Nigeria. Ogbuagu (1995) noted that between 1960 and the inception of Obasanjo democratic government in 1999, there exists not less than six (6) major Public Service Review Commissions, namely Morgan Reform of 1964, Elwood Reform of 1966, Adebo Reform of 1971, Udoji Reform of 1974, Philips Reform of 1988 and Ayida Reform of 1998. Of all these, only three viz; Udoji, Philips and Ayida Reforms were said to have made any major changes in the character and structure of the Nigerian Civil Service (Ogbuagu, 1995)

Furthermore, Public Policy as a concept does not have a straight forward definition, as it has a variety of uses, and also depend on the orientation of scholars. Some scholars have therefore made attempt to define it. Anderson (2003) defined public policy as a purposive course of action followed by an actor or set of actors in dealing with a problem or matter of concerns. Robert and Edward (1991) defined public policy as a set of decisions taken by a political actor to a specified situation. Egonmwan (1984) defined public policy as a government programme of action. Chandler and Plano (1988) defined public policy as the strategic use of resources to alleviate national problems or governmental concerns, which is the act of who gets what and when. This, is in relation to objective of the monetization policy which implies that public policy is all about productivity, which according to Charles-Owaba (2005) states that productivity is a measure of how well national resources are used to achieve the planned goals of a nation. The term resources according to him, refers to all humans at work, the facilities, materials, information, finance, utilities and their likes, used at the work place, i.e. the public service.

The definitions and explanations given above show that public policy stands for various degrees of goal articulation and normative regulation of government activities. This means what government intends to do or achieve (goals) and how she intends to do it (implementation). Fundamentally, the basic elements upon which public policy is defined include that policy makers usually choose specific political or socio-economic problems demanding attention on basis of priorities and that solutions to each of the problems are to designed in such a way as to meet the desired goals. In other words, public policies can be classified according to the objectives they are meant to achieve. Examples of such policies in Nigeria in the past were National Policy on Education, National Population Policy, National Housing Policy and in the current time we have Monetisation Policy which is the focus of this study.

With the inception of the Obasanjo administration in 1999, he desired for a more effective and achievement-oriented bureaucracy which informed his agitation for a policy action. It is this context that the democratic government of Obasanjo designed and packaged a multidimensional monetisation policy for the Nigerian Public Service, as an interventionist mechanism to respond to the emerging socio-economic needs and demands of the workers.

Meaning of Monetisation Policy

The definition of the concept of monetization may be viewed from different perspective so that it cannot be pinned down to just one. For instance, Orpin (2004) defined monetization policy as a systematic replacement of work benefits with cash payment. He stressed further that monetised public servants receive cash in lieu of fringe benefits that is take home in one pay packet of all their entitlements. The Office of the Secretary to the Government of the Federation (OSGF) of Nigeria, (2006) defines monetisation as the quantification in money terms of those fringe benefits which Government used to provide for its workers as part of their conditions of service, such benefits include residential accommodation, chauffeur-driven cars, furniture, utility services and their likes. Mobolaji (2003) defines monetization as government initiatives that involve systematic cash payment for benefits previously available in kinds to public officers.

The introduction of monetization policy by President Obasanjo was informed by the startling revelation that at the end of 2001, over 85 percent of public sector expenditure went to overhead costs. According to Sanusi (2002), the impact of good governance on economic performance can be appreciated when we recognise that growth is positively related not only to the size of investment but also to the efficiency of its allocation. He sated further that a good system of corporate governance ensures that directors and managers of enterprises either private or public carry out their duties within a framework of accountability and transparency. Consequently, one strategy of

ensuring good governance is to adopt public policy that is capable of minimizing fraud, preventing wasteful use of public funds and facilities as well as checking abuse of power by public officials. It was on this belief that government then recognized that fringe benefits and allowances had always been an integral aspect of the remuneration of officers' right from the colonial period, which has become so huge vis-a-vis other provisions in the annual appropriation that very little was left for funding of capital projects by the government. To the extent that some public officers had fleet of cars in their homes, all being maintained and operated by tax payers' money. This display of affluence by the top bras in a poverty-stricken society in which the low income earners who could hardly afford decent meals, or foot the cost of their children' school bills was certainly irrational. In an attempt to critically analyse the components of the Monetisation Policy against the backdrop of the implication of the policy on the workers' productivity and governance of the Nigerian state, Agba (2006) found that although, the objectives of the Policy may appear laudable and splendid, the implementation impacts of the Policy are likely to be catastrophic, that the cushioning measures of the government to alleviate the adverse effect of the Policy are questionable, insufficient, cosmetic and superficial in nature. Also, Ayapere (2015) in his review of Monetisation Policy, found that the motive behind the adoption of the Policy in Nigeria is not genuine and that the monetization benefits are not in any way commensurate with the cost of providing civil servants basic and socio-economic needs. He stated further that Monetisation Policy implementation has no positive effect on workers' job satisfaction and attitude toward job performance.

According to the Federal Ministry of Information & National Orientation (2003), the monetization policy is expected to have the following **benefits**:

- i. It would 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 a more realistic budgeting and budget implementation.
- ii. It should be the most transparent avenue for the disbursement of remuneration and fringe benefits from employers to employees
- iii. It would curb the excesses of public servant
- iv. It would correct the wrong public perception of government utilities such as telephone, electricity and their likes as limitless resources which hitherto were used without caution
- v. It would stop the practice where, in renovating official quarters and changing furniture items, the discarded items were in many cases not accounted for, giving room for abuse
- vi. It would determine unauthorized journeys at government expense
- vii. It would ensure equity in the allocation of scarce resources

- viii. It would make public servants to develop and imbibe discipline culture of frugal use of public utilities
- ix. It would encourage public officers to own their vehicles, houses, furniture and thereby assist them to plan better for their retirement
- x. It would enable the public servants to plan for a more comfortable post-service life.

The main components of monetization policy as it affects the fringe benefits of the public servants include residential accommodation, furniture allowance, utility allowance, motor loan, transport allowance, medical allowance, leave grants, medical subsidy and entertainment allowance (FG Circular, 2002). The most important advantage of the monetization policy on the economy as envisaged by government is the fact that the revenue realised from the savings occasioned by monetisation would be invested in capital development to improve the wellbeing of the entire citizenry. This led us to the review of theoretical framework to back up this study.

Theoretical Framework

Among many of the theories of organisational behaviour which abound in the management literature, Fredrick Taylor's theory was adopted as the theoretical framework of this study, which is known as the Scientific Management Theory (Taylor, 1926). He was a major contributor to Scientific Management, but by no means was not alone. There were others like Frank B. Gilbert and Lilian B. Gilbert; and Moris Cooke of the Scientific School of Management.

In one of his principles, Taylor observed that the principal objective of management is to secure the maximum prosperity for the employer, coupled with the maximum prosperity for each employee. Taylor argues that the results of higher productivity should benefit all people – workers, employers and consumers in the form of higher wage to the worker, greater profit to the management and payment of lower prices for the product of consumer. Taylor was also of the view that management neglected its functions and shifted its burdens to the labour, while keeping for itself minor responsibilities. He therefore suggested that management should take responsibilities for determining standards, planning work, organising, controlling and devising incentive schemes.

The implication of the theory on organisations include: the elimination of waste effort; more emphasis upon filling workers to particular tasks; greater care in training workers to the specific requirements of their job; greater specialization of activities; and the establishment of standards for performance

As expected, Taylor's principles of scientific management were criticised by many scholars and activists. For example, Robert Hoxie (1956) asserted that Taylor

was only concerned with the mechanical aspects and not with human aspect. The basic ideals of scientific management according to him were not compatible with unionism. Other critics of Taylor included Oliver Sheldon, Mary Parker Follet, Sam Lewis, Elton Mayo, Peter Drucker and others. Their criticisms are largely centered on the relegation of the human factor in the production process.

Relevance of Taylor's Theory to the Monetisation Policy

It is pertinent to use the Scientific Management Theory as propounded by Fredrick Taylor to explain the link between the theory and the Monetisation Policy. In the first instance, the theory helps to develop higher standard of living by increasing the workers' income; it helps how to avoid wastage of human and material resources; it encourages that management should ensure a happier home and surrounding to the worker by removing disagreeable factors; it ensures that individually and socially, healthy conditions of work should be provided to the members of the organisation; and that maximum opportunities should be provided for the highest development of individual's capacity through scientific methods of work assignment and selection, training, transfer and promotion (Taylor, 1926). All the aforementioned objectives of the Taylor's theory are also in line with the monetisation policy objectives. It is the strong belief of the theory that workers are primarily working to earn a living that is seeing their works as means to an end, which is also in line with the objectives of the Monetisation Policy. Consequently, the Federal Government aim to motivate workers for higher productivity or greater performance is the primary basis of Taylor's theory which is also to achieve higher productivity as expected at the Nigerian Copyright Commission. This will lead us to the brief description of the Nigerian Copyright Commission being the case study in this research.

Evolution and Mandate of Nigerian Copyright Commission

In 1988 a Copyright Act was passed as Decree No 47 of that year. This law established the Nigerian Copyright Commission. The Commission was inaugurated in August 1989. This law was further amended in 1992 and 1999 and is codified as Copyright Act Chapter C 28 laws of the Federation of Nigeria 2004 (Nigerian Copyright Act, 1999). The mandate of the Commission among other is the sole responsibility for all matters affecting copyright in Nigeria as provided for in the Act.

Monetisation Policy in the Nigerian Copyright Commission

Like every other federal government agency, the official recommended components of the monetization policy were fully implemented in the Nigerian Copyright Commission in line with the federal government circular to achieve the global aims and objectives that informed the conception of the policy, which have been discussed above

Flowing from the above literature review and theoretical framework, the following research propositions were formulated as a guide to the study.

Research Propositions

- i. The introduction of Monetisation Policy will enhance the purchasing power of the public servants in the Nigerian Copyright Commission and improve their standard of living.
- ii. The introduction of Monetisation Policy will motivate public servants in the Nigerian Copyright Commission and improve their work attitude.
- iii. The introduction of Monetisation Policy will bring about efficiency in resource allocation and reduction of waste in government expenditure in the Nigerian Copyright Commission.

Research Method

The following methodological steps were adopted in the study.

Research Design

A survey research design was used.

Participants

Participants for this study were drawn from the population of staff working in the Nigerian Copyright Commission, an agency in the Federal Ministry of Justice. The participants include 140 males and females staff members of the Commission that were **randomly selected** for the study. The participants cut across all the cadres of the public service as stipulated by the scheme of service of the Federal Republic of Nigeria, with age range between 18 to 60 years and minimum qualification of first school leaving certificate (fslc) and 5 years working experience in the public service. Below is the table of demographic characteristics of the participants as gathered during the survey.

Table 1: Demographic Characteristics of the Participants

Demographic Characteristics		Absolute frequency	Relative frequency (%)
Sex	Male	81	57.9
	Female	59	42.1
Age Distribution	18-29yrs	32	22.9
	30-39yrs	58	41.4
	40 -60yrs	50	35.7
Marital Status	Single	25	17.9
	Married	113	80.7

	Separated	Nil	0
	Divorced	2	1.4
Educational Level	FSLC	7	5
	SSCE/WAEC	28	20
	OND/NCE	41	29.3
	HND/BSc	60	42.9
	MSc/PhD	4	2.9
Working Experience	5-9yrs	36	25.7
	10-20yrs	83	59.3
	21-35	21	15
Total Respondents		140	100%

Data Collection and Research Instrument

The method of data collection was both primary and secondary in nature. The primary data was collected through a structured questionnaire designed by the Researcher to determine the views of respondents on the impact of Monetisation Policy on the public service as introduced by the Federal Government of Nigeria. It was also to elicit information about the merits and demerits of the Policy. Finally, the questionnaire was expected to find out the level of appreciation of the Policy as it has impacted on their productivity.

The questions responded to by the participants include the following items: How do you see your job; Are you satisfied with your job; Are you satisfied with your present salary; Do you think your needs have been satisfactorily met by the Monetisation Policy; Since the introduction of the Policy, has it improved your standard of living; Has the Monetisation Policy achieved its objectives; Has the Monetisation Policy improved your work attitude; Has the Monetisation Policy made you a property owner as expected by now; Has the Policy enhanced your purchasing power; Is the Policy implemented according to your expectation; Did the Policy create problems more than it solved; What factors do you think can best improve your productivity; Who benefited more from the Policy. All these statements were framed as questions and were in question marks (?) The responses to the questionnaire ranges from: Yes, No, Don't Know to Undecided. The respondents were implored to be honest as much as possible in responding to the questionnaire. The first section of the research instrument requested for the personal data of the respondents while the second section were the question items.

On the other hand, the secondary source of data collection was achieved through the review of relevant literatures and books; government circulars, official records, seminar papers and National Dailies.

Procedure

A case study of the Nigerian Copyright Commission was carried out. The Commission, who enforces copyright law in Nigeria, has its operational offices in fourteen states of the federation and Headquarters in Abuja, with about 380 staff strength. The respondents cut across all cadres of staff of the Commission which include: Officer Cadre, Executive Cadre, Driver Cadre, and Directorate Cadre. The respondents included a total of one hundred and forty (140) males and females staff of the Commission **selected through a simple random sampling technique**. The participants were made to respond to a questionnaire designed to find out the impact of monetisation policy on the public service.

Statistical Analysis

The data collected through the questionnaire are nominal in nature; consequently, the researcher employed a simple descriptive statistical analysis using non-parametric statistical tools like frequency distribution and percentages in analysing the data. Out of 150 questionnaires forms distributed and collected, only 140 forms out of these were valid for statistical analysis.

Data Presentation and Results

The following were the data presentations and results of responses to the questionnaires:

Table 2. - Since the introduction of Policy, has it improved your standard of living?

Response	Absolute frequency	Relative frequency (%)
Yes	27	19.3
No	69	49.3
Don't know	33	23.6
Undecided	11	7.8
Total	140	100%

Table 3. - Has Monetisation Policy made you a property owner as expected by now?

Response	Absolute frequency	Relative frequency (%)
Yes	5	3.6
No	135	96.4
Total	140	100%

Table 4. – Has Monetisation Policy enhanced your purchasing power?

Response	Absolute frequency	Relative frequency (%)
Yes	31	22.1
No	79	56.4
Don't know	8	5.7
Undecided	22	15.7
Total	140	100%

Table 5.- Has Monetisation Policy improved your work attitude?

Response	Absolute frequency	Relative frequency (%)
Yes	7	5
No	89	63.6
Don't know	31	22.1
Undecided	13	9.3
Total	140	100%

Table 6. – Is Monetisation Policy implemented according to your expectation?

Response	Absolute frequency	Relative frequency (%)
Yes	42	30
No	81	57.9
Don't know	8	5.7
Undecided	9	6.4
Total	140	100%

Table 7. – Has Monetisation Policy achieved its objectives?

Response	Absolute frequency	Relative frequency (%)
Yes	27	19.3
No	99	70.7
Don't know	10	7.1
Undecided	4	2.9
Total	140	100%

Table 8. – Did Monetisation Policy create problems more than it solved?

Response	Absolute frequency	Relative frequency (%)
Yes	188	84.3
No	39	27.9
Don't know	1	0.7
Undecided	2	1.4
Total	140	100%

Testing of Formulated Propositions

In the final analysis, the formulated research propositions for this study were tested. The proposition that says that the introduction of Monetisation Policy will enhance the purchasing power of the public servants in the Nigerian Copyright Commission and improve their standard of living was not confirmed. Consequently, the Policy was perceived as a failure by the respondents. Refer to tables 1, 2 & 3. The second proposition that says that the introduction of Monetisation Policy will motivate public servants in the Nigerian Copyright Commission and improve their work attitude was not confirmed. Consequently, the Policy according to the respondents was not designed to motivate workers and enhance an improved work attitude in the public service. Refer to tables 4 & 5. The third proposition that says that the introduction of Monetisation Policy will bring about efficiency in resource allocation and reduction of waste in government expenditure in the Nigerian Copyright Commission was also not confirmed. Consequently, the implication of this result is that Monetisation Policy has not achieved its set objectives. Refer to tables 6 & 7.

Summary of Discussions

In summary, the study revealed that the policy was not properly implemented, its attendant adverse effects on the workers and its failure in goal accomplishment run contrary to the expectation of the policy objectives. The Policy is therefore like a still-

birth that needs to be reconceived and the policy demands immediate review by the government, to enable it address the governance problems it was formulated to address most especially the reduction of waste in government expenditure and workers' performance.

Conclusion and Recommendations

The findings of this study revealed that the Monetisation Policy was not properly implemented; therefore, the intended objectives as set out in the policy document have not been achieved both on the side of the government and the target population, i.e. the public servants as represented by the staff of Nigerian Copyright Commission in this study. Consequently, the researcher proffers the following suggestions capable of making the policy to attain its established goals and objectives as inferred from the findings in the study. These include:

- i. The Policy was designed to ameliorate the problems faced by the public servants and not otherwise, consequently, it is recommended that the policy be reviewed to address the problems. For instance, the payments of workers' benefits should be paid at once at the beginning of the year as against the present mode of payment of spreading through the twelve calendar months. This will go a long way to assist the workers in proper planning.
- ii. There is need for government to call a meeting of stakeholders on the Monetisation Policy, in which various labour unions should be in attendance. This meeting is necessary for the fine-tuning of the Policy and to revisit aspects of the Policy that were not properly articulated which is causing apprehension for the public servants.
- iii. It was revealed in the study that the implementation of the policy resulted to sacking of some categories of workers. The human cost of the Policy should therefore be revisited. Retrenchment of workers as informed by the Policy is at variance with the policy of government on poverty eradication. This should therefore be reviewed.
- iv. Government should be sincerer in the implementation of the Policy. Consequently, all monies realized or saved from the Policy implementation should be used judiciously to alleviate poverty as against embezzlement and huge corruption as reported on the sales of government residential houses.
- v. Government should establish a monitoring and evaluation agency/committee that will look into the implementation of the Policy and give appropriate feedback to government and proffer corrective measures on how best the Policy will achieve its objectives.
- vi. Government should look inwardly and come up with alternative policies in this direction knowing fully that no single policy will be enough to bring about high

productivity drive of manpower in any institution. There is therefore a need for multi-dimensional and multi-motivational approach to ginger high productivity.

References

- Agba, M.S. (2006). The monetisation policy of federal government of Nigeria and its implication. *An African Journal of Philosophy*, 8 (2) 77-83
- Anderson, J.E. (2003). *Public policymaking: An introduction*. Boston: Houghton Mifflin Company
- Ayapere, P. (2015). The effect of monetisation on federal civil servants in Nigeria. *Public Policy and Administration Research*, 5(1)103-135
- Caiden, G.E (1994) Administrative reform: American style. *Public Admin Review*, 54. (2), 123-128
- Chandler, R.C. & Plano, J.C (1988). *The public administration dictionary*. England: ABC-CLIO
- Chapman, R.A. & Greenway, J.E. (1980). *The Dynamics of Administrative Reforms*. Kent, UK: Croom Helm Ltd.
- Charles-Owaba, O.E. (2004). The role of Nigerian public sector reforms in enhancing productivity for national development. *A paper presented at National Symposium, 2004 National Productivity Day*.
- Edward, B. (1991). *Ethics and public policy*. Arlington, Va.: Teaching Co
- Egonmwam, J.A. (1984). *Public policy analysis: concept and application*. Benin City, M.O. Aka and Brothers Press.
- Federal Government Circular (2003). Application of the monetization scheme in the federal civil service of Nigeria. *National Salaries and Wages Commission* (Nov., 27 2003).
- Federal Ministry of Information and National Orientation (2003). *Quarterly Publication, vol. 1, June, 2003*
- Hahn, B.L. (1970). Introduction to administrative reforms in Asia. *Eastern Regional Org. for Public Admin, Diliman, Philippines*
- Inegbenebor, A.U. (2006). Elements of service operations. In Inegbenebor, A.U. (Ed.) *The fundamentals of entrepreneurship*. Lagos: Malthouse Press.

- Mathur, B.C & Diesh, K. (1981). *Management in government*. Publication division, Indian Ministry of Information and Broadcasting Publication.
- Mobolaji, E.A. (2003). Monetisation policy in Nigeria. *Economic Inquiry*, 35 np.
- Ogbuagu, C. (1995). *Nigeria: Development policies and programmes*. Calabar: UniCal Press
- Okoli, F.C. & Onah, F.O. (2002). *Public administration in Nigeria: Nature, principle and application*. Enugu: John Jacob's Classic Publishers Limited
- Orpin, U.J. (2004). "Monetisation Policy: Principles, goals and implications". *A paper presented at a workshop on Monetisation Policy, Kaduna, Nigeria*.
- Office of the Secretary to the Government of the Federation (2006). *Circular on Monetisation Policy*.
- Robert, F. H. (1956). *Trade unionism in the United States*. NY: Russell & Russell
- Sanusi, J. O. (2002) "Promoting good corporate governance: Issues and challenges" *A Keynote Address Delivered at the Annual Directors Seminar Organized by the Financial Institutions Training Centre, Lagos, Nigeria*
- Taylor, F.W. (1926). *Testimony of Frederick W. Taylor at hearings before Special Committee of the US House of Representatives, January, 1912: A classic of management literature reprinted in full from a rare public document*. New York: Taylor Society.