

**LOW PRODUCTIVITY AMONG CIVIL SERVANTS IN ONDO STATE: A CRITICAL APPRAISAL
OF THE CAUSES AND CONSEQUENCES**

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ABSTRACT

The Nigerian civil service was inherited from the colonial administration and has been accused of lack of capacity to exhibit high level of productivity despite the previous governments reforms. The civil service in Nigeria has been overwhelmed with ever-increasing responsibilities and there should be better restructuring for it to meet up the numerous expectations of the citizenry. Thus, this study aims to critically appraise the causes and consequences of low productivity among civil servants in Ondo State and proffer solutions to the over-aching challenges. This study elicited data from both primary and secondary sources. The primary sources include responses of the respondents through self-administered questionnaire and personal observations while secondary data were obtained from academic Journals, articles, government publications, textbooks, Newspapers and internet materials that are relevant to this study. A sample size of 200 respondents though systematic sampling technique were purposively selected from four Ondo state ministries. This study relies on Maslow's theory of needs and Taylor's management theory as a theoretical foundation. The study revealed that the civil service in Nigeria has a long history and poor remuneration, inadequate knowledge and abilities of workers, leadership problem, inadequate trainings , poor compensation and motivation indiscipline, nepotism, poor funding of ministries are major contributory factors to low productivity among civil servants in Ondo state. The study also revealed that low productivity can lead to economic losses, retrenchment of workers, lack of innovation and creativity, delays of jobs completion among others. The study concluded that the present low productivity among the under motivated civil servants in Ondo state must be quickly addressed to prevent further economic ruins. Therefore, the study recommends motivation of workers, fair salaries, recruitment of competent workers , training and retraining of workers, participatory leadership, de-politicization of civil service, proper funding of ministries, enforcement of discipline and others as panaceas for low productivity among Ondo state workforce.

Keywords: civil servants, government, leadership, population, productivity

INTRODUCTION

BACKGROUND OF THE STUDY

Productivity has been defined as the volume of goods and services produced per worker within some specified unit of the year . There has been consistent public outcry about continuous decline of productivity in the civil service (Ugbanga and Ogali, 2021).

The issue of productivity has come to occupy centre stage in the life of every organization whether private or public. It is so crucial to the extent that Justification or otherwise of the existence of any organization predicated on how productive it is. judging by its ability to attain predetermined ends or coals According to Adebayo (1981),productivity is the quality or state of output. it is a concept that guides the management of production system and measure its success. It is the quality that indicates how well labor ,capital ,material ,time and energy are utilized.

Productivity is considered a key source of economic growth and competitiveness and as such, it the basic statically information for many international comparisons and country performer assessment (Isheqi , 2013).

The capacities and responsibilities of the civil service have expended immensely compelling , therefore ,a renewed concern with the problem of productivity ,law ,order ,internal securities ,physical and socio-economic development and general good government that satisfy the aspiration of both Nigeria political development and social-economic growth (Marshall and Murtala , 2015).There is no doubt that the civil service in Nigeria has repeatedly been accused of inability to deliver expectations in term of output despite the numerous reforms that have taken place in this regard .The evident non-performance of Nigerian workers have been associated with poor working conditions and political interference with disregard to the expected outputs .

The past reform in Nigeria had only taken cognizance of structure of the service, salaries and the fringe benefits which have not holistically addressed the problems of the service. There is no doubt that as the administrative machinery of the state, the Nigerian civil service needs to be better positioned to where it can deliver basic expectations to the citizens especially and unaguably involve it being looked upon to execute development goals that would accelerate economic and societal changes. (Leyira and Moses, 2018)

The central challenges has remained how to resurrect an enduring civil service that would be proactive, innovative and ever willing to drive the philosophy and objectives of government programmes which of course can only be if the civil servants themselves area made to be shareholders in determining the goals and objectives to be achieved by the service.

In this regard, this study is of interest to take an intellectually excursion into the history of Nigerian civil service, structure, causes and consequences of the existing low productivity in the civil service with prescribed recommendations that we reposition today's civil service as a tool for innovation s, growth, peace, stability, development, democracy that will institutionalize change in modern governance and societal development.

STATEMENT OF THE PROBLEM

The Nigerian civil service ditto Ondo State civil service constrained by physical, organizational and institutional structures that seriously limit productivity of workers observations show that civil servants in Nigeria are generally lazy, and often display lackadaisical attitude to official assignments.

Specifically the civil service is responsible for:

- Formulation of policies
- Advising the political class
- Implementation of policies
- Storage of Government of Information
- Collection and keeping Government funds
- Ensuring continuity of Government and
- Rendering of routine services.

It is the duty of civil servant to involve in implementation of policies faithfully and loyally so as to make available good road, water supply, electricity, establishment of industries, schools, hospitals among others (Ene, 2023).

According to Nebo and Nnamani (2015).Nigerian civil service has been compromised by politicization, insubordination, corruption, sabotage, mediocrity, low morale, nepotism and bribery leading to the inability of the organization to attain predetermined goals or increased productive capacity.

Unfortunately the past attempts of the governments through reforms and recommendations geared towards converting inputs into gainful outputs in order to achieve the set goals have not yielded the desired results. The civil service still remains backward, inefficient and ineffective in terms of service delivery.

Against this backdrop, this study is interested to provide remedies to the challenges of low productivity among Ondo state civil servants.

SIGNIFICANCE OF THE STUDY

The study will assist the government and policy makers to holistically address the problems of low productivity among and servants in Ondo state.

The civil servants will also benefit from the recommendations of this study if implemented by the government

The study will definitely serve as source of information to guide future researchers in the particular field or related fields.

LIMITATIONS OF THIS STUDY

A study of this nature cannot be completed successfully without encountering some difficulties. Major constraints experienced by the researchers are:

(1) FINANCIAL CONSTRAINTS

Inadequate funds : this research was carried out without any sponsorship. At a time, paucity of fund nearly marred the efforts of the researcher.

(2) TIME

The researcher was constrained by time factor. The busy schedule of the researcher was constantly affected by the time allocated for this field study

(3) ATTITUDE OF THE RESPONDENTS

Uncooperative attitude of those given the questionnaire to fill constituted a major obstacle. Many hid under the civil service oath of secrecy which prohibits civil servants from divulging sensitive information without prior authorization from their superiors.

OBJECTIVES OF THE STUDY

The general objective of this study is to critically appraise low productivity among Ondo state civil servants

Specifically this study is set to:

- (1) To assess the level of productivity among civil servants in Ondo state.
- (2) To determine the level of effectiveness of governments reforms to enhance productivity among civil servants.
- (3) To appraise the militating factors against civil servants productivity in Ondo state.
- (4) To examine the consequences of low productivity among civil servants in Ondo state.

RESEARCH QUESTIONS

The following are the research questions for this study.

- (1) What is the level of productivity among civil servants in Ondo state?
- (2) What is the level of effectiveness of government reforms to enhance productivity among civil servants in Ondo state?
- (3) What are the militating factors against civil servants productivity in Ondo state?
- (4) What are the consequences of low productivity among civil servants in Ondo state?

THEORETICAL FRAMEWORK

Many scholars have propounded theories to explain the best way to deploy organic manpower to increase productivity.

It is therefore pertinent to employ these theories for the purpose of this study

1. Taylor's Management Theory and
2. Maslow's theory of needs

1. TAYLOR'S MANAGEMENT THEORY

This management theory emerged in the 20th century by Fredrick Winslow Taylor who started scientific Management. They studied how workers performance affected productivity. In 1909, Taylor published ' The principles of scientific management'. In this, he proposed that by optimizing and simplifying jobs, productivity well increase, With his background as a mechanical Engineer, Taylor and his colleagues used many workplace experiments to determine optimal performance levels. The worker is a very vital factor in the process of production and as such, his self actualization should constitute a major preoccupation of any organization that is interested in productivity

Taylor's principle fundamentally advocated division of labor and specialization of workers, monetary motivation, employment of skilled workers, proper supervision of workers, time allocation and rewards and sanctions as vital recipes that will guarantee efficiency and productivity of workers in any organization

The application of Taylor's principles within the Nigerian context shows disregard for many of these principles apart from the constant prescription for wages and salaries adjustments. Hence, the display of ineptitude by the majority of civil servants in government ministries departments and agencies

However, Taylor's theory was criticized based on its rigid rules and extreme specialization which organization usually finds difficult to adopt in modern situations that need exhibitions of some degree of flexibility.

2. MASLOW'S THEORY OF HIERARCHY OF NEEDS

Empirical evidence from studies show that there is significant relationship between motivation and employees productivity. Maslow's hierarchy of needs, a theory proposed by the American Psychologist, Abraham Maslow's in his 1943 paper "A Theory of Human Motivation" has been adopted for the study.

The central principle of Maslow's theory of needs is motivation . It is proposed that it is motivation that makes a worker (Civil servant or Public servant) receives on job that motive him or her to feel fulfilled on the job which will, in turn, increases his performance and productivity on the job.

According to Maslow, there are five level of needs namely:

1. Physiological needs,
2. Safety needs
3. Belonging needs
4. Esteem needs
5. Self actualization needs.

The theory explains that our actions are motivated by these physiological and psychological needs that progress from basic to complex.

This theory tells us that motivation is the one of the most important means of boosting worker morale, satisfaction and productivity. If every government at all levels in needs to get the best from its workers, effective application of Maslow's theory is necessary

However, the Maslow's theory is limited by the fact that human needs may not always follow the hierarchy as stated. A person may want to satisfy several needs at the same time it is not always possible to categories human needs as given by Maslow.

The theory also fails to specify what motivates individuals.

LITERATURE REVIEW

THE HISTORICAL BACKGROUND OF NIGERIA CIVIL SERVICE

The history of the civil service is tied wholly to the activities of the British colonial masters in what is today known as Nigeria. Therefore, the Nigeria civil service grew out of the British imperial urge to have a better coordinated access to the economy of Nigeria which ostensibly was her cardinal aim for embarking on colonization. We should note that the British colonial masters had her interest spread across various spheres and endeavors' such as politics, military and social as well as a whole lot of other goals but that of the economic ambition represented the high point of her reason for colonization (Olusanya , 1983).

Specifically, the evolution and growth of the civil service can be traced to the year 1900 when the British officially established her authority in most of the areas that later became known as Nigeria. In the year 1906, the Lagos colony was merged with the southern protectorate and remained the colony and protectorate of southern Nigeria. By the year 1914 the protectorate of North and South were amalgamated into what became known as the colony and protectorate of Nigeria.

This historical in road has become necessary as an effort to link the lack of productivity in today's Nigerian civil service with the failure of the history of the service to provide for unity of purpose as exhibited by the British colonial masters which has today contributed to haunt the soul of the service. As a matter of fact, the Nigeria state got into a new socio economic formation with its civil service specially designated to shoulder the desires and expectation of British colonial masters. Olusanya (1975) notes that the rudimentary signs for the formation of the Nigeria civil service illuminated in the year 1962 as a consequence of the appointment of H.S freeman as the governor of the kingdom and territory of Lagos following its conquest in 1916 (Olukeze, 2016). More so, the resolve by the British colonial masters not to set up any costly administration in Nigeria as well as the constraints posed by malaria induced death on the part of the British expatriates combined to compel the British parliamentary committee to advise for the appointment of Nigerian into responsible positions in the civil service.

Although our focus of study is not in the history of the origin of the Nigeria Civil Service, it has become necessary to accommodate this historical antecedents of the Nigeria Civil Service in Ondo state to establish the fact that the issue of productivity in the civil service was inherent deficiencies that have their root traceable to the British Imperial Civil Service indeed, a number of discriminatory practices such as discrepancies in salary structure between the whites and the Nigerian in the Civil Service remained an instance that created the opportunity for poor morale and lowered productivity (Ayandele, 1964). As a matter of fact, the Nigeria civil service evolved in an atmosphere of suspicion and hostility between the British imperial masters and the (colonized) Nigeria people and the racial interplay within the service itself to a larger extent, had a profound influence on the perception which Nigerians, up till today, have about the civil service (Nnadozie, 2004).

The feelings of most Nigerians that the Civil Service is an outside or alien organization borne of a foreign capitalism and owned by the white man is a negative philosophy that is a product of an age long thinking .Indeed, the feeling had up till today, continued to drain the Nigerian civil service of the needed commitment. As noted by Chukwuemeka , Isiaka and Bolaji (2014), most Nigerians have continued to see the Civil service as:

“an organization in which the indigenous participant regarded himself and perhaps correctly, not as an owner of nor even a partner in the service but as a hired labourer with his monthly cash payment as the only motivation for work and as the only connecting link, a very tenuous one, between him and those he professed to serve. In many quarters, then the approach to the civil service was characterized by the old saying that whether the business proper or not the labourers must be paid their wages in full. In short, there was not much of sense of belonging.”

With the above interplay as captured by Luzanga (2023), it is then baseless to begin to query the lack of efficiency and effectiveness in the civil service as it has been erroneously done by many especially the

political executives who only harp on increased productivity but do not have the time to address the pertinent problems of the service. Again due to the politics of exclusion practiced against the Nigerian educated elites by British colonial masters, the Nigerian civil service was denied of any participatory membership in the area of policy formulation as well as joint determination of objectives. Perhaps ostensibly too, this was a purposefully act hatched and executed in a bid to exclude the Nigerian civil servants from the economic gains of administration or, to keep them away from how deep the British was unleashing her exploitative tendencies on the Nigerian state. Today, this undue position has been overtaken by the peripheral bourgeoisie and the civil servant who have continued to live in the dark about the goals of the government which has severally led to alienation apathy and wrongful application of strategies, as aptly noted by Alsomaidace (2023). Before the year 1943, no Nigerian and indeed African had participated in any direct manner in policy formulation at the central executive level of administration in the Nigerian civil service. More so, but for every minimal instances, Nigerians and indeed Africans were completely excluded from the various boards and council appointments made by the government to advise her on certain problematic areas. As far back as 1938, principal committees had been created to assist and advise the government on the issue of pay rate for staff but it was not until year 1941 that the first African (Nigerian) was brought into such committees

However, things were to change following the mass revolt that trailed the above position by Britain as many Nigerians that were denied such opportunities increased with its concomitant implications for increased organizational activity which in the words of Akinyele (2010) sooner had to burst into movements that became reactionary, thereby compelling Britain to make basic changes. The civil servants are today being confronted with the implementation of government policies, most of which they have no stake in formulating or privileged to know the extent to which such policies can translate into. What happens here is that the Nigerian civil servant has always been encapsulated in the phrase “ I am directed “ which more often than not, may translate into responding to an undue “order” that may after all be alien to him. Little wonder therefore, why the Nigerian civil service has continued to be regarded as alien creation with his philosophy and aims completely detached from those of the civil servant himself. The implication of this is the apparent lack of goal congruency which hence, makes productivity impossible.

STRUCTURE AND COMPOSITION OF NIGERIA CIVIL SERVICE

Going by the above history, there is no doubt that the Nigerian civil service has come a long way. It occupies a strategic position in the effort to realize the goals of the government. Today, it is taken to refer to that agency through which the vision of the Nigerian state can be realized. It is strategically located to coordinate the activities of the government as well as what would become of government aspiration. In the words of the civil service handbook (1972), it is that entity or creation with relative permanence of office. The idea of permanence therefore, tends to isolate the civil service from that of the parliament where members owe their stay in the office to their ability to win a democratic election. More often and characteristically too, there has been the tendency to dichotomize between the civil service and the public service. From this angle of distinction, the 1979 reforms were based on appointment by the civil service commission Obikeze (2016).

The Nigerian civil service is mainly organized around the federal ministries headed by ministers who are appointed by the president and confirmed by the national assembly members (senators) while the state ministries are headed by commissioner who are appointed by the governor and ratified by the state assembly. In some cases, a federal minister is responsible for more than one ministry and a minister may be assisted by one or more ministers of state it is the case in Nigeria. Each ministry has permanent secretary who is a senior civil servant. Ondo state civil service is a collectivity of ministries, departments and agencies (MDAs). Commissioners are the political heads of state ministries while the administrative heads of the ministries are the state permanent secretaries.

PRINCIPLES OF CIVIL SERVICE

The civil service according to Marshall and Murtala (2015) is an organ created to ensure that policies and programs of any government at any particular time are carried out. It has been endowed with specific characteristics that are worth consideration.

According to Nigerian scholars.com, civil services are guided by the following principles.

(1) Permanency

The civil service is a permanent government establishments and employees enjoy security of tenure. The civil service remains intact while government changes periodically.

(2) Neutrality

Civil servants are required to be politically neutral so that they can serve faithfully any government in power, no matter the ruling party. The law requires them to resign their appointments where they are interested in partisan politics but civil servants are regularly enmeshed in politics which at most times reduces his productive capacities.

(3) Impartiality

This implies that civil servants should discharge their official duties fairly to all the people they are serving, without religious, class, gender, ethnic or any other sectional biases

This has become the bane of Nigeria civil service because the civil servants do not partake in the determination of the tasks to be accomplished but rather, only inherit whatever the government in power has conceived as its own set agenda or programmes to be achieved.

This has implications for productivity as government duties are regarded as “business as usual”.

(4) Anonymity

Civil servants may neither disclose government official secrets nor speak to the press on government matters except they are authorized by their superiors.

This principle holds the view that civil servants should be heard and not been seen.

They cannot be held responsible for their official actions. The ministries permanent secretaries and directors- general are politically accountable for the success or failure of their ministries.

This shows clearly that civil service is not close to instituting a participatory management philosophy which should be responsible for increase productivity. The principle creates a mischievous gap for the civil servants to dodge responsibilities by not been answerable to their own misdeeds.

(5) **Bureaucracy**

The civil service is characterized by very strict adherence to established rules and regulations. This sometime causes delay in the implementation of government policies and programmes, affecting the level of productivity of the organization according to Ismajili and Qosja (2015).

FACTORS MILITATING AGAINST PRODUCTIVITY IN NIGERIAN CIVIL SERVICE

1) **LACK OF TRAINING;**

Training of workers would make workers to be productive because they will be moulded to efficiently handle specific tasks Training would also boost their morale, increase loyalty and adaptability of their immediate environment. Trainings of civil servants have now become things of the past in Ondo State civil service.

2) **POOR COMPENSATION OF WORKERS;**

Compensation packages are rewards for performance, the recent years, civil servant hardly enjoy some forms of compensation for their dedication to duties. Salaries are not promptly paid not to talk of fringe benefits, this attitude of the government on managements discourages optimal display of workers abilities thereby causing low productivity.

3) **INDISCIPLINE;**

According to Adebayo (2001), The Nigerian civil service is replete with acts of indiscipline include lethargy, laziness, apathy, rudeness to member of the public, malingering, presenting false sick certificates and host of other deplorable attitudes. The indisciplined staff would come late to work or refuse to come to at all: most queries given to erring worker are treated with levity and punishments are

not often meted out to correct non-ethical behaviours and most of the offices become vacant before the closing times. Transfer of workers to places where they can be useful are often rejected rendering many of them redundant. These attitudes bring about low productivity.

4) **NEPOTISM**

Hiring of workers into the Nigerian civil service is based on affinity or relationship- nepotism. Oftentimes, people are hired for jobs they are not qualified for simply because of favoritism, as a result civil service is replete with wrong people holding important jobs who have inadequate skills. This rabid situation breeds mediocrity and inefficiency.

5) **POOR FUNDING**

Most of the offices of government ministries, departments and parastatals are not adequately funded. Working equipments like computers are not provided; most offices are poorly furnished and jam-packed with inappropriate number of workers. The poor conditions of service do not motivate employees to produce maximum efficiency.

CONSEQUENCES OF LOW PRODUCTIVITY

Low productivity can cause a plethora of problem for government establishments in particular and for the country in general. Below are some of them.

1. ECONOMIC LOSS.

A decline in productivity stunts the GDP or the economic output in comparison to the number of people, this can be a result of poor performance of employee which ultimately affects the quality of outputs. Reduced consumers satisfaction, time and spent on resources that are not performing optimally reduce the profit margins of any establishment (Marinho, 1968).

2. RETRENCHMENT OF WORKERS

The unproductive workforce will lead to disengagement of such workers.

3. LACK OF CREATIVITY AND INNOVATION.

Innovation is the key to gain a competitive advantage in many establishments . If employees are not working at their best due to low productivity, they will not be motivated to come up with creative ideas, more so even, they will not be able to provide solutions to the existing problems

4. DELAYS OF JOBS COMPLETION

Poor productivity causes ripple effects of inefficiency in the organization since productivity means doing more in less time, when there is a delay, project deadlines will not be met distorting the original plans of the government. These delays are often experienced in all these government establishments populated by civil servants.

5. POOR STANDARD OF LIVING OF THE CITIZENRY

Poor productivity of civil servants in charge of service delivery often leads to poor standard of living of the citizenry. The level of productivity is most fundamental and important factor determining the standard of living. If the level of production increases, people get what they want faster or get more in the same amount of time.

EMPERICAL STUDIES

The review of some related literatures by scholars provided some similarities and dissimilarities between their findings and the findings of this study.

The study conducted by Ugbagba and Ogali (2021) on Productivity' a mirage in civil service in Nigeria. A study of Abia civil service' has similar findings to this study where the scholars highlighted leadership problem as one of the causes of low productivity among civil servants

However, the findings of Ezeh (2010) contrasted sharply with the causes of low productivity in this study. In his study 'Objective setting, productivity and the civil service in Nigeria: A gap in moral Building for optimum results 'He alluded low productivity to absence of existing operational guidelines for assessing the efficiency of an average civil servants in the Nigerian civil service.

However the future research can provide the interconnectivity between academic certificate and the civil servants productivity which was not investigated by this study .

METHODOLOGY

The Research methodology employed by this study was Descriptive research design which according to Osuala (2001) is the blue print or plan which determines the nature and scope of study carried out. The descriptive approach involves the normal gathering, analysis and interpretation of data so as to explain the underlying factors that surround the problems that triggered the research.

STUDY POPULATION

The study population comprises 200 civil servants from grades levels 7-17 with at least 10 years in the employment of with Ondo state government .

These respondents were purposively drawn using systematic sampling technique from the following Government establishments:

- Ondo state ministry of information and orientation
- Ondo state civil service commission
- Ondo state Ministry of Youth and sport development
- Ondo state Ministry of Health

Area of Study

For the successful completion of this study, the boundary of the study was carefully set. All the government establishments are situated in Akure, the capital of Ondo state .Ondo state is one of the thirty six (36) state in Nigeria

55 respondents from Ondo state ministry of youth and sport development,

35 respondents from Ondo state ministry of information;

46 respondents from Ondo state civil service commission

64 respondents from Ondo state Ministry of Health

The sample size of 200 was assessed through self – administered questionnaire.

DATA PRESENTATION

The data generated from the field were analyzed using descriptive statistics such as frequency table, numbers and percentage

This section describes socio-demographic profile of the respondents

Table 1: Age of Respondents

Age Group	Frequency	Percentages
21-30	35	17.5%
31-40	66	33%
41-50	78	39%
51-60	21	10.5%
Total	200	100

Source: field survey 2023

Table 1 above presented the analysis of age of respondents from the table, 35 (17.5%) respondents are between the age bracket of 21-30 years; 66(33%) are between the age bracket of 31-40 years; 78 (39%) fell within 51-60 years

This result shows that majority of the respondents are within the active civil service age.

Table 2: Marital status

Marital status	Frequency	Percentage
Single	17	8.5%
Married	119	59.5%
Divorced	43	21.5%
Widowed	27	13.5%
Total	200	100

Source: field survey 2023

Table 2 above presented the analysis of marital status of the respondents. The table revealed that 119 (59.5%) respondents are married, 17 (8.5%) are single, 43 (21.5%) are divorcees while 27 (13.5%) are widowed. The result shows that majority of the respondents are married.

Table 3: Educational status of respondents

Education Status	Frequency	Percentages%
University graduates	91	45.5%
Polytechnic graduates	39	19.5%
School of Nursing graduates	43	21.5%
Secondary school certificate holders	27	13.5%
Total	200	100

The table above presented analysis of educational status of respondents. The table revealed that 91(45.5%) respondents are university graduates; 39(19.5%) are polytechnic graduates; 43(21.5%) graduated from school of Nursing while 27(13.5%) are secondary school certificate holders.

The result shows that respondents are educated and therefore, have good understanding of the subject under investigation.

Table 4: Years of experience

Years of experience	Frequency	Percentage %
10 – 14	18	9%
15 – 19	62	31%
20 – 24	81	40.5%
25 – 30	39	19.5%
Total	200	100%

Source: field survey 2023

Table 4 above presented the years of experience of the respondents 18 (9%) respondents have spent between 10 – 14 years in service. 62 (31%) have spent 15 – 19 years, 81 (40.5%) have spent 20 – 24 years, 39 (19.5%) have spent 25 – 30 years in the service. The result show that the respondents possessed required experience needed to participate in this study.

Table 5: Grade level of respondents

Grade level of respondents	Frequency	Percentage
7-10	108	54%
12-17	92	46%
Total	200	100

Source: field survey 2023

Table 5 presented the analysis of the grade levels of the respondents.

The table revealed that civil servants on grade 7-10 are 108 (54%) while 92(46%) respondents are on grade levels 12-17. In civil service, grade 11 does not exist.

The result shows that majority of the respondents are middle-level civil servants.

Research question 1: What is the level of productivity among civil servant in ondo state?

Table 6: Respondents opinion on the level of productivity among civil servants

Level of product	Frequency	Percentage
Low	126	63%
Average	48	24%
High	26	13%
Total	200	100%

Source: field study 2023

Table 6 above presented the analysis of respondents responses on the level of productivity 126(63%) respondents opined that there is low level of workers productivity in Ondo state civil service; 48(24%) opined that the productivity level is average while 26(13%) respondents opined that the level of productivity is high.

The result shows that majority of the respondents agreed that there is low level of productivity in Ondo state civil service.

Research Question 2: what are the factors militating against workers productivity in Ondo state?

Table 7: Respondents opinion on the factors militating against workers productivity

Militating factors	Frequency	Percentage
Inadequate skills	49	24.5%
Poor salaries	39	19.5%
Lack of training	16	8%
Leadership problem	34	17%
Indiscipline	19	2.5%
Nepotism	13	6.5%
Poor finding of the MDAs	30	15%
Total	200	100%

Source : Field study 2023

Table 7 above presented the analysis of respondents opinions on factors that militate against workers productivity in Ondo state civil service. The table revealed that 49(24.5%) respondents agreed that inadequate skills is responsible for the low productivity among civil servants in other state; 39(19.5%) agreed that it is the poor salaries; 16(8%) agreed that it is lack of trainings; 34(17%) agreed it is leadership problem; 30 (15%) agreed it is poor funding of the ministries, department and agencies. The

results show that majority of the respondents agreed that inadequate skills of the civil servants is responsible for the low productivity

Research Question 3: What is the level of effectiveness of government reforms to enhance productivity among civil servants in Ondo state?

Table 8: Respondents opinion on the level of effectiveness of government reforms on productivity

Level of effectiveness	Frequency	Percentage
Very effective	17	8.5%
Moderately effective	56	28%
Not effective	127	63.5%
Total	200	100%

Source: Field study 2023

Table 8 above presented the respondents on the level of effectiveness of government reforms on civil servants productivity. The table revealed that 17(8.5%) respondents disagreed.

The result shows that majority of respondents agreed that government reforms are not effective in enhancing the productivity among civil servants in Ondo state.

Research Questions 4: What are the consequences of low productivity among civil servants in Ondo state?

Table 9: Respondents opinion on the consequences of low productivity among civil servants in ondo state.

Consequences of low production	Frequency	Percentages (%)
Economic looses	3	46.5%
Retrenchment	22	11%
Lack of creativity and innovation	8	47%
Delay of Jobs completion	36	18%
Poor standard of living	41	20.5%
Total	200	100%

Source: Field study 2023

Table 9 presented the respondents opinion on the consequences of low productivity among civil servants in Ondo state. The table revealed that 93(46.5%) respondents agreed that low productivity causes economic loss: 22(11%) opined that retrenchment of workers can arise as a result of low productivity; 8(4%) agreed on lack of creativity and innovation; 36(18%) agreed on delay of job completion while 41(20.5%) respondents agreed on poor standard of living among workers

The result shows that majority of respondents agreed that low productivity results to economic losses.

DISCUSSION OF RESULT

The objective of this study to critically appraise the causes and consequences of low productivity of civil servants in Nigeria using Ondo state as a study. Findings from the study revealed that majority of the respondents who were purposively selected from four government establishments in ondo state are between the civil service age range of 21-60 years. Also majority are married and educated up to secondary school level. The analysis of the grade levels of the respondent reveals that majority of the respondents are middle-level officers within grade level 7-10, and have spent at least 10 years in active service.

The findings of the study also revealed that majority of the respondents agreed that productivity level among Ondo state civil servants is low and chiefly among the militating factors against productivity is inadequate knowledge and abilities of the workers to perform their assigned responsibilities effectively despite their possession of academic certificates. The study also reveals that past efforts of the governments through reforms and recommendations to enhance productivity of Ondo state civil servants have not yielded the expected results and this has led to economic losses.

CONCLUSION

Ijiwereme and Benson(2013) observed that the civil service is the instrument of implementation of government policies while Eme and Andrew (2013) opined that civil servant is to initiate and take active part in all the processes leading to the formulations of policy ; and therefore ensure that the policy agreed by government is faithfully and honestly implemented.

The effective and efficient delivery of services to the citizenry must be paramount to the government through a well-motivated civil servants. The study concluded that Nigerian civil service ditto Ondo state civil service is dominated by unskilled workers who are under motivated and poorly remunerated. The workers display lack of commitment, indiscipline, absenteeism and other corrupt practices like falsification of ages and certificates among other untoward attitudes with their concomittant consequences on the level of productivity. The study also concluded that the level of the present workers productivity is low and can result to economic ruins.

In the light of the above, the study thereby proffers the following remedies:

RECOMMENDATIONS

Having juxtaposed the findings of the previous studies with these present findings, the study hereby recommends the following measures that will improve productivity of workers in the service of Ondo State government.

- 1) There should be improved welfare packages for the civil servants as the present salaries cannot sustain the level of productivity expected from the workforce. Salaries and wages of civil servants should be reviewed in the face of the present realities.
- 2) The working environments should be improved upon.
- 3) Enforcement of rewards and discipline among workers
- 4) Training and re-training of workers
- 5) De-politicization of civil services
- 6) Recruitment of workers and appointment of political heads should be based on merit.
- 7) Participatory leadership must be encouraged to promote collective decision making process.
- 8) Proper funding of the government establishments will ensure efficiency of workers.

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