

APPRAISAL OF THE CHALLENGES OF CIVIL SERVICE AND WORKERS' PERFORMANCE IN NIGERIA

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Abstract

Successive governments in Nigeria have introduced reforms aimed at improving the efficiency and effectiveness of the civil service. In spite of this, the service remains inefficient and incapable of reforming itself, let alone the rest of the economy. The study aims at assessing the challenges of the civil service which affects workers' performance in Nigeria. Abraham Maslow's theory of hierarchy of needs formed the theoretical underpinning of the study. Documentary method was adopted as the methodology for the study. Data was obtained from secondary sources while content analysis was used for analysis of data. The study revealed that corruption has become an endemic feature of public sector activities, with the oil booms and bust distorting the incentive structures of civil servants and other agents in the economy. The study recommended among others, that to turn the tide will demand; the creation of an efficiency-based incentive scheme that links reward to performance; minimized political interference in the daily operations of the civil service if the confidence of the civil service is to be restored; and improved wage incentives to restore the morale of workers as an underpaid civil service will not be able to perform its patriotic duty.

Keywords: State, Civil Service, Impact, Performance

Introduction

The civil service has always been the tool available to Nigerian government for the implementation of developmental goals and objectives. It is seen as a pivot for growth of Nigerian economy. Amoako (2003) observed that it is responsible for the creation of an appropriate and conducive environment in which the economy can perform optimally and it is this catalytic role of the civil service that propelled government all over the world to search continuously for better ways to deliver their services. Civil Service is the instrument which government uses to regulate and manage all aspects of the society. Thus, the condition of a society is largely determined by the public service. Besides, it is from this government bureaucracy that all the other institutions obtain various types of approval, license and permits which are critical to their existence and operation. Also, government allocations of resources pass through the bureaucracy to all other areas of the society directly and indirectly. Therefore, Philips (1990) observed that all other institutions perforce have to deal with the civil service at one point or the other in their existence and operations.

In many developing countries like Nigeria, Nunberg (1994) opined that the civil service is frequently too expensive and insufficiently productive; and civil servants, especially those in management positions get few incentives and poorly motivated. Many low income countries have taken important steps in first generation reforms-that is, based on restructuring and downsizing civil service. Yet, beyond a certain point, Lienert (1998) argues that cutting cost by squeezing real wages become counterproductive as skilled staff members leave the civil service; those who remain becomes demoralized and absenteeism, moonlighting and corruption increase. In the view of Schiavo-campo (1998), overemphasis on cost-containment as an end in itself has by the way given civil service a bad name, maximizing resistant to reforms and ultimately nullifying the very savings from cost-containment itself. To address these problems, countries have been attempting to lead second generation reforms aimed at revamping pay and promotion policies. Lienert (1998) believed that the multiple

objectives of first generation reforms can give rise to conflicts, and little progress has been reached in second generation reforms.

As a major instrument for implementing government policies, the civil service in Nigeria is expected to be professionally competent, loyal and efficient. Nonetheless, it is now denounced for being corrupt, poorly trained and poorly attuned to the needs of the poor. Ironically, the civil service is expected to play the key role in managing and implementing reform programs in the country. This has led to a number of complex agency problems yet to be resolved. However, according to Salisu (2001), it is broadly acknowledged and Nigerian experience attests to this, that when the incentive structure in the civil service remains poor, its efficiency as well as ability to affect policy such as that directed towards reducing poverty will remain very low. The federal government initiated reforms aimed at repositioning the civil service for better efficiency and effectiveness. However, to Ajayi (1998) the factors affecting the efficiency of the Nigeria civil service are noted as follows: over staffing and the closely related, the poor remuneration of employees in public service are the key factors. Secondly, there are the issues of poor assessment of manpower needs and the use of wrong criteria to appraise staff performance. These two have led to poor recruitment procedures, inadequate training and ineffective supervision. There tends to be a lack of qualified technical support staff as opposed to the abundance of general staff. The failure to carry out periodic assessment of manpower needs of the various departments leads not only to uneconomic system of compensation but also to inadequate job description and poor physical working conditions. There has also been considerable political interference in the process of personnel administration, leading to improper delegation of power, ineffective supervision and corruption. According to Salisu (2001) the resulting apathy has in turn led to unauthorized and unreasonable absenteeism, lateness, idleness and notably, poor workmanship.

Furthermore, the public service reflects the state of the nation and no nation has been able to advance beyond its public service. In 1994, the Ayida Panel, which was instituted to review past public service reforms in Nigeria with a view to proffering measures of further re-invigorating the service, identified the major ills of the service, which needed to be corrected to improve the dynamism and effectiveness of the civil service as identified by Adegrooye (2005) below :

- i. Politicization of the top hierarchy of the civil service;
- ii. Lack of financial accountability and probity;
- iii. Perpetual breakdown of discipline;
- iv. Virtual institutionalization of corruption at all levels and segments of the service;
- v. Disregard for rules and regulations;
- vi. Loss of direction; and
- vii. General decline of effectiveness and efficiency.

In other to address these ills, the former president, Olusegun Obasanjo, after his inauguration as president of a democratic republic of Nigeria on May 29, 1999, unfolded his vision of an ideal civil service for Nigeria and by inference, an ideal public service with the following elements:

- i. A competent, professional, development-oriented, public spirited and customer-friendly civil service capable of responding effectively and speedily to the needs of the society;
- ii. A civil service with the core values of political neutrality, impartiality, integrity, loyalty, transparency, professionalism and accountability;

- iii. A civil service that is guided by equity where things are done in the right way based on extant rules and regulations but with room for distractions, which should be exercised in the public interest;
- iv. Creation of suitable environment where civil servants are assured of protection and job security in the faithful discharge of their duties and responsibilities;
- v. A competitively, well remunerated and innovative civil service (Adegoroye, 2005).

Interestingly, Ogwu (2010) averred that the need for reform, then, was driven by circumstances which had immediate resonance; the significant changes in the civil service composition which had a staggering thirty-five percent (35%) reduction in the permanent staff; and a significant change in the approach to people management which focused on a new- staff -appraisal system linked to performance evaluation against predetermined objectives and targets.

The reform of the civil service therefore became the ultimate strategy for repositioning the service for the realization of their vision as part of a multi-sectorial approach to promoting good governance, ensuring sustainable democracy and accelerated transformation. Various policy initiative and legal instruments have been put in place for the effectuation of the multi-sectorial reforms of government, as encapsulated in the National Economic Empowerment and Development Strategy, the medium term development strategy document of the administration. According to Adegoroye (2005) two of the core components of the strategy relate to civil service reforms and anti-corruption reforms through the inculcation of a culture of transparency and accountability.

In spite of the gradual and systematic reforms and restructuring since May 29, 1999, after decades of military rule, the civil service is still considered stagnant and inefficient. It is in light of the above that the paper examines the challenges of the civil service and its impact on workers' performance in Nigeria.

Conceptual Clarification

Civil Service: It is important to point out the confusion over the use of words: "civil service and public service". Civil service refers to service within government ministries and departments charged with the responsibility of implementing government decisions and policies. On the other hand, public service refers not only to service within government departments and ministries but also, in parastatals, the police force and armed forces. According to Ezeani (2005) while all civil servants are public servants, not all public servants are civil servants.

The civil service is the machinery which the government uses in implementing its policies designed to meet its political aims as well as to provide social services. This however according to Oronsaye (2009) does not preclude the legislative and judiciary arms of government in the attainment of the objectives of the civil service. Imaga, (2003) is of the view that civil servants are persons employed in the government civil service and works in any ministry or department of the government. While public service embraces the civil service and other parastatals, commission and agencies of the government which help for the proper provision of goods and services to the people.

In other words, Udeze (n.d.) affirmed it when he defined it as all staff of the ministries and corporations from permanent secretary to daily employee. It does not include

armed forces personnel, magistrate and judges. Adu (n.d.) looked at civil service as an executive arm of the government which comprises all servants of the state other than holders of political and judicial offices who are employed in a civil capacity and whose remuneration is paid wholly and entirely out of monies voted by parliament. This then means that the term civil servants cover all staff of ministries and corporations from permanent secretary to the daily rated employee. It does not include armed forces personnel, magistrates and judges. Adamolekun (2002), states that the civil service is commonly used as the synonym of the machinery of the government; this is so in Britain and most common wealth countries of Sub-Saharan Africa. In Britain, civil service is used to refer to the body of permanent officials appointed to assist the decision makers.

According to the 1999 constitution, section 318 (1), civil service refers to service of the Federation (state) in a civil capacity, staff of the office of the President, (Governor), the vice President, (Deputy Governor), a ministry or department of the federation (state), assigned with the responsibility for any business of the government of the federation (state), (FRN,1999). Lastly, Abba and Anazodo (2006) in Anazodo *et al* (2012), argue that civil service in Nigeria comprises workers in the various ministries or departments, apart from those who hold political appointments. To Ipinlaiye (2001), the term civil service is normally used when referring to the body of men and women employed in civil capacity and non political career basis by the Federal and state Governments primarily to render and faithfully give effect to their decisions and implementation.

In this work, the civil service would be used to refer to service within government ministries and departments charged with the responsibility of implementing government decisions and policies.

Performance: Performance, in this study, is used to connote the productivity level of workers. Productivity is an index which is used to measure the ratio of output per unit of input (Imaga, 1999). It simply tells whether or not factors of production are contributing more or less total output. Yusuf (1962) defined productivity as the ratio between output and all the resources used in production i.e. capital, labour, raw materials etc. the most efficient use of all available resources. Tunde (2002) defined productivity as the “achievement of desired output coupled with a maximum utilization of resources which includes man, money, material and machinery.” He also said that since our economy is labour intensive, emphasis should be designed to suit the economy. Terba (2002) pointed out that productivity of labour in industry depends not only on the quality and quantity of labour used, but also on the quality and quality of their inputs that are cooperate with labour. According to Saasongu (2005), productivity could be viewed in terms of all those activities which cover all the physical and mental efforts that satisfy human wants.

Theoretical Framework

The paper was anchored on Abraham Maslow’s hierarchy of needs theory. Abraham H. Maslow (1943) a professor at Brandeis University in the United States of America (USA) was dubbed as the Father of Humanist Psychology. He based his theory on the idea that individuals work to satisfy human needs, such as food and complex psychological needs such as self-esteem. He coined the term Hierarchy of Needs to account for the roots of human motivation. He came out with an exciting treatise on needs of the individuals and pointed out that motivation depends on the realization of needs. He stated that if the needs and desires of individuals are realized, they will be

motivated. He however, stated that needs are of hierarchy and priority and he classified them into five (5) levels.

- 1) Physiological Needs – needs required to sustain life such as: air, water, food, and sleep. These are needs that are basic to existence.
- 2) Safety and Security – Once physiological needs are met, one's attention turns to safety and security in order to be free from the threat of physical and emotional harm. Such needs maybe fulfilled by: living in a safe area, medical insurance, job security, and financial reserves.
- 3) Social Needs – Once lower level needs are met, higher level motivators awaken. Social needs are those related to interaction with others and may include: friendship, belonging to a group, and giving and receiving love.
- 4) Esteem Needs – After a person feels that he or she belongs, the urge to attain a degree of importance emerges. Esteem needs can be categorized as both external and internal motivators. Internally motivating esteem needs are those such as self-esteem, accomplishment, and self-respect. External esteem needs are those such as reputation, social status, and recognition
- 5) Self-Actualization – is the summit of Maslow's motivation theory. It is about the quest for reaching one's full potential as a person. They are said to have frequent occurrences of peak experiences, which are energized moments of profound happiness and harmony. According to Maslow, only a small percentage of the population reaches the level of self-actualization. According to Nwankwo (2012, p.16) in its application of Maslow's motivation theory a far higher percentage (85% and 70%) of workers satisfy the two lower, but only about 50 percent meet social needs, 30 percent, ego needs and 10 percent, self-actualized needs. Not all data, however, support this distribution.

In applying the theory to this study, it is maintained that workers in the Nigerian civil service have the above classification of needs identified by Abraham Maslow. The inability of the civil service to guarantee these needs, due to teething problems confronting its operations, has resulted to poor performance of workers in discharging their responsibilities.

The Nature of the Civil Service in Nigeria

The West Minister model of the civil service is structured along the lines of Max Weber's typification of formal bureaucracy. Weber in his articulation of bureaucracy came up with some major elements which he considered sacrosanct for the efficient functioning of any formal bureaucratic organization. Akhakpe (2007), Ekhaton (2003); Mullins (1999); Olugbile (1997); and Nobbs (1984) summarized the main features of Weber's ideal bureaucracy as follows: (1) appointment of officials according to technical qualifications and merit: officials are not elected; (2) rules and regulations govern official's specialized work: officials work impersonally showing neither fear nor favour to anyone; (3) promotion allows efficient officials to climb higher in the hierarchical power structure: officials enter a career and do not expect preferential treatment, or property rights related to the office; (4) fulltime officials devote themselves to the work of the organization: officials are expected to carry out their duties impersonally and completely; (5) continuous business is carried on faithfully by the officials: the office does not come to an end with the death of the holder; (6) written documents are used to conduct official business: everyone is subject to formal equality before the rules; (7) public and private life are divided by the segregation of organizational activity from the official's private life; public monies and property are separated from the official's private property; (8) limited compulsion by officials is allowed but without hatred or passion, and hence without affection or enthusiasm; and (9) salaries of officials are fixed with right to pension. These

impersonal rules suggest to us that there are ethical codes that guide the conduct of officials in the discharge of their official obligations. Indeed, ethics in administration could be conceptualized as rules and regulations officials are expected to conform to in the discharge of their official obligation. These rules according to Maduabum (2008) tend to ensure uniformity of operation.

It is important to note here that these features of formal bureaucracy theoretically could conduce for efficiency in administration which is essentially its aim. Yet, it would appear that there is nowhere in the world where this model has been fully operated. Besides, according to Agbodike, Osawe and Igbokwe-Ibeto (2015, p.4) the Weberian administrative construct is culturally symptomatic in that it came from the study of a particular scenario and then generalized.

Similarly, the West Minister Model of the civil service inherited at independence in Nigeria, advances some principles that are aimed at making the service stable apolitical and efficient. These features according to Agbodike, Osawe and Igbokwe-Ibeeto (2015, p. 4) include: Permanency, a point alluded to in the features of bureaucracy; nonpartisanship that is, civil servants should not openly aligned to a political party; and anonymity, that is, officials are to be seen not heard-non prejudice to any policy issue or direction irrespective of the party in power. In the case of the principles of the civil service, little attempt has been made to apply its tenets universally, as some countries like France and the United States have deviated from this norm by allowing their civil servants to make foray into politics without losing their position in the service . Also, in the US, political appointees could be brought into the service as head of ministries that is, as Director General, as the situation demands.

Functions of the Civil Service

Essentially the functions of the civil service are to:

- (i) contribute to translating the dreams and visions of the political/ruling class into concrete reality through the formulation of far-sighted policies and programmes and executing same loyally, conscientiously and effectively;
- (ii) Provide continuity between Administrations;
- (iii) Serve as a unifying factor by bringing together people from all parts of the Federation and providing effective and adequate social services;
- (iv) Advice government on the full implications of various policy options open to it;
- (v) Execute government policy loyally;
- (vi) Protect public interest, as custodian of public conscience;
- (vii) Manage government data and information system effectively and efficiently so as to facilitate availability of data for government decision making;
- (viii) Operate an open, humane and sensitive system which respects them rule of law;
- (ix) Operate a personnel management system that ensures high professionalism, significant specialization, excellent motivation and high morale; and
- (x) Ensure prompt, effective and satisfying service delivery.

Civil Service and the Development of Nigeria

Adamolekun (2002), states that the civil service is commonly used as the synonym of the machinery of the government, this is so in Britain and most common wealth countries of Sub-Saharan Africa. In British civil service is used to refer to the body of permanent officials appointed to assist the decision makers. According to the 1999 constitution, section 318 sub sections 1 Civil Service refers to Service of the

Federation (state) in a civil capacity, staff of the office of the President, (Governor), the vice President, (Deputy Governor), a ministry or department of the federation (state), assigned with the responsibility for any business of the government of the federation (state), (FRN,1999). Lastly, Abba and Anazodo (2006) in Anazodo (2012), argue that civil service in Nigeria comprises workers in the various ministries or departments apart from those who hold political appointments. To Ipinlaiye (2001) the term civil service is normally used when referring to the body of men and women employed in a civil capacity and non political career basis by the Federal and state Governments primarily to render and faithfully give effect to their decisions and implementation.

Naomi (1995) opines that development involves economic growth, some notion of equitable distribution, provision of health care, education, housing and other essential services. Chavismen (1984) views development as the process of societal advancement, where improvements in the wellbeing of people are generated through strong partnerships between all sectors, corporate bodies and other groups in the society. It involves economic, socio-economic and political issues and pervades all aspects of social life. According to Guga (2014) sustainable development, it's a situation where basic operating structures and processes that would ensure the continuous development of a nation have been established and are working efficiently. Sustainable Development - The Diploma of sustainable development online (2012) in Mohammed (2013) refer the term as the type of economic growth pattern where the use of resources meets the needs of the human population while conserving the environment at the same time. Sustainable development means resources are used in such a way that both current and future human needs can be met.

Challenges Facing Civil Servants at the State Levels in Nigeria

The civil servants in Nigeria are beset with a number of problems that have hampered their effective role in public service delivery in the country. One of the major problems confronting the public bureaucracy in Nigeria is its politicization. Several offices in the civil service were at one or the other politicized by the military. These include the offices of the Permanent Secretary and the Head of Service. Although, there is nothing wrong with the bureaucracy performing political functions, the fear is that unless such political functions are carefully controlled, they can further aggravate the already strained relationship between the political officers and the bureaucrats, with unpleasant consequences during a democratic regime. The political officers would regard such political roles performed by the bureaucrats as usurpation of powers and trespass.

Another problem is the high level of corruption associated with the public bureaucracy in Nigeria. A World Bank (1995) report stated that, "Nigeria's civil sector lacks transparency and accountability." According to Olu (2003, p. 226) this is further confirmed by a recent publication of Transparency International, which rated Nigeria as the second most corrupt in the world. (Nigerian Tribune October 3, 2002). Mr. Ernest Shonekan, the Head of Interim National Government that succeeded General Ibrahim Babangida also made a serious statement on the level of corruption in Nigeria in the Guardian (1993), cited from Olowu (1996) that:

We can no longer ignore the issue of corruption which is now believed to be quite endemic in our country ... People abroad now believe that it is virtually impossible to undertake any form of transaction successfully in Nigeria today without bribery ... Government is specially concerned with increasing cases of white collar corruption including

advance fee fraud codenamed '419', bank thefts, insider dealing, product counterfeiting etc.

In addition, a World Bank (1995) publication has identified the cause of corruption among public officials maintaining that “it is no secret that inadequate salaries direct public officials into unprofessional forms of behavior; when senior jobs produce opportunities to collect bribes, to evade income inhibiting restrictions on private trade, to win government contracts for one’s family or associates, or to misappropriate public funds, incentives are created to do one’s job in ways that are inconsistent with the public interest.” The Guardian newspapers (1994) similarly reported the pathetic condition of the state of the country resulting from the high level of corruption in the country by asserting that “the Nigeria state has become a predatory institution through which people in places of trust and responsibility recklessly and remorselessly loot the nation’s resources and extort tribute while the ordinary citizen shares ... what we see as an advanced state of social anomie, a near collapse of the Nigerian state as a social organism.”

To deal with this endemic bureaucratic corruption, adequate incentives and motivation must be provided for civil servants, which will not only attract talented people to the service, but also make them to perform effectively and honestly. Beyond this, Nigeria as a society should begin to change its value. In a decent society, money is not everything, but a society like Nigeria where money is considered to be everything, people can go to any length and use any means to acquire wealth, which nobody will care to query, our orientation, value and priority must change. Integrity, honour and good name must be preferred above ill-gotten wealth that is when we can create a decent new society.

Other problems that are associated with the civil servants, world over are its rigidity, resistance to change, lack of innovation, impersonality, and “excessive aloofness, ritualistic attachment to routines and procedures” (Kramer, 1977). This is capsuled in what some refer to as red-tapism that hinders quick action and effective communication among public bureaucracies. The problem of rigidity and resistance to change by bureaucracy has contributed the failure of many civil service reforms in Nigeria right from colonial times till date.

The Impact of Challenges Facing the Civil Service on Workers Performance in Nigeria

One of the major challenges facing the civil service in Nigeria is the problem of poor incentives. Generally, incentives are regarded as variable payments made to employees or a group of employees on the basis of the amount of output or results achieved. Alternatively, Banjoko (2006) argue that it could be payments made with the aim of pushing employees’ performance towards higher targets. Similarly Martocchio (2006) maintained that incentives could also be defined as compensation other than basic wages or salaries that fluctuates according to employees’ attainment of some standard, such as pre-established formula, individual or group goals, or organizational earnings.

Martocchio (2006) further observed that effective incentive pay systems are based on three assumptions: individual employees and work teams differ in how much they contribute to the organization, not only in what they do but also in how well they do it; the organization’s overall performance depends to a large degree on the productivity of individuals and groups within the organization; to attract, retain, and motivate highly

productive workers and to be fair to all employees, an organization needs to reward employees on the basis of their relative productivity.

Incentives according to Lei (1999), O'Dell and Grayson (1998) and Stata (1989) can therefore boost an organization's learning capability if used for recompensing attitudes oriented towards flexibility and constant improvement. In a similar vein, Leonard-Bartons (1992) viewed the organization as a learning laboratory. She notes that employees find incentive systems symbolically important (for example, they make employees feel they are contributing to the organization's success).

More specifically, Garvin (1993) points out that if employees know that their plans or ideas will be evaluated and recompensed- in other words, that their knowledge will be applied- they are more likely to show learning-oriented behaviour. For instance, Arthur and Aiman-Smith (2001) found that establishing a gain-sharing plan promotes first-order learning and, subsequently, second order learning. The latter has been described behaviourally as "the search for an exploration of alternative routines, rules, technologies, goals, and purposes" (Lant and Mezias, 1992).

In the view of Reilly (2003), in evaluating the success of incentives in the public service (where it has been most widely tried), it would be hard to establish whether it has aided recruitment or retention, but there has been more attention given to whether or not it has improved employee motivation. The problem with the use of incentives in the public sector is in the practice. According to Reilly (2003) many employees have doubts about whether their managers have the skills to exercise their judgement in a fair and consistent manner. To Heery (1998) they fear that judgements will be beclouded by favouritism and affected by ignorance of how staffers actually perform. The result is that, as Marsden and French (1998) found in various parts of the public sector, for only a minority (between a tenth and a third of staff depending on the organization) is performance-related pay an incentive to work harder. For the rest, not only had it not motivated them, it had damaged relationships between colleagues and hindered team working.

Specific attention has also been drawn to the difficulties in objective setting for many jobs in the civil service. As Marsden and French (2002) explain, there is not a simple principal/agent relationship that economic theory expects. Staffers often do not have the same clear goals as those in the private sector with too many conflicting priorities through trying to serve too many masters. According to Reilly (2003), it is not easy to incentivize the police to catch more criminals, customs and excise officers to increase their detection rate, or ambulances to get to incidents more quickly. A target can be set, but care needs to be taken over the process of reaching the goal. To Reilly (2003) the public might complain about over-enthusiastic police, customs officers, or ambulance drivers. Public sector trade unions have consistently supported employee doubts about performance-related pay and have resisted its introduction. They have also been quick to point to evidence of inequalities in performance assessment by gender or ethnicity, where these have been linked to reward.

Nevertheless, apart from financial incentives, there are also non-financial incentives, which may be relevant to the public sector. In Locke's (1968) goal setting theory, four of such non-incentives were brought to the fore. These are feedback, time limits to achieve set goals, subordinate's participation in goal setting, and praise or reproof.

Conclusion

Successive governments in Nigeria have introduced various reform measures with the main aim of improving the efficiency and effectiveness of the civil service. Unfortunately, the Nigeria civil service has remained weak, inefficient and incapable of reforming itself and the rest of the economy. A plausible explanation for all this relates to the endemic nature corruption, inappropriate incentive structures and lack of political will to implement good reform measures. Hiring and firing of civil servants are often based on personal acquaintances or vendetta rather than on productivity related indicators. Specific targets must be set to which the civil service can strive. An efficient-based incentive scheme that links seriously undermined the credibility and confidence of the civil service in design and implementation of government policy, should be minimized.

Recommendations

Based on the findings of this study, the following recommendations are made:

- i. Governments at all levels have to engage civil service in issues related to training, manpower development and so on to win the confidence of the service.
- ii. The civil service needs to do more in making sure that it dedicates itself to serving the citizenry.
- iii. Rewards at all level needs to be emphasized for the best civil servant of the year.
- iv. Punishment must be in place for those civil servants that have made the service to suffer unnecessarily.
- v. Government should improve on the conditions of civil servants by paying them promptly and giving them their benefits regularly. This is the only way the performance of workers in the civil service will be enhanced.

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