ASSESSMENT OF REMUNERATION PROGRAMME IN WEIGHTS AND MEASURES DIVISION OF FEDERAL MINISTRY OF COMMERCE ABUJA
ISSUES AND PROSPECTS

A PROJECT WORK SUBMITTED

BY

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DEDICATION

This project is dedicated to God almighty, my dear wife Mrs. Elizabeth Obiageli Simire and to my parents Mr. and Mrs. Francis Okungbowa Simire who stood firmly by my side all through this programme.

ACKNOWLEDGEMENT

ABSTRACT

This study is an assessment of remuneration programme in Business organization by evaluation to identify impacts, issues and prospects with respect to weights and Measures Division of the Federal Ministry of Commerce, Abuja as a case study.

The instruments used for this investigation was the questionnaire. It was made up of 20 items and administered on 20 Inspectors drawn from the division.

The data was thus collected and the scores were expressed using the independent T- test with ranges limits of 2.45-4.00 as "Agreed" or accepted, i.e not significant and 1.0 – 2 – 44 as "Disagreed or rejected, i.e significant.

The data analysis and result indicated that as sensitive as the function and administration of Weights Measures is to the economy, the government need to re-assess its remuneration programme by re-grading, it based on its job description, for effective utilization of its human and material resources and regular funding to improve on the work environment for effective function and improved revenue generation for self sustenance .

The research therefore recommend that the government should improve on the remuneration of inspectors of weight and measures, provide working standards and equipment necessary to meet the challenges of the inspectors in performing their duties and fund local and overseas training programmes in order to be abreast with international standard with the present globalization of the world. The revenue generation of this division can be improved upon geometrically,

when the officers perceive adequate remuneration and a regular check or

monitoring of the field officers to forestall irregularities.

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CHAPTER ONE

1.1 **INTRODUCTION.**

In every human endeavour, private or public, there is need for those involved in the daily operations to be encouraged to meet its set goals and objectives.

According to Jeffrey Pfeffer "Power" in organizations – 1981, he said t that "the Literature on pay equity" (Adams – 1965, Goodman and Friedman, 1971) as argued that perceptions of fair, over paid, or under paid conditions result from a process of social comparison so that definitions of equitable treatment are socially anchored, if not socially deprived.

To meet these objectives, organisations need to identify what and identify what and how it hopes to achieve this purpose on long-term or short-term planning, in order to have a sense of direction and focus on how to effectively and efficiently utilize both human and material resources to achieve these goals.

In meeting these goals, certain behaviour to work are displayed by employee based on the remuneration programme of that organization.

Workers or employee are employed to perform certain job description, but a rigid and unmotivated climate often creates a "that's " not my job syndrome and this can only be corrected by creating a motivated climate that meets employees inadequacy and in the process encourage workers to join together and rely on each other to improve performance.

Due to employees peculiar needs, desires, inspiration and problems, and unless these peculiarities are first identified and effort (Remuneration) directed

towards solving them, the employee can hardly put in their best even in their area of specialization.

Hence motivating employee through adequate remuneration in any organization acts as a catalyst to inner-striving conditions of employees such as wishes desires, drives etc. which moves the employees to do the following:-

a) Work Hard

b) Sustain a pace of hard work

c) Employees behaviour is self directed towards important goals.

Remuneration programme and other encompassing welfare schemes if not put in place often work against organizations objectives directly on indirectly due to unsatisfied needs.

These unsatisfied needs often demoralizes, demotivates and dehumanizes employees and makes the employee irresponsive to set goals and objectives.

Inadequate remuneration can devastatingly affect organization in the quality and quantity of its product and or services provided.

In the weights and measures division of the Federal Ministry of Commerce, the inspectors and administrative staff are grouped under the HAPPS IV Remuneration structure which is applicable to all civil servants.

A study of the operation and functions of the inspectorate of Weights and Measures Division, necessitated the research on the effects of remuneration on utilization of human and material resources as the inspectors carry out maintenance of standards, verification of equipment/instrument used for trade in Nigeria, calibration of weighing instrument and in the process generate revenue for the federal Government of Nigeria.

b) To determine how the remuneration programme influence(s) workers to achieve set goals and objectives of the organization;

c) Identify the strength and limitations of remuneration programme;

d) To be able to advise management/workers/managers on the best way of administering remuneration and other incentive rewards to achieve organisation set goals and objectives.

Effective remuneration programme goes a long way to satisfy those inadequacies of employees, but then monetary incentive is not enough to motivate employee, since employee are also influenced by the social, economic, political and cultural environment within which they operate.

For the purpose of this project the researcher has limited its scope on remuneration and some fringe benefits as it motivates Inspectors of Weights and Measures Cadre of the Federal Ministry of Commerce, Abuja.

1.4 SIGNIFICANCE OF THE STUDY

The significance of this study is the help it will render to future researchers, critics, personnel managers, employees and management executives involved in the formulation and implementation of remuneration programmes in order to attract ambitious goal getters, highly qualified employees; maximize profit and maintain a high level of efficiency in the discharge of employees duties. To study the administration of weight and measures inspectorate in the country and ascertain areas that need to be improved upon by management and identify other areas of financial waste on the part of the management to forestall high operational cost.

1.5 RESEARCH QUESTIONS

This research project seek to probe into the following;

a) How does remuneration affects the effective utilization of human resources as in the cadre of Inspectors of Weights and Measures?

b) How does remuneration affects the effective utilization of material resources to attain set goals and objectives of the organization?

c) How does other environmental factors at work place affect employee in the discharge of their duties to achieve set goals and objectives of the organization?

1.6 HYPOTHESIS

In line with the research problem, the following hypothesis are postulated to be tested , subject to acceptance or rejection after test.

a) That adequate remuneration is a major factor to achieve set goals and objectives of any organization;

b) That adequate remuneration is not the major factor to achieve set goals and objectives;

c) That environmental climate at work place is a major factor to achieving organizational set goals and objectives.

1.7 Limitation of the Study

There are so many approach to remuneration programme in the private and public sector and it has a lot of diversity but this study only covers the extent to which remuneration programme motivates officers (Inspectors) of Weights and Measures Division of the Federal Ministry of Commerce, who belong to the public service sector.

2.0   **CHAPTER TWO**

2.1   LITERATURE REVIEW

2.2   INTRODUCTION

This chapter is concerned with the review of related literature on remuneration, its purpose and how a good remuneration programme acts as a motivator in any organization.

This chapter also discusses some basic processes to adequate remuneration as one of the tools to achieving organizational set goals and objects such as the integration of the different theories of motivation and power, as well as job evaluation, specification, description and ranking in general and how it affects Inspectors of Weights and Measures in particular.

2.3   PURPOSE OF REMUNERATION:

According to "Edwin B. Flippo 1987 Personnel Management sixth Edition "Remuneration is the payment made to an employee for services rendered in accordance with the terms of agreement".

In other words, remuneration programmes in any organization should be designed to serve these purposes:

      i)   to attract capable employee to the organization;

      ii)   to motivate them (employee) towards superior performance;

      iii)   to retain the employee services over an extended period of time.

2.4 **REMUNERATION AS A MOTIVATION**

"Edwin B. Flippo" (1987) Personnel Management Sixth Edition in his explanation of remuneration to motivate employee said that to motivate workers or employee, managers and management must be sensitive to human behaviour and needs and profer remuneration programmes that would meet the immediate needs of employee, as far as it is practicable and in relation to demand and supply; these are based on the content and process theories.

2.5 **APPLICATION OF CONTENT THEORIES OF MOTIVATION**

James H. Donnelly Jr et all "Fundamentals of Management" 1987 explains that in understanding motivation, a knowledge of the content theory is inevitable.

Content theories are concerned with identifying what it is within an individual or the work environment that energizes and sustains behaviour.

We have two content theories that have enjoyed widespread acceptance and they are Maslow's need Hierarchy theory which states that "Man is a wanting animal whose needs depends on what he already has, and only needs not yet satisfied can influence behaviour. In other words a satisfied need is not a motivator.

Maslow's also hypothesized the five levels of need as follows:-

a)   Physiological

b)   Safety

c)   Social

d)   Esteem

e)   Self-actualization

Maslow also categorized these need hierarchy as lower to higher order needs from a – e levels.

Thus when employee are able to achieve self-actualisation, they tend to be motivated by increased opportunities to satisfy that need. Through wages or salary (Remuneration), individuals are able to satisfy the physiological needs of themselves and their families and organizations can also help in satisfying social needs by allowing interaction and association with other employees on the job.

The content theory also hinge on Frederick Herzberg in 1959 with his Two-factor theory and thus states that

i) "Some conditions of a job operate primarily to satisfy employees when they are not present; However, the presence of these conditions does not build strong motivation. Herzberg in his theory called these "Maintenance factors" since they are necessary to maintain a reasonable level of satisfaction.

ii) "Some job conditions build high levels of motivation and job satisfaction. However, if these conditions are not present, they do not prove highly dissatisfying."

Herzberg described six of these motivational factors or satisfiers as:-

a) Achievement

b) Recognition

c) Advancement

d) The work itself

e) The Possibility of personal growth

f) Responsibility and maintenance factors (Inter personal relationships, peer, supervisors, subordinates, company policy, job security and work conditions. Salary, personal life etc.

2.6. **APPLICATION OF PROCESS THEORIES OF MOTIVATION**

In the process theories of motivation, psychologist Victor Vroom in his Vroom's expectancy theory views motivation as a process governing choices.

Vroom's explain that the logic of expectancy is that "individuals will exert effort to achieve performance that will result in preferred rewards.

Vroom's theory is expressed mathematically thus

$M = E \times I \times P$ where

Or $M =$ Motivation

$M = E \times I \times V$ $E =$ Result from expectancy

$I =$ Time Instrumentality

$P =$ Time preferred

$V =$ Valence (Value attached to reward or punishment)

2.7. **REINFORCEMENT THEORY OF MOTIVATION**

James H. Donnely et all 1987 <u>Fundamentals of Management</u> further discusses how the Reinforcement theory is widely accepted as a factor of motivation which considers the use of positive or negative reinforcers to motivate or create an environment of motivation.

According to Donnely J. H., Reinforcement theory centers on Thorndike's law of effect and it states that "behaviour that results in a pleasing outcome will be likely repeated; behaviour that results in unpleasant outcome is not likely to be repeated.

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Reinforcement theory according to Donnelly J. H.; uses operant conditioning, a powerful tool used for changing or controlling employee behaviour by manipulating the consequences.

Donnelly J. H. (1987) Fundamentals of Management also stressed that many critics have agued that the idea of rewarding or reinforcing performance is bribery and that it is used to manipulate employee to fit a manager's concept of the ideal employee, may not be far fetched; while a good number of critic believe that motivating employee thorough behaviour modification relies solely on extrinsic reward such as pay (Remuneration).

According to Donnelly J. H. the content and process theories of motivation discussed use different terms and appear to be quite different yet they are not in conflict with each other, rather, each looks at the same aspect of motivation from a slightly different perspective.

These approaches from different perspective brought about the bringing together about the bringing of the content and process theories of motivation by psychologist lyman Porter and Edward Lawler in the "Porter – Lawler integrated model of motivation".

In the Porter – Lawler integrated model, Porter and Lawler were able to combine the content and process theories using reward and expectancy to create motivational intensity (effort) that results in higher performance due to intrinsic and extrinsic rewards and the perception of rewards equity that leads to satisfaction as stated in the Porter-Lawler model.

2.8   **PORTER-LAWLER MODEL**

Donnelly J. H. (1987) <u>Fundamentals of Management</u> in his write up said that psychologist Lyman Porter and Edward Lawler offer a model that attempts to integrate ideas, variables and relationships presented by the Maslow's and Herzberg theories, Expectancy, and Reinforcement theories to arrive at an integrated model as shown below.

2.8.1   **FIGURATIVE DIAGRAM OF PORTER-LAWLER MODEL OF**

INTEGRATED CONTENT AND PROCESS THEORIES OF

MOTIVATION

FIGURATIVE OF PORTER – LAWLER   MODEL OF INTEGRATED CONTENT AND PROCESS THEORIES OF MOTIVATION

1
REWARD PREFERENCE

4
ABILITIES NEEDS AND TRAITS

7A
INTRINSIC REWARDS.

8
PERCEPTION OF REWARD EQUITY

3
MOTIVATIONAL INTENSITY (EFFORT)

6
PERFORMANCE

2
EXPECTANCY

5
ROLE PERCEPTION

7B
EXTRINSIC REWARD

9
SATISFACTION
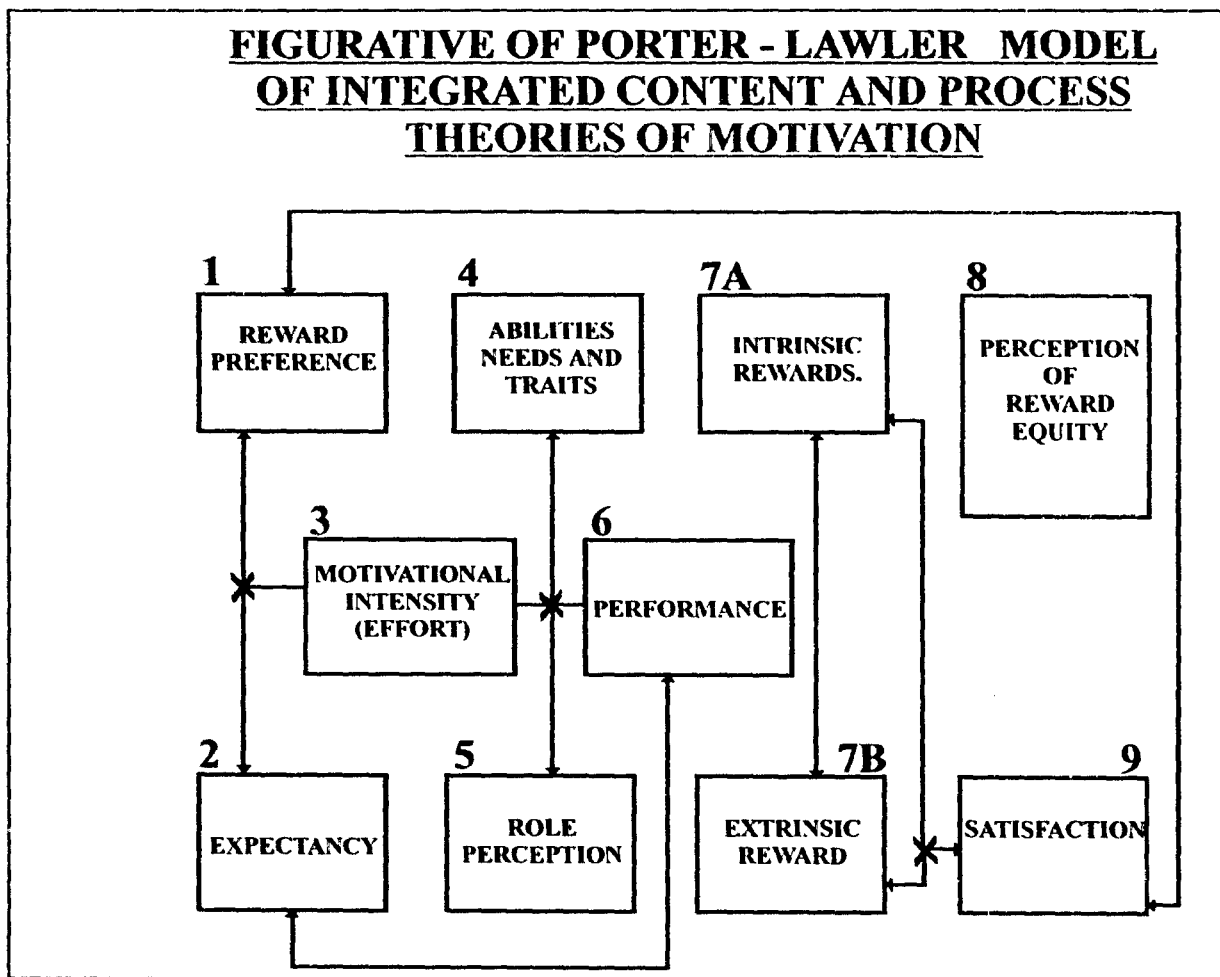
The figure above points out the relationship of performance, satisfaction and rewards or remuneration and emphasizes on the importance of having individuals performing jobs for which they have the proper skills, abilities and traits.

Porter-Lawler stressed the issue of performance measurement and insisted that performance must be measured accurately and systemically so that remuneration can be distributed equitably.

Porter-Lawler explained that if remuneration is not distributed fairly, expending the necessary effort to do the job will seem senseless to employees.

That is, if no meaningful difference in remuneration is made between high and low performers, high performers will loss motivational intensity and low probably cut back on their performance.

In the process, this model explicates the following.

i)   Expectancy

ii)   Performance

iii)   Performance – Expectancy loop

iv)   Rewards (Remuneration)

v)   Satisfaction-Reward Preference loop

2.8.2 Expectancy

In the figure above the boxes numbered 1, 2 and 3 illustrates critical expectancy theory variables. Motivational intensity (Box 3) is said to depend on the attractiveness (Box 1) of reward or remuneration and the perception that effort will result in reward (Remuneration) (Expectancy, Box 2)

2.8.3 PERFORMANCE

According to Porter – Lawler (1987) the accomplishment of goals is successful performance (Box 6).

Effort alone does not yield successful performance. The individual also must posses the abilities, needs and other personal traits (Box 4) to do the job well.

No mater how much an employee may wish to succeed, ability to do so is needed. Performance is affected by the job duties as perceived by the person performing the job (Box 5).

2.8.4 PERFORMANCE – EXPECTANCY LOOP

The feed back loop between (Box 2) and then to effort (Box 3) and back again to performance suggest learning of "history effect".

Employee, overtime, recognize patterns according to which remuneration programmes (Rewards) are distributed. Reinforcement theory introduced the idea of learning desirable behaviour.

2.8.5 **REWARDS (REMUNERATION)**

Remuneration or rewards are preferred out comes.

Intrinsic rewards (Box A) are part of the job and occur when the employee performs the work. Recall that this was discussed by Herzberg in his two-factor model.

Extrinsic rewards , (Box 7B) are administered by Managers or Supervisors. Examples are job security, working conditions and fringe benefits. These are areas managers can influence to satisfy psychological and safety needs. The notion of rewards equity (Box 8) is affected by the level of rewards ,types of rewards and the person's performance.

The extent of satisfaction received , accordingly to Porter-Lawler is related not only to the level and type of rewards but whether the rewards are considered fair.

2.8.6 **SATISFACTION-REWARDS PREFERENCE LOOP**

This act as a feed back connecting satisfaction (Box 9) and reward preference (Box 1) and it recycles the motivational process.

As this stage, individuals weigh what has occurred, then establish a level of effort for the future with respect to the remuneration programme.

2.9 **EMPLOYEE'S OTHER REMUNERATION BENEFITS**

Edwin B. Flippo (1987) Personnel Management, in assessing remuneration identified some other fringe benefits which acts in consonance with remuneration, to positively or negatively affect employee attitude to work as follows:-

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i) **PAYMENT FOR TIME NOT WORKED**

These includes paid rest periods , paid lunch periods, Wash-up time, clothe-change time, get-ready time, vacations, holidays, sick leave, voting time (Election) and jury duty etc.

ii) **HAZARD PROTECTION**

These are hazards that must be commonly faced by all employees, and the benefits are designed to protect against the hazards of illness, debt, unemployment, permanent disability, old age and death etc.

iii) **EMPLOYEE SERVICES**

These are services that must be available on a continual basis such as housing, food, advice, recreation etc. Medical services, low-cost loans, daycare centres for children and paid membership in certain private organistion (Clubs)

For the purpose of this project research, the researcher has limited its research on remuneration and a few of these benefits as it affects Inspectors of Weights and Measures of the Federal Ministry of Commerce, Abuja.

2.10 **REMUNERATION AND INFLATION**

M. Parkin (1972) "Incomes Policy and Inflation" and Richard Perlman (1977) "Wage Determination Market or Power Forces" –explained in their publications how economist have often ascribed inflation to higher remuneration requested by individuals, groups and unions without critically examining other factors and processes of remuneration.

This has lead many government in developing countries to fix exchange rate.

According to Richard Perlman (1977), a national incomes policy for a country maintaining a fixed exchange rate makes no sense, if the policy is defined on the conventional times of seeking to maintain price stability by confirming wage increases to the growth rate of productivity. The only rationale, and also feasible policy in the long run would be a policy that sought to raise wages and prices in line with the general world inflationary trend, so as to keep the balance of payments balanced and avoid either unwanted resource surplus or politically embarrassing dependence on resource transfer from other countries through balance of payment deficits.

R. Perlman explains further that some countries that are abnormally inflation prone, this would involve wage and price restraint, but not restraint of a kind expressible in a simple formula such as equating wage increase with productivity increases. Richard Perlman (1977) iterate that countries, abnormally devoted to maintaining price stability, it would involve deliberate inflation of wages and prices, but again inflation that could not be expressed in any simple and easily comprehensible formula.

In his publication, he reiterate that according to Philips (29) and Lipsey (20) wage inflation could be determined by the rate of Change of wages through the following:-

    i)   Excess demand for labour

    ii)   The dispersion of that excess demand across individual labour markets;

iii)   The expected (or actual rate of price)

iv)   The strength of trade union;

Remuneration as a function of increased productivity is found in an environment where there is no general disaffection in :-

    a)   Wage structure

    b)   Workers standard of living

    c)   Relative wage

    d)   Firm/government ability to pay

    e)   Productivity.

2.11   **REMUNERATION AND DEVELOPMENT**

H. W. Singers "Employment, Income distribution and Development" (1976), stated in his explanation of the Keynesian thinking and belief using the Macro-economic frame-work by interlinking consumption/savings/investment of public/private sector account (General Theory) that we are in control of our destiny, that by social and economic planning we can achieve socially agreed objective, such as full employment, a more even distribution of wealth etc.

H. W. singer's explains further using the "Keynesian demand analysis" that has a great deal of application to the situation of the developing countries, that the problem of unemployment in the developing countries is a supply-rooted phenomenon, and the way of curing it is the rapid accumulation of the missing co-operant factors, especially of course, capital and skills, so that the presently un-utilisable labour can be combined with the presently missing co-operant factors.

H. W. Singers (1976) in his book also iterate further that if a business does well, it is natural for him (The Managing Director) to share the proceeds with the workers even though this pushes their wages way above the free market level. And, of course, if enough good employers behave in this way, the expectations of the unemployed are raised; their supply price rises, and therefore the free market price itself also rises with the productivity of the best firms.

This development according to H. W. Singers, always brings a huge upwards differentiation of the labour force; into skilled workers, supervisors, lower middle, middle-middle, and professional classes. The expansion of the middle is how development reduces inequality, right from its beginning.

The labourer most often may not have benefited from development, but his son has become a mechanic and his daughter is a teacher.

H. W. Singers (1976) affirms that adequate remuneration brings about development increases in supply of middle skills, while creating shortages of unskilled labour and moving up the hierarchy of development, we have the emergence of the professional and managerial classes most of whom are sons of the nobility, but most have moved upward in income and status; and according to H. W. Singers (1976) in Europe, more than half the University students have middle class background which is equally applicable to Nigeria because from available evidence most labourers and middle class employee now appreciate good education and have registered their wards in affordable good schools of which an adequate remuneration can bring about.

2.12 __HISTORY AND FUNCTION OF INSPECTORS OF WEIGHTS AND MEASURES__

The Weights and Measures Act was enacted in 1965 section 47 of the attendant regulation in the laws of the Federation of Nigeria; was modified by the "Weights and Measures Act 1990 chapter 467", the "Standardization of indigenous Measures regulation 1992" and the "monitoring of crude Oil export" in the Pre-shipment Inspection of export Decree 10 1996". The officers (Inspectors) of Weights and Measurers as refered to, perform job similar to those of National Agency for Food, Drugs & Administration and control (NAFDAC), Standard Organization of Nigeria (SON) and Crude Oil Monitoring of the Directorate of Petroleum Resources of Nigeria National Petroleum Corporation, requiring various skills which involves educational/professional competence, training, initiatives and ingenuity to handle mental and manual skill as the job demands as well as application of the law guiding compliance and non-compliance employers to the act that established empowers the inspectors to perform its functions and operations.

These jobs also require responsibility and accountability to revenue that accrue or generated to the government in the form of licenses or permits to use approved weighing and measuring instruments and penalties for offenders.

These activities require physical, mental and visual efforts in relation to working conditions, which some times are hazardous and at times leads to harassment of the officers in the course of performing their duties.

Remuneration programme of employees (Officers) performing such job functions need to be attractive in order to positively encourage better

performance and effective utilizations the officers capabilities to achieve government set goals and objectives.

This functions now posses a pertinent question about the government ability to appropriately evaluate, rank and grade the job functions of the inspectors of weights and measures.

2.13 **JOB EVALUATION**

Edwin B. Flippo 1984 Personnel Management explains that job evaluation is the process of establishing a constant and systematic relationship among base remuneration rates for all jobs within the organization. This evaluation is used to obtain internal and external consistency in wages and salaries (Remuneration) .

Internal consistency involves steady increase in remuneration as you grow in the organization and external consistency is the relativity of an organization's remuneration programme to that of the community, industry or nation.

According to Flippo an organization may choose to pay the going rate, more than or less than the rate.

Fiippo enumerate how remuneration survey are necessary for determination of external consistency because it involves collective "bargaining which must be in the picture.

Job evaluation and collective bargaining according to Flippo are not incompatible hence they exist within an organistion. Job evaluation would reduce the area of collective bargaining by systematizing the determination of internal consistency which is concerned with proper remuneration differentials while collective bargaining must still work to attain the objective of external consistency, the raising or lowering of the entire remuneration structure.

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In establishing this systematic approach to job evaluation, two vital or necessary pre-requisite ought to be meet and they are;

a) Reasonably clear and accurate job descriptions and specification must be available to provide data concerning the factors to be measured.

b) A decision must be made concerning what groups of employees and jobs are to be covered by a single evaluation system e.g. production and maintenance, clerical and administrative, scientific and professional and managerial employee;

For all employee to be deemed to be in one market as they are in a firm, a means of relating these multiple systems, to assure equitable treatment must be in place.

An extra pre-requisite is "selling" of the idea of systematic evaluation to all participants in the system".

This approach has to be sold at first and last step of evaluation of the job and must be insisted upon to be consistent with the concept that a correct remuneration must be satisfactory to both employees and employers.

2.14 JOB RANKING

According Edwin B. Flippo (1984) Personnel Management, job ranking is the preparation of brief job descriptions. These descriptions are handed to a Committee of judges, with instructions to place them (Job) in the order of worth, without respect of persons at present performing these jobs or to the present wage rates paid.

Several techniques of ranking can be of value in this process of evaluation as thus.

i)   the top and bottom jobs should be selected as bench marks for the remainder of the ranking process;

ii)   the paired-comparison techniques can be applied where each job is compared with every other job, one at a time;

iii)   the use of a constituted committee for the judging, and this gives a great deal of conjecture and some arbitrariness in any system of job evaluation and the averaging of ranks by a group of informed evaluators often results in a more accurate judgment;

iv)   this method used in ranking, is the organizational chart, if one exists;

Job evaluation ranks should not violate the organizational ranking of jobs depicted on the chart, or if they do violate the chart, perhaps the chart should be modified.

Although it is hard to measure whole jobs, and moreover there is no predetermined scale of values, or yardstick, for the judges to use and the result of this system is a list of jobs in the order of worth.

In job ranking, the step between two pairs of ranking are not necessarily the same as an employee progresses up the ladder to managerial and management rank.

2.15 JOB GRADING

Job grading according to Edwin B. Flippo (1984) <u>Personnel Management</u>, states that unlike job ranking, has a yardstick in its approach and this consists of job classes or grades.

In this process, jobs measured as a whole job and a scale of values is created with which jobs and their job descriptions can be compared.

E. B. Flippo (1984) states further that when the scale of value is established the process of job evaluation through the grading system consists in reading the job description, reading the grade descriptions and then allocating the jobs to one particular grade.

According to Flippo, all jobs within one grade are treated alike in the matter of base salary and job grading is considered to be an improvement over ranking in that a predetermined scale of values is provided.

This method also arrives at a series of classes or grades, which is precisely the point at which both the point and factor comparison systems meet.

The grading system merely goes there directly by evaluating the job as a whole job; the other two systems create job classes out of a detailed measurement of job factors.

Evaluation under the grading system , can be supported by the evidence of job descriptions and job-grade description. It is also a relatively simple and inexpensive system to operate.

2.16 OPERATION AND ADMINISTRATION OF WEIGHTS AND

MEASURES INSPECTORS.

On investigation of the operation and administration of the Weights and Measures Inspectors, some Inspectors and Members of the public who want to be anonymous divulged and complained of seemingly non-implementation of some weighing and measuring instrument used for trade in the economy.

In the process, they expressed their observation that some Inspectors of Weights and Measures are not even interested in the job and at times go all out harassing traders and finding fault with their equipment thereby forcing the traders to settle (the acronym for bride).

So many pre-packed goods and goods with Dual (Metric & Imperial Units) still find their way into our market and most of our local traders are still using scales that have not been certified fit nor registered for use in trade; thereby making it impossible to obtain revenue from the use of these instrument.

The Petrol retail out let is even worse, because, the retailers are all bent on cheating the public and so have devised a working relationship with some inspectors of weights and measures whereby, the inspectors are settled on monthly bases and so pretend not to know or see what those petrol retail out let are doing.

These criminal activities of the traders and inspectors can be check mated if the remuneration and fringe benefits of the inspectors is improved upon and a surveillance and monitoring unit put in place to discipline erring Inspectors and traders.

A comprehensive review of related literature in, this chapter has clearly revealed the importance of adequate remuneration programme and its limitations though according to a recent research, it has been proved that a high remuneration does not necessarily motivate employees, considering other conditions attached to such a high remuneration programme as observed in the banking, financial and Insurance sector and other high profit oriented organization as employee consider the unnecessary tension created to meet organizational targets and some health implication and insecurity that monetary incentive can not buy.

3.0 **CHAPTER THREE**

3.1 <u>**METHODOLOGY AND DESIGN OF STUDY**</u>

This research work probes into the assumption that remuneration programme (policy) and implementation may not be the major force in any organization but rather other variables that cannot be distinctively be separated from remuneration.

The design of the study here is a survey type. It is a survey research because the behaviour and attitude of human beings towards remuneration (Rewards) to satisfy employees various needs and desires in an organization and management application of the integrated model of content, process and reinforcement theories in the public service with emphasis on inspectors of Weights and Measures in the Weights and Measures Division of the Federal Ministry of Commerce, Abuja.

3.2 <u>**THE POPULATION AND SAMPLE**</u>

The study covers the inspectorate cadre of staff or employee in the Weights and Measures Division of the Federal Ministry of Commerce Abuja.

The population for this study comprises Senior and Junior Inspectors of this Cadre.

The sampling technique for this study is proportional random sampling, this means that (20) twenty respondents will be selected comprising of (10) ten senior and (10) junior inspectors, since the total population of the inspectorate is about (87) eighty-seven operating in the 36 states of the Federation including Abuja the headquarters.

In each of the respondent the following criteria was used

- senior officers perception

- junior officers perception

- knowledge of the work/duties performed by inspectors of weights and measures.

The rationale for this design is to make sure that respondents are conversant and to give genuine and reliable opinion to the researcher.

3.3 DEVELOPMENT OF RESEARCH INSTRUMENT

The research instrument was developed to give a room for comparative analysis in assessing remuneration on employee and other factors associated with behavioural trend and reward expectancy (Power).

The questionnaire to be administered is divided, into three sections namely, one, two and three.

Section one is used to test how remuneration affects the effective utilization of human resources in Weights and Measures Inspectorate and it comprises of 10 number of items in section one and 5 questions each in section two and three.

The responses expected are "Strong Agree", "Agree" "Disagree" and "Strongly Disagree" and the scaling used are 4: 3: 2: 1 respectively to score the responses.

The limits of acceptance or "Agree" is 2.45 – 4.0 while the limit of rejection or "Disagree" is 1.0 – 2.44 .

3.4 ADMINISTRATION OF THE INSTRUMENT

The researcher administered the instrument on the respondent by himself with the assistance of other inspectors of weights and measures who helped to explain and collect back the questionnaire from the respondent.

3.5 **REPORT OF THE RETURNS**

The inspectors were excited that such a research was being understudied and they promise to give correct and genuine answers to questions raised and they expressed their desire to know or be informed about the out come of the research.

3.6 **VALIDITY OF THE INSTRUEMNT**

The draft questionnaire items were given to my supervisor who effected necessary corrections.

3.7 **STATISTICAL PROCEDURE**

a)   The data was collected and analysed with the aid of a computer statistical package, (SPSS).

The mean and standard Deviation (SD) for the two (2) categories was employed to ascertain acceptance (Agree) or non-acceptance (Disagree) of the items based on the research questions;

b)   In testing the postulated hypothesis the independent samples t-test was employed and the procedures adopted was as follows:-

i)   Null and Alternative hypothesis;

ii)   Level of significance of test $(x = 5\%) = 0.05$

iii)   Test statistic is t-test with degree of freedom $(df) = n_1 + n_2 - 2$

N_1 = No of observation of 1st sample (SNR), n_2 = no of -- 2nd (JNR)

iv)   Decision Rule used is thus; comparing(t calculated) with (t

tabulated) value (to.05 with df = 18)

i.e

If $t_{cal} > t_{tal}$ reject Ho $-$ Significant.

If $t_{cal} < t_{tal}$ accepted Ho $-$ Not Significant.

4.0 **CHAPTER FOUR**

4.1 <u>**INTRODUCTION**</u>

In the introductory chapter, the researcher affirm that this study is aimed at assessing remuneration programme in Weights and Measures Division of the Federal Ministry of Commerce, Abuja and the responses are tabulated in the tables below:-

4.2 <u>**TABLE 1 – SECTION ONE: RESULT OF DATA BASED ON ITEMS**</u>

S/N	Item	SNR Staff X1	JNR Staff X2	Entire Population G/Mean Xn	Remark
1.	Monthly report of work/revenue generated is sent to Headqtrs.	3.5	2.0	2.75	Agree
2.	Relationship between inspectors and public	3.4	3.1	3.25	Agree
3.	Inspectors come to work regularly	1.0	1.0	1.0	Agree
4.	Weights and Measures duties are boring	1.4	2.0	1.7	Disagree
5.	Standardization is carried out often	3.1	2.8	2.95	Agree
6.	Do you have any Insurance Policy on duty	2.0	2.0	2.0	Disagree

7.	Does the government provide you with any official quarters	1.8	1.6	1.7	Disagree
8.	Does the government appreciate Weights & Measures Inspectors	3.2	3.0	3.1	Agree
9.	Is health care affordable by Weights & Measures Inspectors	1.9	1.4	1.65	Disagree
10.	Does the government pay for Weights recreational Membership	2.0	2.0	2.0	Disagree

4.3 DISCUSSION OF TABLE 1 RESULT

From the result of the data as presented, items number 1, 2, 5 and 8 "Agree" with the questions posed and this fall between 2.44 – 4.0 scale for agree while items number 3, 4, 6, 7, 9 & 10 "Disagree" with the questions posed and the Senior Staff and Junior Staff mean corresponds to the Grand Mean of the entire population.

Comparing the ratio of Agree to Disagree of 4: 6, it shows that effective utilization of human resources is not being used.

4.4 TABLE II-SECTION TWO: RESULT OF DATA BASED ON ITEMS

S/N	Item	SNR Staff X1	JNR Staff X2	Entire Population G/Mean Xn	Remark
11	Weights and Measures laboratory is up-to-date	2.0	2.0	2.0	Disagree
12	Equipment/Instrument to perform work is sufficient	1.8	1.8	1.8	Disagree
13	Weights & Measures offices are furnished	1.9	2.0	1.95	Disagree
14	Weights & Measures Inspectors collect/receive stationary regularly	1.7	2.0	1.85	Disagree
15	Mobility to perform work is not a constraint	1.7	1.0	1.35	Disagree

4.5   DISCUSSION OF TABLE II RESULT

From the result of the data tabulated, it is obvious that all the remark of items disagree with the questions posed by both senior and junior staff which means that effective utilization of material resources is not used. Invariably, the mean of the Junior staff and that of the senior staff fall within the scale range of 1.00 – 2.44.

4.6   TABLE III – SECTION THREE: RESULT OF DATA BASED ON ITEMS

S/N	Item	SNR Staff X1	JNR Staff X2	Entire Population G/Mean Xn	Remark
16	Inspectors easily agree with their superior officers	3.0	1.8	2.4	Disagree
17	Meetings for work plan are held regularly with Weights and Measures Inspectors	3.0	1.7	2.4	Disagree
18	Weights and Measures Inspectors argue on religious and tribal matters	1.6	1.2	1.4	Disagree
19	The Act establishing Weights and Measures have duplication of function with similar Agencies	1.3	1.9	1.6	Disagree
20	Civil Service union fights for Weights and Measures Inspectors	2.7	2.8	2.75	Agree

4.7   DISCUSSION OF TABLE III RESULT

In this section, the table clearly shows that items number 16 – 19 all Disagree with the question posed and the Senior Staff Mean X1 and Junior staff mean X2 both agree with the Grand mean Xn, that is between 1.00 – 2.44 scale. Only item number 20 Agrees with the question posed and the Senior and Junior mean both agree with the Grand Mean of 2.44 and above.

In the "Disagree", of items number 16 and 17, the Mean of the Senior Staff was higher and Agree, this is due to the fact that the Senior officers believe that they have been carrying the Junior staff along whereas the Junior Staff feels left out but rather obey orders.

4.7 TABLE IV – DATA BASED ON THE RESULT TESTING THE THREE HYPOTHESIS

S/N	Items	Snr Staff X1	Jnr Staff X2	T_{call}	T_{lab}	SIG. T	Remark
1	Hyp 1	2.75	2.40	0.76	–	0.464	Not Significant
2	Hyp. 2	1.82	1.76	0.30	–	0.775	Not Significant
3	Hyp. 3	2.34	1.88	1.01	–	0.34	Not Significant

4.9 DISCUSSION OF TABLE IV RESULT

From the tested hypothesis using the computer package SPSS, their was no significance in the three hypothesis tested and this shows that there was gross inadequacies in the capacity used of human resources , material resources and the effect of the work environment is affecting the effective discharge of the inspectors duties, hence set goals and objectives is most likely not to be achieved and this ultimately is the cause of corrupt practices (Portrayed) by some of the inspectors and a colossal loss of revenue supposed to be generated to the Federal Government.

| 5.0 | **CHAPTER FIVE** |

5.1   SUMMARY, CONCLUSION AND RECOMMENDATION

5.2   INTRODUCTION

As earlier stated, this research has been under taken to analyse the effects of adequate remuneration as a major factors of achieving set goals and objectives in an organization — Weights and Measures Division of the Federal Ministry of Commerce, Abuja, a case study.

Having exhaustively analysed the data collected for the study, what follows in this chapters are the summary of findings, conclusions and recommendation.

5.3   SUMMARY OF FINDINGS

From the research, it was observed that when employee perceive a gross inadequate remuneration, the employee exhibits a "I don't care attitude" to work which is psychologically demotivating and this invariably leads to corrupt and sharp practices as observed even with the inspectors of weights and measures especially in the out-stations who feel inadequately remunerated and in the process lead to an epidemic drop and (insignificant) increase in revenue generated to the government.

When this inadequacy persist in any organization, such organization can not attract good, qualified and result oriented employee .The analysis also exposes the dissatisfaction of inspectors. In this era of globalization and economic restructuring in order to improve Nigeria's per capital based, it was observed that a sound technological and technical knowledge does not only motivate employee but also act as a driving force to maintain a steady work pace and keep on course a development strategy that is attainable.

5.4 CONCLUSION

In conclusion, we can say from the research study conducted, that for organization to truly succeed in its set goals and objectives, especially in the public service and organized private sector, it has to adequately remunerate its employees and create a conducive working environment that fosters inter-relationship within and between employees, employee/ managers and employee/ management in the organization. The authority in charge of inspectors of weight and measures have not adequately rate and grade their duties to adequately remunerate the officers and their fringe benefits does not seems to be reliable hence the attitude of most inspectors to work is very discouraging.

5.5 **RECOMMENDATIONS**

A. As remuneration is one of the major tools used to attract competent, qualified, well skilled and experienced employee, organization and government should endeavour to implement adequate remuneration programme in order to obtain maximum input from employee and sustain a steady pace of work

B. Managers and Management should do their possible best to make all the necessary material resources available such as laboratory equipments and tools, arrange for regular seminars and work-shops, training etc. for optimal utilization so that employee will equally be eager to achieve set goals and objectives of the organization which is the panacea to weights and measures inspectors function, and the authority should look positively to the acquisition of tools and not as a waste of scarce resources.

C. From this study, it is obvious that the work environment is making as much negative impact on inspectors desire to work harder in achieving government objective of setting up the establishment, and an improvement on the environmental working climate will go a long way to induce inspectors confidence and interaction with colleague to attain greater heights

D. In implementing adequate remuneration, the government and other organization should endveaour not to create job insecurity (Threat of sack or dismissal), that could scare highly creative and innovative employee.

E. Government should also be very sensitive to duplication of functions by its other similar agencies or else there will be apathy between or within the agencies.

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STANDARD   Stand. of equip often carried out

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strongly disagree	1.000000	1	5.0	5.0	5.0
Disagree	2.000000	3	15.0	15.0	20.0
Agree	3.000000	12	60.0	60.0	80.0
Strongly agree	4.000000	4	20.0	20.0	100.0
	Total	20	100.0	100.0	

Valid cases   20   Missing cases   0

INSURANC   D'you have insurance policy?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NO	2.000000	20	100.0	100.0	100.0
	Total	20	100.0	100.0	

Valid cases   20   Missing cases   0
- -

QUARTERS   Govt provides official qtrs

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1.000000	6	30.0	30.0	30.0
No	2.000000	14	70.0	70.0	100.0
	Total	20	100.0	100.0	

Valid cases   20   Missing cases   0
- -

APPREC   Govt appreciates work of WMI

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Agree	3.000000	18	90.0	90.0	90.0
Strongly agree	4.000000	2	10.0	10.0	100.0
	Total	20	100.0	100.0	

Valid cases   20   Missing cases   0

HEALTH   Health care readily affordable to WMI

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strongly disagree	1.000000	7	35.0	35.0	35.0
Disagree	2.000000	13	65.0	65.0	100.0
	Total	20	100.0	100.0	

Valid cases   20   Missing cases   0
- -

RECREAT   Govt pays recreat. membership

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Disagree	2.000000	20	100.0	100.0	100.0
	Total	20	100.0	100.0	

Valid cases   20   Missing cases   0

- -

LAB   W&M Lab is up-to-date

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strongly disagree	1.000000	4	20.0	20.0	20.0
Disagree	2.000000	14	70.0	70.0	90.0
Strongly agree	4.000000	2	10.0	10.0	100.0
	Total	20	100.0	100.0	

Valid cases   20   Missing cases   0

EQUIP   Equip. for W&M is sufficient

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strongly disagree	1.000000	5	25.0	25.0	25.0
Disagree	2.000000	14	70.0	70.0	95.0
Agree	3.000000	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

Valid cases   20   Missing cases   0

- -

FURNISH   W&M Offices furnished

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strongly disagree	1.000000	2	10.0	10.0	10.0
Disagree	2.000000	17	85.0	85.0	95.0
Agree	3.000000	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

Valid cases   20   Missing cases   0

- -

STATIONE   W&MI receive/collect stationery

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strongly disagree	1.000000	4	20.0	20.0	20.0
Disagree	2.000000	15	75.0	75.0	95.0
Agree	3.000000	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

Valid cases   20   Missing cases   0

MOBILITY   Mobility is a constraint

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strongly disagree	1.000000	14	70.0	70.0	70.0
Disagree	2.000000	5	25.0	25.0	95.0
Agree	3.000000	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

Valid cases   20   Missing cases   0

- -

SUPERIOR   Insp. readily agree with W&MI

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strongly disagree	1.000000	3	15.0	15.0	15.0
Disagree	2.000000	7	35.0	35.0	50.0
Agree	3.000000	9	45.0	45.0	95.0
Strongly agree	4.000000	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

Valid cases   20   Missing cases   0

- -

WPLAN   Meetings held with W&MI for Wk Plan

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strongly disagree	1.000000	3	15.0	15.0	15.0
Disagree	2.000000	7	35.0	35.0	50.0
Agree	3.000000	9	45.0	45.0	95.0
Strongly agree	4.000000	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

Valid cases   20   Missing cases   0

ARGUE   W&MI argue on religious & Tribal

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strongly disagree	1.000000	13	65.0	65.0	65.0
Disagree	2.000000	6	30.0	30.0	95.0
Agree	3.000000	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

Valid cases   20   Missing cases   0

- -

ACT   The Act est. W&M have duplications

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strongly disagree	1.000000	8	40.0	40.0	40.0
Disagree	2.000000	12	60.0	60.0	100.0
	Total	20	100.0	100.0	

Valid cases   20   Missing cases   0

- -

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UNION      The Civil Service Union ready to fight
                                                Valid      Cum
Value Label                  Value  Frequency  Percent  Percent  Percent

Strongly disagree        1.000000        1       5.0      5.0      5.0
Disagree                 2.000000        3      15.0     15.0     20.0
Agree                    3.000000       16      80.0     80.0    100.0
                                       -------  -------  -------
                         Total          20     100.0    100.0

Valid cases       20      Missing cases        0

               - - Description of Subpopulations - -

Summaries of       MREPORT    monthly report of work sent to Hqtrs
By levels of       RESPOND    Respondent

Variable       Value  Label                    Mean      Std Dev    Cases

For Entire Population                     2.75000000 1.06992376        20

RESPOND      1.00000   Senior Staff       3.50000000  .97182532        10
RESPOND      2.00000   Junior Staff       2.00000000  .47140452        10

   Total Cases = 20
               - - Description of Subpopulations - -

Summaries of       CORDIAL    Relationship b/w Insp. & publ. cordial
By levels of       RESPOND    Respondent

Variable       Value  Label                    Mean      Std Dev    Cases

For Entire Population                     3.25000000  .44426166        20

RESPOND      1.00000   Senior Staff       3.40000000  .51639778        10
RESPOND      2.00000   Junior Staff       3.10000000  .31622777        10

   Total Cases = 20

               - - Description of Subpopulations - -

Summaries of       WREGULAR   Insp. come to work regularly
By levels of       RESPOND    Respondent

Variable       Value  Label                    Mean      Std Dev    Cases

For Entire Population                     1.00000000  .00000000        20

RESPOND      1.00000   Senior Staff       1.00000000  .00000000        10
RESPOND      2.00000   Junior Staff       1.00000000  .00000000        10

   Total Cases = 20
```

- - Description of Subpopulations - -

Summaries of   BORING   W&M Insp. duties is boring
By levels of   RESPOND   Respondent

Variable   Value Label

For Entire Population

			Mean	Std Dev	Cases
RESPOND			1.70000000	.57124057	20
RESPOND	1.00000	Senior Staff	1.40000000	.69920590	10
	2.00000	Junior Staff	2.00000000	.00000000	10

Total Cases = 20

- - Description of Subpopulations - -

Summaries of   STANDARD   Stand. of equip often carried out
levels of   RESPOND   Respondent

Variable   Value Label

For Entire Population

			Mean	Std Dev	Cases
			2.95000000	.75915465	20
RESPOND	1.00000	Senior Staff	3.10000000	.87559504	10
RESPOND	2.00000	Junior Staff	2.80000000	.63245553	10

Total Cases = 20

- - Description of Subpopulations - -

Summaries of   INSURANC   D'y have insurance policy?
By levels of   RESPOND   Respondent

Variable   Value Label

For Entire Population

			Mean	Std Dev	Cases
			2.00000000	.00000000	20
RESPOND	1.00000	Senior Staff	2.00000000	.00000000	10
RESPOND	2.00000	Junior Staff	2.00000000	.00000000	10

Total Cases = 20

- - Description of Subpopulations - -

Summaries of   QUARTERS   Govt has official qtrs
y levels of   RESPOND   Respon

Variable   Value Label

For Entire Population

			Mean	Std Dev	Cases
			1.70000000	.47016235	20
RESPOND	1.00000	Senior Staff	.80000000	.42163702	10
RESPOND	2.00000	Junior Staff	60000000	.51639778	10

Total Cases = 20

- - Description of Subpopulations - -

Summaries of   EQUIP   Equip. for W&M is sufficient
By levels of   RESPOND   Respondent

Variable   Value Label   Mean   Std Dev   Cases

For Entire Population   1.80000000   .52314836   20

RESPOND   1.00000 Senior Staff   1.80000000   .63245553   10
RESPOND   2.00000 Junior Staff   1.80000000   .42163702   10

   Total Cases = 20

                    - - Description of Subpopulations - -

Summaries of   FURNISH   W&M Offices furnished
By levels of   RESPOND   Respondent

Variable   Value Label   Mean   Std Dev   Cases

For Entire Population   1.95000000   .39403446   20

RESPOND   1.00000 Senior Staff   1.90000000   .56764621   10
RESPOND   2.00000 Junior Staff   2.00000000   .00000000   10

   Total Cases = 20

                    - - Description of Subpopulations - -

Summaries of   STATIONE   W&MI receive/collect stationery
By levels of   RESPOND   Respondent

Variable   Value Label   Mean   Std Dev   Cases

For Entire Population   1.85000000   .48936048   20

RESPOND   1.00000 Senior Staff   1.70000000   .67494856   10
RESPOND   2.00000 Junior Staff   2.00000000   .00000000   10

   Total Cases = 20

                    - - Description of Subpopulations - -

Summaries of   MOBILITY   Mobility is a constraint
By levels of   RESPOND   Respondent

Variable   Value Label   Mean   Std Dev   Cases

For Entire Population   1.35000000   .58714295   20

RESPOND   1.00000 Senior Staff   1.70000000   .67494856   10
RESPOND   2.00000 Junior Staff   1.00000000   .00000000   10

   Total Cases = 20

- - Description of Subpopulations - -

Summaries of   SUPERIOR   Insp. readily agree with W&MI
By levels of   RESPOND   Respondent

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.40000000	.82078268	20
RESPOND	1.00000	Senior Staff	3.00000000	.47140452	10
RESPOND	2.00000	Junior Staff	1.80000000	.63245553	10

Total Cases = 20

- - Description of Subpopulations - -

Summaries of   WPLAN   Meetings held with W&MI for Wk Plan
By levels of   RESPOND   Respondent

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.40000000	.82078268	20
RESPOND	1.00000	Senior Staff	3.10000000	.31622777	10
RESPOND	2.00000	Junior Staff	1.70000000	.48304589	10

Total Cases = 20

- - Description of Subpopulations - -

Summaries of   ARGUE   W&MI argue on religious & Tribal
By levels of   RESPOND   Respondent

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			1.40000000	.59824304	20
RESPOND	1.00000	Senior Staff	1.60000000	.69920590	10
RESPOND	2.00000	Junior Staff	1.20000000	.42163702	10

Total Cases = 20

- - Description of Subpopulations - -

Summaries of   ACT   The Act est. W&M have duplications
By levels of   RESPOND   Respondent

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			1.60000000	.50262469	20
RESPOND	1.00000	Senior Staff	1.30000000	.48304589	10
RESPOND	2.00000	Junior Staff	1.90000000	.31622777	10

Total Cases = 20

- - Description of Subpopulations - -

Govt appreciates work of WMI

Summaries of APPREC
By levels of RESPOND Respondent

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.10000000	.30779351	20
RESPOND	1.00000	Senior Staff	3.20000000	.42163702	10
RESPOND	2.00000	Junior Staff	3.00000000	.00000000	10

Total Cases = 20

- - Description of Subpopulations - -

Health care readily affordable to WMI

Summaries of HEALTH
By levels of RESPOND Respondent

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			1.65000000	.48936048	20
RESPOND	1.00000	Senior Staff	1.90000000	.31622777	10
RESPOND	2.00000	Junior Staff	1.40000000	.51639778	10

Total Cases = 20

- - Description of Subpopulations - -

Govt pays recreat. membership

Summaries of RECREAT
By levels of RESPOND Respondent

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			.0000	.00000000	20
RESPOND	1.00000	Senior Staff	.0000	.00000000	10
RESPOND	2.00000	Junior Staff	.0000	.00000000	10

Total Cases = 20

- - Description of Subpopulations - -

W&M Lab i ate

Summaries of LAB
By levels of RESPOND Responde

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			.0000000	.79471941	20
RESPOND	1.00000	Senior Staf	.0000000	.81649658	10
RESPOND	2.00000	Junior Staf	.0000000	.81649658	10

Total Cases = 20

- - Description of Subpopulations - -

Summaries of   UNIO'   The Civil Service Union ready to *fight*
By levels of   REél   Respondent

	Mean	Std Dev	Cases
V:	2.75000000	.55011960	20
Senior Staff	2.70000000	.67494856	10
Junior Staff	2.80000000	.42163702	10

Variable

For Entire ʃ

RESPOND
RESPOɲ

t-tests for independent samples of CAT   Category or respondents

	Variable	Number of Cases	Mean	SD	SE of Mean

UTILIZAT   Utilization of human resources

Senior Staff	6	2.7500	.878	.358
Junior Staff	6	2.4000	.704	.288

Mean Difference = .3500
Levene's Test for Equality of Variances: F= .562   P= .471

	t-test for Equality of Means				95%
Variances	t-value	df	2-Tail Sig	SE of Diff	CI for Diff

Equal	.76	10	.464	.460	(-.674, 1.374)
Unequal	.76	9.55	.465	.460	(-.674, 1.374)

t-tests for independent samples of CAT1   Category of respondents

	Variable	Number of Cases	Mean	SD	SE of Mean

MRESOURC   Utilization of material resources

Senior Staff	5	1.8200	.130	.058
Junior Staff	5	1.7600	.434	.194

Mean Difference = .0600
Levene's Test for Equality of Variances: F= 2.633   P= .143

	t-test for Equality of Means				95%
Variances	t-value	df	2-Tail Sig	SE of Diff	CI for Diff

Equal	.30	8	.775	.202	(-.407, .527)
Unequal	.30	4.72	.780	.202	(-.461, .581)

	Variable	Number of Cases	Mean	SD	SE of Mean

ENVIRON   Environmental effects on perf.

Senior Staff	5	2.3400	.832	.372
Junior Staff	5	1.8800	.581	.260

Mean Difference = .4600
Levene's Test for Equality of Variances: F= 2.570   P= .148

	t-test for Equality of Means				95%
Variances	t-value	df	2-Tail Sig	SE of Diff	CI for Diff

Equal	1.01	8	.340	.454	(-.587, 1.507)
Unequal	1.01	7.15	.344	.454	(-.614, 1.534)