

Exploration of the Implications of Monetization of Workers' Fringe Benefits in A Nigerian Higher Institution

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Abstract: This study investigates monetization of fringe benefits and workers commitment at Adekunle Ajasin University, Ondo State. Theories of Social Exchange and Rational Choice were adopted to provide a basis for the explanation of commitment. A total of 250 workers comprising 129 males and 121 females participated in the study. The respondents were systematically selected from four faculties, comprising thirty-one academic departments and other administrative sections of the university. Their age ranges between 20 years and 69 years with a mean age of 38 years. Different categories of staff such as senior, middle and junior members of academic and non-academic staff were randomly selected. Questionnaires and unstructured in-depth interviews were used to collect data from the participants. Content analysis was used for qualitative data, while descriptive and inferential statistics such as frequency distribution, chi-square and logistic regression were used to analyze quantitative data. Quantitative results revealed that sex and education were significantly related with commitment ($\chi^2=39.632$, $p<0.05$). However, marital status and income had no significant relationship with commitment ($\chi^2=39.632$, $p>0.05$). Though workers income was affected, but the monetization of fringe benefits did not improve their welfare because of the rate at which market prices of goods and services were shooting up. And this affected their loyalty and productivity towards the university. Also, the policy was not seen as benefiting to the workers equally because of the disparity in their salaries and allowances unlike those occupying the public figures. Qualitative results show that commitment results from interplay of factors such as appreciation of currency, improvement of working conditions and workers participation in decision-making at all level. Therefore, it was recommended that rewards should be properly planned towards commitment, participation of workers should be allowed in decisions that affect them at the policy level, and inflation should be controlled for, to enhance workers purchasing power for productivity to be achieved.

Key words: Fringe Benefits, Monetization, Policy, Productivity, Workers.

INTRODUCTION

The concept of employees' commitment has received increased attention in the recent times.

According to Becker ^[20] research literatures are paying increasing attention to the concept of commitment as managers and organizational analysts are continually seeking ways of increasing employee retention and performance. Interest in organizational commitment has therefore been stimulated largely because evidence in the research literature has it that commitment reduces turnover and increases performance^[52]The fairing of commitment in employees becomes necessary as it increases performance. A reduction in turnover could be an indication of a high level of commitment and performance. An increase in turnover on the other hand could amount to a low level of organizational commitment and performance. This is because a high level of organizational performance can

be achieved only when an organization has a committed labour force.

With the introduction of monetization policy in 2005, university staffs have been paid certain percentage of their basic salary as fringe benefits which is added to the basic salary, meaning an increment in salary of workers. Although, there is much academic debate on the extent to which additional income is a direct motivator. When employees believe that equity does not prevail, they are bound to withhold a measure of their productivity in order to restore equity ^[59] The aim of this study is to examine the impact of the monetized benefits on workers' welfare.

Statement of the Problem: Commitment of worker has been described by Moser ^[62] as the most important ingredient to an effective work output. Aside from completing tasks for the joy of doing them, it has been discovered that motivation drives people's behaviour to

attain a specific outcome. This explains why developing an effective and efficient compensation system becomes an important part of the human resource management process in advanced countries.

The attitude of Nigerian workers in terms of output compared to the more developed countries in recent times is becoming alarming. This could be attributed to uneven reward system, poor income, and unfavourable social, economic, and political infrastructure of the country. Rewards are an ever-present and always controversial feature of organizational life in Nigeria^[13].

Universities in Nigeria are losing their staff at a rate that should give concern to all the agencies responsible for staffing the universities and in fact to the nation as whole^[7]. They complain of poor job satisfaction. Nowadays, university teachers not only transfer from one university to another in large numbers within and outside the country, but they also leave their jobs in the universities for the industries and the private sectors where they are well catered for. Some prefer political appointments to their academic positions and leave at the earliest opportunity.

The result, of course, is that there is a great depletion of the academic staff and a shortage in vital areas to the extent that some important departments of a university may lose their viability. One is immediately tempted to suspect that this attrition in university staffing may be related to a lack of satisfaction on the part of the academic staff.

The monetization policy, which was formally introduced into the Nigerian Public Service in 2005 led to monetization of those physical benefits which were added to the basic salary of workers. Despite the implementation of monetization policy in Nigeria, little has been done to clearly show the effect of the policy on the level of the performance of workers. However, their purchasing power is hardly enhanced due to the biting effects of inflation and high cost of living in the country. There is the need to know whether the addition to salary through the monetization of benefits and prompt payment of these benefits will have any effect on the workers with their disposition to their workplace.

Government employees and their immediate families have always enjoyed these benefits at her expense. Though the running cost may not cater for all the expenditure, but the expenses incurred in the course of service are refunded, most workers get their expended money back when these funds are released for offices. Now, it is not clear whether workers would want to spend their money to buy all these physical needs under monetization regime since it is now consolidated to the salary to almost become the basic salary. It is not also clear how monetization policy will

lead to improved welfare condition of the workers through the provision of all the monetized needs from their new salary scale, judging from the impact of Structural Adjustment Programme (SAP) on workers.

Therefore, given the level of economic crisis in the country, it is pertinent to seek an understanding of how the introduction and implementation of monetization policy has influenced the performance of public employees and the recruitment policy into public service. Government or management of organizations does sometimes wrongly assume that their reward pattern is the best for their workers and this often has adverse consequences since the workers are never consulted. In essence, workers commitment to their jobs and their efforts are often not addressed properly, creating room for false claims, agitations and labour conflicts. The study, therefore, focuses on the impact of monetization of fringe benefits on workers and how the exercise has increased the morale of workers in their workplaces as this will help the university in achieving the best from them.

Objectives of the Study: The study examines monetization of fringe benefits and commitment of workers.

The specific objectives are:

1. To examine the effect of monetized benefits on workers' income.
2. To find out how the monetized benefits have helped in improving workers' welfare.
3. To investigate the effects of monetization on workers' commitment.
4. To examine those factors influencing workers' commitment after monetization of fringe benefits.

Research Hypotheses:

1. There is a significant relationship between years of experience and effect of monetization of fringe benefits on financial position of workers.
2. There is a significant relationship between sex, marital status, educational qualification and income on commitment level of workers.

Brief Literature Review and Theoretical

Framework: After the Nigerian independence in 1960 till September 2004, public institutions provided fringe benefits for their workers as part of their conditions of service. The public institutions, for instance, have their own health services or liaise with a private clinic to provide a broad base health services to the staff or staff dependants. These facilities are extended to the immediate family, the staff, spouse and four children.

A member of staff who incurs any expenditure in respect of these fringe benefits for himself or family outside the public services has the right to claim a

refund of any such expenditure. The claim must however be supported by proper receipts.

By October 2005, these fringe benefits became monetized through the monetization policy. Certain percentage of their basic salary would be paid to workers on monthly basis in review of these benefits, thereby giving fixed level to the expenditure refund scheme of the monetized benefits. The implication is that whatever extra costs incurred by the worker is his own problem not that of his employer as it used to be.

The National Health Insurance Scheme (NHIS) has direct linkage with the monetization policy. The scheme is built on the 10% health allowance, which the policy offers. But for a worker on levels 01-06, what is 10 percent to him in maintenance of the family of six (husband, wife and four children) for one year?^[35]

With the exercise of monetization of fringe benefits of workers, being an addition to the salary of institutions workers', this study aimed at finding out if the policy would contribute to the commitment of workers' at Adekunle Ajasin University, bearing in mind the effect it has on their welfare.

The Concept of Employee Benefits: Employee benefits are "fringe benefits, perquisites or perqs made up of various non-wage compensations provided to employees in addition to their normal wages or salaries"^[54]. Some of these benefits are, housing (employer-provided or employer-paid), group insurance (health, dental, life, etc), disability income protection, retirement benefits, daycare, tuition reimbursement, sick leave, vacation (paid or non-paid), social security, profit-sharing funding of education and other specialized benefits^[4]

The purposes of the benefits are to, among other things, increase the economic security of employees, motivate employees to improve productivity and cushion the effect of economic hardship. Perquisites often colloquially "refer to those benefits of a more discretionary nature. These are often given to employees who are doing notably well and/ or have seniority"^[54]. These include official/company cars, hotel stays, free refreshment/entertainment allowances, leisure activities on work time, etc.

The practice of giving employee benefits seems to be a universal practice though with variations across countries. For instance, in the United States of America, employee benefits, depending on practices from various establishments, include: relocation assistance, medical, prescription, vision and dental plans, health and dependent care, flexible spending accounts, retirement benefits plans; group-term life and long term insurance plans; legal assistance plans; adoption assistance, child care benefits; transportation

benefits and other miscellaneous employee discounts (e.g. movies and theme park tickets, wellness programs, discount shopping, hotels and resorts, etc.)^[53].

Thus, fringe benefits are costs of keeping an employee other than salary. In the states, "these benefits rates are typically calculated using fixed percentages that vary depending on the employee's classification and often change from year to year"^[54].

Historically, the term "fringe benefits" was coined in America by the War Labour Board during World War II to describe the various indirect benefits which industry had devised to attract and retain labour when direct wage increases were prohibited.

In Nigeria, prior to the implementation of monetization, fringe benefits included "residential accommodation (for deserving officers), furniture, utility, domestic servants, motor vehicles, fuelling and maintenance of transport facilities, medical treatment (local and abroad), leave grant, meal subsidy and entertainment" which were enjoyed by government workers that were still in service till year 2005.

Essence of Fringe Benefits to Employees and Employers:

In almost every paid job situation, employees are rewarded by payment of wages and salaries. Salaries are a form of periodic payment from an employer to an employee usually specified in an employment contract while wages are payment for each job, hourly or unit rather than a periodic basis. Fringe benefits were introduced as additional perquisites after the second world war as earlier stated because it holds some advantages for the employees and the employers alike. Among others, fringe benefits help attract and retain better, qualified employees; provide high risk coverage at low costs easing the employer's financial burden; improve efficiency and productivity as employees are assured of security for themselves and their families. And this guarantees peace of mind for the employees leading to boost of staff morale.

Full monetization of benefits in the federal civil service of Nigeria represents a fundamental change being wrought in the system. Like any other similar changes of immense impact, it entails significant challenges to all stakeholders. There are however, a few pre-form. The first is the commitment of the political leadership at the topmost level to its implementation. But managing this fundamental change has become a critical challenge to the system and this continues to command significant attention from its topmost echelon^[78]. Another is the overall receptiveness of civil servants to the idea, albeit with the expectant reservations and apprehension. This is as a result of the information that has been let loose on the issue of higher take-home pay into the public domain and as given inflationary power to market prices of items^[67].

The Selected Fringe Benefits: In order to serve as a guide in the implementation of the monetization policy, the Federal Government approved the following fringe benefits conversion into cash;

Wages, Remunerations and Workers' Commitment: Going by the review of wages and salary from the colonial period up till date for workers in the public sector, it is discovered that pay is a powerful human resource management tool for recruitment, retention, motivation and reward for work done. As the demand of employers on employees have increased over the years, so the demand of employees from their employers is longer just "a fair day's pay for a fair day's work" but rather a competitive remuneration package with new innovation methods of providing benefits (Cole, 2002).

Although, it may be said that Taylor, who introduced what he called scientific management, did not consider the feelings and needs of the people when he developed his methods of improving production, yet from his ideas about the division of the profits of the company among managers and workers, it would seem that he had the interest of the worker in view. Even, Elton Mayo who has often been called the founder of both the human relations movement and of industrial sociology as a result of his Hawthorne Investigations brought about a fuller realization and understanding of the 'human factor' in work situations. Mayo was interested in discovering how spontaneous cooperation could be achieved. It is this which has been the basis of the human relation movement, the use of the insights of the social science to secure the commitment of individuals to the ends and activities of the organization, through the satisfaction of their social needs.

The foregoing theories all stem from some underlying assumptions about man. To a large extent unproven, they tend to represent the dominant mood or climate of opinion at that time. Schein (1965) has classified them as follows, and the categories follow each other in a sort of historical procession, starting from the time of the industrial revolution. The assumption that underlies the doctrine of rational-economic man derived originally from the philosophy of hedonism, which argued that man calculates the actions that will maximize his self-interest and behaves accordingly. Therefore in reference to employees man is primarily motivated by economic incentives to manipulate, motivate or control him. This is in line with McGregor's theory X which holds that because man is inherently lazy, he has to be motivated by outside incentives. Man's natural goals run counter to those of organization hence, man must be controlled by external forces to insure his working towards

organizational goals.

The Hawthorne studies of Elton Mayo drew attention to the fact that in determining work patterns, the need to be accepted and liked by one's fellow workers is as, or more important than, the economic incentives offered by management. Man is regarded as basically motivated to work by social needs and obtains his basic sense of identity through relationship with others. This assumption follows the line enunciated by Maslow. Man's motives fall into classes which are arranged in a hierarchy: simple needs for survival; social and affiliative needs; needs for autonomy and independence; and self actualization needs in the sense of maximum use of all his resources.

Akintoye ^[7] asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage system as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success. Katz, in Sinclair, *et al* ^[76] demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance.

For instance, if a university staff has another job offer which has identical job characteristics with his current job, but greater financial reward, that worker would in all probability be motivated to accept the new job offer. Banjoko ^[16] states that many managers use money to reward or punish workers. This is done through the process of rewarding employees for higher productivity by instilling fear of loss (e.g., premature retirement due to poor performance). The desire to be promoted and earn enhanced pay may also motivate employees.

Generally speaking, it can be said that money motivates people; however, it is important to note that different people are motivated by money to varying degrees, depending on their socio-economic background and the context in which it is given. For example, individuals who come from wealthy backgrounds are likely to be less motivated by money alone than individuals from poor backgrounds. In the same way, an individual who has all his basic needs satisfied may not be motivated by financial incentives alone ^[72]. There are many other factors that need to be considered when determining the most effective method to motivate employees.

Research evidence indicates that the absence of commitment can reduce organizational effectiveness.

The consequences of employees' low level of commitment in any workplace like the public sector are absenteeism, high turnover rate, turnover intentions, and transfer of loyalty to non-work activities, inefficiency, slow career-progression, job dissatisfaction, and low productivity. People who are committed are less likely to quit and accept other jobs. It is suggested by psychologists that lasting commitment to a task can be secured only if conditions are provided which build intrinsic motivation. In simple language, the workers concerned must believe that the task is inherently worthwhile. Then alone, will they be committed to it, more pronouncement of policies will not do (Hellmann, 1997).

The Newly Introduced Salary Structure in Tertiary Institutions: A new salary structure has been approved by the President for tertiary institutions and research institutes in the Federal Public Service. The new structure is known as the 'Consolidated Tertiary Institutions Salary Structure (CONTISS), this implies the monetized fringe benefits added to their basic salary payable to them as a whole. The items consolidated with the basic salary are transport allowance, meal subsidy, utility allowance, leave grant, journal allowance, research allowance, learned society allowance, furniture allowance, examination administration allowance, field trip allowance, industrial supervision allowance, responsibility allowance, inducement allowance, administrative officer allowance, rural posting allowance, clinical duty allowance, teaching allowance, domestic servant allowance and driver's allowance(for entitled officers).

This salary structure applies to the non-academic staff of universities; all academic and non-academic staff of Polytechnics, Colleges of Education, Research and Allied Institutes, etc. It also applies to all federal agencies formerly running the Harmonized Tertiary Institutions Salary Structure (HATISS).

And in order to ensure that workers are placed on the appropriate grades, a conversion table has been constructed has shown below;

Concurrently, a new salary structure has been approved for the Academic Staff of Federal Universities by the President of Nigeria, in line with the monetization policy. The new structure is known as the Consolidated University Academic Salary Structure (CONUASS). The items consolidated with the basic salary are transport allowance, meal subsidy, utility allowance, leave grant, journal allowance, research allowance, learned society allowance, examination supervision allowance, excess workload allowance, furniture allowance, industrial supervision allowance,

field trip allowance, postgraduate supervision allowance, postgraduate studies allowance, responsibility allowance, as well as domestic servant allowance and driver's allowance(for entitled officers)^[65]. It should be noted that rent allowances has not been consolidated with the rest of the allowances in the emolument package. It can only be paid where an officer is not provided accommodation at government expense. The effective date for the implementation of these new salary structures is 1st January, 2007.

Theoretical Framework: The field of organization research is somewhat diverse and may become easily confining. It is helpful to equip one with tools that can be used to carve up the field into meaningful chunks. Plausible explanation of relationship between two variables has always emerged through the synthesis of two or more theories. Therefore, in order to capture the complexity that characterizes the interrelationship between monetization of fringe benefits and workers' commitment, this study adopts Rational Choice and Social Exchange theories.

Social Exchange Theory: The major figure in this development is George Homans, a sociologist, whose focus is on people and their behaviour. Homans's basic view was that the heart of sociology lies in the study of individual behaviour and interaction. He was little interested in consciousness or in the various kinds of large-scale structures and institutions that were of concern to most sociologists. His main interest was rather in the reinforcement patterns, the history of rewards and costs, which lead people to do what they do. Basically, Homans argued that people continue to do what they have found to be rewarding in the past. Conversely, they cease doing what has proved to be costly in the past. In order to understand behaviour, we need to understand an individual's history of rewards and costs. As the name suggests, exchange theory is concerned not only with individual behaviour but also with interaction between people involving an exchange of rewards and costs. The premise is that interactions are likely to continue when there is an exchange of rewards. Conversely, interactions that are costly to one or both parties are much less likely to continue.

People enter into social relations only if they are likely to gain a 'profit', and Homans saw all stable interactions as social relations in which each participant is able to secure a profit. If a relationship becomes loss-making for either participant, then he or she will withdraw and will 'spend' their efforts in more profitable ways. Once initial ties are forged, the rewards that they provide to each other serve to maintain and enhance the bonds. The opposite situation is also possible: with insufficient rewards, an

association will weaken or break. Rewards that are exchanged can be either intrinsic (for instance, love, affection, respect) or extrinsic (for instance, money, physical labour). The parties cannot always reward each other equally; when there is inequality in the exchange, a difference of power will emerge within an association^[74].

Rational Choice Theory: Another sociological that corroborates the idea propounded by George Homans is the rational choice theory and this theory also explains the relationship between rewards and the behavioural disposition of workers at their workplaces.

That is the exchange of rewards from the employer of labour and the receptiveness from the employees, and its contribution towards commitment at work.

It is largely through the efforts of one man, James S. Coleman, that rational choice theory has become one of the “hot” theories in contemporary sociology. The basic principles of rational choice theory are derived from neoclassical economics. Based on a variety of different models, Friedman and Hechter (1988) have put together “skeletal” model of rational choice theory.

The focus on in this rational choice theory is on actors. Actors are seen as being purposive, or as having intentionality. That is, actors have an end or goals towards which their actions are aimed. Actors are also seen as having preferences (or values, utilities).

Rational choice theory is unconcerned with what these preferences, or their sources, are. Of importance is the fact that action is undertaken to achieve objectives that are consistent with an actor’s preference hierarchy.

Coleman’s rational choice orientation is clear in his basic idea that “person’s act purposively towards a goal, with the goal (and thus the actions) shaped by values or preferences. And those actors are likely to choose those actions that will maximize utility, or the satisfaction of their needs and wants^[74].”

There are two key elements in his theory- actors and resources. Resources are those things over which actors have control and in which they have some interest. Given these two elements, Coleman details how their interaction leads to the system level: “A minimal basis for a social system of action is two factors, each having control over resources of interest to the other. It is each one’s interest in resources under the other’s control that leads the two, as purposive actors, to engage in actions that involve each other ... a system of action ... It is this structure, together with the fact that the actors are purposive, each having the goal of maximizing the realization of his interests, that gives the interdependence, or systemic character, to their actions” (Coleman, 1990).

These theories are relevant in the present study in

that they help to explain many issues in the attitudes and practices of workers towards their jobs in relationship to government policies at their workplaces, as well as the determinants of job commitment. It can be deduced from these theories; human actions or dispositions towards paid work, workers judging their contribution to work based on what they received from the government (employer).

Methodology:

The Study Area: Adekunle Ajasin University was used as a case study for this research work. Adekunle Ajasin University, Akungba-Akoko has a regular student population of about 7,000 and as at 2006/2007 session runs four faculties comprising twenty -six academic departments with over 1048 staffs, both academic (210) and non-academic staff (838).

Study Population: The study population consisted of a cross sectional survey by hierarchy, status and sex of both junior and senior staff of Adekunle Ajasin University, with special consideration of Academic Staff, Senior Administrative and Technical Staff coupled with Non-academic members. Since they represented the various categories of staff affected differently by the monetization of fringe benefits in the institution.

Sampling Techniques: Systematic random sampling technique was employed. From the list of all the university staff provided by the Planning Department, a number was assigned to each staff. Then the numbers were picked randomly from the list of all staff obtained from the establishment (although such list is said to be tentative since employment of staff is an on-going process). Then from the first respondent selected, the next 4th name was chosen till the sample size was arrived at from the frame collected. Therefore, 25% of Academic, Senior Administrative and Technical Staff, as well as Non-Academic Staff were selected at each faculty. This implied a total of 260 respondents were selected to carry out this research. This was arrived at from the summation of 25% of the respondents from each faculty.

Sample Size: The targeted population for this study is 1048; the proportion of respondents sampled during the course of this study was 260. A total number of 52 Academic Staff, 54 Senior Administrative and Technical Staff and 154 Non-Academic Staff were involved in this study. This was drawn from the data provided by the Planning Department of Adekunle Ajasin University whereby the total number of staff was given and broken down, such that status and sex distribution were stated.

Instrument for Data Collection: Both primary and secondary data were employed. Primary data were collected through structured questionnaire and in-depth interview from three staff union members since they represented the various categories of staff affected differently by the monetized fringe benefits. Secondary sources involved the use of available materials in forms of books, magazines, journals, articles, papers presented in seminars and conferences, internet and other related facilities were of tremendous assistance in sourcing for relevant materials.

Data Presentation and Discussion of Findings:

Bio-Social Characteristics of the Respondents: The following bio-social characteristics of the respondents were analyzed: age, sex, marital status, educational qualification, ethnic group, occupation and occupational status as shown in Table 3 below:

The study population comprised 250 respondents within the age of 20 years and 69 years. Table 3 shows that majority of the respondents (36.9%) were within the age range of 30 – 39 years. This is followed by those in the category of 40 – 49 years (33.3%). Also, 7.2% of the total respondents were within the age range of 50 – 59 years, 5.2% were within the age range of 60 – 69 years, and 17.4% were within the age range of 20 – 29 years.

Based on the findings of this study, the second panel of table 3 indicates that 51.6% of the respondents were males while 49.4% are females. As regards the marital status of the respondents, 76.0% of respondents were married. About 19.2% of respondents were not married, 1.6% were divorced, while 2.4% were widowed.

Findings from the research questionnaire shows that most of the respondents have tertiary education (74.0%), just 17.2% of workers interviewed have secondary education, while 8.8% have diploma certificate. Also in the table above, 32.7% of the respondents sampled earned less than ₦25,000 per month, 14.1% of them earns between ₦25,100 and ₦50,000 as well as ₦50,100 - ₦75,000, those who earn ₦75,100 - ₦100,000 were 15.3% while 23.8% of the population sampled earn more than ₦100,000. This shows that the monetized benefits may not reflect more on the workers' income since a large proportion of the respondents fall within the lowest cadre of income.

It shows that 26.5% of the respondents had been working with AAUA for less than 5 years, those that had been working between 5 - 10 years were 39.0%, while 34.5% had been working for more than 10 years.

This implies that majority of the workers have been working with the university for more than 5 years. The table shows that most of the respondents were Christians (86.4%), those who practice Islam

account for 12.8%, and traditional worshippers from the sampled population were 0.8%. This implies that majority of the workers are religious.

Worker's Attitude Towards the Monetized Fringe Benefits: As shown in table 4 above, 81.6% of the respondents spend their monetized benefits on needs arising in their family, while 6% of the respondents keep or investment the money on some tangible things.

From figure 1, 19.2% strongly agree that they have a warm feelings towards the monetization exercise in the university, 20.8% of the respondents slightly agree while a large number of the respondents strongly disagree (30.4%) with the act, 17.7% respondents also slightly disagree, and 12.4% are not sure.

Based on the table (5), 42.8% of the respondents said that the monetized benefits has not helped to provide the fringe benefits attached to their office, while 32% of the sampled workers' said it has helped in a little way and 25.2 % commend the effort greatly.

From figure 2, the attitude of workers to monetization whether it is a well planned policy that would enhance work life and work-ethics is shown clearly. Only 22% respondents strongly agree to this notion, 7.6% also agree, while quite significant respondents disagree (44.4%), 24.4% strongly disagree and 1.6% of the respondents don't know.

From the figure 3, it is clearly shown the way workers spend their monetized benefits. 42.4% of the respondents spend it on pressing needs, 15.2% spend it on personal or family welfare, 19.6% of the respondents spend it on transportation, 13.2% spend it on feeding while 8.4% spend it judiciously. In essence, it is discovered that workers just spend the allowances as the needs arrive whether on their family or their selves.

Effects of Monetization of Fringe Benefits on Workers: It is discovered from the table 6 that the monetization of fringe benefits has positively affected the financial position of about 66% of the respondents while 7% of the respondents complained of the negative effect on their income and 31.2% said it has no noticeable effect. This implies that a large proportion of the respondents earned more with the exercise.

Table 6 shows clearly that an impressive number of the teaching staff's financial position are affected positively, 52.3% of the respondent that are non teaching are affected positively while 43.8% complained of no noticeable effect on their financial position and 3.9% complained of negative effect on their monthly income.

From the figure 4, it is inferred from the responses of the sampled workers that monetization to workers

may not boost the income of all the workers, which may not improve the welfare of the workers.

This is as a result of a good number of the respondents disagreeing with the idea (43.6%), 23.6% strongly disagree, while only 22.4% strongly agree, 7.2% respondents agree, and only 7.2% don't actually know.

Monetization of Fringe Benefits and Workers' Commitment: From the table 7, the respondents' opinion were sampled to know whether the major satisfaction in their life comes from their work with the exercise of monetization of fringe benefits. 33.2% of the respondents strongly disagree, 19.6% slightly disagree, 24.4% strongly agree, 15.2% slightly agree while 7.6% were not sure. This shows that the monetization of fringe benefits have no significant effect on the life of workers that is why it is not affecting their work.

It is noticed from the response of the respondents in table (9), that 42.8% of the sampled staff believe in monetization as a tool of enhancing workers' commitment while 57.2 said it is not.

Table 9 shows that a significant number of respondent believed that monetization would increase senior staff commitment than other levels of staff (55.6%), respondents who believed that the middle level of staff would be affected positively are 37.6% while only few believed it would help the junior level of staff to be committed (6.8%). This can be supported by the reasons given that the senior staffs are the beneficiary of the exercise.

Test of Hypotheses: Data generated from the field were processed, using Microsoft excel to calculate the chi-square statistic value in order to test the significance of the independence of two variables identified in each of the hypothesis to be tested. Cross tabulation and logistic regression of specific variables were done to describe the measure of association between independent and dependent variables. Chi – square statistic was considered to be the appropriate test statistic for testing the hypotheses under this study, because it is based on the difference between frequency of occurrence of observation in the given sample and the expected frequency to be computed.

Hypothesis One: H₀: There is no significant relationship between working experience and effect of monetization of fringe benefits on financial position of workers

H₁: there is a significant relationship between working experience and effect of monetization of fringe benefits on financial position of workers

The chi-square test in table 12 shows that there is no significant relationship between working experience

and effect of monetization on financial position of workers in the university because the p value is greater than 0.05. Therefore, the researcher accepted the null hypothesis and rejected the alternate hypothesis. This could be as a result of the fact that majority of the workers are junior staff that are not really enjoying the monetized benefits.

Table 13 shows the logistic model for commitment with respect to some selected social and demographic characteristics of workers. Their sex, marital status, educational qualification and income are significant at 0.05 level (95% Confidence level). The model is significant at 0.05 level according to the Model Chi-Square statistic and the model predicts 88.7 percent of the responses correctly. The reference category (RC) is also assumed to be the level at which comparison can be made with other attributes of the same variable when the Exp(B) is greater than 1.000 to estimate the significance of the dependent variable.

The table shows that female workers are likely to have commitment based on 0.028 level of significance as well as the male workers. This shows that sex is significant with commitment. Hence, the result could be due to chance. It is discovered from table that workers who are married, divorced or separated and widow are less likely to have commitment compared to those that are not married with 0.685, 0.205, and 0.554 levels of significance, respectively, which is greater than the p value at 0.05. This implies that there is no significant relationship between marital status and commitment. It is also shown that workers with Diploma/A level certificate, NCE, HND or equiv, and Postgraduate education are about 1.4, 3.5 and 2.1 times respectively, more likely to have commitment compared to those with school certificate. Only those workers with university education are less likely to have commitment and this could be by

The result also shows that workers with monthly income ₦25,000 or less are more likely to have commitment chance. This shows that educational qualification as significant relationship with commitment. t with the monetization exercise, while workers with monthly income of N75,000- N 100,000 are about 1.8 times more likely to be committed compared to workers earning N25,000 or less. Workers with monthly income of #25,100- N50,000, #50,100- N75,000, and above N100,100 are less likely to be committed with the monetization of fringe benefits compared with those with monthly income of N25,000 or less. This means that worker's level of income is not likely to bring commitment. Therefore, monthly income is not significant in relationship with commitment.

Summary of Findings: Data shows that workers will not be committed to work even with the monetization

of fringe benefits for various reasons such as the money not having any noticeable effects on their salary, cutting off some benefits like over-time bonus, inflationary trends that follows each government policies and non-consultation of workers before government decisions as concerning them.

So also the percentage distribution of workers perceiving the policy as a well planned policy that will launch the public service into the international standard reveals that the workers were not involved in the decision making process by the government of the country, who stands as the highest employer of labour, and that they were seen as not relevant. They feel that if the government seeks the advice of labour representative and a final conclusion is reached, it will be seen as joint decision which must succeed. And that they will benefit from the policy unlike what they are experiencing presently at their workplaces because the representative of labour will look extensively into the policy and see the effect on workers.

This study also showed that a large number of workers are not likely to spend their monetized benefits on those things they were meant for. This is as a result of the pangs of inflation and the unnoticeable effect that the added money has on their monthly income.

Furthermore, it is discovered that monetization of fringe benefits has no positive effect on the attitude of workers to their workplaces. It is discovered that monetization policy is not a good yardstick for job commitment.

However, it is discovered that the sex of the workers has a significant relationship with being committed to work. A large number of male are seen as committing their selves to their work compared with the female counterpart.

There is also a revelation from the study that religious affiliation has nothing to do with job satisfaction, with the common believe that God will reward them in heaven. Most of the respondents do not allow their faith to make them give more to the achievement of organizational goals since this will not miraculously provide for their needs.

Even with the fact that some respondents' salaries were positively affected, it is discovered that this does not automatically mean improvement in performance of workers since it is not meant to address that.

It was discovered from the findings that ethnic group differences does not affect the monetization in the university, all workers were treated equally in the face of the exercise. Being from the ethnic group of the university does not mean the favourability on their financial position.

In addition, marital status of workers has no significant relationship with job commitment. It does

not matter whether the worker is married or single, almost all the respondents have calculated behaviour towards the organization.

Furthermore, the educational attainment has significant relationship on the commitment level of the staff. This suggests that both the lowly and highly educated employees though saddled with responsibility of taking care and maintaining their families including the extended family could still be committed.

Finally, majority of workers have not observed any positive effect of monetization on their job commitment. A small number of workers think that monetization of fringe benefits has resulted in improvement of life for the senior staff, while a larger number of workers submitted that monetization is very inadequate for job commitment. This is because the money involved is too small to take care of their needs as a result of either large family size or poverty and that they do not have any idea of what positive effect monetization has made on their work to motivate them to give more than what is taken.

Conclusion: Low wages, lack of status, economic condition of the country, extent to which workers peculiar needs are met, workers non-participation in decisions that affect them, equity in the reward system, poor conditions of service and late payment of salaries are found to be factors affecting job commitment.

These factors, therefore affect the disposition of workers to work. These findings reveal that although workers of Adekunle Ajasin University benefit from monetization scheme, it is seen as an inadequate scheme. Considering the factors determining and militating against job commitment and the inadequacy of monetization scheme, the negative attitudes of workers to monetization of fringe benefits, there has been a decrease in performance level of workers. This contributes to why workers will still not put up better performance even after monetization of fringe benefit allowance. Workers, whether Nigerians or not, need to be motivated, have job satisfaction and job involvement, before job commitment can be ensured. Job satisfaction is seen as the sense of well-being, good feeling and positive mental state that emerge in an incumbent worker when he obtained reward consequent upon his job performance, congruent or very nearly with his expected equitable reward. It is only a contented cow that gives milk, so satisfied worker will do more work (Fasoranti, 2005).

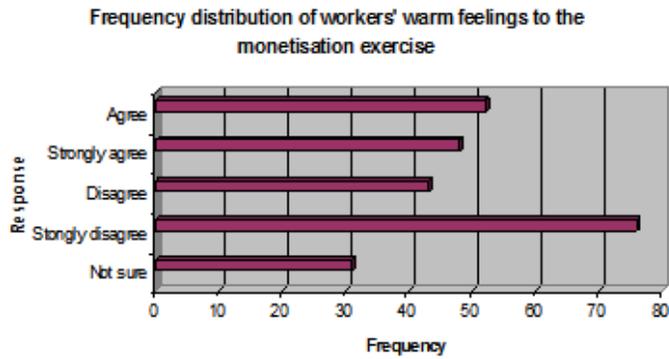


Fig 1:

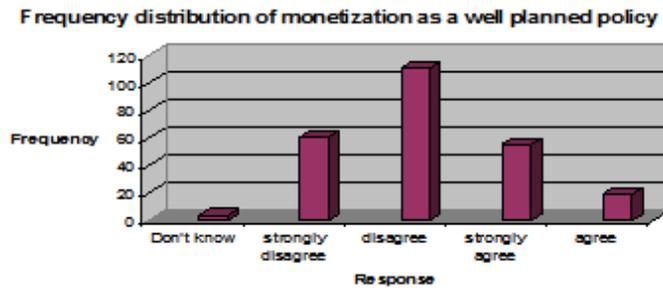


Fig 2:



Fig 3:

Frequency distribution of monetized benefits as an improvement on workers welfare

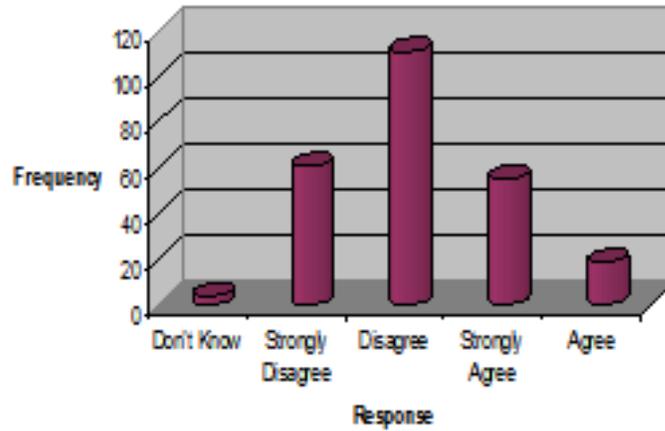


Fig 4:

Table 1: The selected fringe benefits and their rate per annum

S/N	Type of Allowance	HATISS (Grade Level)	Rate Per Annum
1	Accommodation	01-05	50%
		06-12	60%
		13-15	75%
2	Transport	1-15	25%
3	Meal Subsidy	01-05	#6,000
		06-09	#8,400
		10-12	#9,600
		13-15	#10,800
4	Utility	01-14	15%
		15	20%
5	Domestic servant	13	1 domestic servant on HATISS 02 step 8
		14-15	2 on HATISS 02 step8
6	Leave Grant	1-15	10%
7	Medical	1-15	10%
8	Furniture	01-05	NIL
		06-15	200%
9	Vehicle Loan	01-04	100%
		05-06	150%
		07-15	200%
10	Driver	15	1 on HATISS 02 step 8

(Source; Harmonized Tertiary Institution Salary Structure; 1999)

Table 2: Conversion Table from HATISS to CONTISS

HATISS	CONTISS
10	09
12	10
13	11
14	12
15	13
16	14
17	15

(Source: National Salaries, Income and Wages Commission; 2007)

Table 3: Frequency distribution of the respondents' bio-social characteristics

Characteristics	Category	Frequency	Percentage (%)
Age	20 – 29 yrs	34	17.4
	30 – 39 yrs	72	36.9
	40 – 49 yrs	65	33.3
	50 – 59 yrs	14	7.2
	60-69 yrs	10	5.2
	Total	195	100
Sex	Male	129	51.6
	Female	121	48.4
	Total	250	100
Marital status	Not married	48	19.4
	Married	190	76.6
	Divorced	4	1.6
	Widowed	6	2.4
	Total	248	100
Education	School Cert	43	17.2
	Diploma	22	8.8
	NCE, HND	32	12.8
	University	48	19.2
	Postgraduate	105	42.0
	Total	250	100
Monthly Income	< N25,000	81	32.7
	N 25,000- 50,000	35	14.1
	N 50,100-75,000	35	14.1
	N75,100-100,000	38	15.3
	> N 100,100	59	23.8
	Total	248	100
Religion	Christianity	32	12.8
	Islam	216	86.4
	Traditional	2	0.8
	Total	250	100
Working Experience	<5 years	66	26.5
	4– 10 years	87	39.0
	>10 years	96	34.5
	Total	249	100

Table 4: Percentage distribution of what workers' do with the monetized benefits

Response	Frequency	Percentage (%)
Spend it	204	97.1
Keep it	6	2.9
Total	210	100

Table 5: Percentage distribution of how the monetized benefit has helped the workers

Response	Frequency	Percentage (%)
Greatly	63	25.2
Little extent	80	32.0
Not significant	107	42.8
Total	250	100

Table 6: Comparison of teaching staff and non-teaching staff financial position

Response	Freq of teaching s	Percentage (%)	Freq of non teaching	Percentage (%)
Positive	72	100	93	52.3
Negative	-	-	7	3.9
No noticeable effect	-	-	78	43.8
Total	72	100	178	100

Source: Field Survey 2009

Table 6 shows clearly that an impressive number of the teaching staff's financial position are affected positively, 52.3% of the respondent that are non teaching are affected positively while 43.8% complained of no noticeable effect on their financial position and 3.9% complained of negative effect on their monthly income.

Table 7: Percentage distribution of workers' whose major satisfaction is from their work

Response	Frequency	Percentage (%)
Strongly Agree	61	24.4
Slightly Agree	38	15.2
Strongly Disagree	83	33.2
Slightly Disagree	49	19.6
Not Sure	19	7.6
Total	250	100

Table 8: Percentage distribution of workers' who saw monetization as a tool of commitment

Response	Frequency	Percentage (%)
Yes	107	42.8
No	143	57.2
Total	250	100

It is noticed from the response of the respondents in the above table (9), that 42.8% of the sampled staff believe in monetization as a tool of enhancing workers' commitment while 57.2 said it is not.

Table 9: Percentage distribution of workers' who felt monetization would bring commitment in a category of staff

Response	Frequency	Percentage (%)
Junior staff	17	6.8
Middle staff	94	37.6
Senior staff	139	55.6
Total	250	100

Source: Field Survey 2009

Table 12: Cross tabulation showing the relationship between working experience and effect of monetization on financial position

Experience	Effect of monetization of fringe benefits on financial position of workers				Total	Percentage
	No noticeable effect	Negatively	Positively			
Working < 5 years	23 (9.5%)	4 (1.7%)	39 (16.1%)		66	27.3
5 – 10 years	24 (9.9%)	2 (0.8%)	67 (27.7%)		93	38.4
> 10 years	23 (9.5%)	1 (0.4%)	59 (24.4%)		83	34.3
Total	70 (28.9%)	7 (2.9%)	165 (68.2%)		242	100

$X^2 = 5.55$, $df = 4$, $p = 0.236$

Table 13: Logistic Regression Model for Commitment with respect to some Selected Demographic Characteristics of Workers

Variables/Categories	B	Sig.	Exp(B)
Sex		.026	
Male	RC		1.000
Female	-.679	.028	.507
Marital Status		.123	
Not married	RC		1.000
Married	-5.918	.685	.003
Divorced/ Separated	-6.597	.651	.001
Widower	-8.653	.554	.000
Educational Qualification		.023	
School certificate	RC		1.000
Dip./ A level certificate	.338	.689	1.402
NCE, HND or equiv.	1.246	.190	3.478
University	-.812	.339	.444
Postgraduate	.755	.157	2.129
Income		.072	
N 25,000	RC		1.000
N 25,100- ₦ 50,000	-1.164	.162	.312
N 50,100- ₦ 75,000	.589	.503	1.802
N 75,100- ₦ 100,000	-1.542	.006	.214
> N 100,100	-.582	.210	.559
Constant	7.554	.604	1908.210
- 2 Log likelihood		296.109	
Model Chi-Square		39.632 (12)	
% Correct Predictions		68.3	
Hosmer and Lemshow Goodness of Fit Test [df]		9.204[8]	
Number of Cases		246	

RC= Reference Category

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