

## **ASSESSMENT OF EMPLOYEE'S WELFARE PACKAGES AND SERVICE DELIVERY IN NIGERIAN CIVIL SERVICE**

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### **Abstract**

*This study examines the benefits of employee's welfare and services delivery in Nigerian civil service. The study employs primary and secondary sources of data collection to aid the study. The study reveals that since the attainment of Nigeria's independence in 1960, the country has witnessed the immense contributions in diverse forms of the Nigeria's civil service to the nation building or national development. This study acknowledged that welfare schemes are critical instruments for desired re-orientation, however, welfare motivational programmes in the Nigerian civil service have gradually and continually disappearing with time. The study established that there is poor commitment and devotion to the system, which consequences are the prevailing diverse work-defeating behaviours that are great disservice to the nation, especially moonlightings and other social vices in the institution. Consequently, the paper recommends that the government should appreciate workers efforts to boost their morale and support the prevailing socio-economic reality in the country. The paper further challenged both employer and employees in the public service to discharge their statutory responsibilities to enhance national development.*

**Keywords:** Employee benefit services, welfare schemes incentives, motivation, monetization policy.

### **Introduction**

In any public bureaucracy, the major concern of the government is how to sustain a reasonable level of output. This can be achieved mainly by motivating the employees to improve performance in an emerging the economies. It then becomes apt for the government to understand how best to motivate their workers especially in the public sectors where work-defeating behaviours have become the order of the day in a developing countries like Nigeria. The extent to which the government does this successfully makes the realization of the civil service goals feasible. Although, citizens of any nation, Nigeria inclusive are expected to contribute towards the realization of the developmental goals; the truth is that the major burden of translating them into reality rests squarely on its public bureaucracy. Nigeria being a developing country that has to grapple with basic socio-economic development, and the public service as the social engineering agent to midwife such, therefore, the country requires civil service that is effective, efficient and responsive. This is because, the human resources are the greatest asset of any nation which is universally acknowledged, as without

productive human resources, the available physical and capital resources of a country would not be utilized optimally and most beneficially. It is against this background that, the government has to take it as a priority the welfare of the public workers, especially now that the country is passing through a crucial period in her socio-economic history.

The concept welfare mentioned above, is a great resource of human motivation, which the Advanced Learners Dictionary (Oxford), new edition defined as “wellbeing, an organized effort to ensure people's wellbeing”. This concept has become a vital scheme in organizational development since the emergence of industrial revolution in Europe. With Nigeria as a country, the origin of welfare packages for public officers in the country have the origin in her colonial linkage, under the British colonial system, when the British government provided welfare packages for their expatriate officers in Nigeria like District officers, Assistant District officers, Residents etc. such as housing, transportation, maids, drivers, etc. Their staff did not have to pay for these from their salaries; which were invariably paid to them by the colonial home government. These kinds of benefits for workers are referred to as Employee Benefits and Services. And since independence, the Nigerian government has been providing welfare packages for its workers, which it inherited from the colonial government. Examples of the welfare packages are the imprests, fueling, maintenance and transport allowance, entertainment allowance, housing, domestic servants, leave grant, furniture allowance, vehicle loan etc.

The welfare packages above among others not listed are referred to as employee benefits and services. What do they mean in the civil service? Or do they mean the same as wages? Are they obligatory on the employers? Are they the rights of the employees? Or are they similar to or different from salaries? The Employee benefits and services are perks offered to the employees by the government or an organization in addition to their wages or salaries. They are various non-wages compensations provided to public officers, which can be in forms of cash or in kind, not related to their job performance but as a result of being members of government's Ministries, Departments and Agencies (MDAs) that made them to entitle to them. They are in various forms, and depending on the organizations workers belong and the nature of job (Ogun, 1970). Examples are holidays or annual leave and leave bonus, retirement benefits, sick leave, medical services, car loans, vehicle, housing, furniture, childcare, cafeteria, maternity leave, study leave, training, tuition reimbursements, mass transit passes, etc. They are office supplements in addition to workers' ordinary wages or salaries which are of great value to them and their families, and are regarded as part of total compensation of public officers. These employee benefits and services are not regulated by law or constitution like salaries but are on the discretions of the government or employers in the public sector in Nigeria. For instance, as a result of economic meltdown, military governments of Ibrahim Babaginda (Structural Adjustment Programme) and Muhammadu Buhari, reviewed downward these benefit and services of workers, but did not tamper with their salaries, so as to reduce recurrent expenditures which they regarded as “leakages” or “waste”, which

formed aspects of the government monetary policies that to ensure economic stability in the country.

Similarly, in 2003, in the effort to reduce recurrent expenditure in public governance, and conserve funds for capital developmental projects in the country, the administration of President Olusegun Obasanjo introduced monetization programme which also directly affected some of the employee benefits and services hitherto enjoyed by the public servants in the public sector. The truth is that many of these employee benefits were introduced by the government as a result of the economic reality in the country while some of them were introduced as a result of pressure from the organized labour. Their introduction by government in most cases was motivated by a sincere belief on the part of government that the workers were entitled to share in the prosperity of the nation as well as to increase the economic security of the public officers. This aimed to improve their loyalty and commitment to the government and to the nation for improved job performance or productivity for improved Gross Domestic Product (GDP) in the country.

However, over the years, some benefits of workers have crept in the bureaucracy without the government realizing their implications. But, by the time it realized it, that is, when the labour costs and recurrent expenditures have gone unusually high, it became too late to do anything effective without consulting the organized labour in the country, and in some cases leading to industrial unrests either at the national level, or in some government organizations. This is because, once some benefits have been introduced and employees get used to them, they become difficult to remove.

In the light of the foregoing, this study examine the employee welfare and service delivery in the civil service vis-à-vis the introduction of the monetization policy, and the critical assessment of their impact on the civil servants and the public sector in general.

### **Methodology**

This study employed primary and secondary sources of data collection vis-a-vis experience of the researcher as a retired technocrat of Human Resources and Management in the public sector, which is his former constituency.

### **Theoretical Framework**

James Stacy Adams was the proponent of equity theory in 1965. Equity theory refers to the fact that human motivation, to a great extent, depends on what he considers fair and is correlated with his perception of justice practiced by the management. In an organization, it is about the work compensation of an employee and his attempts in minimizing supposed unfairness. He seeks to balance the amount of effort he puts in with the compensation he receives for it. If equity theory is implemented, then there is transparency in cause and effect, and every person is aware of the rewards and consequences. With equity in place, individuals have equal chances of opportunities, and this leads to a beneficial work environment for both the employees and employers. The above position can be supported by the theory of equity, which

explains that employees become demotivated both in relation to their work and their employer, if they feel that their input is higher than the output they receive.

### **Conceptual Discourse**

#### **Civil Service**

The civil service is a generic term that includes the Ministries, Department and Agencies (MDAs). It is the organ, arm and administrative machinery of the government, advising government in public policy planning, formulation and implementation. The workers employed in the civil service are called the Civil Servants who are employed in civil capacity and receiving regular pays from the government. The Civil Service is the subset of the Nigeria's public service, which is regarded as the mainstream of the public administration. It is the most central institution for carrying out the business of government. Hence, it significantly affects the quality of governance and management of the national affairs. It is the actual executor of government functions and wielder of government authority; irrespective of the formal depository of power. The critical role and position of the civil service in the socio-economic development in Nigeria is not often recognized, and neither is it readily admitted and accepted. Yet, the next to government in institutional hierarchy in the world is the civil service, Nigeria inclusive (Martins, 2018).

On the other hand, civil service which is the cornerstone of this paper is management in public sector, which is an organ of government, and is in turn an organ of society. It is not an end in itself but means. It does not exist in vacuum or in isolation, it is the product of the society, therefore, it has positive socio-economic impact on the people it was primarily established to cater for. Only in this lie its probity, integrity and responsiveness, as the civil service of any nation is of utmost importance to the level of its economy and invariably to the survival of the nation itself. Indeed, no government no matter how lofty its programmes, can perform without an effective and result-oriented public service. According to Obasanjo (1977) "the success or failure of any government can be said to a great extent lie in the type of civil service it has at its disposal", competent, efficient, effective or otherwise. The inference is that, a technical, efficient and effective civil service, which is a labour force, is *sin qua non* for a country's socio-economic transformation, such as Nigeria. In other words, no nation can aspire to greatness without giving due attention to its public work force, which is the most important critical moves (Ejiogun, 1994).

In the light of the foregoing, the need to motivate the employees in the civil service of Nigeria, which is the greatest asset of resources in the country, has been the agenda of the successive governments. Therefore, it is in this regard that the successive governments in Nigeria since the emergence of the Fourth Republic have initiated Welfare or Benefit Packages in the institution to boost the morale of the public workforce for loyalty, commitment and dedication in the system for productivity drive. The incentives which are either in kind or cash are aimed at increasing workers' willingness and desire to work.

#### **Employee Benefits and Services Concepts**

At this juncton, it becomes apt to conceptualize what are Employee Benefits and Services Connote? Employee Benefits is a term that is difficult to define, as there is no agreement among the experts on its precise meaning. However, efforts shall be made in this paper to explore the meaning of the term; despite it has been expressed differently by various scholars and writers in their various writings. But this paper can summarily adapt a concise meaning provided by the International Labour Organization (ILO) thus, employee benefits are wages often augmented by special cash benefits by the provision of medical and other services or by payment in kind that form part of the wage for expenditure on the goods and services, like low cost meals, low-rent housing, low cost shuttle bus etc. while employee services on its own case are wealth of other desirable services of the employees that are provided by the organization. Such employee services are usually provided by the organization at no cost to the employee or at a significant reduction from what might have to be paid without organization's support on his own. Cock-man (1975), defined employee benefits as those benefits which are supplied by an employer to or for the benefits of employees, of which are not in the form of wages, salaries and time rated payment.

Another scholar, Oloko (1978) defined it primarily “a mean in the direction of ensuring, maintaining and increasing the income of the employee. It is benefit which supplements to a worker's ordinary wages and which are of value to them and their families in so far as it materially increases their retirement”. As well, the Glossary of Current Industrial Relations and Wages Terms perceived employee benefits as “supplements to wages received by workers at a cost to employers. The term encompasses a number of benefits such as paid vacation, pension, health and insurance plans etc. which usually add to something more than a “fringe”, and is sometimes applied to a practice that may constitute a dubious benefit for workers”.

Furthermore, Belcher (1961) defined employee benefits as element of remuneration given in addition to the various forms of cash pay ration, such as annual holidays. In other word, they are non-financial compensation provided to an employee as part of the employment contract. They may be required by law or provided voluntarily by the employer depending on the risk associated with the job or industry. It should be noted that employee benefits and services are available to all employees based on their membership in the organization. These benefits are usually known or given different names or terms in the management literature as “fringe benefits” as they are offered by the employer to the employee as a “fringe”. Other terms are “welfare expenses”, “wages supplements” “sub-wages” or “social charges”, “perquisites other than wages”, or “transpecuniary incentives”, “non-wage labour costs”, “selected supplementary compensation practices” (Davis, 1981) The different terms accorded the concept employee benefits and services make it to be difficult to define on its precise meaning.

It should be pointed out that employee services are also employee benefits but they are a more specific form of benefits that the employer offer to help instill loyalty among their workers. They are anything the employer believed it is necessary to

provide as a perk for the employees. They are more of a convenience than a true benefit such as running a cafeteria or event shops, dry cleaning services, shuttle bus services, childcare or crèche services etc. Employee services are different from employee benefits in the sense that they are benefits that are usually considered optional, and not necessarily what job seekers first look for when applying for employment, or not benefits that all employees considered necessary to access, as they are more of convenience than a true benefits that cut across all organizational staff, and at the same time depends on the discretion of employers e.g. crèche or childcare service (Gordon, 1985).

In the past, the employee benefits and services are called fringe benefits and as they now become part of compensation packages, that is, being paid together with salaries of workers, the term “fringe” now become inappropriate in management, they are now regarded as employee benefits or welfare programmes. They are not related to performance of workers or informed by the rank or cadre of the employees, the only determinant factor is being members or staff of an organization either in the public or private sector. The primary purpose of employee benefits is to increase the economic security of members of the organization and in doing so improve their productivity drive, loyalty or retention across the organization (Cockman, 1975).

According to Gordon (1985), there are two kinds of employee benefits in any organized social system. They are (a) discretionary, and (b) non-discretionary types. Discretionary employee benefits are those of the organizational welfare programmes or practices that are not mandated by regulation or market forces, but improve workers' performance haven increased job satisfaction or organizational loyalty of members. The non-discretionary employee benefits are those organizational welfare programmes and practices that are mandated by regulation or market forces, that is, that they are the rights or entitlements of the employees. At the same time, the scholar further categorized the employee benefits and services into two classes. There are core and voluntary employee benefits. The employee benefits that all employees in an organization either in the public or private sector enjoy across the board are referred to as core employee benefits. Examples are the retirement benefits, life insurance, holidays, bonuses, meal subsidy, utility subsidy etc. The second category is the voluntary employee benefits which are the benefits that are optional or subject to personally by workers by accepting reduction in their salaries in exchange for the employer paying for the perks or benefits. Good examples of these benefits are childcare facility or service, gyms facility, staff clubs, cafeteria vouchers, car loan, housing loan, etc. In some of the voluntary benefits, the employees who opted for them enjoy reasonable discounts than same facilities outside the organizations (Davis, 1981).

According to Gordon (1985), wages or salaries are directly related to the work done and being paid regularly to the employees by their employers while the employee benefits are those payments or benefits which the employees enjoy in addition to their

wages or salaries they earn. These employee benefits are not provided for workers as a result of job performance but are provided to them primarily to stimulate their interests in their work schedules to boost productivity drive. That, anything or other things that an employer provides for the employees over and above their wages and salaries are a labour cost for the employer, which is an extra expenditure the employer incurs on supplementing the wages or salaries of the organizational employees. Through, it is regarded as benefits for the workers or by the workers. The welfare packages the workers enjoy from their employers are not informed or based on performance, hard work, and merit or otherwise of the employees concerned. The benefits are meant for all employees in the organization, not on the basis of religion, sex, ethnicity or anything else or for specific group of workers but only based on membership of an organization. The hard truth is that, though, they are welfare schemes designed by the employers for the employees, which are their benefits; nevertheless, they remain extra labour costs incurred by the employers to finance the employee benefits and services.

In the other words, employee benefits provided by the employers, according to Nealey (1989) should not be tagged as labour cost ordinarily, but positive labour costs to the employers. If the benefits or services provided increase the employees' efficiency and effectiveness, they are not benefits so to say, only if it is provided to supplement their salaries, they are. In other words, good conditions of work provided to make the working environment conducive for the employees are not supposed to be regarded as benefits, or counted as extra expenditure incurred on employees. But subsidized meals, however, definitely constitute a cost to the employer. In other words, the extant or prevailing employee benefits and services in any social organization in the modern world are hardly difficult to regard them as absolute extra expenditure or negative labour costs on the side of the employers because they themselves also derive positive benefits directly or indirectly from the provision. These welfare packages have economic advantages to both the employers and employees; hence the so called benefits and services cannot be absolutely regarded as negative labour costs to the employers.

### **Underlying Philosophy for the Employee Welfare Packages**

It has been argued that human resources are the greatest asset of any nation or organization which is the most important factor or variable that determines its growth and survival. With respect to a country, without productive human resources, the available or other existing physical or capital resources may not be utilized optimally and most beneficially for the nation, or organization. Like any other material or economic resources, human resources represent an investment whose development and utilization require managing or management. Thus, there is a fundamental truism in the clinche that "people are an organization" (nation's) most valuable and important asset. Human resources are a pivotal variable without which the inanimate assets are worthless. Like cash put into a savings accounts, in the bank, human resources can appreciate in value, but depends how it is managed. Researches as well show that



most of the problems in the organizational setting either in the public or private sector are human rather than physical, technical or economic. These individuals that make up the human resources in work places have their own set of needs, drives, and goals, and are subject to many and varied influences. The management must, therefore, aware of not only the organizational but also employee needs. Man is a wanting animal, and the deprivation of psychological needs or their shortchanging has behavioural consequences on the social system. The actions or work behaviours of employees are a product of their experiences in their work environment.(Flippo, 1976).

In other words, the relationship between work motivation and the level of performance or productivity is very vital in managing human resources, because all behaviours are motivated and without motivation, an organism would not behave accordingly. When a person is motivated in whatever he or she is doing, he or she will have an improved loyalty to the organization and also improved work performance. Thus, the individual behavior then has the potential of either facilitating or inhibiting the organizational processes and activities. Then, the human explanation of human behavior rests upon understanding of human needs, as they are less predictable than machines or other organizational resources. Though, the level of the performance of employees is a function of their abilities and motivations. The first determines what they can do, while the second determines what they will do. But if there is a strong positive motivation, the employees' outputs increase, while where there is a negative or a weak positive motivation, their performance level is low. The importance of motivation, therefore, as management tool or technique is to drive labour work-force to work with zeal, initiative, interest and enthusiasm, with a sense of responsibility, loyalty, discipline, and with pride and confidence in a most cohesive manner so that the organizational goals are achieved effectively and efficiently (Davis, 1977).

Consequently, it is on the underlying philosophy highlighted above that gingered the design and package of employee benefits and services by the employers of labour aside the salaries during the industrial revolution in Europe, the practice that has continued till today, either in the public or private sector the world-over. They are by-product of industrial revolution. According to Ejiogu (1994), larger part of the industrial growth in Europe is obtained not from more capital investment but from investment and improvements in human resources, and industries got from men pretty much than what were invested on them.

According to the Davis (1981), many other factors also influenced the emergence of the concept of employee benefits and services scheme in Europe and America. Some of these factors are:

- Rising prices and cost of living in Europe then caused incessant demand for provision of employee benefits and services to cushion the effects of inflation;
- The labour unions found that employee benefits present attractive areas of negotiation as negotiation for salary increase of workers is not so easy to negotiate for upward review;



As a result of the emergence of industrial revolution spreading like wild fire in Europe in the period, many competing organizations designed employee benefits scheme to attract and keep employees in their organizations so as to avoid unwarranted labour turnover;

Some employee benefits programmes became imperative in Europe and America as a result of spread of rapid industrialization that followed with heavy urbanization and growth of a capitalistic economy so as to protect workers against the adverse consequences of prevailing developments being that they are those responsible for production;

The sprang of labour or trade unions in these industrial countries followed rapid industrialization has also influenced the negotiation, design and implementation of employee benefits packages;

The rapid industrialization wave amidst the scarcity of labour, by the competing organizations for qualified personnel led to initiation and implementation of a number of employee benefits packages to attract labour, and as well to retain them; and

The risks and hazards of work or employment attached with production or industrialization, and as well to garner loyalty of employees to the organization for benefits of productivity drive informed organization benefits-and-services programmes.

#### **Major Objectives of Employee Benefits and Services Programmes**

The initiation, design and implementation of organizational benefits and services for the employees by employers of labour is not an act of father Christmas or negative labour costs. They are value-laden and have critical advantages for both the organizations concerned and the employees as beneficiaries. Some of the benefits of the welfare schemes according to Cockman (1975) are:

To attract and retain the best personnel in the organizations;

To protect employees against certain risks, accidents and hazards of work which are to meet their needs which they could not meet by themselves in case of becoming victims.

To improve and secure the employee morale and positive work behaviours towards their organizations.

Engendering loyalty and productivity drive among the employees to ensure attaining organizational goals.

Providing the employee benefits and services serve as projecting and enhancing the public image of organizations in their environment.

To enhancing the standards of living of the employees aiming at improving their quality of working life.

From the foregoing, it is observed that the employee benefits and services are aimed

to satisfy the psychological, social and economic needs of the employees so that their co-operation, loyalty, commitment and dedication could be obtained, and thereby greater productivity in the organization ensured and enhanced. Though, there are a number of variables that influence various employee benefits-and-services programmes, according to Ezeala (1996), which among others are: the ability to pay; the needs of the employees; the bargaining strength of the trade unions in the organization or nation; organizational social responsibility; organization's public relations; pressures and agitations from the labour unions etc.

### **Benefits of Welfare Services Programmes in Nigerian Civil Service**

According to Ezeala (1996), the federal government decentralized and deregulated of reward systems in Nigeria in 1991. This was why the relief granted to worker to cushion the effect of the Structural Adjustment Programme (SAP) was not uniformly implemented by the public sector organizations. The policy has led to the removal of many organizations from the public service unified salary structure that made them adopt separate salary and rewards structures, leaving the core public service, that is, the Civil Service on management of rewards system. This decentralization and deregulation of rewards systems by the federal government informed the basis for this paper to restrict itself to just the mainstream of the public service, that is the Civil Service, which has uniformed rewards systems.

The design and implementation of the employee benefits and services in the Nigeria's Civil Service, though at the discretion or will of the federal government, as well involved the collective bargaining of the organized trade unions in the country. At this juncture, this paper shall attempt to examine the various welfare packages operating in the institution, then the intrusion of the monetization policy into the schemes, and its implications. Generally, these employee benefits and services that the Civil Servants have been enjoyed before and after the monetization policy are medical Services, retirement and Pension Plans; annual Leave, housing/Rent/Accommodation, life Insurance, daily news papers, study Leave. Others include mass transit passes, cars for management staff, shuttle buses. In addition to this service are entertainment, allowance, sick leave, public holidays, meal subsidy, relocation allowance etc. (Ekaette, 2003):

It should be noted that most of these benefits and services are core welfare, that is, what all staff in the civil service or in any Ministry, Department and Agency (MDA) enjoy across the service, while some are voluntary, that is, not enjoyed by all staff, but only specific to some category of staff e.g. maternity leave, study leave, free childcare or crèche, professional association seminars or conferences, tuition fee reimbursement or refunds. These benefits and services as earlier said are of great beneficial to both the organizations in the civil service and the civil servants. For example, the ratio-of-man-hours worked to man-hour paid increased, increased loyalty, focus; sick leave reduced, enhanced desirable work attitudes, and also enhanced productivity culture, improved attendance, improved standards of living or social life of worker, projects good image of the civil service etc. (Asiodu, 1992).

The importance of these welfares cannot but emphasized since independence in 1960. The Nigerian workers enjoyed them and greatly impacted positively on the work behaviours of the workers. These crops of civil servants have been noted with major social economic and political achievements in the country. From the available records at hand, that during and since the Civil War, the Nigerian civil service has been occupying the place of pride on the task of nation building and it is has been second to no other institution in its loyalty to the nation both at war and peace time. It is through this institution that the successive governments in Nigeria developed and implemented policies and programmes, the very machinery on which the social stability rests, and the modicum of government knowledge. The civil servants since independence and till the 1980s took their work as seriously as one expected, they showed commitment in what they were doing. There was positive work culture prevailing in the institution. Indeed, punctuality as the sole of business is the watchword in the system, lateness and absentee was not the norms as there were work values as honesty, probity, promptness, efficiency, loyalty, courtesy, productivity drive and the likes (Adebo, 1984).

However, in the last two and half decades, many of the employee benefits and services in the Nigeria's civil service are just on paper, no longer functioning, while those that are still existing are already out of access to almost all the Nigerian civil servants. For example, how many civil servants could afford the so called low cost housing programme of the federal government? In a situation a one-bed-room flat cost N5 million or three-bed-room flat cost N20 million, in a country where many civil servants could not afford three square meal in a day or spending their salaries ever before are earned. Or what much Nigeria is expecting from workers living in debts, using their monthly salaries to service debts? The truth is that almost all the benefits and services hitherto enjoyed by the Nigeria's workers in the past do no longer exist. Not surprised then that the advantages of those welfare schemes on the institution and the workers have become things of the past. The contemporary Nigeria's civil service is now a shadow of its original self.

In addition, it is worthy to note that employee benefits and services that have been sandwiched by the poor economy trend in the country were furthered badly murdered by the introduction of the monetization policy by the administration of President Olusegun Obasanjo in 2003. Monetization as a concept is the process of converting benefits and services attached to public servants into cash incentives, which can be paid in a swoop or instalmentally depending on the financial strength of the paying entity or body (Ekaetel 2003). Prior to the introduction of the policy, government has been responsible for the provision of some key employee benefits and services for the public servants. The introduction of this monetization package in 2003 was informed as a result of the cost of governance that has continued to escalate, arising mostly, from the burden of providing the basic amenities to public servants by the government. The government believed that the policy would drastically reduce recurrent expenditures or costs of the government. Therefore, the

implementation of the policy covered residential accommodation, transport facilities, utility service – telephone, electricity, water bills. Others include medical services, furniture allowance, domestic servants, car/motorcycle/bicycle loan among others.

However, government's justification for the implementation of the monetization policy aimed at equitable provision of benefits, or encouraging public servants to own their personal houses and lofty goals of the policy revealed that the realities on the ground were far away from the ideality of the policy, as the impact of the policy were not worthwhile as expected by the public servants. Typical example was the government's decision to dispose government houses or quarters occupied by the civil servants to be sold to them, on which the costs or prices placed on each of their houses was outrageous and suicidal. Ironically, many of these houses were found acquired by the private investors or government cronies in the auctioning process as many workers could not afford the costs. The truth is that, how many honest workers have savings to buy these houses occupied by them at the circulated outrageous costs?

The introduction of the monetization policy and the gradual fading away of benefits and services hitherto enjoyed as privileges by workers in the civil service on the basis that the economy of the country was not working expectedly, which also informed introduction of structural adjustment programme and austerity measure by the successive governments prior to monetization policy, thus the great emphasis has always been on workers, as if they were the force who brought about the economic crisis confronting Nigeria. But the corrupt activities of the successive governments that have been the genesis or root of the economic, social and political challenges facing the country has never been subjected to serious and critical analysis. The public servants have always been told to pay sacrifices and contribute in rewamping the national economy or give their today for a better tomorrow. No wonder then, a grocery review of past welfare packages for public servants have always tended to bring more hardship and trouble than relief. In all the cases, the relief packages always came too late, and the inflationary rate of the national economy has not usually considered or calculated and indexed into the workers' compensations or rewards. This situation has usually rendered such welfare schemes designed and awarded absolutely obsolete, thereby, making nonsense of the living standards of the innocent workers. And in a situation where the organized trade unions wanted to rise to agitate for their rights, the workers were usually urged not to do anything that would derail the country democracy, as if democracy is synonymous to poor salaries, poor benefits packages, late or non-payment of salaries as being witnessed in the entire public service in the contemporary Nigeria. Worst still, the bailout cash running to billions of naira giving to each State Government in the federation by the federal government to pay outstanding salaries and allowances to the public servants, were in the end either diverted by the State Governors or allegedly swallowed by spiritual “snake” and “monkeys” in government covers.

Studies reveals that the contemporary Nigerian civil servants are non-challant and lackadaisical in their responsibilities, come to work late, and do not care whether they

work or not, while many of them leave offices before the closing time. There are varied work-defeating attitudes or behaviours prevailing in the institution as a result of poor or absence of real motivational strategies in the system as obtained in the past, which is a function of welfare packages. Hence in the recent time the Nigerian civil service's image has waned considerably, being accused of inefficiency, waste; largely self-serving, general moral degeneration and failing work ethical imperatives. Gone were the days when the Nigerian workers took their job seriously in the utmost sense. For instance, at the independence in 1960, and till the 1980s, they diligently went about their assigned jobs, from dawn to dusk; each morning, there was a spirited effort to get to work early, lateness was virtually unknown, excepting in a few isolated cases. And whichever work was there for them to do was executed with military dispatch, and work till closing time, while many did overtime voluntarily without financial benefits attached (Martins, 2018).

Today, in civil service no one quite knows the working hours of the service, as staff drift in and out at will. It is sad; the Nigerian civil service is a real shadow of its real self that was obtained in the past. This is a country where the nation's workforce perceived their jobs as a means to an end "but unfortunately, their salaries and other benefits are nothing to take care of their livelihood, and not to talk of their dependants. This is a country where it always took the successive governments in the country years to arrive at the national minimum wage for their workers, which at the end made nonsense of the workers as a result of hydra inflationary trend. This situation has put the workers in a situation where every month they always spend their salaries ever before they are earned.

### **Conclusion and Recommendation**

The study examines the employee's welfare package and service delivery in Nigeria. The study reveals that since the attainment of Nigeria's independence in 1960, the country has witnessed the immense contributions in diverse forms of the Nigeria's civil service to the nation building or national development. This study acknowledged that welfare schemes are critical instruments for desired re-orientation, however, welfare motivational programmes in the Nigerian civil service have gradually and continually disappearing with time. The study established that there is poor commitment and devotion to the system, which consequences are the prevailing diverse work-defeating behaviours that are great disservice to the nation, especially moonlightings and other social vices in the institution. Consequently, the paper recommends that the government should appreciate workers efforts to boost their morale and support the prevailing socio-economic reality in the country. The paper further challenged both employer and employees in the public service to discharge their statutory responsibilities to enhance national development. This study relies on secondary data; hence, future studies on this subject matter should focus on quantitative method to generate more data and analysis.

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