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STAFF WELFARE AND INSTITUTIONAL DEVELOPMENT IN OSUN STATE CIVIL SERVICE OF NIGERIA

Akindele Iyiola (Mrs)
Akindele R.I (Ph.D)

ABSTRACT

The study examined the key issues in institutional development and workers' welfare in the Osun State civil service; identified and evaluated the existing welfare programmes in the state; investigated the extent to which existing welfare programmes affect institutional development in the service; and assessed the challenges confronting institutional development in the state.

The study employed a descriptive survey method. Information was gathered from respondents through close-ended structured questionnaire and in-depth interview. The population of study was 1,605 employees drawn from the public service of Osun State which was stratified in to 13 ministries. Questionnaires were administered on a sample of 321 employees; 20% of the population. Data collected were analyzed using descriptive and inferential statistics.

The results showed that accountability ($\bar{x}=20$), leadership ($\bar{x}=18.35$) and succession plans ($\bar{x}=16$) were prominent issues involved in institutional development in Osun State. Pay system ($\bar{x}=20.33$) constituted the major welfare package for Osun State workers, followed by adequate motivation ($\bar{x}=20.00$) next was the provision of housing allowance ($\bar{x}=19.35$), followed by training ($\bar{x}=18.19$), health care facilities ($\bar{x}=18.13$), and finally transportation ($\bar{x}=16.33$). Also, it was found that a single welfare package is not enough incentive to get the best out of civil servants in the State, but a combination of welfare packages. Comparative Analysis of Institutional Development and Workers' Welfare showed that there was a significant relationship between institutional development and workers welfare package in Osun State Civil Service.

The study concluded that workers' welfare is a necessary condition for efficiency and effectiveness.

Introduction

The concept of staff welfare has been a focus of research and public concern for many years. It is based on the assumption that employees need the institution as much as the institution needs them and that the administrator understands that employees are the most valuable asset in the institution.

The notion of staff welfare involves the workforce being provided with a greater degree of incentives, capacity-enhancing schemes and improved working conditions, which may include: subsidized canteen facilities where employees are assured of a standard meal at least once a day, medical facilities to cater for their health, subsidized transport facilities to take them to and from work, and in some cases, housing or housing allowances. In a developing country like Nigeria where essential amenities like transport and health services are not so efficient, some organizations have found that the effort to achieve institutional development is based on making such subsidized provision that would have been the case if such facilities were not available. Why do workers work? The question almost sounds silly, yet to any public organization where the labour of employees is energized, "staff welfare thus constitutes the propelling force that energizes and gives direction to an employee's behaviour in the work place (Di Casare and Sadri 2003). Managers often hope to improve the system by improving staff welfare. However, how and why do they attempt to do this and whether their efforts succeed or not are serious questions of great concern to scholars. Human nature can be very simple, yet it is equally very complex. Understanding and appreciating this complexity is prerequisite to the effective management of staff welfare in the workplace.

The role of a manager in the workplace is to get things done through the employees by providing adequate staff welfare facilities. It is widely assumed that provision of adequate worker's facilities will lead to an increased institutional development for Workers who are "deeply involved with their work" (Mulins 1996), but perhaps surprisingly, overall evidence suggest that there is no strong correlation between positive staff welfare and institutional development (Wilson and Rosenfel 1990). In spite of enormous research, basic as well as applied, the subject of staff welfare is not clearly understood and more often than not poorly practiced. One can safely assert that effective management is *sin qua non* to the survival and subsequent development of any institution.

Welfare package is the driving force that stimulates an individual worker into action in order to contribute his quota towards achieving institutional objectives and goals. Many managers today are not aware of the effects that quality staff welfare can have on their business, and it is therefore important that they learn and understand the factors that determine positive staff welfare. In any government institution, it is the responsibility of the Director in concert with his political head and supporting secretariat staff to initiate better conditions of service and welfare schemes from time to time. Steers and Porter (1991) and Osterater (1999) were of the opinion that a good understanding of staff welfare by management can serve as a valuable tool for understanding the causes of behaviour in organization.

Materials and Methods

Staff welfare, broadly defined, includes compensation, working hours, labor insurance, education, vacations, employment services, and union organization. In its more narrow sense, it is the improvement of labor conditions and job efficiency through the cooperative efforts of employers, labor unions, and employees'. It is the driving force for putting business philosophy into practice, employees are the stakeholders most deeply involved in company efforts. Therefore, employment is viewed as one of the most important factors in management. Along with showing respect for human rights, character and individual personality, the organization strives to provide workplaces that are safe and easy to work in.

Making optimal use of their capabilities, employees require a safety net that will enable them to dedicate themselves to their work even when faced with such contingencies as pregnancy, injury or healthcare for family members. This type of developments has a direct impact on an employee's performance, and consequently it is necessary to find ways to enhance the employee's productivity and strike a balance between work and private-life responsibilities. The following employee welfare systems have been developed in the literature with these considerations in mind.

A Work Schedule System which involved flexible working hour's system. This makes it possible for employees who are engaged in child raising or nursing care to work fewer hours on some days under this system outside de facto working hours system. Another factor is the discretionary working system, which applies to researchers and staff with a certain amount of responsibility. Under this system, an employee's work performance is evaluated largely on the contribution they make to the company. Employees are compensated for a fixed number of hours regardless of the actual number of hours worked. Another important factor is the vacation, under which we have maternity and child-care leave. The employee is able to take the leave to take care until the child is three years.

Institutional Development

Institutional development is concerned with the process and content of changing existing institutions to improve their effectiveness in promoting growth and service delivery. It relies on support and participation from those at a high political level and also from key actors and stakeholders.

Institutional frameworks govern people's access to civil service systems. Significant development resources have been focused on trying to change the way organisations operate. However, there is limited success without change to the institutional framework, which governs the way organizations behave, their relationships and accountability mechanisms. Similarly,

without empowering poor people to have agency there will be limited change in their ability to access services.

Institutional development includes institutional reform and organizational development. It is about changing the formal and informal rules of the game, which govern the relationships between policy-makers (the enablers), service providers (the responders) and poor people, both as consumers of services and as citizens with voices. The issue of institutional development, especially under the slogan of "good governance", has recently come to occupy the centre stage of development policy debate.

To enhance a sustainable institutional development there is need to embark on suitable Accountability Mechanism

Methodology and Hypotheses

Based on the discussion in the above, it was decided to test the relationship between staff welfare and institutional development. Staff welfare was measured by training and development and motivations as staff welfare. These variables served as the dependent variables in this study.

The following hypotheses are advanced:

- (i) There is no significant relationship between staff welfare packages and institutional development in Osun State Civil Service.
- (ii) There is no significant relationship within staff welfare packages institutional development in the state civil service.
- (iii) There is no significant relationship between training and staff welfare in Osun state civil service.

The research involved a descriptive survey method. Information was gathered from respondents through close-ended structure questionnaires and interview.

Population

The population here refers to the components of the Osun State Public Service or called staff strength. The Osun State Public Service is made up of ministries, non-ministerial departments, parastatals, judiciary, the legislature and the entire political appointees. The study covers the whole civil service of Osun State, and it was restricted to 6 ministries which are Ministry of works, Ministry of Industry and Commerce, Ministry of Education, Ministry of Health, Ministry of Environment and Ministry of Land and Physical Planning, out of the thirteen total numbers of ministries in the state. The total population of workers stood at (2,188) two thousand one-hundred and eight-eight and a Simple random sampling technique was used in selecting respondents from each of the selected ministries with a sample fraction of 20%, bringing the sample size to 321.

Primary and Secondary data were used for this study. The primary data was collected through questionnaire administration and conduct of in-depth interview. Questionnaire was administered to the 321 respondents, 53 respondents from each of the six ministries. In-depth interview was conducted with the permanent secretaries and directors of personnel in each of the selected ministries, and union leaders of existing trade unions.

Secondary data were sourced from relevant textbooks, academic journals, newspaper cuttings as well as official documents and publications of the ministries namely gazettes, office records and minutes of meetings.

The instrument used for the purpose of eliciting information from respondents for this research was tagged Workers' welfare and Institutional Development Questionnaire. (WWIDQ). The questionnaire was attitudinal in nature and developed by the researcher.

The questionnaire consists of two main sections. Section A: General information from respondent such as age, sex, work experience, academic and professional qualification etc. Section B, consist of issues in institutional development, why section: C was made up of indices for measuring staff welfare. Analysis of Variance (ANOVA) was used to test the hypothesis.

Discussions and Results

The demographic variables show that 201 (62.6%) of the respondents are male while 120 (37.4%) of the respondents are female. Therefore, it is evident that there are more of male respondents than female who successfully filled and returned the questionnaire.

There are 94(29.3%) of the respondents who are single, 191(59.5%) who are married, 10(3.1%) who are divorced, 04(1.2%) who are separated while 22(6.9%) of the respondents are widowed. The respondents are educated and they understood the purpose of the study, hence their response could be relied on as being accurate to base the conclusion upon.

Key Issues in Institutional Development on Workers

Hypothesis one captured this objectives and it is stated: There is no significant relationship between institutional development and welfare packages in Osun State Civil Service. A lot of key issues concerning institutional development and worker's welfare were revealed from the literature review and the realities on ground in Osun State Civil Service. However three principal variables were finally used to measure institutional development. They are Accountability, Leadership and succession plan.

Table 1 below shed light into the issues of variables put in place for institutional development

Table 1: Descriptive statistics on institutional development variables on minimum, maximum, sum total, mean, standard error, standard deviation and variance

Variables	Minimum statistic	Maximum statistic	Sum statistic	Mean statistic	Std error	Std deviation	Variance
Accountability	11.05	72.00	6100	20.00	4.74	24.43	24.43
Leadership	10.00	25.00	5805	18.35	3.76	11.29	11.29
Succession	10.00	58.00	4899	16.00	4.57	16.38	16.38

Source: Field Survey, July, 2010

The Table above reveals that Accountability, leadership and succession plans, were prominent issues involved in institutional development in Osun State. The mean ($\bar{x}$) scores of the descriptive statistics in the table above shows that there are three prominent variables for measuring institutional development, and they are accountability, with mean score ($\bar{x}$ 20) leadership mean score ($\bar{x}$ 18.35) and succession mean score ($\bar{x}$ 16) from the sum statistic, means, standard error, standard deviation and variance it is evident that there are packages for institutional development in Osun state.

Table 2 discusses the issues involved in worker's welfare. In this study six prominent issues and variables were raised and they became the bases of analysis. The issues were pay system, housing allowance, transportation, health facility, motivation and training. Table 5 gave an explicit analysis of the issues.

Table2: Descriptive statistics on workers welfare variables on minimum, maximum, sum total, mean, standard error, standard deviation and variance

Variables	Minimum statistic	Maximum statistic	Sum statistic	Mean statistic	Std error	Std deviation	Variance
Pay system	11.00	72.00	6100.00	20.33	.285	4.942	24.430
Housing allowance	10.00	25.00	5805.00	19.35	.194	3.360	11.292
Transportation	10.00	58.00	4899.00	16.33	.233	4.047	16.382
Health facility	6.00	25.00	5439.00	18.13	.242	3.123	9.757
Motivation	11.00	72.00	6000.00	20.00	.280	4.542	23.330
Training	7.00	25.00	5439.00	18.19	.2426	3.123	9.757

Source: Field Survey, July, 2010.

In Table 2, pay system constituted the major welfare package for Osun State workers, followed by adequate motivation next was the provision of housing allowance, followed by training, health care facilities and finally transportation. The mean ($\bar{x}$) scores of the six variables for workers welfare are in this order: (1) Pay system ($\bar{x}$ =20.33) (2) Motivation ($\bar{x}$ =20.00) (3) Housing Allowance ($\bar{x}$ =19.35) (4) Training ($\bar{x}$ = 18.19) (5) Health facility ($\bar{x}$ =18.13) (6) Transport ($\bar{x}$ = 16.33). From this table staff welfare was adequately taking care of in Osun State.

COMPARATIVE ANALYSIS OF INSTITUTIONAL DEVELOPMENT AND WORKERS WELFARE (TABLES 1 AND 2)

Table1: Descriptive statistics on institutional development variables sum total and mean statistics

Variables	Sum statistic	Mean statistic
Accountability	6100	20.00
Leadership	5805	18.35
Succession	4899	16.00

Source: Field Survey, July, 2010

Table2: Descriptive statistics on workers welfare variables sum total and mean statistics

Variables	Sum statistic	Mean statistic
Pay system	6100.00	20.33
Housing allowance	5805.00	19.35
Transportation	4899.00	16.33
Health facility	5439.00	18.13
Motivation	6000.00	20.00
Training	5439.00	18.19

Source: Field Survey, July, 2010.

The two tables above showed that there is interactive relationship between them: In table1 the mean statistics of the institutional development variables accountability ($\bar{x}$ 20.00) Leadership ($\bar{x}$ = 18.35) Succession ($\bar{x}$ = 16.00) compared with workers welfare variables i.e. Pay system ($\bar{x}$ =20.33) (2) Motivation ($\bar{x}$ =18.19) (3) Housing Allowance ($\bar{x}$ =19.35) (4) Training ($\bar{x}$ = 18.19) (5) Health facility ($\bar{x}$ =18.13) (6) Transport ($\bar{x}$ = 16.33).

A comparative analysis of the two tables shows that there is a significant relationship between institutional development and staff welfare package in Osun State Civil Service, and one is affecting the other. The second objective is to identify and evaluate the existing welfare programme in the state. It translates to hypothesis two which states that there is no significant relationship within staff welfare packages in the state civil service. Table2 establishes at least six issues in workers welfare in Osun State. In order to know the differences between the mean, scores were further subjected to analysis of variance (ANOVA) as shown in Table 6 below.

Table3: One way ANOVA Table comparing the means of scores on workers welfare.

		Sum of square	Df	Mean square	F	Sig.
Pay System	Between Groups	85.21	2	1		
	Within groups	7219.45	319	42.6	1.75	.175
	Total		321	24.3		
Housing allowance	Between Groups	3.57	2	1.78	.157	.854
	Within Groups	3372.6	319	11.35		
	Total	3376.2	321			
Transportation	Between Groups	2.12	2	1.06	.064	.938
	Within Groups	4896.2	319	16.48		
	Total	4898.3	321			
Health Facility	Between Groups	10.45	2	5.22	.295	.745
	Within Groups	5269.4	319	17.4		
	Total	529.9	321			
Motivation	Between Groups	3.56	2	1.78	.156	.853
	Within Groups	3372.6	319	11.34		
	Total	3376.20	321			
Training	Between Groups	34.14	2	17.07	1.078	.341
	Within Groups	4701.25	319	15.82		
	Total	4735.3	321			

Source: Field Survey, July, 2010.

Table3 discusses the comparative analysis between square means of scores of six workers welfare indices i.e. pay system (1.0), housing allowance (1.78), transportation (1.06), Health (5.22), motivation (1.78) and training (17.07), one can deduce that there are interactions in between mean square. However, if one compares the within group means, pay system (42.6), housing allowance (11.33), transportation (16.48), health facility (17.4), motivation (11.34) and training (15.82); we have a very close relationship within group means, which also shows serious interactions.

Furthermore, comparing the F statistics and the significant level of workers welfare indices, one can see that there is a close relationship and a very high interaction in existence. Take for instance: pay system ($F = 1.75 < .175$), Housing ($F = .157 < .854$), Transport ($F = .064 < .938$), Health Facilities ($F = .295 < .745$), motivation ($F = .156 < .853$) and Training ($F = 1.078 < .341$).

The findings have shown that one particular welfare package cannot be enough for Osun State workers but there must be interactive effect between workers welfare variables. (Pay system, housing allowance, transportation, health facility, motivation and training).

Table 4: One way ANOVA Table comparing the means of scores on Institutional Development

		Sum of squares	Df	Means square	F	Sig.
Accountability	Between Groups	75.21	2	1	1.65	.165
	Within Groups	6219	319	41.6		
	Total	6294	321	23.3		
Leadership	Between Groups	2.57	2	1.69	.147	.654
	Within Groups	2372	319	10.35		
	Total	2375	321			
Succession	Between Groups	2.12	2	1.0	.054	.838
	Within Groups	3896	319	15.48		
	Total	3898	321			

Source: Field Survey, July, 2010.

Comparing minimum scores, maximum scores, sum, mean statistics and standard error, standard deviation and variance of workers welfare variables in table 3 with table 2 on institutional development, it was observed that there is a relationship between workers welfare and institutional development.

Relationship between Staff Welfare and Institutional Development

Furthermore, comparing the F statistics in table 3 with F statistics in table 4 one can easily see the significant relationship that exist between staff welfare and institutional development. Therefore the hypothesis one that says there is no significant relationship between staff welfare and institutional development is hereby rejected

Hypothesis two states that there is no significant relationship between workers welfare packages.

A critical look at Table 2 shows the six variables for measuring workers' welfare, and one can see from the mean scores, standard error, standard deviation and variance that, a relationship exist. (pay system $\bar{x}$ 22.33, Housing $\bar{x}$ 19.35, Transportation $\bar{x}$ 16.33, Health facility $\bar{x}$ 18.13, motivation $\bar{x}$ 20.00, and training $\bar{x}$ 18.19). Furthermore, looking at the F statistics, of the variables of measuring workers welfare (Table 6) one can see that there is a relationship between workers welfare packages (Pay system $F = 1.75$, Housing $F = .157$, Transport $f = .064$, Health Facilities $f = .295$, motivation $f = .156$ and training $f = 1.078$) therefore, hypothesis two says that there is no significant relationship between staff welfare packages is hereby rejected. Hypothesis three says there is no significant relationship between training and workers welfare in Osun State.

Table 2 shows the relationship between workers welfare packages in which training was one. Looking at training from variable means $\bar{x} = 18.18$, standard error. 2426 standard deviation 3.123, and variance of 9.757: it can be seen that a relationship exist between training and other variables for measuring workers welfare packages.

To go inferential, table 3 shows the f table of workers welfare packages. Consider $f = 1.078$ of training with other variables (pay system $f = 1.75$, Housing $f = .157$, Transport $.064$, Health facilities $f = .295$ and motivation $f = .156$.) one can deduce that a significant relationship do exist. Therefore hypothesis three that says there is no significant relationship between training and workers welfare in Osun State Civil Service is therefore rejected.

Challenges Confronting Institutional Development

The objective on challenges confronting institutional development was considered through four variables i.e. continuity, corruption, lack of accountability and socio cultural factors. Descriptive analysis was presented below.

Table 5 : Descriptive statistics on challenges confronting institutional development. (minimum, maximum, sum total, mean, standard error, standard deviation and variance).

Variables	Minimum statistic	Maximum statistic	Sum statistic	Mean statistic	Std error	Std deviation
Continuity	6.00	15.00	3233	10.776	.1360	2.35
Corruption	6.00	15.00	3380.00	11.266	.1283	2.22
Lack of Accountability	6.00	15.00	2930.00	9.76	.1461	2.531
Socio-cultural factors	5.00	64.00	2778.00	9.260	.253	4.398

Source: Field Survey, July, 2010.

In Table 5 above, corruption had the highest mean ($\bar{x} = 11.26$), followed by continuity ($\bar{x} = 10.77$), next was lack of accountability ($\bar{x} = 9.76$) and lastly by socio-cultural factors ($\bar{x} = 9.26$). This shows that a relationship exist between the indices for measuring challenges confronting institutional development. This means further showed that corruption has being the major challenge confronting institutional development in Osun State.

Further more, the means scores were subjected to Analyses of Variance (ANOVA) to actually know which of the indices affected, and constitute the major challenge to institutional development.

Table 6 : One-Way Analysis of Variance (ANOVA) to show the relationship between the indices for measuring the challenges confronting institutional development

		Sum of squares	Df	Means square	F	Sig.
Continuity	Between Groups	61.673	1	61.673	11.498	.001
	Within Groups	1598.36	20	5.364		
	Total	1660.037	320			
Corruption	Between Groups	28.111	1	28.111	5.78	.017
	Within Groups	1448.55	320	4.861		
	Total	1476.667	320			
Lack of Accountability	Between Groups	31.259	1	31.259	4.943	.027
	Within Groups	1884.407	320	6.324		
	Total	1915.667	320			
Socio-cultural factors	Between Groups	14.71	1	14.71	.760	.384
	Within Groups	5769.00	320			
	Total	5783.720	320			

Source: Field Survey, July, 2010.

In Table 6 (ANOVA) above, the result is as follows: Socio-cultural factors as an index of ($F=760$, Sig at .384) (.05 level of freedom) which means socio-cultural factors affect institutional development in Osun State than other indices. Followed by lack of accountability ($F=4.94$, Sig at .027), (.05 level of freedom), followed by corruption ($F=5.78$, Sig at 0.17, (.05 level of freedom) and lastly, continuity ($F=11.49$, Sig at .001 (.05 level of freedom).

It is obvious that all the four indices used constituted a lot of challenges to institutional development in Osun State.

Conclusions and Discussions

The issue of workers welfare and institutional development is a very complex one to the extent that it becomes almost difficult for any organization to map out individuals specific needs at work. On this note for civil service and other establishments to contribute more meaningful to the economic development of this nation and the world at large the following conclusions were made.

- That the workers in the Osun State Civil service rated pay system higher and transport facility was rated sixth position.
- That one particular welfare package cannot be enough or adequate for Osun State workers but there must be interactive effect between workers welfare variables.
- That there are packages for institutional development in Osun State. There are three prominent variables for measuring institutional development and they are accountability, leadership and good succession plan.
- It was also established from the findings that a relationship exists between staff welfare and institutional development in Osun State.

It was recommended that job design be adequately put in place, to enhance job enrichment. The environment must be conducive to adequately motivate employees based on the theory of reinforcement that says behaviour is environmentally based.

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