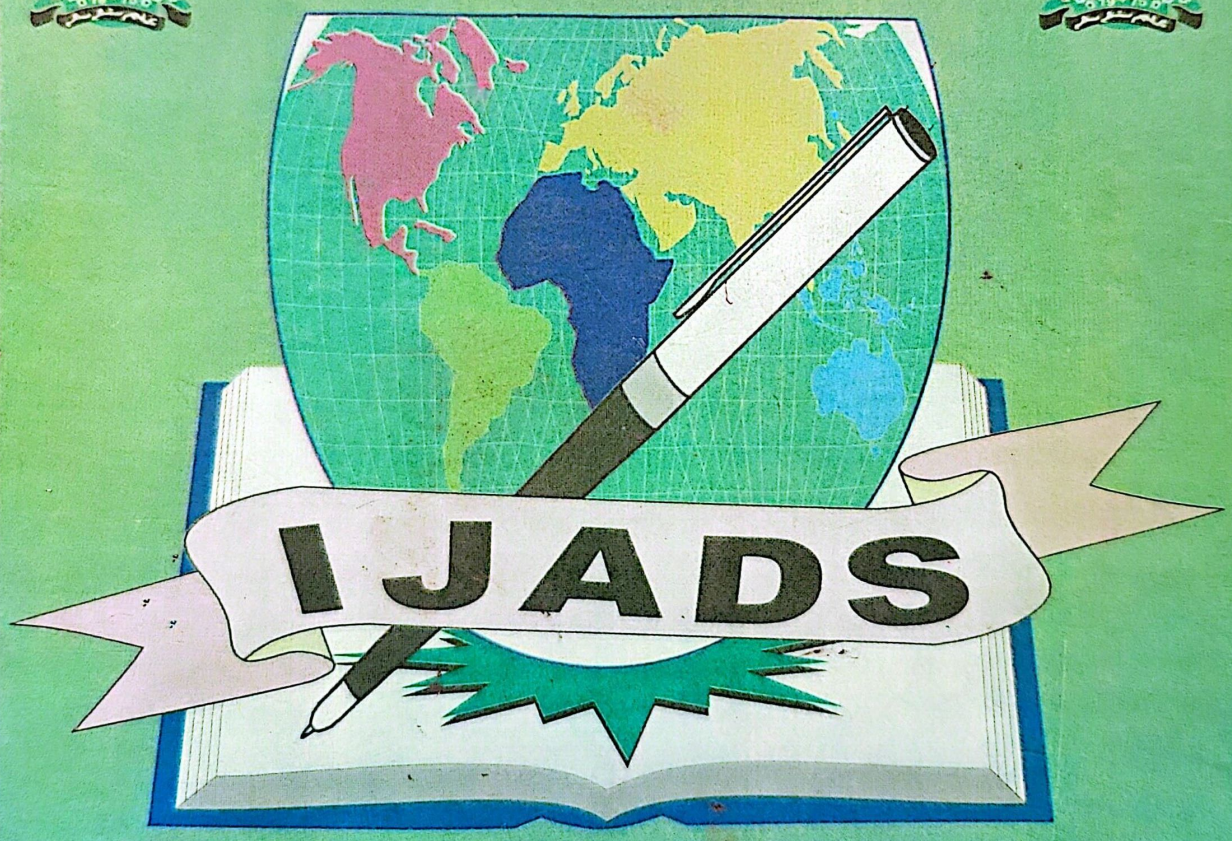
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ASSESSMENT OF FACTORS AFFECTING THE PERFORMANCE OF CIVIL SERVANTS IN KWARA STATE, NIGERIA

By

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ABSTRACT

Performance is very important to management of any organization. It helps management to ascertain whether their organizations are improving, deteriorating or stagnant, this is with a view to improving on its services for the enhancement of its survival and growth. Nigeria has been trying to put in place different strategies to motivate civil servants to perform its statutory responsibilities. However, there is no better and ready instrument available for government to influence the moral tone of the civil servants. It is against this background that this study assesses the factors that affect performance of Civil Servants in Kwara State Civil Service, Nigeria. A survey design was adopted and data were obtained from both primary and secondary sources. A multistage sampling technique was adopted utilizing purposive and simple random sampling techniques. Purposive sampling technique was used in selecting a total of seven ministries and one agency, and 250 respondents were randomly selected and closed ended questionnaires were issued but 222 were retrieved. Data collected was organized and analyzed into tables and percentages. The analysis was done through Statistical Package for Social Sciences (SPSS) version 17.0. Pearson Moment correlation Coefficient was used to test the hypothesis formulated; decisions of significant relationship between variables were based on 5% (0.05). The findings revealed that salary and allowances, job security, promotion, training, increased responsibilities, authority and accountability affects performance of civil servants in Kwara state. The study also revealed that promotion is a motivator of performance. The research also found that civil servants would be impressed and encouraged to perform when they are promoted as at when due. The study established that civil servants were adequately trained to enhance their performance. The study therefore concludes that, promotion and salary increment are the major factors that affect performance of civil servants. Hence, it is recommended

that, there should be prompt payment of salaries and allowances to the workers especially when they are promoted as it will spur them to greater performance.

Keywords: *factors, motivation, performance, civil servants, Kwara State*

INTRODUCTION

The origin, structure and performance of the contemporary civil service in Nigeria are highly traceable to colonial administrative formation. The Nigerian civil service is the administrative bureaucracy that occupies an important position in the entire political system. This pre-eminence comes in part from the fact that during the colonial era, it was the major instrument for conducting government business. The civil service is not only concerned with the maintenance of law and order, but also with socio-economic activities and political development needed for the fast growth of new nations. As a result of the expansion in government activities, a more reliable civil service is desirable rather than the relic that was bequeathed by the colonialists.

It is assumed generally that the performance of any employee (public or private) will depend to some measure on how he or she is compensated. Basing on that logic, sensible government needs to give priority to the issue of pay. However, there is a counter proposition that monetary rewards to public servants cannot act as a motivator to entice public servants to maintain and improve their performance. One of the ways of ensuring higher performance is through the promotion of deserving members of the organization at the appropriate time. An average employee looks forwards to the day he or she will earn promotion, since it is seen as reward for past performance, vote of confidence and a blessing (Nwachuku,1988).

Despite huge amount of resources expended by government in pursuing policy measures aimed at promoting civil servants as at when due as a tool to boost their morale over the years; evidence generated from empirical studies indicate the declining performance of civil servants in Kwara State (Awolola, 1996 and Mohmmud,1999). The lackadaisical approach of the civil servants and the policy control measures of government in certain respect combine to inhibit effective service delivery.

Kwara state civil service commission like other states in Nigeria has been trying to put in place different strategies to motivate civil servants under her custody. For instance between the years 2008 and 2013 the commission was able to appoint 1496 new personnel, confirmed 588, promoted 2789, and transferred 281 personnel as well as disciplined 4 officers (civil servants) for misconduct(Kwara State Civil Service Commission Progress Report,2011). There is no better and ready instrument available for government to influence the moral tone of the state than well motivated and appreciated civil servants. It is against this background that this study assesses the factors that affect performance of Civil Servants in Kwara State Civil Service, Nigeria.

Research question and Research Hypothesis

Based on the research objective, the following research question and hypothesis were raised to guide the study:

What are the factors that enhance or constrain performance or efficiency of civil servants in Kwara State?

HO_1: There is no significant relationship between salary increment and performance/service delivery of civil servants in Kwara State.

Concept of Performance

Performance is a vital concept in an organization. According to Boyne, Farrell, Law, Powell and Walker (2003), performance is very important to management of any organization. It helps management to ascertain whether their organizations are improving, deteriorating or stagnant, this is with a view to improving on its services for the enhancement of its survival and growth. Brumbach (1988) posits that performance means both behavior and results. Behavior emanates from the performer and transforms performance from abstraction to action. As instruments for result, behaviors are also outcomes in their own right - the product of mental and physical efforts applied to tasks - and can be judged apart from results. Performance is assessed at two levels-performance outcomes and behavior of individuals' or team's action or behavior. Motowildo (1997) in Fajana et' al (2010) asserts that performance is the behavior that can be evaluated in terms of extent to which it contributes to organizational effectiveness. Onukwube et' al (2010), added that job performance is the behaviors and outcomes that

employees engage in or bring about, that are linked with and contribution to organisational goals. Iyaba et' al (2010) affirm that job performance was traditionally viewed as a single construct. Austin and Villanova (1992) and Campbell (1990) argue that job performance is a complicated and multi-dimensional factor. Thus, Campbell (1990) proposed eight factor model of performance, based on factor analytic research, that attempt to capture dimensions of job performance existent (to a greater or lesser extent) across all job. It is that clear that job performance is related to the extent to which an employee is able to accomplish the task assigned to him or her and how the accomplished task contributes to the realization of the organizational goal. Job performance is not a single unified construct but multi-dimensional construct, consisting of more than one kind of behavior. Job performance is more than a narrow economic measure (Cohen el'at, 1995) as it connotes how well a group performs its required tasks to satisfy its customers inside and outside the organization, which suggests effectiveness and efficiency of the employees. Decenzo and Robbins (1988) see performance as doing a job effectively and efficiently, with a minimum degree of disruptions created by employees. According to them, effectiveness refers to goal accomplishment, while efficiency evaluates the ratio of inputs consumed to outputs achieved. Bazza(2002) is of the view that, job performance is a multi-dimensional concept. According to him, the variables that constitute performance vary from job to job depending on the existing goal prescription.

Akingbagbe (2000) assert that, performance indicators are ways in which current performance are assess in order to improve processes, make comparison and set standard. Esu and Iyang (2009) assert that performance is a multi-dimensional construct the measurement of which varies depending on a variety of factors with the designed performance linked to the vision of the organization. They contend that whether discussed or written, there are standard ways of measuring performance and philosophy behind the standard is to accept or reflect on the job performed by an employee. Performance is assessed at two levels-performance outcomes and behavior. It is the outcomes of individuals' or team's action or behavior.

Performance in Kwara State Civil Service could be brought to fore as the act of discharging duties by the civil servants as stipulated by the civil service for efficiency and effectiveness in service delivery. Job performance can be represented by worker productivity at work, interest in work and enthusiasm at work. The following indices are used to measure performance of civil servants in Kwara State:

i) Promptness/punctuality
ii) Job specification/responsibility/duties
iii) Discipline
iv) Loyalty
v) Accountability
vi) Training and development
vii) Orderliness
viii) cooperation

An individual's performance can also be assessed in terms of effort either day to day, when there extraordinary circumstance; this factor reflects the degree to which people commit themselves to job tasks. The performance domain might also include an aspect of personal discipline. Individuals would be expected to be in good standing with the law. In jobs where people work closely or are highly interdependent, performance may include the degree to which a person helps out the groups and his or her colleagues; this might include acting as a good role model. Coaching, giving advice or helping maintain group goals.

Factors Affecting Performance of Civil Servants in Nigeria

It is generally believed that for an employee to perform efficiently he/she must be motivated. In order to motivate employees to put in their maximum efforts, it is essential that their needs be satisfied as far as practicable. Management theorists like Maslow (1954), McGregor (1960), Herzberg (1959), Vroom (1964) and many others looked at the ways of improving employees (Civil Servants) performance from every angle they could think of and concluded that, you can't get quality services in an environment where workers are stressed out, under paid and forced to compete for bonuses and fringe benefits. Adenaike, Ajayi, Adewale, and Odunlami (2009) identified the following factors as a means of motivating or enhancing the performance of employees (Civil Servants):

i. **Wages and Salaries:** Money in form of wages and salaries can motivate i.e. it can influence action and encourage extra effort, extra creativity or any other kind of non-routine performance. But it can do this only when the increment or net gain for the employee is large enough.

ii. **Job Security:** Employees always prefer a job that can guarantee their security. They do not like unsecured atmosphere in organization and they hate the idea of the boss alone having the power to terminate their services. The fear of insecurity can dampen efforts of workers and as a result, any job that tends to provide security motivates workers. To allay fears, procedures must be established for promotion, grievance, discipline and termination, so that the workers can see that in every case justice is done.

iii **Promotion:** Employees want to see a change for the better in their place of work. A clerk would like to be a senior clerk and an executive officer would like to be administrative officer. Promotion brings along with it not just mere money but a mark of recognition of the individual's performance. Consequently, in order to justify this recognition, an employee's puts in more effort in his work. The motivating effect of promotion is high.

iv **Setting Specific Targets:** Setting specific targets should be set by the individual within the framework of the department objective. These should then be agreed with him by the boss and the progress made is reviewed with him throughout the year. During this period the individual is guided and encouraged towards the achievements of the objective of his job.

v. **Increased Responsibilities:** This will definitely motivate employees. A lot of workers want more responsibilities in their jobs but in order for them to be fully motivated, the responsibilities should be marched with increase in pay.

vi. **Authority and Accountability:** A major factor in motivating a job holder is to give him increased authority and hold him accountable for the results. This situation will pose a challenge to which the employee will react.

Perry and Wise (1990), see motivation in public service as an individual's predisposition to respond to the motives grounded primarily or uniquely in

public institutions. Brewer and Selden (1998) assert that public service motivation is the motivational force that induces individuals to perform meaningful public service. Public service motivation could also be viewed as an individual's psychological propensity to be induced to respond to the changing needs of people in society, via government institutions with expected economic rewards (Tongo, 2005).

Olawale (2011), in a research carried out on the motivational factors on public servants' job performance in Ondo State, revealed that salary allowance and promotion as at due ranked highest as the motivational factor that affects level of workers' satisfaction. Motivation in the public sector is premised on the idea that individuals who choose to work in the public sector have an ethic that is oriented toward public service and a sense of duty (Staats,1988). Ajayi (2011), identifies the factors that are more likely to enhance performance of employees in an organization to include the perceived fairness of promotion system within an organization, salary increases, quality of the working conditions, leadership, social relationship and job itself. This means that the more satisfied employees are with their job, the more they put their best for achievement of the organizational goals. Yazinski (2010) in his study observes that in order to enhance performance of employees there is need to put in place proper staff retention plan such as training, monitoring, positive culture, use of communication and building of credibility appreciation via compensation and benefits coaching/feedback, provision of growth (promotion) opportunities, making employee feel valued, lower stress from overworking and creation of work/life balance, and foster trust and confidence in senior leaders of organization. Furthermore, Inyang (2011) observes that proper management of people as organizational assets and the adoption of appropriate human Resource policies and strategies retain competent workforce, which in turn promote organizational productivity and enhanced performance. Arowolo (2012), in his research conducted on the ethics, motivation and performance of public servants in Nigeria, found that where standard ethic is practiced, better performance is assured and unethical behavior prevails, performance is negatively affected. It is therefore, desirable to adhere strictly to standard ethics and direct motivation to meet employees' needs in order to enhance better performance, efficiency and

high productivity in public service, thereby facilitating overall service delivery and national development.

The efficiency of the civil service is based on the conduct and attitude of staff. For the staff to be efficient there must be guiding principles for everyone. Accordingly, the civil service has both rules for "dos and don'ts" as code of ethics to guide the conduct of its members. The following are the rules that touch on discipline of the individual civil servants in the performance of their official duties:

i. Discipline-strict compliance to the rules and regulation of the service.
ii. Loyalty-loyal to government and constituted authority.
iii. Honesty-honesty in doing their duties and in relation to the public.
iv. Courtesy-politeness to colleagues and general public.
v. Tact-skillfulness in handling difficult situation without giving offence to the people involved.
vi. Tidiness-keep working environment and office tidy.

In a summary of the factors affecting the performance or efficiency of the Nigerian civil service, Ajayi (1998) has noted the following: over staffing and closely related poor remuneration of employees in public are key factors. Secondly, there are the issues of poor assessment of manpower needs and the use of wrong criteria to appraise staff performance. In the same vein, Paul (2010) concludes that motivating civil servants for performance, capacity development and reform is far being a straightforward issue and no blueprint can be devised. She notes that individual incentives are often low-powered in the public sector mainly because of the difficulty to find appropriate objective performance measures. Tongo (2005), also stressed in his findings from other studies to reveal that the low productivity associated with Nigeria's public servants could be raised if they were provided with some financial incentives. Oscar (2012) in a study on the poor civil servants and poor civil service in Tanzania posits that, the performance of any employee (public or private) will depend to some measure on how he or she is compensated. The literature on compensation also has related the use of incentives to attracting and retaining risk-taking employees, or employees who possess a high degree of openness to new ideas and creativity in solving daily

problems (Mohrman and Mohrman, 1993; and Montemayor, 1996). Incentives can therefore boost an organization's learning capability if used for recompensing attitudes oriented towards flexibility and constant improvement (Lei, et al, 1999; O' Dell and Grayson, 1998; and stata, 1989). Savych (2005) affirm that the simplest form of incentive pay is promotion ladder, according to him when promotion ladders are used as defined compensation; almost all junior workers who prove themselves are promoted. Ketelaar, Manning and Turkisch (2007), emphasized that the results of performance measurement should be included in Promotion decisions and in professional recognition of results. Senior civil servants are likely to be as motivated by these as they are financial rewards. They noted that the incentives to game to achieve *Reputational* rewards are somewhat lower than the incentives to game in relation to *financial* rewards. This is for the simple reason that if the reward is reputation, a reputation for gaming amongst professional peers undermines the reward itself.

Oscar (2012) also observes that the decline in pay and weakening of incentive has led to many consequences such as;

i. De-motivation of civil servants at all levels.
ii. Reduced work efforts, declining levels in performance.
iii. Weakening of accountability and control mechanisms.
iv. Diminished ability to recruit and maintain managerial, technical and qualified personnel.
v. Reduced commitment to public service.

In addition to the reduced work effort, low and declining pay may reduce good will, increase ill will and motivation to engage in counter-productive behavior; does not support increased production, service delivery, good fiscal management and tolerance for 'deviant' behavior including time theft and corruption.

Arowolo (2012) also identifies the following factors as a way of enhancing performance of employees (civil servants) at work:

i. **Provision of work facilities:** employee must be provided with facilities he needs to work with at work. This will go a long way in enhancing employee's performance.

ii. **Friendly work environment:** performance is enhanced where there is atmosphere conducive for higher productivity. Friendly environment naturally elicits performance as their cooperation rather than conflict; harmonious relationship in place of rancor.

iii. **Capacity building:** capacity building is a mechanism put in place by organizations to increase the way an employee could work. In other words, capacity building involves training, creating opportunities for employees and other means through which employees could perform better.

iv. **Cordial relationship at work:** working as a team, as friends, as brothers increases performance. An employee has best performance when he has a good relationship with his colleagues at work.

v. **Informal group/team building:** there is the need to create informality out of formality. This, in a way, is capable of creating interaction which may not have been possible in an official relationship. This is also referred to as team building. Where all the employees and the employers; subordinates and the boss have time to relate, to discuss out of work environment and to share their grievances and what they think should be done to help enhance their performance at work.

vi. **Performance appraisal:** awareness of appraisal is capable of making an employee increase his performance, having known that there is time to evaluate his efforts and to reward or punish, depending on the efforts he puts into production process.

vii. **Promotion/assurance of rewards:** also promotion is a source of performance enhancement. Promotion or assurance of rewards encourages workers to perform to the best of their ability.

viii. **Discipline/punishment:** as rewards increase performance so also is the awareness of the punishment. When an employee knows the gravity of an offence and the likely punishment, he chooses to behave and be a law abiding employee at work.

Many experts in the field of public administration and management have given their respective ways in which civil servants could be made to invest their best into the service. For instance, some expressed that incentives, promotion, work ethics among other factors of motivation are necessities

for efficiency as long as civil service is desirous of optimal performance for the civil servants.

Therefore, it is considered worthy that rewarding of hard work, creating of working competitive environment among the civil servants as specifics to discourage indolence and thus putting the civil servants in the right working direction. This however reviews that the civil service has to recognize and reward hard work and exceptional service. More so, providing a healthy working competitive environment could discourage indolence and instill discipline instead in those set of civil servants who nurse the notion that their qualifications are sufficient justification to be treated with specialty so far as they appear in office even without attending to their duties. In this respect, this will undoubtedly build up the spirit of stout in the civil servants given the fact that working environment is competitive and stay abound, each an everyone has to convince the civil service beyond doubt of what they are capable of doing. To put this differently, it is simple but relevant strategies of correcting certain wrongs of human feelings which at times inhibit efficiency in the civil service.

Methodology

Kwara State, the study area, is one of the 36 states of Nigeria. Its capital is Ilorin. The primary ethnic group of Kwara State is Yoruba, with significant Nupe, Bariba minorities. Kwara State was created on 27 May 1967. The population for the study comprised of all the Four Thousand and Forty (4040) civil servants in selected ministries of Kwara State. The study utilized both primary and secondary sources of data. The primary source was obtained through structured questionnaires that were administered to the selected 7 ministries under the custody of Kwara State Civil Service Commission. The secondary source used on the other hand includes information from the Kwara State Civil Service Commission, previous works on the area of the study, national dailies and magazines, academic journals, internet materials and conferences proceedings. A multistage sampling technique was adopted utilizing purposive and simple random sampling techniques. The purposive sampling method was used to select seven ministries and one agency (Finance, Education, Health, Planning and Economic Development, water resources, information and communication, works and transport and Kwara state civil service commission) for the

study. The sample size was obtained from the list of staff from each of ministry using simple random sampling technique. The study used descriptive and inferential statistics for data analysis. The data gathered was statistically analyzed using Percentage and Pearson Product Moment Correlation statistic to answer the research question and test the hypothesis formulated respectively.

Results and Discussion

The research question which states that: what are the factors affecting performance of civil servants in Kwara state, is analyzed by looking at all the relevant variables.

Factors affecting performance

The researcher sought to know from the respondents whether these factors (salary and allowances, job security, promotion, training, increased responsibility, authority and accountability) affect performance of civil servants.

Table 1: Factors affecting performance

Variable	Frequency	Percent
Strongly Agreed	76	34.2
Agreed	112	50.5
Undecided	19	8.6
Disagreed	9	4.1
Strongly Disagreed	5	2.3
Total	**222**	**100.0**

Source: Field survey, 2014.

Table 1 shows that 76 (34.2%) strongly agreed and 112 (50.5%) agreed that salary and allowances, job security, promotion, working condition, training, increased responsibilities, authority and accountability affects the performance of civil servants while 9 (4.1%), 5 (2.3%) and 19 (8.6%) of the respondents disagreed, strongly disagreed and undecided respectively. This reveals that salary and allowances, job security, promotion, working

condition, training, increased responsibilities, authority and accountability affects performance.

Promotion as a motivator for Performance

The researcher enquired to know whether promotion serves as one of the motivating factors for higher performance.

Table 2: Promotion as a Motivator for Performance

	Frequency	Percent
Strongly Agreed	134	60.4
Agreed	75	33.8
Undecided	1	.5
Disagreed	5	2.3
Strongly Disagreed	7	3.2
Total	**222**	**100.0**

Source: Field survey, 2014.

Table 2 shows that 134 (60.4%) respondents strongly agreed that promotion is a motivator of performance, 75(33.8) also agreed, 1(0.5) undecided, 5(2.3) disagreed, and 7 (3.2) strongly disagreed. Analysis of the table shows that promotion is a motivator of performance.

Level of Performance when Promoted

The researcher sought to know the extent of performance of Civil Servant as he/she gets promoted.

Table 3: Level of Performance when promoted

Variable	Frequency	Percent
Strongly Agreed	74	33.3
Agreed	133	59.9
Undecided	8	3.6
Disagreed	2	.9
Strongly Disagreed	5	2.3
Total	**222**	**100.0**

Source: Field survey, 2014.

Table 3 indicates that out of 222 respondents 74(33.3%) strongly agreed, 133(59.9%) agreed, 8 (3.6%) undecided, 2(0.9%) agreed while 5(2.3%) strongly disagreed that promotion encourages performance. This shows that respondents would be encouraged to perform when they are promoted.

Training opportunity for performance

The researcher intends to know from the respondents whether training such as seminars, conferences and workshops are often organized for them to enhance their performance.

Table 4: Training opportunity for performance

Variable	Frequency	Percent
Strongly Agreed	112	50.5
Agreed	73	32.9
Undecided	12	5.4
Disagreed	22	9.9
Strongly Disagreed	3	1.4
Total	**222**	**100.0**

Source: Field survey, 2014.

Table 4 shows that out of 222 respondents 112 (50.5%) strongly agreed, 73(32.9%) agreed that seminars, conferences and workshops are organized for staff to enhance their performance while 3(1.4%) strongly disagreed, 22 (9.9%) disagreed and 12(5.4%) undecided respectively. Analysis reveals that proper training was provided to the civil servants to enhance their performance.

Favoritism in Criteria for Promotion

The researcher sought to know the extent civil service bends criteria to favour some civil servants.

Table 5: Favoritism in Criteria for Promotion

Variable	Frequency	Percent
Strongly Agreed	41	18.5
Agreed	79	35.6
Undecided	19	8.6
Disagreed	36	16.2
Strongly Disagreed	47	21.2
Total	**222**	**100.0**

Source: Field survey, 2014.

Table 5 indicates that some of the respondent agreed the civil service at times sideline the criteria of promotion to favour their people as strongly agreed, representing 41 (18.5%) followed by 76 (35.6%) who agreed. While the rest undecided 19 (8.6%), disagreed 36(16.2%) and strongly disagreed 47 (21.2%) respectively. This analysis shows that at times civil service bends criteria to favour to some civil servants.

Indices of Performance

The researcher sought to know whether civil servants maintain the civil service norms of being punctual to work, loyal to the government, performing their responsibilities, being orderly and courteous to the other staff and visitors and being accountable.

Table 6: Indices of Performance

Variable	Frequency	Percent
Strongly Agreed	71	32.0
Agreed	113	50.9
Undecided	16	7.2
Disagreed	21	9.5
Strongly Disagreed	1	.5
Total	**222**	**100.0**

Source: Field survey, 2014.

Table 6 reveals that 113 (50.9%) and 71 (32.0%) of the respondents agreed and strongly agreed that civil servant maintains the civil service norms of being punctual, loyal, dutiful, orderly and courteous to other staff. 21 (9.5%) disagreed, 1 (0.5%) strongly disagreed and 16 (7.2%) undecided respectively. This analysis shows that civil servants performance is very high.

Hard work for promotion

The researcher sought to know whether officers recognized to be hard working, diligent and loyal to the state after promoted are motivated to perform.

Table 7: Hard work for promotion

Variable	Frequency	Percent
Strongly Agreed	59	26.6
Agreed	82	36.9
Undecided	29	13.1
Disagreed	38	17.1
Strongly Disagreed	14	6.3
Total	**222**	**100.0**

Source: Field survey, 2014.

Table 7 reveals that out of 222 respondents 82 (36.9%) agreed and 59 (26.6%) strongly agreed that government motives its workers by promoting them as at when due any officer to be hardworking, diligent and loyal to the state while 38 (17.1%) disagreed and 14 (6.3%) strongly disagreed as well as 29 (13.1%) were undecided respectively. This analysis shows that government motivates its workers by promoting them as at when due.

Effect of salary increment on the performance

The researchers enquired to know from the respondents whether increase in salary spur them to greater performance.

Table 8: Effect of Salary Increment on Performance

Variable	Frequency	Percent
Strongly Agreed	105	47.3
Agreed	67	30.2
Undecided	28	12.6
Disagreed	16	7.2
Strongly Disagreed	6	2.7
Total	**222**	**100.0**

Source: Field survey, 2014.

Table 8 reveals that most of the respondents strongly agreed 105 (47.3%) and agreed 67 (30.2%) that salary increment spur workers to greater performance. 28(12.6%), 16(7.2%) and 6 (2.7%) of the respondents were undecided, disagreed and strongly disagreed respectively. This analysis indicates that salary increases spur workers to greater performance.

Testing of Hypothesis

In order to achieve the research objective hypothesis was formulated to address the research problem. The study used Pearson method to test the hypothesis. The Pearson correlation coefficient or simply the Pearson r examines the significance or otherwise of the association between two variables both of which must have been measured on at least an interval scale.

Ho1: There is no significant relationship between salary increment and performance of civil servant in Kwara state

Table 9: Pearson (r) summary

Source of correlation	Sums of Square	Df	r	P
Σx	172	n-1	0.97	>0.05(0.666)
Σy	22	8-1=7		
ΣX^2	15514			
Σy^2	292			
$\Sigma X y$	2082			

Source: *Field survey, 2014.*

Decision: The calculated value (0.97) is bigger than the critical (i.e. table) value (0.666), so we reject the null hypothesis and conclude that there is a significant relationship between salary increment and performance of civil servants in Kwara State. The hypothesis corroborates the finding in table 8 that salary increase spurs workers to greater performance. It is however reveals that most of the respondents strongly agreed and agreed that salary increment spur workers to greater performance in Kwara State.

Discussion of Major Findings

The result from table 8 revealed that salary and allowances, job security, promotion, training, increased responsibilities, authority and accountability affects performance of civil servants in Kwara state. Adenaike et al (2009), Olawale (2011), Ajayi (2011), Yazinski (2010) corroborates this finding that performance is affected by salary and allowances, promotion, training, job security, increased responsibilities, authority and accountability.

The findings from table 2 revealed that promotion is a motivator of performance. This corroborates with earlier study by Arowolo (2011) that

revealed that salary, allowance and promotion as at when due ranked highest as the motivational factor that affects level of workers' satisfaction. Strauss and Sayles (1980) concluded in their study that promotion is an important source of employee motivation and one of the most highly visible rewards fine performance and the best means for most organizations to meet their affirmative goals.

The result from table 3 revealed that respondents would be encouraged to perform better when they are promoted. This corroborated the findings of Arowolo (2012) and Park et al (2003) that promotion or assurance of rewards encourages workers to perform to the best of their ability and if organizations want to accelerate performance of employees in the organization, fair promotional opportunities should be given to employee.

Table 4 Analysis reveals that proper training was provided to the civil servants to enhance their performance. Yazinski (2010) corroborated this finding, that in order to enhance performance of employees there is need to put in place proper staff. retention plan such as training, monitoring, positive culture, use of communication and building of credibility appreciation via compensation and benefits coaching/feedback, provision of growth (promotion) opportunities, making employee feel valued, lower stress from overworking and creation of work/life balance, and foster trust and confidence in senior leaders of organization.

The finding from table 5 revealed that at times civil service bends criteria to favour to some civil servants. Echu (2010) corroborated this finding that most promotions, appointments and job placement are based on political affiliation, ethnicity, religious inclination or the connection and reference of the appointee to the people that matter.

The finding from table 6 shows that civil servants performance is very high .This finding corroborated with earlier study of performance indices of Kwara state that performance is measured through promptness/punctuality, job specification, discipline, loyalty, accountability, training and development, orderliness and cooperation. However, this contradicts the view of Orire (2007) who was of opinion that bad behavior has clearly manifested in civil service in many forms such as absenteeism,

delinquency, lack of commitment, negligence, indiscipline, lack of courtesy, low productivity, divided loyalty et cetera. The finding from table 7 also revealed that government motivates its workers by promoting them as at when due and that the level of commitment/determination to work will increase when they are promoted.

The result from table 8 revealed that salary increases spur workers to greater performance. This finding corroborated with earlier study carried out by La motta (1995) that the level of motivation (performance) increases when employees get unexpected in recognition, praise and pay (salary). This contradicts the work of Zhou et al (2010) that pay rises can create unrealistic expectations that they will keep on rising, and because they cannot, lead to frustration and deflate performance.

Conclusion

The factors that affect performance of civil servants in Kwara state are salary and allowances, job security, promotion, training, increased responsibilities, authority and accountability. Salary increase spurs workers to greater performance but salary structure and allowances of civil servants in Kwara state is poor.

Recommendations

From the conclusion of the study, the following recommendations are made:

i. It is recommended for the purpose of efficiency and effectiveness of service by the civil servants that salary and allowances, job security, promotion, training, increased responsibility, authority and accountability should be adequately catered for.

ii. The civil service rules and regulation should not be bents either suit oneself as the boss or in favour of any civil servant as the case may be.

iii. The Kwara civil service should as a case of urgency devise means to restructure its salary as noted in the research conducted that the former salary structure is low compared to the other state. This would no doubt further strengthen the sense of confidence in civil servants and replace in their respective selves new energy. In the

long run it will restore confidence in the ability of the government to dispense social services for the overall development of the state.

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