

An Evaluation of Work Performance Culture among Civil Servants in Nigeria

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ABSTRACT

For government to achieve its desire for economic development, the civil service as the engine room of government must have good work performance culture. However, the work culture at the local government level leaves much to be desired. This study seeks to identify the reasons for the negative work performance among civil servants, and explored the relationship between management policies and the commitment of workers in Nigeria. To achieve these objectives, two hypotheses were formulated thus: There is no significant relationship between the way salaries are paid and work performance in Nigeria; and there is no significant difference in the commitment of civil servants with different length of service in the civil service. To test these hypotheses, data were collected through questionnaires distributed to 278 civil servants in the local government where 215 were successfully completed and returned. Chi-square test of independence was conducted using KGP Statistical Package (an add-in in Microsoft excels). It was discovered that there is a significant relationship between the way salaries are paid and the work culture in the local government council. It was recommended that there should be regular payment of staff salary to avoid disenchantment among civil servants in the local government council and recruitment should be done on the basis of merit so that the best brains will be employed into the civil service.

Keywords: Work Performance, Culture, Civil Service, Commitment

JEL Classification Codes: M12; M5

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INTRODUCTION

It is clear that if society must survive, people must work. Taking a historic view of work, Nmadu (2014) said that work throughout human history often required organization: the capture of game and fish required varying degrees of cooperation among members of a group. An organization is formed to achieve certain goals and objectives by bringing individuals together on a common platform and motivating them to deliver their level best.

To achieve set goals and objectives, individuals have a shared way of doing things in the work place. Schein (1992) strongly believes that individuals working together in an organization must have a pattern of mutual assumptions that is cultured as it solved its problems of external adaptation and internal assimilation. This basic assumption should have worked well enough to be considered valid to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

Work place culture is part and parcel of the culture of the organization and as such has an impact on the performance of the organization as a whole. According to Boyle and O'Donnell (2008), culture affects the performance of an organization. Organizational culture may be an abstraction, but it has powerful effects on the way organizations think and behave. The working culture however, varies from society to society and also from

organization to organization (Suleiman, 2013).

According to Nmadu (2014), the public sector in Nigeria remains the largest employer of workers and for good reason, the state exists essentially to serve the public interest, and this consists solely in the provision of goods and services which enable the citizens to live good, healthy and comfortable lives.

The civil service is the engine room of government, which powers the delivery of service to the citizenry. The first and second tier of government in Nigeria is the federal and state government respectively. Local government is the third tier in Nigeria's federal system. To underscore its importance, section 7(1) of the 1999 Constitution of the Federal Republic of Nigeria specifically guarantees a democratically elected local government system, while schedule 4 of the same constitution defines the functions of the local governments (Abubakar, 2010). Local government is the government at the grassroots that is nearest to the local populace. The Federation consists of 744 local government areas. Local governments are intended to serve as the lower tiers of governance that will be most responsive to the needs of the people; they are also expected to enhance political participation at the grassroots (Afrobarometer, 2008).

According to Abubakar, (2010), Provisions of projects are key to the very existence of local governments. They are required to serve the public interest in areas

of building feeder roads, construction of markets, health care centers, drainages, transportation, and motor parks, among others. While these functions of local government are well known and popularized by the constitution of the country. What seems to matter most to the people of the grassroots is to see tangible results of their taxes. However, the enormous benefits that the grassroots stand to derive from a sound and functional local governments have not approximated reality.

The work culture in the civil service is discouraging. While we live in an age of now, most people work as though they had all the time in the world. People report to work late and close early. We have lost respect for time. Some may not be late to the office, but not working at all. Present in the office, but reading all the newspapers, watching African Magic or the news, or busy on the social media. How work is carried out shows that we are unable to get what we "hired the worker to do (Nmadu, 2014). Thus, the need to study work performance in Shendam local government council.

The civil service of every nation is germane to her national development. Through its ministries, departments and agencies, government puts in place policies, programmes and services that help galvanize development at all levels, engender economic progress and increase trust and connection between the managers

of the state and the people (Imhonopi and Urim, 2013).

On the contrary, the performance of civil in Nigeria has been replete with varying contradictions (Adeyemo and Salami, 2008). The civil service in Nigeria, particularly, the local government level has virtually collapsed. Consequently, morale is weak, efficiency is no more, competence has been ditched and merit abandoned (Kagara, 2009). The civil service still reels in politicization, merit sacrificed for quota-based recruitment/promotion, fraudulent staff claims, abuse of office/position, *bribery and corruption*, absenteeism, lateness, lack of organizational commitment/citizenship, idleness, insubordination, aggrandizement etc. According to Nmadu (2014) many Nigerians are known to engage in moonlighting activities outside work which provide real sense of accomplishment, but leaves them too tired or with insufficient time to perform adequately in their job.

Unofficially, Fridays in Northern Nigeria are either half days or no work days at all. Effectively, the working week has become 35 hour week or 32 hour week for many workers who put in either half a day or go to "pray", or travel. " (Nmadu, 2014).

Moreover, where the workers have their expectations in terms of reward, if this is not met, the tendency for the workers to develop negative attitude to their work is high. With irregular payment of salaries, could this affect the commitment of staff to their work?

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The study seeks to answer the following research questions:

- i. What are the reasons for the negative work performance among civil servants?
- ii. Is there any relationship between irregular payment of staff salaries and work performance in Shendam local government council
- iii. Is there any relationship between management policies and the commitment of workers in Shendam local government?
- iv. Is there any difference in the commitment of employees with different length of service in the civil service?
- v. Is there any difference in the commitment of male and female employees in the civil service?

The primary aim of this study is to examine the work culture among the civil servants at the third tier of government. Other objectives are:

- i. To identify the reasons for the negative work performance among civil servants in Shendam local government council.
- ii. To determine whether any relationship exist between irregular payment of staff salaries and work culture in Shendam local government council
- iii. To explore the relationship between management policies and the commitment of workers in Shendam local government

- iv. To determine if there is any difference in the commitment of civil servants
- v. To determine whether there is any difference in the commitment of male and female employees in the civil service

The hypotheses of this research study are:

H₀: There is no significant relationship between the way salaries are paid and work performance in Shendam local government council

H₀: There is no significant difference in the commitment of male and female employees in Shendam local government civil service.

H₀: There is no significant difference in the commitment of civil servants with different length of service in the civil service

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

The Conceptual Framework

In definitional terms, the word, 'work', can have many meanings. The Concise Oxford Dictionary (2000) defined work as "expenditure of energy, striving, application of effort or exertion to a purpose". To Armstrong (1999), work is the exertion of effort and the application of knowledge and skills to achieve a purpose.

The study of work (or more specifically 'the world of work') and what it involves having a history that a Statt (2004) claim only goes back to the late nineteenth and twentieth centuries. As he later examines the trends in work and what he

calls 'non-work' he comes to an interesting conclusion: Paid work in the form of a job is one of the central aspects of our identity, though the relationship between work and employment is not always clear-cut. A great many activities that would normally be described as work may not be paid and a lot of employed time may not be spent working.

In another detailed examination of the idea and definition of work, Noon and Blyton (2002) also suggest that the differences in this new era between work and non-work may be blurred and somewhat confused. After opting for a definition taken from Thomas (1999) which focuses on three elements: 1 work achieves something, 2 work involves a degree of obligation or challenge, and 3 work involves effort and persistence,

Noon and Blyton (2002) suggest that many leisure activities fit these three points as well as paid employment. They conclude, significantly we believe: What is needed is to strike a balance that gives greater recognition to the different activities that constitute people's work. Further, such a balance is necessary not only because of the scale of the different spheres of work but also because of the key links that exist between the different aspects of paid and unpaid, visible and hidden work.

There are now a number of ways of viewing work and its meanings across society. Some may see it as labour, others as

a job, and many as employment. The point is that work needs, in this twenty first century to be conceived of as a broader based activity across a very wide range of ambits of social interaction and self-motivated action.

This is necessary because the ways and means of action people take in order to exist, play, and earn is currently shifting in a paradigmatic manner from paid actions by an employer to a broader range of activities that may lead to some remuneration amidst other activities (often by direct choice) where pay is not a factor, and where work is still carried out in significant ways. In addition, the modes of actions be they direct physical exertion, knowledge development and application or virtual actions in a cyberspace, all have differing work connotations.

Cairns and Malloch, (2008) sees work as a purposive effort by an individual to initiate activity or respond to an issue or problem in a range of situations for some perceived (by them) productive end. This emphasizes that the action is intentional engagement by an individual.

Drawing inspiration from the work of Cairns and Malloch, (2008), the research sees work as the place where individuals are employed and activities carried out to produce an outcome remunerated by an employer; 'Work' is therefore utilized as a term for the place and the activity carried out in that place. Workplaces are seen as distinct from home and places for recreation.

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Campbell (1990) defined work performance as behaviours or actions that are relevant to the goals of the organization. He mentioned three notions when giving this definition: 1) work performance should be defined in terms of behavior rather than results, 2) work performance includes only those behaviors that are relevant to the organization's goals and 3) work performance is multi-dimensional.

Koopmans, Koopmans, Bernaards, Hildebrandt, Schaufeli, Vet, and Beek, (2011) distinguished work performance from productivity. These two concepts are often used interchangeably by most scholars. Work productivity is defined as input divided by output. Hence, work performance is more humongous and encapsulating than the narrow productivity.

In developing a workable work performance framework on the basis of conceptual grouping of individual work performance dimensions, Koopmans, et al (2011) found three broad components in the literatures which include task performance, contextual performance, and counterproductive work behaviors.

Explaining the components, they stressed that task performance is the proficiency or competency with which one performance central job task. It includes work quality, work quantity and job

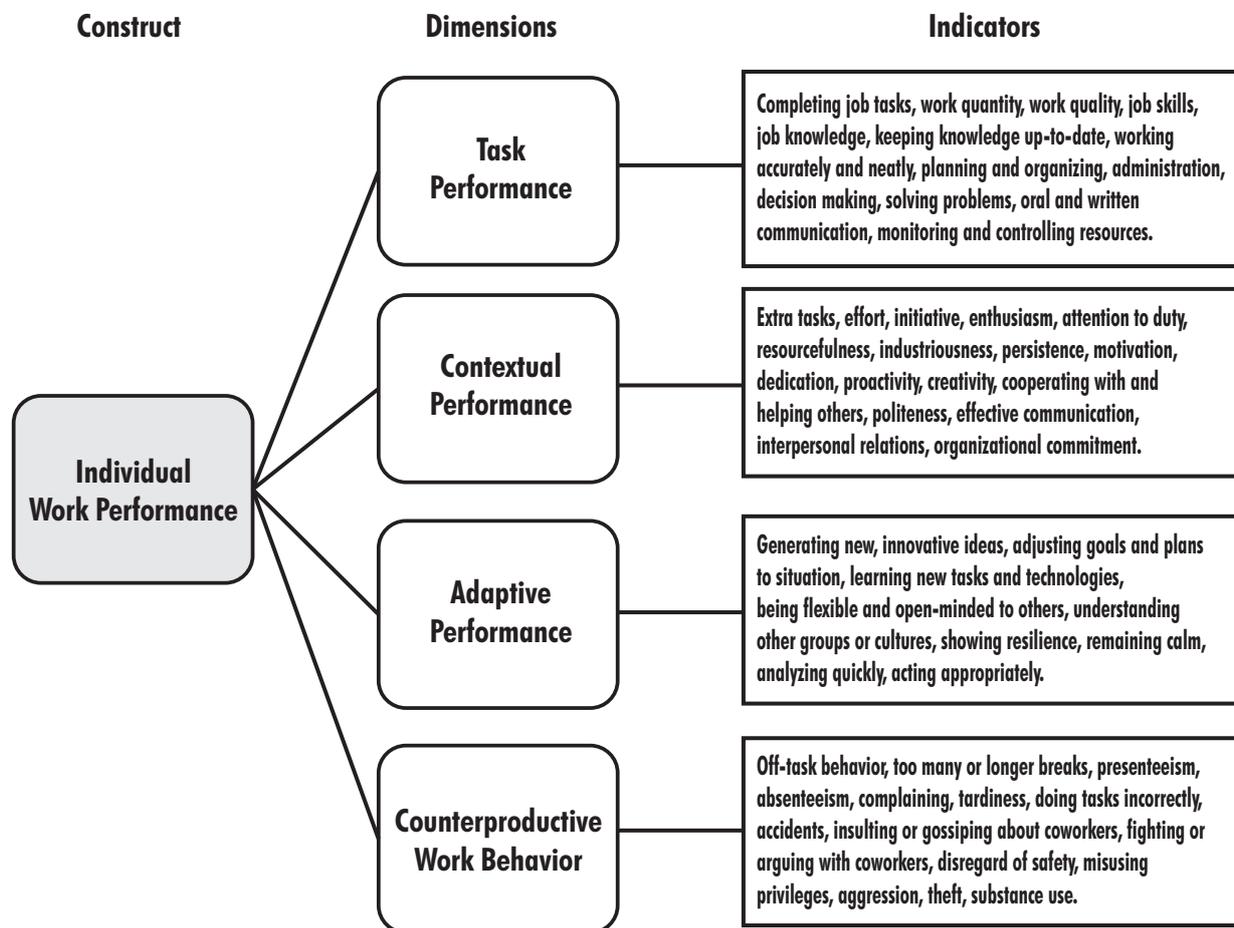
knowledge. They see contextual performance as individual behaviours that support the organizational, social and psychological environment in which the technical core must function. It is all those behaviours which goes beyond the formally prescribed work goals. It includes taking extra tasks, showing initiative, or coaching newcomers on the job. While counterproductive behavior simply means behaviours that harms the wellbeing of the organization which includes behaviours like absenteeism, being late for work, engaging in off-task behavior, theft and substance abuse.

Theoretical Framework

The theoretical framework for this research study is the Heuristic framework of individual work performance developed by Koopmans, Bernaards, Hildebrandt, Schaufeli, Vet, and Beek, (2011).

Heuristic Framework of Individual Work Performance

This framework will serve as a guide to understanding the construct of individual work performance. The framework identified four dimensions which is a build-up of the components identified in the concept of work performance.



Heuristic framework of individual work performance. Source: Koopmans, et al (2011)

The first dimension which is task performance simply means the proficiency with which central job tasks are performed. The second dimension which is contextual dimension connotes behaviors that support the organizational, social, and psychological environment in which the technical core must function. Their addition is the third component which is adaptive performance. This means the ability of the employee to adapt to changes in work system or work roles. They add this

because: i) the technological changes occurring in today's global society requires that the employee has the ability to adapt to this changes is crucial; ii) it does not fit neatly into any of the other three dimensions. Adaptive performance comprises of reactive behaviors to the changing work environment; and iii) it also has differential predictors than task or contextual performance. The fourth dimension which is counterproductive means behavior that harms the well-being of the organization.

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METHODOLOGY

Descriptive survey method was used in conducting the study. Data were obtained through the use of questionnaires. The questions were worded in simple and clear language to avoid ambiguity. The response format for each statement was on a 4 point Likert ordinal scale. The questionnaire was intended to generate responses that will assist the researcher to address the research problem, objectives, questions and hypothesis. The population of this research consists of the entire staff of Shendam local government council. A total of 278 questionnaires were administered. The simple random sampling technique was used in the process of distributing the questionnaires for filling by the respondents in the various departments in the local government council.

Data Analysis Method

The researchers utilized both descriptive statistical tool of analysis and inferential statistics to analysed the data collected. The descriptive statistical tools involved the summarization and classification of the data presented in frequency distribution tables expressed in percentages to show the dominant opinion. The data collected was processed by way of coding and categorization of responses using Statistical Programme for Social Sciences (SPSS) to assist in data capture and analysis.

In addition to the descriptive statistical tools of analysis, the researcher

also made use of chi-square test of independence to test the hypotheses. This was done using KGP Statistical package (an add-in in Microsoft excel). **Decision rule** is that if the X^2 value is greater than or equal to the critical value, the null hypothesis is rejected and vice-versa.

RESULTS AND DISCUSSION

A total of 278 questionnaires were administered but only 215 were properly filled and returned by the respondents. The questionnaires were coded into tables, and simple percentage was used to compare variables.

Table 1 (see appendix) shows the gender distribution of the respondents. 54.9 % of the respondents are male, while 45.1% of them are female. Table 2 shows the age distribution of the respondents. It shows that majority of the respondents are young people (47.9 %) age between 31-40 years, Table 3 indicates that 48.8 percent of the respondents have working experience of 1-10 years.

Table 6 shows that the culture and emotional climate of Shendam local government secretariat is generally positive and supportive; with the civil servants believing in and taking pride in their work and workplace. The local government has clear-cut and non-contradictory policies and procedures. As a result, the civil servants feel in control and capable of competently carrying out their daily tasks.

It was also found out that majority of the respondents (53.5 percent) feels that

they are not only encouraged to give honest feedback to their supervisors; the administrative team also provides an environment in which the civil servants feel safe and secure.

However, even though majority of the respondents feel accepted and treated with courtesy, listened to, and invited to express their thoughts and feelings by their supervisors; a sizeable portion of the respondents (47.4 percent), feel that they are not accepted and treated with courtesy, listened to, and invited to express their thoughts and feelings by their supervisors. A further 46.5 percent of the respondents feel that the administrative team does not provide an environment in which they feel safe and secure. No wonder, 70.3 percent of the respondents believe that the administrative team does not provide an environment in which honesty and openness are valued.

The table also shows that rewards such as salary increase and promotions are not given on the basis of merit and efficiency is not highly valued in the civil service. It is no wonder that productivity is not considered most important issue in the service. And, whenever there is disagreement among civil servants, it does not usually lead to improvement.

It was further discovered that this problem actually originate from the recruitment process. The respondents queried the recruitment policy of the local government, describing it as not a good

one. The person is not match to the job, this is because of serious politicization of postings and placement. There is also the challenge of victimization by politicians.

It was also discovered that employees are not committed to their work in the local government. This was attributed to irregular payment of staff salary. Majority of the respondents (81.4 percent) strongly believe that the way salaries are paid affects their input. Late-comers and absentees are not punished. As a result absenteeism or slackness is a problem in the local government. This culture does not encourage commitment to work. Other factors adduced by respondents as the cause of poor commitment to work include: corruption, favouritism, nepotism, tribalism, incessant strike, poor staff welfare, insufficient working instruments and consumables, lack of annual increment, disregards for work ethics by politicians, lack of training and inadequate monitoring and supervision of staff,

The output from the KGP Statistical package in the appendix shows that the p-value (0.024156) is less than a 0.05. Thus, we reject the null hypothesis and accept the alternative hypothesis which states that there is a significant relationship between the way salaries are paid and the culture in the local government council. The difference is statistically significant. What this implies is that when salaries are not paid regularly, staff can develop different ways of doing things which could be different from the established ways.

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The result of the second test of hypothesis shows that the p-value (0.004819) is less than a 0.05 we reject the null hypothesis and accept the alternative hypothesis which states that there is significant difference in the commitment of male and female employees in Shendam local government civil service. The difference is statistically significant. What this means is that male and female employees in the civil service have different level of commitment. .

The result of the third test of hypothesis further shows that the p-value (0.334306) is greater than a 0.05 we have no reason to reject the null hypothesis which states that there is no significant difference in the commitment of civil servants with different length of service in the civil service. The difference is statistically significant. This implies that working experience does not in any way influence the workers to be committed to their work. In other words, an employee's years in service does not change his or her commitment to work. The level of commitment is the same across board. That is to say that the commitment is the same for those who are employed in the last 1-10 years and 31 – 35 years ago.

CONCLUSION AND RECOMMENDATIONS

We conclude that the culture and emotional climate of Shendam local government secretariat is generally positive and supportive. However, even

though majority of the respondents feel accepted and treated with courtesy, listened to, and invited to express their thoughts and feelings, a portion of them (47.4 percent), feel otherwise. Many workers still feel that the administrative team does not provide an environment in which they feel safe and secure. Thus, the administrative team does not provide an environment in which honesty and openness are valued.

We further conclude that employees are not committed to their work in the local government. This was attributed to irregular payment of staff salary. The way salaries are paid affects their input. Late-comers and absentees are not punished. As a result absenteeism or slackness is a problem in the local government. This culture does not encourage commitment to work.

The cause of poor commitment to work are corruption, favouritism, nepotism, tribalism, incessant strike, poor staff welfare, insufficient working instruments and consumables, lack of annual increment, disregards for work ethics by politicians, lack of training and inadequate monitoring and supervision of staff. Moreover, the recruitment policy of the local government is not a good one. People are not recruited based on merit. The person is not match to the job. This is because of serious politicization of postings and placement.

Furthermore, we conclude that there is a significant relationship between the way salaries are paid and the culture in the

local government council. When salaries are not paid regularly, staff can develop different ways of doing things which could be different from the established ways.

Also, there is significant difference in the commitment of male and female employees in Shendam local government civil service. What this means is that male and female employees in the civil service have different level of commitment.

However, there is no significant difference in the commitment of civil servants with different length of service in the civil service. This means that working experience does not in any way influence the workers to be more committed or less committed to their work. In other words, an employee's years in service does not change his or her commitment to work.

The following recommendations are hereby advanced:

1. Management should ensure that it maintains the cultural and emotional climate of the council through open and frank discussions with employees in order to nurture an environment where honesty and openness is encouraged.
2. There should be regular payment of staff salary to avoid disenchantment among civil servants in the local government council.
3. Politicians should stop politicizing the civil service. Postings and promotions should be based on capability, skills and commitment. They should also stop victimizing

civil servants for whatever reason

4. Recruitment should be done on the basis of merit so that the best brains will be employed into the civil service.
5. There should be no tribalism, nepotism, favouritism, religious sentiments in the service to engender the feeling of brotherliness
6. Government should ensure that they provide civil servants with required working materials, equipments and consumables.
7. There should be adequate monitoring and supervision of work.
8. Efficiency and productivity should be encouraged and valued, while, late-coming and absenteeism should be seriously frowned at.

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APPENDIX

Table 1: Gender of respondents

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	118	54.9	54.9	54.9
Female	97	45.1	45.1	100.0
Total	215	100.0	100.0	

Source: Field survey, 2015

Table 2: Age of respondents

Years	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-30	30	14.0	14.0	14.0
31-40	103	47.9	47.9	61.9
41-50	52	24.2	24.2	86.0
51-60	30	14.0	14.0	100.0
Total	215	100.0	100.0	

Source: Field survey, 2015

Table 3: Years in service

Working experience	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-10	105	48.8	48.8	48.8
11-20	67	31.2	31.2	80.0
21-30	21	9.8	9.8	89.8
31-35	22	10.2	10.2	100.0
Total	215	100.0	100.0	

Source: Field survey, 2015

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Table 4: Marital Status

Marital status	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	46	21.4	21.4	21.4
Married	148	68.8	68.8	90.2
widow/widower	12	5.6	5.6	95.8
Separated	9	4.2	4.2	100.0
Total	215	100.0	100.0	

Source: Field survey, 2015

Table 5: Department

Department	Frequency	Percent	Valid Percent	Cumulative Percent
Valid budget/planning	12	5.6	5.6	5.6
finance/supply	40	18.6	18.6	24.2
Personnel	40	18.6	18.6	50.7
S/S	11	5.1	5.1	55.8
Works	28	13.0	13.0	68.8
Agriculture	27	12.6	12.6	81.4
PHC	57	26.5	26.5	100.0
Total	215	100.0	100.0	

Source: Field survey, 2015

Table 6: Work performance

	SA		A		D		SD		TOTAL	
	F	%	F	%	F	%	F	%	F	%
The culture and emotional climate of the secretariat is generally positive and supportive	14	6.0	101	47.0	71	33	29	13.5	215	100
I have clear-cut and non-contradictory policies and procedures in my office	26	12.1	86	40.0	82	38.1	21	9.8	215	100
I believe in and take pride in my work and my workplace	35	16.3	124	57.7	43	20.0	13	6.0	215	100
I feel in control of my work and capable of competently carrying out my daily tasks	65	30.5	109	50.7	35	16.3	6	2.8	215	100
I am encouraged to give honest feedback to my supervisor	52	24.2	81	37.7	69	32.1	13	6.0	215	100
I feel accepted and am treated with courtesy, listened to, and invited to express my thoughts and feelings by my superiors	33	15.3	80	37.2	80	37.2	22	10.2	215	100
The administrative team provides an environment in which i feel safe and secure	20	9.3	95	44.2	71	33.0	29	13.5	215	100
The administrative team provides an environment in which honesty and openness are valued	21	9.8	43	20.0	110	51.2	41	19.1	215	100

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Rewards such as salary increase and promotions are given on the basis of merit	22	10.2	78	36.3	67	31.2	48	22.3	215	100
Productivity is the most important issue considered in this organization	28	13.0	65	30.2	101	47.0	21	9.8	215	100
Efficiency is highly valued	27	12.6	62	28.8	112	52.1	14	6.5	215	100
Disagreements usually lead to improvement here	16	7.4	54	25.1	116	54.0	29	13.5	215	100
Our recruitment policy is a good one	10	4.7	80	37.2	94	43.7	31	14.4	215	100
We match the person to the job	10	4.7	76	35.3	123	57.2	6	2.8	215	100
Absenteeism or slackness is no problem here	10	4.7	49	22.8	122	56.7	34	15.8	215	100
This organization uses the qualification of its members	15	7.0	118	54.9	72	33.5	10	4.7	215	100
The culture in the secretariat encourage commitment to work	10	4.7	60	27.9	114	53.0	31	14.4	215	100
There is regular payment of staff salary	17	7.9	37	17.2	81	37.7	80	37.2	215	100
The way salaries are paid affects my input to work	89	41.4	86	40.0	29	13.5	11	5.1	215	100
Employees are committed to their work	23	10.7	73	34.0	94	43.7	25	11.6	215	100

Source: Field survey, 2015

TEST OF HYPOTHESES

H₀: There is no significant relationship between the way salaries are paid and work culture in Shendam local government council

Test of Hypothesis one

The way salaries are paid affects my input to work *The culture and emotional climate of the secretariat is generally positive and supportive
Crosstabulation

Count

		The culture and emotional climate of the secretariat is generally positive and supportive				Total
		strongly agree	agree	disagree	strongly disagree	
The way salaries are paid affects my input to work	strongly agree	4	32	36	17	89
	agree	9	47	21	9	86
	disagree	1	13	12	3	29
	strongly disagree	0	9	2	0	11
Total		14	101	71	29	215

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Computer Result for Hypothesis one

Crosstabulation Table					
OBSERVED					
	strongly agree	Agree	Disagree	strongly disagree	Total
strongly agree	4	32	36	17	89
strongly agree	9	47	21	9	86
strongly agree	1	13	12	3	29
strongly agree	0	9	2	0	11
Total	14	101	71	29	215

Calculation of the Chi-Square Test	
DESCRIPTION	VALUE
χ^2 *	19.124302
p-value	0.024156
Critical value	16.918978
α	0.05
Df	9

EXPECTED					
	strongly agree	agree	Disagree	strongly disagree	Total
strongly agree	5.795	41.809	29.391	12.005	89
strongly agree	5.600	40.400	28.400	11.600	86
strongly agree	1.888	13.623	9.577	3.912	29
strongly agree	0.716	5.167	3.633	1.484	11
Total	14	101	71	29	215

Source: KGP Statistical Package (an Add-in in Microsoft Excel)

Test of Hypothesis Two

H₀: There is no significant difference in the commitment of male and female employees in Shendam local government civil service.

Gender of respondents * Employees are committed to their work Crosstabulation

Count

		Employees are committed to their work				Total
		strongly agree	Agree	Disagree	strongly disagree	
Gender of respondents	Male	13	36	47	22	118
	Female	10	37	47	3	97
Total		23	73	94	25	215

Computer Result for Hypothesis Two

Crosstabulation Table					
OBSERVED					
	strongly agree	Agree	disagree	strongly disagree	Total
Male	13	36	47	22	118
Female	10	37	47	3	97
Total	23	73	94	25	215

Calculation of the Chi-Square Test	
DESCRIPTION	VALUE
χ^2 *	12.917073
p-value	0.004819
Critical value	7.814728
?	0.05
Df	3

EXPECTED					
	strongly agree	agree	Disagree	strongly disagree	Total
Male	12.623	40.065	51.591	13.721	118
Female	10.377	32.935	42.409	11.279	97
Total	23	73	94	25	215

Source: KGP Statistical Package (an Add-in in Microsoft Excel)

An Evaluation of Work Performance Culture among Civil Servants in Nigeria

Test of Hypothesis Three

H₀: There is no significant difference in the commitment of civil servants with different length of service in the civil service

Count		Employees are committed to their work				Total
		strongly agree	Agree	disagree	strongly disagree	
Years in service	1-10	10	31	51	13	105
	11-20	5	28	24	10	67
	21-30	4	6	9	2	21
	31-35	4	8	10	0	22
Total		23	73	94	25	215

Test Result for Hypothesis Three

Crosstabulation Table						Calculation of the Chi-Square Test	
OBSERVED						DESCRIPTION	VALUE
	strongly agree	agree	Disagree	strongly disagree	Total		
1-10	10	31	51	13	105	? ^{2*}	10.202963
11-20	5	28	24	10	67	p-value	0.334306
21-30	4	6	9	2	21	Critical value	16.918978
31-35	4	8	10	0	22	?	0.05
Total	23	73	94	25	215	Df	9
EXPECTED							
	strongly agree	agree	Disagree	strongly disagree	Total		
1-10	11.233	35.651	45.907	12.209	105		
11-20	7.167	22.749	29.293	7.791	67		
21-30	2.247	7.130	9.181	2.442	21		
31-35	2.353	7.470	9.619	2.558	22		
Total	23	73	94	25	215		

Source: KGP Statistical Package (an Add-in in Microsoft Excel)