

**Public Perception of Employees' Performance In Social Welfare
Agencies in Nigeria:
A Study of Enugu State**

BY

**Abonyi, Sunday Evaristus
PG/M.SC/02/33554**

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SUPERVISOR: DR. E.E ANUGWOM

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TITLE PAGE

**PUBLIC PERCEPTION OF EMPLOYEES' PERFORMANCE IN
SOCIAL WELFARE AGENCIES IN NIGERIA: A STUDY OF
ENUGU STATE**

CERTIFICATION PAGE

Abonyi, Sunday Evaristus, a postgraduate student in the Department of Social Work and with Registration number PG/M.Sc/02/33554, has satisfactorily completed the requirements for the course and research work for the Degree of Master of Science (M.Sc) in Social Work. The work embodied in this thesis is original and has not been submitted in part or full for any diploma or degree of this or other university.

By

Dr. E.E. Anugwom

Head of Department

External Examiner

DEDICATION

This work is dedicated to my wife; Chinenye, my little angel; Chisom and Chukwunalu (Jnr).

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The outcome of this study would not have been possible without the contributions of a great number of people. Prominent among them was my Supervisor, Dr. E.E. Anugwom who displayed his intellectual prowess to ensure that the work attained the desired standard irrespective of his incessant trips to overseas. His high level of objectivity also provided me with the necessary push and determination to cope with the challenges of the study even when I had attempted to relapse. My humble gratitude also goes to Dr (Mrs) Uzo Okoye who rescued me at the most turbulent period by assisting in re-addressing some crucial areas of the work especially the hypotheses so as to meet up with the time frame slated for the proposal. To Mr. B.N. Nwokoma who acted for my supervisor when he traveled abroad, his corrections and criticisms also added more colour to the work.

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Abonyi, S.E.
Department of Social Work
University of Nigeria, Nsukka

ABSTRACT

In recent times, the performance record of the employees of Nigerian public social welfare agencies has been a catalogue of disappointment and failure. This situation has, therefore, called for a drastic intervention through public perception to draw the attention of the employees to their responsibilities of providing services to the people in the most satisfactory manner and move the country forward in the attainment of the millennium development goals. This is the major premise of this study. In other words, the study sought to ascertain the dominant public perception or view of employees' performance in social welfare agencies in Enugu State; South Eastern Nigeria. Questionnaire and in-depth interview were used to collect information from respondents. The data so collected were analysed using percentages and chi-square (x^2) statistical analysis to explain variables and test the hypotheses raised in the study. The study findings showed that employees performance in public social welfare agencies in Enugu State is far from meeting their traditional roles and lofty expectations demanded by the general public. To this end, members of the public see the employees attached to our social agencies as epitome of corruption, laziness and inexperience. This situation they attribute to poor remuneration and other incentives of work, lack of proper education and training, improper or lack of adequate monitoring and supervision, amongst others. The cumulative effect resulted to some social upheavals such as poor quality counseling, lack of appropriate care for the aged and orphans, poor services for the handicapped and the sick, armed robbery, drug addiction, broken homes amongst others. However, considering the findings of the study and its implications to the Nigeria social policy, the search for a far reaching solutions should span the realm of giving attractive and competitive remunerations, introducing employees to development and training programme, adequate monitoring or supervision and strict adherence to merit during recruitment exercise. All these will enable the public social welfare agencies in the state to play their leading role in socio-economic transformation and human development.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

In every organization, the management of human resources is usually the most complex, challenging and sensitive aspect among other organizational functions. It is complex and sensitive in that, both in the short and long-run, the ease with which the objectives of any organization are achieved depends greatly upon the performance of its employees. As Ikeagwu (2002:9) points out, “the employee is the totality of knowledge, skills, creative activities, talents and aptitudes of an organization or nation”.

Social Welfare as an aspect of national development was designed to enhance the well-being of people by raising their level of living, ensuring social justice, and a more equitable distribution of national wealth and enhancing the opportunity of the people to develop their highest capacities as healthy, educated, participating and contributing citizens. According to Ekpe and Mama (1997), it also aims at improving the quality of life of those who cannot accomplish their life tasks, alleviate their distress and realize their aspirations and values unaided.

Throughout Nigeria, social welfare is organized under government and private auspices. Government Welfare services are set up at federal, state and local levels. According to Ekpe and Mamah (1997), it was realized after independence that the welfare model of remediation and individualized services slated for the urban few was not making appreciable impact on the social scene of Nigeria. However, the local and state welfare divisions function autonomously. In addition, there are other social welfare agencies operated under private auspices by local and international voluntary agencies in form of Non-Governmental Organizations (NGOs). These voluntary

organizations share with the state and local governments the burden of providing direct social welfare services.

However, right from the institutionalization of social welfare services in Nigeria and the establishment of Social Welfare Agencies at different local government councils and states, it may have been perceived by the general public that employees' performance in these agencies has not altered appreciably in keeping with the expectation of people and increasing level of privation and social problems generally.

Rosen and Jerdee (1974) are of the view that the way the employees are perceived has a tremendous influence on their performance. They state that gender differentiation and age play significant role in the way employees' performance are perceived which enables them to counterbalance attributional bias. Sometimes, such knowledge may not be based on direct sensory information alone but also on the subjective judgment of the observer and the environmental factors which surrounds the information obtained.

Jaja (2002) however, observes that the perception of employees' performance in our public Social Welfare agencies in Nigeria vary somewhat with the place of residence and Socio- economic status, educational qualification or attainment and the belief system of the individual concerned. In other words, people in many parts of Nigeria appear not to be absolutely certain as to what the social welfare agency employees do. They sometimes tend to associate social welfare employees with engaging in such petty activities as playing with children in swing or seesaw. It may not be unusual to find a situation where by people with high educational attainment, captain of industries and urban dwellers appear to display unhealthy perception on the activities of social welfare agency

employees. Hence, if one is to go by the increasing wave of social problems in Nigeria, many Nigerians may see the employees of our public social welfare agencies as indolent, corrupt and unqualified or inexperienced officials recruited as a result of nepotism or their relationship with members of the ruling government.

This in a nutshell is the main thrust of this study. In other words, it is an attempt to ascertain the public perception of employees' performance in social welfare agencies in Enugu State. It is believed that such knowledge through public opinion may reveal the weaknesses and strengths of our social welfare system. Moreover, it appears that the perception of the people, who are the target beneficiaries of social welfare services, may go along way in an attempt to continually improve social welfare intervention in Enugu State to keep pace with societal needs. Since employees of our social welfare agencies are seen as functioning in the public realm, the perception of employees' performance in social welfare agencies in Nigeria will provide the database for scoring their performance.

1.2 STATEMENT OF THE PROBLEM

The most potent vehicle for creating significant change in any sector of the society seems to be the perceived ideas or views of those who may be affected in one way or the other. This calls into question how different people in Nigeria especially in Enugu State perceive the performance or activities of employees in the public social welfare agencies. However, for an organization (private or public) to perform effectively, its employees must get things done in line with the objectives of the organization and the expectations of the general public who may be the stakeholders or beneficiaries of their services.

Presumably, in Enugu State there appears to be a lack of confidence in the operations or activities of social welfare agency employees by people of different gender, age, educational qualifications, residence or general socio-economic status. In other words, some of our rural or urban dwellers and even potential employees or people with high academic standards who may have had no contact with these employees may sometimes display their apparent ignorance of what the social welfare employees do. They may sometimes also have a sneaking suspicion on the activities of these employees. Apart from that, other members of the public who may have had a negative encounter with the agency employees may attribute the increasing interventions of the Non-Governmental Organisations (NGOs) to the increasing impotence of employees in our public social agencies while the elderly that lacks the needed institutional care may equally perceive the employees' performance to be abysmal. As Olisa (1985) observed, the employees of public social agencies and other public organizations in Nigeria when compared with their counterparts in the private sectors especially in foreign own enterprises may make poor grades especially on performance.

Jaja (2002) reports that since Nigerian Independence in 1960, the nation appears to contend with an avalanche of social problems such as child labour, drug trafficking, armed robbery, unemployment, abortion and child abandonment, prostitution and inequality in income distribution that tend to mar our social development goals. This according to the author may be as a result of the declining social welfare services. He notes that emphasis seems to have shifted from the developmental approach of social welfare programme which has a broad based perspective as a result of inexperienced employees. Many of these employees may not have had the formal training

in the area of social welfare or social work in the universities or other institutions, but must have moved up the organizational ladder through promotion or uploading. Since these employees appear to lack the necessary experience and skills, they may sometimes shout at the top of their voice when attending to their clients ignoring the principle of confidentiality. In addition, many of these employees appear to have been recruited on political grounds.

Besides the issues of inexperienced or unqualified staff, the members of the public may also see the employees of social welfare agencies in line with popular images of the civil service in Nigeria. Thus the greedy nature of socio-economic order which appears to be practised in Nigeria seems to compel many employees of our social welfare agencies to imbibe fraud and diversion of public funds as sources of their supplementary revenue.

There may also be the incidence of frequent transfer of employees of public social welfare agencies in Enugu State. Members of the public may at one time or the other observe changes in posting of employees of our social welfare agencies. This may be detrimental in achieving the agency objectives. As Imaga and Ewurum (2000) remarked, the transfer of employees constantly from one organization to another make some employees to find themselves in a schedule in which they have no competence.

One other area that may be perceived by the public with regard to the performance of employees of social welfare agencies in Enugu State seems to be related to the indolent attitudes of the employees. Since these employees are working in government agencies, they may continue to imbibe the culture of indiscipline which allows the activities in their private businesses to becloud them and as such neglect all that they are required to

do so as to attain the desired target in social welfare services. Olaoye (1998) notes that indiscipline gives rise to people consciously doing what is wrong or what is not allowed by law and this may manifest due to changes in societal value. In addition, the public may see the irregular payment system of public servants in Nigeria exacerbated by the “zero allocation” syndrome as a case in point for poor performance of employees of Social Welfare agencies. This is a method devised by institutional heads and chairmen of local government councils to embezzle the monthly financial allocation of their institutions with the claims that the federal government or appropriate authority did not release such money. In other words, there is zero allocation.

In view of all the above, the concern of the research is to discover the perception of the general public in Enugu State with regard to the performance of employees in our public social welfare agencies. It would be interesting to ascertain if the people in Enugu State see the social welfare employees as keeping abreast with the ever increasing social problems in contemporary Nigeria. But more fundamentally, the perception of the people may serve as useful indicators of the weaknesses and strengths of public social welfare agencies interventions in Enugu State and thus generate avenues for improvement.

1.3 RESEARCH QUESTIONS

In the light of the problems identified in the statement of the problem, the following research questions have been formulated to guide the study.

1. What is the dominant public perception of the performance of social welfare agency employees in Nigeria?

2. What are the problems identified by the public as militating against the performance of social welfare agency employees?
3. What is the public perception of the consequences of poor employees' performance?
4. What is the relationship between education and public perception of employees' performance in social welfare agencies?
5. What is the relationship between income and public perception of employees' performance?
6. To what extent is the perception of social welfare agency employees affected by experience of the employees?
7. What are the ways identified by the public to improve the performance of social welfare agency employees?

1.4 OBJECTIVES OF THE STUDY

The general objective of the study is to ascertain the dominant public perception of employees performance in social welfare agencies in Enugu State- South Eastern Nigeria.

From the above general objective, the following specific objective were derived

- 1) To find out the major problems identified by the public as militating against employees performance in social welfare agency.
- 2) To determine the public perception on the consequences of poor employees' performance.
- 3) To ascertain the extent to which the public perception of employees' performance is influenced by experience.
- 4) To find out the relationship between education and public perception of employees' performance in social welfare agencies.

- 5) To determine the relationship between income and public perception of employees' performance.
- 6) Finally, to make suggestions for the identification of ways to improve employees' performance in social welfare agencies.

1.5 SIGNIFICANCE OF THE STUDY

Practically, the government might find the study useful in the formulation and implementation of appropriate policies for effective employees' performance in public social agencies and other public organizations in Nigeria. In other words, it will help them to develop appropriate intervention strategies. The study may also help to increase the awareness on the part of the government, general public and private organizations on the sensitive nature of social welfare services with a view to providing a congenial environment necessary for high performance. It will also help the employees of our public organizations to improve on their working culture. In other words, the study is expected to expose the consequences of unethical orientation and negligence of official duties by the Nigerian workers.

Theoretically, it is hoped that the study will add to the body of knowledge already existing on the subject of employees' performance in public social welfare agencies. It will also serve as a reference material for research students and other scholars who may wish to dwell on a related issue. Finally, the result of the study may be significant in theory validation and construction.

1.6 DEFINITION OF CONCEPTS

- a) **Administration:** Administration refers to the day to day running and setting of targets in social welfare agencies in Enugu State.

- b) **Agency:** Agency is the organizational setting where employees work.
- c) **Client:** A client is the beneficiary of services offered by the Social Welfare agency or the social worker.
- d) **Employee:** An employee is any person who renders his/her services in the agency for remuneration.
- e) **High Performance:** The ability to operate at an appreciable level, so that the desired result / standard is realized.
- f) **Low Performance:** Inability to operate at an appreciable level so as to attain a desired standard.
- g) **Management:** The term management means the process of dealing with employees and activities of social welfare agencies.
- h) **Motivation:** It is the driving force that induces or compels an employee of social agency for high performance such as money, increase in income, promotion and fringe benefits.
- i) **Organization:** Organization means a deliberately structured social setting or welfare agencies directed by people with network of administrative and operational processes meant to achieve some goals.
- j) **Perception:** This means the way, the individuals or groups view or define the activities of social welfare agency employees.
- k) **Performance:** This refers to ones tendency to operate on agency activities.
- l) **Private Social Welfare Agency:** They are the social welfare agencies privately owned and run by people not employed by government.

- m) **Public perception:** It is a domain of evaluative judgment or the way people living in Enugu State view or define the activities of social welfare agency employees.
- n) **Public Social Welfare Agency:** It is a type of social welfare agency run by a designated unit of government and regulated by laws and policies of the government.
- o) **Public:** This refers to the people living in Enugu State or Nigeria as a whole.
- p) **Skill:** This represents those physical and intellectual characteristics that help to determine an employees capability to respond to situations.
- q) **Social Welfare:** Social Welfare means an organized system of Social Services and institutions designed to aid individuals and communities or groups attain a satisfying standard of life.
- r) **Social Work:** Social work is the professional activities of helping individuals, groups or communities enhance or restore their capacity for social functioning.
- s) **Social Worker:** A social worker is an individual who has undergone training and acquired the skills in the rendering of Social Welfare services to his/her client (s).
- t) **Training:** It implies giving the needed teaching and practice to employees of social welfare agencies so as to attain a desired standard of a particular sphere of life.

CHAPTER TWO

LITERATURE REVIEW

2.1 THE CONCEPT OF SOCIAL WELFARE

Social welfare has been defined in different ways using various approaches with its meaning discernible from context. In other words, there is the lack of a universally acceptable definition of the concept. In a very brief and simple explanation, Friedlander (1967) sees social welfare as the organized system of social services designed to aid individuals and groups to attain satisfying standards of life and health, and personal/social relationship which permit them to develop their full capacities and to promote their well being in harmony with the needs of their families and communities. According to him, social welfare should not be conceptualized as an institution attending primarily to emergency functions and expected to withdraw when the regular social structure is again working.

In a broad sense, social welfare according to Farley, Smith and Boyle (2003) encompasses the well-being and interest of large numbers of people, including their physical, educational, mental, emotional, spiritual and economic needs. In this view, social welfare is seen as the basic processes related to facing and solving the problems that affect a large number of people and that requires some kind of concerted group effort to resolve.

In a related view, Compton and Keiser (1970) see social welfare as a system that embodies a multifaceted approach to social and economic problems reflecting social values and using the expertise of interrelated disciplines for the collective good. According to them, such interrelated disciplines encompass social work, public welfare and social security programme. This means that social welfare activities in any country should only be carried out by qualified social workers employed in public and

private welfare agencies. Farley, Smith and Boyle (2003) disagrees with this assertion and opines that social welfare services are carried out not only by qualified social workers, but also untrained personnel employed in public welfare, probation and other areas where social problems are being faced and resolved.

Siporin (1975:28) also defines social welfare as, “all forms of social interventions that have a primary and direct concern with the individual and the society at large”. He agrees with Compton and Keiser (1970) that social welfare involves a variety of helping occupation, including social work that offer services to meet the social needs beyond the resources naturally provided by the family and community group.

Frederico (1976) in another perspective defines social welfare as an institution of society which has as its purpose improving social functioning and minimizing suffering through a system of socially approved financial and social services at all levels in the structure. Its focus, according to the author, may be on solving existing problems (curative) and preventing the future occurrence of problems. Ekpe and Mama (1997) seem to uphold some aspects of the above explanation. According to them, social welfare is the pattern and programmes that see to the general good of the whole society without any reference to a particular evil or evils and without any distinction between high and low or rich and poor. They observe that in most countries, the government has been engaged in formulating and implementing some varieties of social welfare programmes to banish unemployment, destitution, starvation, squalor, ignorance and to create a social order that guarantees abundant life to citizens.

Wormer (1997) also sees social welfare as a nation’s system of programmes, benefits and services that help people meet those social,

economic, educational and health needs that are fundamental to the maintenance of society. This definition is not far from that of Livingstone (1969) which describes social welfare as a wide range of socially sponsored activities and programmes directed toward community and individual well-being. Turner (1977) further interpretes social welfare as a wide range of services designed to attain ways of life acceptable to individuals and community including members confronted with physical, mental or social disabilities. In fact, it is an organized effort to ensure a basic standard of decency in relation to the physical and mental wellbeing of the citizenry.

It can be inferred from the above definitions that social welfare is not a static concept. According to Compton (1980) social welfare is defined according to the social, economic and political situations of a country at any point in time, although with some common terms. First, social welfare is said to be composed of laws, programmes, benefits and/or services which would indicate some formal organization and a social sponsorship. Secondly, its purpose centers on the well-being of the population as well as the better functioning of the social order. Hence an individual or group cannot flourish well in a society that lacks stability and social order. From the above perspective, social welfare is designed for the healthy growth and development of the individuals, groups or the society at large. In other words, its focus is to strengthen human potentials and promote social harmony which serves as the bedrock for economic and technological development.

2.2 DEVELOPMENT OF MODERN SOCIAL WELFARE IN NIGERIA

Marx and Engel (1948) posit that in order to understand the present, the history of the past must first of all be critically understood from which

the present becomes clear and from then we can correctly predict the future. This means that the historical understanding of the development of modern social welfare programmes in Nigeria may be a good indicator of our socio-economic development.

Hence, tracing from history, Anyaogu (1990) notes that social welfare programmes in Nigeria were not introduced as a composite whole. This might be because of the cost and values held by the colonizers toward their colonies. Segal and Brzuzy (1998) report that the Europeans who first landed on the continent of Africa and Nigeria seemed to possess no established social, political or economic system. In fact, the settlers lacked awareness of the native culture that had inhabited the land centuries before. As a result of this, Okafor (2004:55) observes that, “when the British wanted to implement social welfare programmes, it introduced those services already existing in Britain”. There was no consultation with the natives about the suitability of the programme. Segal and Brzuzy (1998) emphasize that the colonial government was more interested in achieving her own ends which were antithetical to the welfare needs of Nigerians. This means that the social welfare plan at that time only expressed adjustment rather than changes of the existing social order.

Hill (1962) points out that the British tendency for pragmatism in social welfare services resulted in piecemeal legislation as a function of local needs and excluded the general principles embodied in British overseas labour code. It will be recalled that before the colonial intrusion in Nigeria, the extended families, age groups or age grades, communities and other philanthropists provided some social welfare services for the needy members of the society (Anyaogu, 1990). In fact, people enjoyed community life because they were assured of their social security in the community.

However, with the introduction of money economy and the failure of these traditional welfare agencies to cater for the welfare of people in the city, the need for formal social welfare became highly imperative. This shift started with the first colonial development act which was enacted in 1929 with the sum of one million pounds approved for use in the colonies per annum (Ezera, 1964). Okafor (2004) on the other hand, reports that among other factors that contributed to the emergence of formal social welfare in Nigeria was the riot and disorder in the West Indies in 1938 which further forced the British government to pay more attention to the welfare of the colonies. As a result of the revolt, a royal commission was appointed to investigate the causes of the riot and the commission revealed the appalling social conditions in the colonies especially Nigeria.

In 1940, a new colonial Development and Welfare Act was passed which empowered the secretary of the state for the colonies to make schemes for any purpose likely to promote development of the resources of any colony or welfare of the people (Ezera, 1964). Railways were established, for the evacuation of raw materials from the colonies and cash crop production was encouraged. Again, in 1945; a ten year plan for development and welfare in Nigeria was enacted. This development plan specifically covered such areas as road development, rural and urban water supply, electricity and telecommunication, educational, medical and health development with the overall aims of alleviating poverty and other socio-economic crisis. It was at that time that the Nigeria leprosy services came into existence with the government taking over from missionaries.

Anyaogu (1990) reports that before independence organized welfare services was confined to Lagos and Calabar where there was a concentration of unattached juveniles in search of non-existing unskilled jobs and young

girls who took to prostitution after the World War II. Consequently, Juvenile courts, remand homes, youth clubs and approved schools were established throughout the then federal territory. Between 1948 and 1960 social welfare programme assumed a bureaucratic framework and the ten years development plan was revised or expanded to include marriage counseling, foster-care and adoption, community centre activities, family life education centres for women, and services for the physically and mentally handicapped children. Mere (1985) states that this shift in emphasis was influenced to a large extent by the emerging experience of developing countries whose chief concern was less to rehabilitate individuals than to improve the living conditions of the masses and to enlist their active participation in development programmes. However, the programme was placed under the over all supervision of each regional government with 100% funding by the federal government. There was a lack of uniformity in the operations of the programme resulting to a kind of impasse in 1968. In an attempt to address this situation, the Federal Government of Nigeria appealed to the United Nations for an expert to advise her on how to fashion out and implement a new social development policy or guideline.

In 1970 according to Okafor {2004}, Dr. A. A. Shawky, the African regional adviser on Social Welfare policy and training at the United Nations Economic Commission for Africa was sent to Nigeria. The commission's report gave birth to the social development Decree 12, of 1974 which provided for the formation of a National Advisory Committee for social development and the establishment of the social development division in the Federal Ministry of Labour which later became the Ministry of Social Development, Youth and Sports in 1975 and now (2006) the Ministry of Women Affairs and Social Development. It can therefore, be inferred from

the above views that at present in Nigeria, welfare programmes have not altered significantly from the 1968 recommendations.

2.3 PERCEPTION AND THE REALITY OF EMPLOYEES' PERFORMANCE.

Ezuma (2003) defines perception as the way people view things, events and situations around them. In other words, they may serve as a mirror that provides a reflection of people's norms, beliefs, values and attitudes. To Okpara (2001), perception refers to what people see as a result of complex patterns of stimulation. According to him, what we perceive today may be as a result of product of a person's past experience, present attitude and inclination. Since people have different view of the world they live in, each person's view or total belief system is formed overtime as a result of physiological abilities, psychological characteristics and nature of past experience.

Nweke (1996) also sees perception as the process which focuses on the individual definition and interpretation of situations as they influence behaviour. The author remarks that since the causes of human behaviour do not lie only on the individuals personality alone, the knowledge of perception is necessary to detect some social situations that are subjective to employees performance. Furthermore, Furgus and Melamed (1976) hold that perception refers to the process that determines how human being interpret their surroundings by the use of cognitive structures. They observe that this process could be influenced by such factors as motivation, interest, needs and assumption.

Therefore, an examination of the public perception of the performance of social welfare agency employees may be critical in ascertaining the true

position. According to Eyo (1995), such knowledge is not based on direct sensory information alone, but also on what we hear from others about the employees concerned, our subjective judgment and opinion and the environmental factors which surrounds such information obtained. Tagiuri (1986) also stresses that through perception, one can observe the intentions, attitudes, emotions, abilities, purposes and events in a person's life trait. In other words, through the public perception of employees' performance, one may arrive at a decision that may enhance the realization of the social development goals of the nation by possible elimination of obstacles or problems at stake.

Public perception appears to be the bench mark for scoring the performance of employees in our social agencies.

2.4 DOMINANT PUBLIC PERCEPTION OF EMPLOYEES' PERFORMANCE IN SOCIAL WELFARE AGENCIES

Nigeria appears to be groaning under the yoke of socio-economic under development as a result of the performance of employees of our Social Welfare agencies which seem to be poor. Be that as it may, the dominant public perception of employees of social welfare agencies in Nigeria tend to examine the public views and reactions on the affairs of employees of our social welfare agencies. However, such perception which seems to be basically negative include:

Corruption as Characteristic of the Public Service:

For sometimes now, the perception of the public in Nigeria especially in Enugu State concerning the employees performance in our public Social Welfare agencies seem to have been linked to corruption. According to Olisa (1985), since the public social welfare agencies are an integral part of the

public service, its employees cannot be dissociated from the social forces destructive of national development in general and effectiveness of social welfare programmes in particular.

Corruption according to Nye (1967) is the behavior, which deviates from the formal duties of a public role (elective or appointive) in order to satisfy private or selfish ends. In other words, this includes such behaviors as bribery (use of reward to pervert judgment of a person in a position of trust), nepotism (bestowal of patronage by reason of ascriptive relationship rather than merit), and misappropriation (illegal appropriation of public resources for private uses). It is a departure from the accepted public roles and standards. As Anugwom (2002) equally observes, any serious service can only be rendered in the context of some perceived personal gain (even if such gain is only anticipated at the end of the deal) to the officer concerned.

This attitude appears to be the characteristic of public social welfare agency employees in Nigeria where the work ethics and philosophy of social welfare seem to have been abandoned. For example, the adoption and foster care services appears to have been granted only to the people who can afford the necessary “kick back” to the officers in-charge. Apart from that, clients may have been given unfair charges in a bid to record and process their cases.

Unqualified and Inexperienced Employees:

The employees of the public social welfare agencies in Nigeria tend to be perceived by the general public as composed of unqualified and inexperienced officers who lack the professional skills and training in the area of social welfare. This situation seems to be glaring when one observes the use of police and lawyers by the agency Heads at the initial stage to handle their clients case at the neglect of appropriate social intervention.

Eze (2004) observes that in most social welfare departments in Nigeria, non professionals and even people with only secondary school education are recruited to take charge of social welfare matters. This implies that some times, the chief Social Welfare officer or the chief executive in the Social Welfare department may be someone who must have climbed through the organizational ladder and not on professional basis.

Mupedziswa (2005) also notes that in most African Countries including Nigeria, it is not unusual to find people without social work qualifications being ‘masqueraded’ as professional social workers and getting away with ‘Murder’ in the process. In other words, members of the public may observe that some agency employees attending to their clients with health problem may only end up taking their clients to the hospitals to be treated on the basis of reported symptoms or physiological reports thereby ignoring the psychotherapeutic approach or the relationship of the reported illness to personality and environmental factors. This may be the basis for chronic illness among patients.

Developmental social welfare programme requires social workers who are professionally trained and experienced, workers who are adequately equipped to handle developmental functions. As Morales and Sheafor (1980:137) rightly point out, “there are four basic skills required of every social worker – basic helping skills, observation skills, engagement skills and communication skills”. According to them, these skills must require the effective selection of techniques based on the conscious effort to use the best available knowledge and to screen the knowledge carefully to be sure that it is compatible with social work values. This means that a professional social worker cannot treat any case in social work practice without adequate involvement of social work skills. In other words, adequate skills on the part

of the agency employees will help them to function effectively in any area of social work practice. Social welfare or social work is a field that has developed to meet the problems created by social and technological changes in the present day life.

Agency Employees are Lazy and Indolent:

The public perception of employees in our public social welfare agencies in Nigeria may also connote lazy and indolent category of workers in Nigeria's public service whose performances are nothing to reckon with. According to Imaga and Ewurum (2000), these lazy employees, even where much is done for them by the government, could barely increase in their level of performance, just to retain their employment. As Eze (1981) succinctly remarks, many achievement-oriented, shrewd observers of Nigerian people at work have always come out with a common impression that generally, Nigerian workers are lazy, slow, reluctant to act, unconcerned and deceitful in their approach. According to him, these workers are said to lack the zeal, the briskness and the momentum of hardworking people and equally, they dislike to hear anybody talk about dedication, determination and high performance. Often, this is accentuated by political patronage and nepotism in recruitment system.

As Olisa (1985) notes, employees' recruitment system in Nigeria public organizations including our social welfare agencies tend to have been influenced by party politics. According to him, in most cases, candidates appointed into certain positions in these organizations may be the blood relations of the superior officers, relations of family friends, or persons from the same town or clan of a party stalwart. Some times, the candidate may not be required to write an application for employment or attend the formal

screening test/interview because of the mutual interest and relationship with the ruling party. Hence, the employees performance tend to be uncertain.

2.5. THE PERCEIVED PROBLEMS OF EMPLOYEES OF PUBLIC SOCIAL WELFARE AGENCIES.

The perceived problems of the employees of public Social Welfare agencies in Nigeria appear to be too numerous. These problems as perceived by scholars, public commentators and the general public include:

- Poor salaries and other incentives of work.
- Frequent transfer
- Inadequate supervision.
- Alienation
- Inability of the system to meet the training and development needs.

Poor Salaries and other Incentives of Work:

The term incentive according to French (1974:52), is generally used to describe “wage payment which is tied directly or indirectly to the standard of performance”. To Ubeku (1975), incentive refers to any supplementary compensation expressed in monetary and non-monetary terms granted by an employer to his employee at a cost to the employer but also at some benefits to him. On the other hand, salaries imply the weekly or monthly rates paid to employees. However, there seems to be some element of doubts that social welfare officers or employees in many African countries including Nigeria are underpaid. According to Mupedziswa (2005), social workers in the continent have often operated on a shoe-string or deficit budget which makes such workers to live on poor salaries. This may have resulted to the acute brain drain being experienced in many African countries. The author remarks that most professionals in the field of social welfare in some parts of

Africa including Nigeria had left their jobs and made their way to greener pastures not only in the private sectors locally, but sometimes even abroad, particularly to Britain, Western Europe and North America where conditions of service are favourable. These unfortunate developments have rendered the social welfare services delivery in Nigeria and many African countries vulnerable and hence making the programme completely dysfunctional or even leaving them in a state of total collapse. This means that one of the major reason why employees seek for employment is the anticipation that the proceeds from their efforts will help satisfy their needs.

Essien (1996) stresses further that Nigeria in 1980s witnessed massive outflow of trained manpower in various disciplines in search of greener pasture in foreign countries. He regrets that poor salaries and other incentive packages have impregnated the Nigerian workers including those serving with our social welfare agencies with such problems like malnutrition, hunger, and disease. Thus, some of them have manipulated figures and data to effect fraud and embezzlement of funds allocated to their agencies or organizations, thereby thwarting the social development goals of the nation.

Flippo (1978) is of the view that adequate incentive package and salaries will help to reduce labour or employees turnover. In other words, it retains the employee in the organization on a longer term basis. Ejiofor (1988) also notes that an increase in the pay structure of the employees will boost their morale towards increased performance. He is of the view that a high level of performance will occur if the employees see it as a path to the achievement or satisfaction of their needs. An employee who finds his needs being fulfilled with adequate incentive system or salaries will no doubt put in more efforts to take more initiatives and responsibilities and be more creative in his/her approach to the job.

Ihundu (2004) is of the opinion that incentive package and salaries are necessary to encourage the behaviours which the management of organizations or agencies desires. He however warns that incentive programme and salaries should be carefully monitored overtime to ensure that they are being fairly administered so as to reflect the current economic and organizational conditions. Decision could also be made on whether the agency wishes, or is able to pay amounts above, below or equal to the national minimum wage. The minimum wage legislation in Nigeria provided for a disparity between federal and state employees with the federal workers receiving higher. This may have accounted for poor performance of employees attached to the states social welfare agencies. In other words, social welfare employees in Enugu State may have as a result, failed to cope with the demands associated with intervention ranging from individual pathologies to other more complex challenges necessary to build a stable society.

Frequent Transfer:

Employees of our public social welfare agencies in Enugu State appears to be on incessant transfer from one local government council to another or from one department to the other. This is particularly so when the transfer is aimed at dumping the employee who must have been termed 'Uncooperative' with the superior. According to Imaga and Ewurum (2000), such employees may be reluctant to perform appreciably. Some times, some are bound to find themselves in a schedule for which they have no competence.

Inadequate Supervision:

Employees performance in Social Welfare agencies need to be supervised closely so as to encourage or discourage certain behavior patterns.

According to Nwachukwu (1992), the supervisors ability or lack of it, is decisive in the attainment of the primary goal of the organization. In other words, he is responsible for the implementation of policies, programmes and work rules.

However, in Nigeria, it appears that no single body exists for the coordination of social Welfare policies and programmes (Mere, 1985). The result is that it may be difficult if not impossible to ensure adequate supervision on the activities of agency employees. In most cases, the chairman of the local government council or the Head of personnel Management may embark on occasional supervision purposely to discover the current staff strength or the number of ghost workers and not on employees' performance.

Alienation:

Alienation means the lack of any meaningful or significant control by the workers over the work they do and often over the conditions in/with which they do the work (Anugwom, 2002). According to Nwachukwu (1992), employees treasure a sense of belonging in an organization and resent any effort on the part of the government to perceive and treat them negatively. However, it appears that many Nigerian employees in the public service including our public social agencies lack a sense of belonging in the organization and act as strangers. They do the least possible to avoid losing their employment. In other words, as long as the employees feel that they do not belong, there is a tendency for them not to exert themselves or have a full sense of commitment and dedication.

Inability of the system to meet the Training and Development Needs of Employees:

According to Onah (2003), training and development are dynamic activities designed to equip employees with the necessary knowledge and skills required to enable them adapt to the ever changing environment and achieve the goals of the organization. In other words, it is a process that improves the skills related to performance.

Mutahaba (1986), notes that there is recognition that training and development in developed countries should include all categories of public service personnel from the most senior to the most junior, but in developing countries, training and development has tended to be an exclusive concern of junior and middle level public service personnel; senior and top executives have generally been left out. Schaffer (1978) also observes that top executives in African public services rarely attend executive development courses.

This may be related to the cost of under taking such training and development programmes by the government. However, Ubeku (1975) has a different view. According to him, the training and development of staff in the public sector in Nigeria is mostly focused on the officer cadre to the neglect of any discernible systematic development and training programmes for the middle and junior employees. However, inspite of the above different view points, the fact remains that the training and development needs of employees in our social welfare agencies are not adequately or comprehensively covered.

2.6 REVIEW OF OTHER LITERATURE

For many years now, it seems that the public perception of employees performance in Nigeria public organizations (including our social welfare

agencies) have been a catalogue of negative impression and failed development. A number of studies and empirical research conducted in Nigeria and other parts of the world appear to acknowledge this assertion.

Obi-Keguna (1981) conducted a survey aimed at finding out reasons for the reportedly poor performance among Nigerian public employees. From the responses received, he identified twelve most frequently occurring factors responsible for this socio-economic malady. Some of these factors include lack of good selection and placement procedure, corruption or the tendency to get rich quick by any means, inadequate organizational and physical infrastructures, poor pay and delays in salary payment, over-emphasis on certificate and widespread indiscipline among the Nigerian society.

Etuk (1981) in a related study of job performance and motivation with Executive officers in government ministries in Cross-River State shows that these officers attach great importance to the following facets of their jobs; opportunity to grow, responsibility, opportunity to participate in making decisions and opportunity for promotion. This by implications means that the performance of social welfare agency employees in Enugu State are capable of being influenced by these factors.

Nwachukwu (1978) also carried out a research on ways to increase the performance of the Nigerian civil service employees. He identified the followings as contributing to poor performance of Nigerian public service employees; poor reward system, pattern of recruitment characterized by partisan interest and nepotism, alienation or lack of participative management. The result of the research shows that over 85.2% of the respondents complained that most decisions in their organizations are made by inexperienced officers who have no intimate knowledge of the problems

at hand resulting to failure in goal attainment. Also, 38% of the respondents especially on senior management position confirmed that when they were recruited, they were not placed on the job positions where they were most proficient or qualified.

Mupedziswa (2005) conducted a study on the sources of problems faced in social welfare services in Africa and discovered that lack of financial and other resources have been the perennial problem faced by employees of most social welfare organizations. He confirms that in Zimbabwe and South Africa, many employees of social welfare organizations have quit their jobs and made their way not only in the private sectors but to foreign countries particularly to Britain, Western Europe and North America where the working conditions are favourable.

According to the reports of this study also, a district social service office in Bulawayo, Zimbabwe lost thirteen officers within a space of three months as a result of poor working conditions. In addition, over thirty Zimbabwe trained social welfare officers were reportedly left their jobs and employed in Birmingham city alone and another six in the city of Leeds between 2001-2005. It was also reported from this study that in South Africa in spite of her robust economy, many social welfare officers have left their jobs to destinations abroad. The study remarks that these unfortunate developments seem to have rendered the social welfare service delivery system and performance in many African countries vulnerable in some cases rendering the programmes completely dysfunctional or even leaving them in a state of total collapse.

Ejiofor (1978) also carried out an extensive research on work motivation and performance among the Nigerian workers. He identified instrumentality as one of the four major factors determining worker's

motivation and performance in Nigeria. The other factors he identified include, workers ability, attractiveness of organization's reward system and adequate infrastructural support. The study also notes that instrumentality may be positive or negative, perfect or imperfect. In other words, it is said to be positive when an increase in the workers performance result in a consequence increase in organization's rewards or vice versa while it becomes negative if an increase in the organization's reward lead to a decrease in performance. The study however concludes that workers' performance will not be high if an employee believes that he can achieve high reward without a commensurate effort on his part, or that negative action of the employee will attract no commensurate punishments from the organization. This implies that the general public in Enugu State seem to attribute the poor performance of social welfare agency employees to the insensitivity on the part of the government to enforce disciplinary actions against the workers involved in this negative attitudes.

Abdulsalami (2007) while investigating the roles and challenges facing the public service in Nigeria discovered that the inability of our public organizations to carry out its traditional functions with higher degree of effectiveness could be attributed to such factors as shortage of skilled or experienced personnel, emphasis on self interest rather than organizational goal, poor conditions of service, laziness, idleness, lack of some basic facilities and undue political interference in administrative process.

The Udoji public service Review Commission (1974) also identified among other things that poor social amenities and infrastructural facilities contribute to low standard of discipline and performance among the Nigerian workers.

Ahmed (2004), following the call of the former president of Nigeria, Olusegun Obasanjo carried out a diagnostic survey of the Nigerian public institutions in 2002, using seven public institutions as pilots. The survey's findings revealed fundamental structural and behavioural problems which called for a drastic intervention. In other words, it was discovered from the study that most of the government institutions and agencies are characterized by irregular attendance at work by the employees, nepotism, corruption, insensitive to the value of time and unresponsive or discourteous to the members of the public by the employees. The study however concludes that since the Nigerian society appears to be becoming more enlightened and vocal about their rights and the differentiated responsibilities of government and its agencies on one hand, and those of the private organizations, the public opinion would help those agencies and its employees to brace up for this challenge less it becomes further maligned and relegated to irrelevance.

2.7 REVIEW OF RELEVANT THEORIES

The Scientific Management Theory

According to Gray and Starke (1988:8), the scientific management theory was popularized in the work of Fredrick W. Taylor especially in his "time and motion studies" at the Midvale Steel Company in 1885. Other contributors to this theory include Henry Gantt, Frank Gilbreth and Lillian Gilbreth. This theory was formulated to determine scientifically the best method for performing any task and for selecting training techniques and motivating workers. The major pre-occupation of the pioneers of this theory was what to do in order to increase employees performance or productivity. According to Nwachukwu (1992), the essence of scientific management was

to increase the output of the average employee and to improve the efficiency of the organization. The theory attempts to derive precise laws and principles to govern each workers job based on scientific analysis of activities in the organization. The major weakness of this theory is that it is narrow and dehumanizing. In fact, it concentrated more on industrial production. According to Nwachukwu (1992) the theory lacks humanitarian concept.

The Human Relations Theory

The human relation theory evolved out of Elton Mayo's famous Hawthorne studies conducted at the Hawthorne Plant of the Western Electric Company in Chicago, U.S.A. This study was conducted over several years and the physical variables studied included such things as illumination, rest periods, length of work period – all in attempt to find the optimal level of each (Gray and Starke, 1988). But as the experiment continued, non physical variables were also studied such as improved human relations, supervisory methods, social interactions, incentive system and work autonomy.

In conclusion, it was observed that social factors were more important determinant of employees' behaviour and performance than were physical and economic factors. According to Mayo, man is a social being whose interaction with other human beings in the work place affect his performance or productivity.

However, this theory was criticized for concentrating more on the psychological make-up of the employees without considering the incentive system. In other words, the theory was accused of equating high morale with high productivity

Maslow's Theory of Need

According to Abraham Maslow, who was one of the principal researchers into motivation at work, an individual will be motivated to improve his or her performance only if his/her work leads to the satisfaction of five categories of need. These needs according to Maslow (1954) form a hierarchy. The hierarchy is in the following order:-

- (i) Physiological needs which include the basic need of food, shelter, sex, clothing, water etc.
- (ii) Safety needs which include security and protection of life and property/job security.
- (iii) Belongingness/love needs relate to ones desire to be accepted by ones peers and to develop friendship.
- (iv) Esteem needs emphasize one's desire to have positive self image and to receive recognition, attention and appreciation by others for ones contributions.
- (v) Self actualization is the ultimate need concerned with the development of the individuals full potentials and self fulfillment.

According to Maslow (1943), the first three sets of need in the above hierarchy must be satisfied if the individual is to be fundamentally comfortable before proceeding to the other two sets of needs that are focused only on personal growth and development.

This theory was however criticized by other researchers. According to Wahba and Bridwell (1976), need structures are more dynamic, unstable and variable than Maslows theory would lead us to believe.

Herzberg's Two Factor Theory

In the late 1960, Fredirck Herzberg a distinguished professor of management at the university of Utah, U. S. A. and his associates proposed

the motivation – hygiene theory otherwise called the two factor approach to motivation (Flippo, 1980). Paramount to this theory according to the Author is the idea that two sets of factors are operative in any job situation – satisfiers and dissatisfiers. The factors that result to job satisfaction that Herzberg called motivators involve the contents of the job, achievement recognition, professional expertise and growth in task capability.

This may be related to Maslow's high level needs of esteem and self actualization. Herzberg (1968) argues that people who do not feel challenged or stimulated by their work are only not satisfied. In other words, what he called the hygiene factors are those whose presence avoid dissatisfaction; these are external to the job itself and include good pay and working conditions, satisfactory organizational policy, security, good supervision and interpersonal relations all reflecting on Maslows lower level needs.

However, this theory has been criticized for producing contradictory results (Dunnette, 1967). According to him, studies that used other methods for measuring satisfaction and dissatisfaction found their results quite different from Herzberg.

Path-Goal Theory

According to Koontz and O'Donnel (1972), this theory was developed in 1970s by Martin Evans and Robert House. The Authors state that the major provisions of the theory are concerned with the ways in which a manager or organizational head can influence the employees' performance, goals and attempts at achievement. It therefore suggests that a manager's style is effective or ineffective depending on how the manager/head influences the work goals or rewards of subordinates or the general

behaviors (paths) that lead to successful goal accomplishment. As House (1971) equally observes, effective job performance results if the manager clearly defines the job, provide training for the employees, assist the employees in performing the job effectively and reward the employees for effective performance. The theory was however accused of failing to stimulate research on its major propositions.

Gibsons Direct Perception Theory

According to Gray (1999), this theory was developed by James Gibson in a work that began in 1940. Gibson was influenced in his thinking by a modern understanding of biological evolution. As he states in Gray (1999:299), “Man evolved through natural selection in the real dimensional world and that all processes involved in providing efficient perceptual system is necessary in capturing prey, avoiding predators and engaging in other survival promoting actions”. He emphasizes the intrinsic inseparable relationship between the perceptual system and the physical/biological environments. This means that public perception of employees performance in social welfare agencies may not require mental calculation only rather the visual system is attuned to all aspects of the variables that are responsible for poor performance of employees with a view to finding solutions. In other words, information about the situation is integrated and compared for easy identification of the problems and interventive strategies.

This theory however seems to lack clarification. In other words, it tend to emphasize much on sensory stimuli and could not make the difference between sensation and perception.

Gestalt Theory of Perception

According to Davidoff (1987), Gestalt perception theory was first made known in Germany towards the end of nineteenth century with Max Wertheimer, Kohler, Wolfgang and Kurt Koffka as its key proponents.

The theory rests on the extent to which configurational aspects are representative of the total phenomenon of behaviour. In other words, the theory states that in perception, the primary target is selected against a background which represents that issue as a whole. The information is organized or articulated in the order of symmetry or similarity. The tendency is toward a good form. This implies that the public perception of the employees work attitude in social welfare agencies in Enugu State derived from past experience and image from the sensory system will provide a background for assessing their performance in Nigeria as a whole. It will also help in identifying the possible stimuli that tend to generate poor performance.

However, this theory seems to have been criticized. According to Allport (1955) the theory is a systematic orientation to perception having a strong philosophical note rather than a basic explanation established by references to rigorously tested and proven model.

Topological Field Theory

Field theory as this system is simply called according to Allport (1955) owes its origin and most of its development to the genius of Kurt Lewin. By Lewin and his followers, this theory has been expanded to cover not only perception but behaviour in general especially goal-directed action.

The basic assumption of this theory is that the individual's perception is carried out in a phenomenological field. This phenomenological field may

represent our social environment where we gather practically the experience of what happens around us. In other words, the field can be described only in subjective terms. As a result, employees' performance in social welfare agencies in Nigeria can only be interpreted by the public view of what happens in these agencies.

This theory however seems to have some drawbacks. According to Allport (1955) the theory ignores the physiological basis of perception and puts emphasis on field phenomenon in which case, it may be impossible to explain how meaningful perception are built up considering the uniqueness of each field.

Symbolic Interactionism

According to Haralambos and Heald (2001), the symbolic interactionism was developed from the work of a group of American philosophers amongst them are John Dewey, William I. Thomas and George Herbert Mead. However, Mead has been acknowledged as the main founding father of that intellectual orientation. This theory is sometimes described as a phenomenological perspective because of its emphasis on the actor's view and interpretation of social reality. In other words, the theory is built on the assumption that human beings act toward things on the basis of the meaning that things have for them and the meaning of such things is derived out of the social interaction of the individual which are then modified through an interpretative process.

It therefore follows that the activities or performance of employees of social welfare agencies in Nigeria should be scored on the basis of the interpretation or perception of the general public which depends on the context of interaction between the employees and the members of the public.

In fact, the activities of these employees will depend on the interpretation of the way others see them.

However, the major criticism leveled against this theory according to Okeibunor and Anugwom (2002) lies on its micro-idea of society and its undue emphasis on the degree of conscious monitoring of action and manipulation of situations. The theory is also said to be anti-holistic which makes it difficult for one to get a proper grasp of societal problems.

The Marxist perspectives

As Haralambos and Heald (2001) states, the Marxist perceptive or Marxism takes its name from its founder, the German-born philosopher, economist and sociologist, Karl Marx (1818-83). This theory begins with the simple observation that in order to survive, man must produce food and material objects and in doing so, he enters into social relationship with other men. However, with the growth of technology, raw materials and scientific knowledge employed in the process of production, the entire system becomes a complex industrial state that result to contradiction and exploitation of one social group by another. This creates a fundamental conflict of interest between social groups since one gain at the expense of another.

It therefore follows that an overview or perception of employees' performance in social welfare agencies in Nigeria may show that these employees who sell their labour services to the government or their employers tend to be exploited with poor remunerations and lack of other incentives of work. The cumulative effect of this situation results to poor performance of employees in these agencies. According to Okeibunor and Anugwom (2002), the control of these infrastructures or motivational factors

is necessary and highly desirable since they help in shaping the entire superstructures: political, social, legal and religious organizations. In other words, high performance of employees in our social agencies and the realization of the social development goal of the nation must stress on the reciprocal relationship between the government and the employees.

However, the weakness of this perspective lies on its emphasis that society and all other organizations are nothing but conflict. According to Okeibunor and Anugwom (2002), Marx failed to appraise the views of other scholars. In other words, Marx maintained that his analysis was based on objective truth. In addition, this perspective is said to concentrate only on the ideal element of the socialist movement and lack an ethical orientation.

Phenomenological Theory

According to Okeibunor and Anugwom (2002), the origin of phenomenological theory could be traced to the works of two German philosophers; F. Brentano and E. Husserl and later popularized within the context of sociology by Alfred Schultz and Max Weber. The proponents argue that man does not merely react and respond to an external society. In other words, he is not simply acted upon but he acts because he has consciousness- thought, feelings, meanings, intentions and an awareness of being. Because of this, his actions are meaningful, he defines situations and gives meaning to his actions and those of others through his interaction with others.

To this, public perception of employees' performance in social welfare agencies in Nigeria could be achieved through this interaction. One of the major drawbacks is that this theory is said to be based on naïve

assumption (Okeibunor and Anugwom, 2002). In other words, the theory is accused of its lack of empirical validation.

2.8 THEORETICAL FRAMEWORK

Two prominent theories will form the theoretical framework of this study. These are the Gestalt theory of perception popularized by Max Wertheimer, Kohler, Wolfgang and Kurt Koffka towards the end of nineteenth century in Germany, and Maslow's Theory of Needs.

The basic tenet of this theory is form concept which x-rays the way things appear to the perceiver. This implies that the basic target of the public in Enugu State is first focused on the situation of the social welfare agencies and the nature of the employees. By the use of the sensory system and experience, the way the situation appears is integrated, grouped or organized with a view to providing a balanced assessment of performance of the social welfare agency employees. The form and performance of these employees in Enugu State may report the issue as a whole in Nigeria. In other words, this theory seems to have an insight on the way people organize their environment which may include the social welfare system in Nigeria. However, Allport (1955) reports that the theory lacks the basic explanation established by references to a rigorously tested and proven model.

On the other hand, the Abraham Maslow's theory of needs relates events to identified key needs in humans. A clinical psychologist and one time president of the America Psychological Association, Maslow was perhaps the first amongst the more influential behaviourists who focused on motivational process that enhance performance. Strongly influenced by humanistic values, Gray and Starke (1988) state that Maslow from the beginning of life until the very end believed that people continually seek the

satisfaction of certain needs and this search determines/direct human behaviour/performance. Maslow (1943) states that these needs are arranged in hierarchies with the most basic ones; the physiological needs, safety and need for belongingness occupying the bottom level and the two others; self esteem and actualization coming on the top.

In social welfare agencies, these physiological needs may include adequate remuneration and other incentive packages or accommodation. This is the first step towards enhancing employees performance in social welfare agencies. This is followed by the need for security or safety, that is, making sure that the employee's jobs are not threatened and then the need for belongingness or fostering social identity among the staff of the agency. However, the need for self esteem and actualization, that is, commending the employees performance or recognition by the public will equally stimulate them and makes them see their aspiration as being fulfilled. That is to say that public perception of the nature of employees need and possible ways of satisfying them enables us to direct attention towards fulfilling the social development goals of the nation.

However, Maslow's Need theory has been accused of generating disagreements between the employers and employees in the organization because human beings are wanting animals whose dignity is predicated on satisfying all the needs. If a need at one level is satisfied, tension is created and failure to attend to other needs may give rise to aggression and poor performance. According to Ile (1999), another criticism of the theory stems from the assumptions that human needs are static in a hierarchical order. According to him, individual needs should be viewed in a dynamic context because it changes constantly due to various situations in which people become involved.

However, since the public tend to see the employees of our public Social Welfare agencies as Indolent, lazy, inexperienced and corrupt members of the public service which may have been precipitated by poor salaries and other incentives of work, alienation, poor development / training programmes and inadequate supervision, Maslow's theory may be considered useful.

In fact, knowledge of the employees' need is the fulcrum upon which other variables that determine the employees' performance in the organization is attached.

2.9 STUDY HYPOTHESES

1. There is a significant relationship between the respondents' educational level and their perception of employees' performance in social welfare agencies
2. Respondents who have had course to use the services of social welfare agency employees are more likely to perceive their performance as being higher than those who have not.
3. There is a significant relationship between the age of respondents and their perception of employees' performance in social welfare agencies.

CHAPTER THREE

METHODOLOGY

3.1 RESEARCH DESIGN

The researcher will make use of the cross-sectional survey research design. This design works with the principle of getting responses from people on a particular issue at a particular time and making use of the selected sample of the population. According to Obikeze (1990), this design gives us an idea of the generalized view of the entire population. In other words, it allows for the description of conditions as they exist in their natural setting and current state.

Okoro (2001) also notes that the relevance of this type of research design comes from the fact that it is the process of gathering data from a target population through the questionnaire or interviews, and subjecting such data to statistical analysis for the purpose of reaching conclusions on the subject matter of study and providing solutions to identified research problems.

3.2 STUDY AREA

The study area is Enugu State which is located on a very large expanse of fairly hilly land within South Eastern Nigeria. The state came into being on August 27, 1991, when the administration of president Ibrahim Babangida decided to acquiesce to the yearning of the “Wawa” people for self determination. Its name was derived from the capital city, Enugu known for coal extraction (ENSG, 2000).

Situated on the high land of Awgu, Udi, Nsukka hills and the rolling low lands of Idodo river basin to the west, the state is bounded by five other states with which it shares common boundaries. It spreads southwards to the

borders with Abia and northwards to the Benue State. Apart from a chain of low hills, running through Abakaliki in neighbouring Ebonyi State in the East to Nsukka in the West and then Southwards through Enugu and Awgu, the rest of the state is made up of low land, criss-crossed by numerous streams and rivulets, which the major ones are the Adada, Oji, Ekulu, and Ajalli rivers.

The state has a population of 2,453,091 as at 1991. Its people are ethnically Igbos and widely known to be very resourceful and hardworking. Skilled manpower resources are therefore, readily available in almost every great respect of visitors and those who come to live and work among them. The vernacular spoken is 'Igbo' but English is widely used and a visitor can make himself understood even in the humblest hamlet if he can speak a modicum of English.

Enugu State has seventeen local government areas that make up the three geo-political senatorial zones. These are Enugu East, Enugu West and Enugu North Senatorial zones. Each of the local government area of the state has a social welfare department or agency located at the councils headquarters. There are also numerous private social welfare agencies in most of the local government areas with more in Enugu metropolis.

However, this study will focus on three local government councils (one from each of the senatorial zones).

3.3 SCOPE OF THE STUDY

The study will be carried out in Enugu state using three local government areas as representative sample of the state. These local government areas are, Enugu North, Nsukka urban and Udi, and were drawn from each of the three geo-political senatorial zones of the state.

Apart from that each of the local government council has a social welfare department.

The result obtained from the research will undoubtedly be helpful to the general public in Enugu State and management of social welfare agencies or other employers of labour in Nigeria.

3.4 STUDY POPULATION

The population for this study comprises of all persons who must have attained the working age residing in Enugu State. This may include both males and females between the ages of 18 and 64 years. These are ordinary members of the public who may be perturbed by the growing incidence of social problems and the poor level of performance in our public service.

Using the NPC (2006) figure, the total population of Enugu State was 3,257,298 which comprises of 1,624,202 males and 1,633,096 females. It is the proportion of this population which includes all adults (males and females) that have attained the ages of 18 – 64 years and resident in any part of Enugu State that provided the basis for this study.

3.5 SAMPLE SIZE

The study has been designed to use a sample size of 555 respondents which shall be drawn from the three local government areas contained in the three geo-political senatorial zones of the state. This means that from each of the local government area, a sample of 180 respondents who are ordinary members of the public between the ages of 18 to 64 years irrespective of any particular occupation. They are members of the public who may perceive

the activities of social welfare agencies and the growing incidence of social problems in the State.

In addition, a sample of fifteen (15) respondents (five from each of the three local government areas) will be purposively selected and interviewed. The researcher considers this sample size (555) adequate and suitable for this study in view of the statistical analysis and limitation of his financial resources.

3.6 SAMPLING TECHNIQUE

For a study of this nature which involves all the seventeen local government areas of Enugu State, the sampling technique cannot be simple. To ensure a balanced and unbiased representation of the population, the stratified random sampling and purposive sampling methods will be adopted. According to Babbie (1973:94), stratified random sampling is “a process in which a heterogeneous population is divided into certain sub-groups or strata in the population for the purpose of obtaining a greater degree of representativeness, thereby decreasing the probable sampling error in the sample in proportion to their numbers in the population itself”.

In the first place, the seventeen (17) local government areas in Enugu state were divided into three strata that forms the three geo-political senatorial zones of the state. These are Enugu East, Enugu West and Enugu North senatorial zones. Again, on the basis of accessibility, purposive sampling will be used to select three local government areas, one from each of the senatorial zones or strata. These local government areas include: Enugu North local government area (from Enugu East Senatorial Zone), Udi local government area (from Enugu West Senatorial Zone) and Nsukka urban local government area (from Enugu North Senatorial Zone).

Thereafter, the 540 respondents on who the questionnaire will be finally administered will be chosen on the distribution of 180 respondents from each of the three local government areas found in the three senatorial zones of the state through ordinary people who must have attained the working age of 18-64years. The remaining fifteen (15) respondents (five from each of the three local government areas) who may have benefited from the services offered by social welfare agency employees will be purposively chosen and scheduled for indepth interview. At the end of the sampling procedure, five hundred and fifty five (555) respondents are to be selected for data collection exercise of this work.

3.7 INSTRUMENTS FOR DATA COLLECTION

The questionnaire will form the primary instruments for data collection in this study. The questionnaire will be designed in such a way as to accommodate open and close ended questions meant to obtain the respondents view on issues not contained in the structured interview. It will also enable the respondents to be more elaborate in their answers. This questionnaire will contain two sections. The first (section A) will contain the demographic characteristics of the respondents while the second part (section B) is designed to ask questions on the substantive issues of the study.

To ease the collection of data, six research assistants will be recruited, two for each local government area. These research assistants will be trained by the researcher on what is to be done as regards the objectives, significance and methods of the study. A two-days training on questionnaire administration and collection will be organized for the research assistants by

the researcher who will supervise the questionnaire administration and collection.

However, indepth interviews will also be used to complement the questionnaire. The interview will be tape recorded while the researcher and the research assistant will jot down important highlights of the interview. All the people that are involved in the interview will be notified and appointment booked before the interview. These would help to create harmonious environment and to avoid suspicion that may hinder the quality of the information that will be obtained.

3.8 METHODS OF DATA ANALYSIS

The study will apply both qualitative and quantitative techniques of data analysis. First, the data from the interview will be analyzed using qualitative techniques by relating the respondents view to the objectives of the study.

Data collected from the administered questionnaire will be carefully edited to ensure completeness, consistency and accuracy. Thereafter, the data will be coded and entered into the computer general purpose coding form and later analyzed using tables, percentages and other relevant descriptive statistics. Moreso, the hypotheses of the study will be tested using the chi-square (X^2) statistic.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF RESULTS

4.0 INTRODUCTION

This chapter presents the results of the analysis of the data obtained from the field work of the study. The analysis was based on the respondents views from both the questionnaire and in-depth interviews. Out of a total of five hundred and forty questionnaires distributed in the three local government areas of the state (Enugu North, Udi and Nsukka urban), only four hundred (400) or 74% were correctly filled and returned. Twenty five (25) respondents, that is 5% did not complete the questionnaire properly and these were discarded while one hundred and fifteen (115) or 21% of the respondents failed to return theirs at all. Therefore, the analysis of the study is based on four hundred (400) questionnaires duly completed and returned. In addition, information obtained from the qualitative instrument (indepth interviews) was integrated to support the respondents view from the questionnaire. The interviews were conducted at different periods on individual basis at the respondents council areas using the same schedule for all respondents.

The presentation of findings in the study is divided into three sections. These are socio-demographic characteristics of the respondents, major issues of the research and the test of hypotheses.

4.1 SOCIO-DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

(a) Gender

Table i: Distribution of Respondents by Sex.

Sex	Frequency	Percentage
Male	246	61.5
Female	154	38.5
Total	400	100 %

The Table above shows that males constitute two hundred and forty six (246) or 61.5% of the sample while one hundred and fifty four (154) or 38.5% of the sample are females although the questionnaires were not distributed in any form of gender quota allocation. However, this disparity may be due to the fact that naturally men can react more easily to an unhealthy social situation than women

(b) Age

Table ii: Distribution of Respondents by Age.

Age	Frequency	Percentage
18-28	55	13.8
29-39	100	25
40-50 above	132	33
51 and above	113	28.3
Total	400	100%

The above Table clearly depicts respondents age at last birthday. The result shows that respondents within the ages of 40-50 years are 132 or 33% of the sample, followed by respondents within the ages of 51 years and above that represent 113 or 28.3% of the sample. Those within the age range of 29-39 years by their last birthday constitute 100 respondents or 25% of the sample while others within the ages of 18-28 years make up only 55 or 13.8% of the sample. One may therefore conclude that respondents are more or less evenly distributed in the different age categories. This may help in eliciting information that is truly a representative of the study population.

The above Table could further be desegregated into three main categories as follows:

Table iii

Age	Frequency	Percentage
The young	55	13.8
Middle aged	232	58
The old	113	28.3
Total	400	100%

(c) Marital status**Table iv: Distribution of Respondents by Marital status**

Marital Status	Frequency	Percentage
Married	261	65.3
Divorced	3	0.8
Widowed	8	2
Single	128	32
Total	400	100%

It can be observed from the above Table that majority of the respondents, that is 261 or 65.3% of the sample are married. Those who are single constitute 128 or 32% of the sample while 8 and 3 respondents or 2% and 0.8% of the sample are widowed and divorced respectively.

(d) Level of Education.**Table v: Distribution of Respondents by level of Education.**

Level of Education	Frequency	Percentage
FSLC	24	6
SSCE/GCE/Equivalent	64	16
OND/NCE	120	30
First Degree/Equivalent	152	38
Masters Degree & above	40	10
Total	400	100%

As the above Table reveals, majority of the respondents, that is 152 or 38% of the sample are holders of first degree or its equivalents, followed by holders of OND/NCE which constitute 120 or 30% of the sample where as 40 respondents or 10% of the sample hold Masters Degree and above. Furthermore, 64 respondents or 16% of the sample are holders of SSCE/GCE or its equivalent while 24 respondents or 6% of the sample are holders of First School Leaving Certificate (FSLC). There was no indication of any respondents without formal educational qualification. From the above, one may say that the sample is made up of people who are reasonably educated and thus can offer useful insight on the study concern.

The above Table could further be desegregated into three main categories as follows.

Table vi

Level of Education	Frequency	percentage
High	192	48
Middle	184	46
Low	24	6.0
Total	400	100%

High education from the above Table refers to respondents holding the First Degree or its equivalent and Masters Degree or above while middle education refers to respondents holding at least the SSCE/GCE or its equivalents and OND/NCE. On the other hand, respondents holding the First School Leaving Certificate are said to constitute the low education category.

(e) Duration of Residence

Table vii: Distribution of Respondents by Number of years Resident in Enugu State.

Period of Residence	Frequency	Percentage
Since birth	247	61.8
Under 2 years	10	2.4
2 years-5 years	16	4
Over 5 years	17	4.3
Over 10 years	110	27.5
Total	400	100%

The above Table indicates that 247 respondents or 61.8% of the sample have lived in the study area since birth. This category represents the highest frequency level. Again, respondents who have lived over 10 years

constitute 110 or 27.5% of the sample followed by others who have resided in the study area for over 5-10 years which represent 4.3% of the sample. The respondents who have lived in the study area between 2-5 years were 16 which represent 4% of the sample while the remaining part of respondents who have lived in the area below 2 year were only 10 or 2.4% of the sample. Therefore, given that over 70% of the respondents have lived in the study area since birth or up to 10 years, one can say that the number of years of one's residence in a particular area tend to facilitate his/her perception on a particular issue. That is to say that the respondents are placed in a good position to offer valid opinions on the performance of employees of social welfare agencies in the state.

(f) Religious Affiliation

Table viii: Distribution of Respondents by Religious Affiliation.

Religion	Frequency	Percentage
Christianity	394	98.5
Islam	4	1
Africa Traditional Religion (ATR)	2	0.5
Total	400	100%

From the above table, it can be observed that most of the respondents (394) or 98.5% of the sample are Christians while 4 respondents or 1.0% of the sample belong to the Islamic Religion. However, only 2 respondents or 0.5% of the sample profess African Traditional Religion (ATR). The result therefore shows that the study area is predominantly dominated by adherents of the Christian religion.

(g) Income**Table ix: Distribution of respondents by income.**

Income (₦ per annum)	Frequency	Percentage
Below 50,000	11	2.8
51,000 – 100,000	16	4
101, 000 - 150 000	35	8.8
151, 000 – 200,000	42	10.5
201, 000 – 250, 000	71	17.8
251, 000 – 300, 000	60	15
301, 000 – 350, 000	86	21.5
351, 000 and above	79	19.8
Total	400	100%

It can be noted from the above table that 86 respondents or 21.5% of the sample fall under the income of ₦301,000 – ₦350,000 per annum followed by respondents under the income of ₦351,000 and above per annum which constitute 19.8% of the sample. Furthermore, 71 respondents or 17.8% of the sample fall under ₦201,000 – ₦250,000 per annum while 60 respondents or 15% of the sample fall between the income of ₦251,000 – ₦300,000 per annum. Those that fall under the income of ₦151,000 – ₦200,000 and ₦101,000 – ₦150,000 per annum constitute 42 and 35 respondents or 10.5% and 8.8% of the sample respectively. Others between the income of ₦51,000 – ₦100,000 constitute 16 respondents or 4% of the sample whereas respondents below ₦50,000 per annum were 11 which represent 2.8% of the sample.

4.2 MAJOR ISSUES OF THE RESEARCH

This section is presented in seven parts in line with the research questions raised in the study. These are dominant perception of the respondents on performance of the employees serving with public social welfare agencies in Enugu State, problems identified by respondents as militating against employees performance, consequences of poor employees performance, relationship between education, and perception of employees performance, relationship between income and perception of employees performance, Respondents perception of the influence of Experience on Employees performance and finally, respondents suggestions on ways of improving the performance of the employees.

(a). Dominant Perception of Respondents on Employees Performance

Owing to the fact that public perception of employees performance in Social Welfare agencies in Nigeria appear to have tremendous influence on the nations socio-economic goals, respondents were asked to react to such issues as their awareness of the existence of services offered by social welfare agencies in the state, reception or utilization of such services either personally or on the sides of their relations and then their overall perception of the performance of employees serving with the agencies.

Table x: Distribution of Respondents by Awareness of the Existence of Social Welfare Agencies in the State

Awareness	Frequency	Percentage
Yes	270	67.5
No	72	18
Don't Know	58	14.5
Total	400	100%

As can be inferred from the above table, 270 respondents or 67.5% of the sample admitted being aware of the existence of public social welfare agencies in their respective council areas, 72 respondents or 18% of the sample appear to be ignorant of the existence of the agencies while 58 respondents or 14.5% of the sample either don't know or have no opinion. The above situation was also confirmed by most respondents interviewed. According to a middle aged man in Nsukka, social welfare agencies are:- found in every local government council of the state under the Ministry of Women Affairs and Social Welfare just like the customary courts. As he noted, in some states, it is found under the Ministry of youth and Sports or under the Ministry of Gender Affairs and social Development. Another interviewee observed that social welfare agencies exist as a department attached to the local government system in each state. This confirms the view of Mere (1985) that the lack of a single body for the coordination of the activities of social welfare agencies in Nigeria is a big problem.

Table xi: Distribution of Respondents by Reception or Utilization of Social Welfare Services or otherwise

Reception of Services	Frequency	Percentage
Yes	266	66.5
No	75	18.8
Don't Know	59	14.7
Total	400	100%

As shown in the above Table, majority of the respondents (266) or 66.5% of the sample confirmed receiving different forms of service provided by public social welfare agencies in the state either personally or on the side of their relations. However, 75 respondents or 18.8% of the sample,

indicated not receiving any form of service(s) from the institution either personally or on the side of their relations at any point in time while 59 respondents or 14.7% of the sample expressed no opinion or don't know. This is in agreement with the opinion of one respondent, an elderly widow interviewed in Okpatu who indicated that social welfare employees in Udi Local government area rescued her from undue treatment and neglect from her late husband.

On the nature of services provided by the agencies, the responses of the respondents are shown in the table below.

Table xii: Distribution of Respondents by Nature of Service(s) Received

Nature of Service(s)	Frequency	Percentage
Counselling (marital)	117	29.3
Adoption and fostering	73	18.3
Services for the handicapped and the sick	52	13
Care for the aged	24	6
None at all	70	17.5
Don't Know	64	16
Total	400	100%

The above Table indicates that 117 respondents or 29.3% of the sample have benefited in the area of marital counselling offered by the agencies while 73 respondents or 18.3% of the sample confirmed having equally benefited in the area of adoption and fostering, 52 respondents or 13% of the sample on the services for the handicapped and the sick and then 24 respondents or 6% of the sample on the care for the aged. The essence of these services as noted by Wormer (1997), Federico (1976) and Comptom

(1980) is for the healthy growth of the individuals, groups and society at large. However, 70 respondents or 17.5% of the sample expressed never receiving any form of service(s) provided by the agencies while 64 respondents or 16% of the sample have no opinion or don't know.

Buttressing this further, majority of the respondents interviewed confirmed receiving one or two forms of service from employees of the agencies. According to an elderly man in Asata, the agency employees last two years assisted his family in resolving the crisis between his uncle and the wife.

On the respondents dominant views or perception of the overall performance of the employees, Table xiii below clearly depicts this:

Table xiii: Distribution of Respondents by their Dominant Perception of the Performance of Social Welfare Agency Employees.

Response	Frequency	Percentage
Unqualified and inexperienced	81	20.3
Lazy	64	16
Corrupt	54	13.5
Hardworking	40	10
Qualified and experienced	31	7.8
Don't Know	130	32.5
Total	400	100%

As shown in the above Table, majority of the respondents (81) or 20.3% of the sample see the employees of public social welfare agencies in the state as generally unqualified and inexperienced which may have been precipitated by the use of personal relationship or connections which seem to have characterize employees recruitment system in most of the Nigeria

public organizations. Furthermore 64 respondents or 16% of the sample classify them as lazy and indolent in discharging their official assignments while 54 respondents or 13.5% of the sample see them as corrupt. This implies that the employees may have been involved in the embezzlement of funds allocated to their units and exploitation of people who come for services through unnecessary charges. This is contrary to the opinion of 40 and 31 respondents or 10% and 7.8% of the sample respectively who see the employees as qualified, hardworking and experienced.

The result of the above opinion shows that there is an inevitable connection between indolency, corruption and lack of experience on performance of employees serving with public social welfare agencies in Enugu State. This view was further buttressed by most respondents interviewed. In fact, one of the respondent, a school teacher in Nike see the situation as a reflection of Modern Nigeria Public Organization characterized by Lack of dedication or non-challant attitudes in job performance, embezzlement of funds allocated to their various institutions and where merit is thrown overboard.

(b) Problems Militating against Employees' Performance In Social Welfare Agencies

In the literature, it was stated that many Nigerians work in very debilitating conditions which frustrate their effort to maximize their potentialities (see Obi-Keguna, 1981). That is to say that in most cases, individual needs are not taken into consideration. The Table below sought to find out the obstacles or major factors identified by respondents that may affect employees performance in Nigerian public social welfare institutions.

Table xiv: Distribution of Respondents by Perception of Problems Militating against Employees Performance.

Problems	Frequency	Percentage
Lack of proper education and training	30	7.5
Poor salaries and incentives	118	29.5
Inadequate monitoring and supervision	27	6.8
Corruption	79	19.8
Laxity and frequent transfer	10	2.5
Don't Know	136	34
Total	400	100%

From Table xiii above, 118 respondents or 29.5% of the sample see poor salaries and incentive system as the major problems militating against employees performance in public social welfare agencies in Enugu State, while 79 respondents or 19.8% of the sample perceive the problems as associated with corruption and nepotism or favouritism which has pervaded our public institutions. However, 30 and 27 respondents or 7.5% and 6.8% of the sample respectively see inadequate monitoring and lack of proper education/training as problems or factors that militate against employees performance. Finally, 10 respondents or 2.5% of the sample respectively identified laxity/frequent transfer of the employees as another factor capable of influencing employees performance in public social welfare agencies. This is in agreement with the views of Nwachukwu (1978), Mupedsizwa (2005), Ihundu (2004) and Essien (1996) that lack of adequate education and training, poor salaries and incentive of work, corruption and nepotism can definitely influence or militate against employees maximum performance in social welfare agencies. Similarly, an overwhelming majority of respondents

interviewed subscribed to this. A legal practitioner in Aku reported that sometimes, the workers are paid very late or not paid at all for two, three or more months and owed several years of leave allowance and other fringe benefits. Another respondent, a Nurse in Ukana emphasized that most of the employees found in our public social welfare agencies in the state cannot competently say what the activities of the social welfare agency employees are like. In other words, most of them lack the necessary skills and education required for the job.

(c) Consequences of Poor Employees' Performance in public Social Welfare Agencies

Poor employees' performance in our public social welfare agencies inevitably is bound to generate some consequences or implications which if not checked may alter our social order. This is because an effective social welfare system itself may be an indicator of a nation's overall development. The table below sought to grasp some of the inevitable consequences that may result from poor performance of employees attached to public social welfare agencies in Enugu State.

Table xv: Distribution of respondents by opinion on the consequences of poor employees' performance.

Consequences	Frequency	Percentage
Lack of appropriate care for the aged and orphans	95	23.8
Poor Counselling	108	27
Poor services for the handicapped and the sick.	67	16.8
Don't know	130	32.5
Total	400	100%

From the above Table, it can be seen that 108 respondents or 27% of the sample identified poor counselling as the major consequences of poor employees performance in public social welfare agencies in Enugu state while 95 respondents or 23.8% of the sample mentioned the lack of appropriate care for the aged and orphans. Furthermore, 67 respondents or 16.8% of the sample opined that poor services for the handicapped and the sick are among the consequences of poor performance. One can, therefore, see poor employees performance in our social welfare agencies as having some negative implications capable of retarding Nigerians Socio-economic growth since approximately 70% of the respondents made this known. This is contrary to the views of 130 respondents or 32.5% of the sample who expressed no opinion or don't know. Buttressing this response, most of the respondents interviewed went ahead to attribute the current increase in crime, broken homes, drug addiction, examination malpractice, child trafficking among others in Nigeria to the consequences of poor employees performance in social welfare agencies. According to one of the interviewees, a retired police officer in Nsukka, the nation can only experience sanity in all ramifications if the activities of social welfare agency employees are reinvigorated.

(d). Relationship between Education and Perception of Employees' Performance in Social Welfare Agencies

The study also sought to discover the relationship between educational levels of the respondents and their perception of employees performance in our public social welfare agencies. As EL-yakub (2003) indicated, education is not only a means of enlightenment but a vehicle which provide the individuals who acquire it with the skills and knowledge

necessary in perceiving or making reasonable contributions to a critical social issue. In other words, the educational level of a respondent appears to influence his/her perception of employees' performance in public social welfare agencies. The respondents opinion are, therefore, presented in the table below.

Table xvi: Cross tabulation of the respondents view on the influence of education on public perception of employees performance.

Response	Education					Total
	FSLC	SSCE/GCE	OND/NCE	First Degree	Masters Degree & Above	
Employees are Unqualified & In experienced	6(25%)	2(3%)	30(25%)	29(19%)	14(35%)	81(20%)
Lazy	0	27(42%)	11(10%)	20(13%)	6(15%)	64(16%)
Corrupt	0	10(16%)	18(15%)	26(17%)	0	54(14%)
Hardworking	8(33%)	0	16(13%)	16(11%)	0	40(10%)
Qualified & experienced	8(33%)	0	15(12%)	0	8(20%)	31(7%)
Don't Know	2(9%)	25(39%)	30(25%)	61(40%)	12(30%)	130(33%)
Total	24(100%)	64(100%)	120(100%)	152(100%)	40 (100%)	400(100%)

A close observation from the above Table shows that over 90% of respondents with middle and high educational levels, that is from SSCE/GCE to masters degree and above seem to perceive employees performance in social welfare agencies in Enugu state more positively than those with low educational qualifications or FSLC and its equivalent. The chi-square value also indicate that there is a significant relationship between education and respondents perceptions of employees performance in public social welfare agencies in the state ($\chi^2=112, p<.05$).

(e) Relationships between Income and Public Perception of Employees' Performance

The study also attempted to ascertain the relationship between respondents income and the way they see or react to employees performance in public social welfare agencies in the state. This means that the amount of income that accrues to an individual may determine other things he can possess to spell out his or her opinion on some crucial social issues. The respondents opinion are therefore shown in the table below.

Table xvii: Cross Tabulation of the Respondents View on the Influence of Income on Perception of Employees' Performance.

Response	Income								Total
	Below ₦50,000	₦51,000 – ₦100,000	₦101,000 – ₦150,000	₦151,000 – ₦200,000	₦201,000– ₦250,000	₦251,000 – ₦300,000	301,000 – 350,000	₦351,000 & Above	
Employees are Unqualified & Inexperienced	3(27%)	4(25%)	0	0	25(35%)	7(12%)	30(35%)	12(15%)	81(20%)
Lazy	4(37%)	0	16(46%)	20(48%)	6(8%)	2(3%)	11(13%)	5(6%)	64(16%)
Corrupt	2(18%)	0	0	5(12%)	3(4%)	33(55%)	0	11(14%)	54(14%)
Hardworking	0	0	8(23%)	0	0	0	8(9%)	24(30%)	40(10%)
Qualified & experienced	0	0	0	0	16(23%)	0	7(8%)	8(10%)	31(7%)
Don't Know	2(18%)	12(75%)	11(31%)	17(40%)	21(30%)	18(30%)	30(35%)	19(25%)	130(33%)
Total	11(100%)	16(100%)	35(100%)	42(100%)	71(100%)	60(100%)	86(100%)	79(100%)	400(100%)

As the above Table clearly show, there seems to be a statistically significant relationship between income and respondents perception of employees performance in social welfare agencies in the state ($X^2 = 288.06$ $P < 0.05$). In this case, respondents with high and middle income that is those between ₦151,000,000 – N351,000 and above per annum which constitute 85% of the sample seem to see employees performance in social welfare agencies clearer than respondents with low income that is below ₦151,000 per annum which constitute only 15% of the sample. This implies that the

income level of the respondents enable them to tell the truth or their feelings concerning employees performance.

(f) Respondents Perception of the Influence of Experience on Employees' Performance

The study further sought to ascertain the Respondents Perception of the influence of Experience on Employees' performance in Nigerian social welfare agencies. Here, the concern is to see whether the respondents view experience as related to performance. In other words, does Experience have a positive impact on employees' performance or otherwise.

The respondents view are presented in the form of yes, No or don't know in the Table below.

Table xviii: Respondents view on the Influence of experience on perception of employees performance

Response	Frequency	Percentage
Yes	259	64.8
No	80	20
Don't Know	61	15.2
Total	400	100%

As revealed by the above table, majority of the respondents or 64.8% of the sample indicated yes which implies a significant relationship between experience and respondents perception of employees' performance in social welfare agencies. However, 35.2% of the sample seem to have no opinion or don't know.

(g) Suggestions or Ways of Improving Employees Performance in Social Welfare Agencies in Enugu State.

In conclusion, the study attempts to grasp the views of respondents on the ways of improving the performance of employees serving with public social welfare agencies in the state which will help immensely in predicting the prospects in years to come.

The Table below provides the respondents opinion on this issue.

Table xix: Distribution of Respondent by Ways to Improve Employees' Performance in Public Social Welfare Agencies.

Ways to Improve Performance	Frequency	Percentage
Increased Salaries and Incentives	101	25.3
Introducing employees to Development and Training programme	81	20.3
Use of Merit in recruitment	50	12.5
Adequate supervision and disciplinary measure	32	8
Don't Know	136	34
Total	400	100%

From the above table, it becomes obvious that poor employees' performance in public social welfare agencies in Enugu State could be addressed. To this end, respondents made a number of suggestions which if implemented may reverse the situation for example, 101 respondents or 25.3% of the sample are of the view that increased salaries and incentive system will pave the way while 81 respondents or 20.3% of the sample are of the opinion that introducing employees to some development and training programme will enhance their performance. Moreso, 50 and 32 respondents

or 12.5% and 8% of the sample respectively emphasized on the use of merit during recruitment and use of adequate supervision/disciplinary measures on the employees.

The above situation was also expressed by respondents interviewed. According to a middle aged woman serving with one of it private organization in Nsukka, the social welfare agency employees in Nigeria should as a matter of urgency turn a new leaf so as to save the nation from total collapse. She mentioned other motivational factors such as harmonizing the employees pay package to keep with those in the universities and federal establishments, giving free medical services to the employees and their families, housing and vehicle loans at low interest rate and finally addressing the economic and political system as well as the application of the principles of 'due process' in recruitment of employees.

On the future prospects of the situation, the respondents view are presented in the Table below:

Table xx: Respondents Opinion on the Future Prospect of Employees' Performance

Future Prospects	Frequency	Percentage
Employees performance would be better than it is now	214	53.5
Would be same as it is now	18	4.5
Would be worse as it is now	25	6.3
Don't Know	143	35.7
Total	400	100%

As the above Table shows, a greater number of the respondents (214) or 53.5% of the sample expressed optimism that employees performance in

our public social welfare agencies would be better than it is now in years to come. This is against the view of 25 respondents or 6.3% of the sample who expressed otherwise while 18 respondents or 4.5% of the sample believe that the situation will remain the same.

Also from the interview, a retired school administrator in Ukpatu noticed that ‘this is a country where nobody cares for whatever goes wrong’. He was of the view that the situation would be better if concerted effort should be put in place by all and sundry. Another interviewee, a middle aged prison officer in Nsukka was of the view that the future prospects of our social welfare agencies depend on the policy priority of the government and our determination to accept official assignments as ours.

4.3 TEST OF HYPOTHESES

Hypothesis One:

H₁: There is a significant relationship between the respondents educational level and their perception of employees performance in social welfare agencies.

H₀: There is no significant relationship between the respondents educational level and their perception of employees performance in social welfare agencies.

Table xxi: Relating Respondents Educational Levels with their Perception of Employees' Performance

Perception	Education			Total
	High	Middle	Low	
Employees are unqualified and inexperienced	64(33%)	11(6%)	6(25%)	81(20%)
Lazy	27(14%)	30(16%)	7(29%)	64(16%)
Corrupt	44(23%)	8(4%)	2(8%)	54(14%)
Hardworking	9(5%)	31(17%)	0	40(10%)
Qualified and experienced	14(7%)	14(8%)	3(13%)	31(7%)
Don't Know	34(18%)	90(49%)	6(25%)	130(33%)
Total	192(100%)	184(100%)	24(100%)	400(100%)

Df = 10

P < 0.05

Decision: Since the calculated X^2 value (112) is greater than the critical value (18.3), we reject the null hypothesis. Therefore, there is a significant relationship between respondents educational level and their perception of employees performance in social welfare agencies.

This result also corroborate with our earlier findings in table v and xvi which indicate respondents educational level and their perception of employees performance.

Hypothesis Two:

H₁: Respondents who have had course to use the services of social welfare agency employees are more likely to perceive their performance as being higher than those who have not.

H_0 : There is no significant difference in opinion on level of performance of employees of public social welfare agencies between those who have used the services of the agencies and those who have not.

Table xxii: Relating respondents reception of services with their perception of employees' performance

Perception	Reception of Services			Total
	Yes	No	Don't Know	
Employees are unqualified and inexperienced	61(23%)	12(16%)	8(14%)	81(20%)
Lazy	54(20%)	3(4%)	7(12%)	64(16%)
Corrupt	41(15%)	5(7%)	8(14%)	54(14%)
Hardworking	5(2%)	20(27%)	15(25%)	40(10%)
Qualified and experienced	11(4%)	13(17%)	7(12%)	31(7%)
Don't Know	94(36%)	22(29%)	14(23%)	130(33%)
Total	266(100%)	75(100%)	59(100%)	400(100%)

Df = 10 P < 0.05

Decision: Since the calculated value of X^2 (90.7) is greater than the critical value at 18.3 we reject the null hypothesis. Therefore respondents who have had course to use the services of social welfare agency employees are more likely to perceive their performance as being higher than those who have not

Hypothesis Three

H_1 : There is a significant relationship between age of respondents and their perception of employees performance in social welfare agencies.

H_0 : There is no significant relationship between age of respondents and their perception of employees performance in social welfare agencies.

Table xxiii: Relating Respondents Age with their Perception of Employees' Performance

Perception	Age			Total
	Young	Middle	Old	
Employees are unqualified and inexperienced	15(27%)	32(14%)	34(30%)	81(20%)
Lazy	16(29%)	26(11%)	22(19%)	64(16%)
Corrupt	9(17%)	41(18%)	4(3%)	54(14%)
Hardworking	0	32(14%)	8(7%)	40(10%)
Qualified and experienced	0	23(10%)	8(7%)	31(7%)
Don't Know	15(27%)	78(33%)	37(34%)	130(33%)
Total	55(100%)	232(100%)	113(100%)	400(100%)

Df = 10 P < 0.05

Decision: Since the calculated X^2 value (98.9) is greater than the critical value at 18.3, we reject the null hypothesis. Therefore there is a significant relationship between age of respondents and their perception of employees performance in social welfare agencies.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 DISCUSSION OF FINDINGS

The study was aimed at finding out how the employees of public social welfare agencies in Nigeria are perceived using Enugu State as a case in point. It was discovered that most people in the state are aware of the existence of social welfare agencies and have equally benefited in one way or the other from the services provided by the agencies. However, the general public saw the employee serving with these agencies as corrupt, indolent, inexperienced or unqualified in the discharge of their duties. This perception corroborates with the views of Nye (1967, Anugwom (2002), Eze (2004) Olisa (1985) and Mupedziswa (2005) in the literature which tend to see these factors as the root of poor performance of employees of social welfare agencies and other related organizations in Nigeria.

It was also revealed from the study that since the occurrence of every social situation must have been dictated by one factor or the other, the respondents see the problems militating against employees' performance or negative work attitude of employees in public social welfare agencies in the state attributable to poor salaries and other incentives of work, corruption, lack of proper education and training or experience, inadequate monitoring and supervision, laxity and frequent transfer amongst others. Out of these factors, majority of the respondents (29.5%) confirmed that poor salaries and other incentives of work were the most threatening factor that may generate poor performance. This conclusion is in agreement with the views of Ihundu (2004) that adequate salaries and incentive packages are necessary to

encourage the behaviour which the management of organizations or agencies desire. In other words, the impact of poor remuneration and other incentives of work seem to be the major root of poor employees' performance in social welfare agencies in the state which spell out the more reasons why so many people in need of services seek for alternative agencies like the church, family members, council of elders or the police.

From the study, it could be inferred that the respondents see poor employees performance in public social welfare agencies as a critical challenge to the attainment of Nigeria's Millennium Development Goals, considering its consequences. To this 27% of the sample revealed that the situation will obviously give rise to poor quality counseling while 23.8% and 16.8% of the sample respectively see lack of appropriate care for the aged/orphans and poor services for the handicapped and the sick as the inevitable results.

In addition, most of the respondents interviewed noted that poor employees' performance in social welfare agencies may generate increase in crime, broken homes, drug addiction, examination malpractice and others. This is in agreement with the view of Ihundu (2004) in the literature that social welfare agency employees in Nigeria have failed to cope with the demands associated with intervention ranging from individual pathologies to other more complex challenges necessary to build a stable society.

It was also revealed from the test of the hypotheses provided by the study that there is a significant relationship between education and age on respondents perception of employees performance in social welfare agencies since over 90% of the sample with high and medium educational qualifications confirmed this against those with low or non formal education at all. This implies that respondents who are highly educated /experienced or

of mature age are well disposed to make a reasonable assessment of any social issue competently than others who are not. This view was buttressed by Rosen and Gerdee (1974) and Jaja (2002) in the literature. In addition, there was also a statistically significant relationship between respondents reception of services provided by social welfare agencies and their perception of employees performance. The test of the hypotheses confirmed this.

The study finally concludes that majority of the respondents were of the view that some measures could be put in place in order to ameliorate this unsavory development through increased salaries or equating their salaries and other incentives of work with those serving with international organizations. In addition, introducing employees to some training or development programmes which may be in the form of workshops, academic programme, seminars or conferences and strict emphasis on merit during recruitment were seen by the respondents as highly imperative so as to enjoy the highest potentials of the employees. They also stressed on adequate supervision and use of appropriate disciplinary measures against erring staff in the form of termination of appointment, demotion or suspension amongst others. It was also agreed by majority of the respondents interviewed that if all hands should be on deck to change our attitude toward public assignments, the employees' performance in our public social welfare agencies in Enugu State will assume a better posture in time to come.

However, some relevant theories reviewed such as the Gestalt theory of perception and Maslows theory of Need have in addition buttressed the findings of the study. The Gestalt theory which focuses on form concept argues that peoples perception is essential in assessment of any social

situation. In other words, the way people react to the issue of employees performance in social welfare agencies will depend upon the age, income, experience or educational status. Maslows theory of Need, on the other hand, tries to offer useful insight on the nature of employees need and possible ways of satisfying them which are necessary in enhancing the employees performance in social welfare agencies. From the foregoing, it can therefore, be said that the Gestalt theory of perception and Maslows theory of Need are necessary for this study.

5.2 CONCLUSION

The main objective of the research centres on assessing the performance of employees attached to public social welfare agencies in Enugu State through public perception. This study which has tried to provide useful insight into the management of both public and private social welfare agencies in Nigeria and other public organizations had established that employees of our public social agencies have been labeled by the general public as corrupt, indolent, inexperienced or unqualified officials recruited by foul means. In other words, the employees are said to lack the basic knowledge of the job and dedication coupled with their lust to get rich quick by any means.

The respondents, however, attributed this situation to poor remuneration and incentive system, lack of proper education and training or experience, inadequate monitoring and supervision amongst others. The cumulative effect of the situation as perceived by the respondents had resulted to poor quality counselling, lack of appropriate care for the sick or the aged and the handicapped making the employees of public social welfare agencies in the state abandoning their traditional roles of promoting the well

being of the people. Respondents interviewed also confirmed that this situation had made the nation vulnerable to such social problems such as drug addiction, divorce, destitution, child trafficking, armed robbery, prostitution, examination malpractice amongst others. There was also an indication of a significant relationship between education and age, on respondents perception of performance of employees working with the public social welfare agencies. In addition, there was also a statistically significant relationship between respondents reception of services provided by social welfare agencies and their perception of employees' performance.

In conclusion, the study has been able to demonstrate that the public perception of employees performance in public social welfare agencies in Enugu State has provided useful insight on the activities of employees of social welfare agencies in Nigeria as a whole. The employees are said to be corrupt, lazy and inexperienced in the discharge of their duties. However, the respondents were of the view that the situation could still be redeemed through increase in salaries and other incentives of work, introducing the employees to development and training programmes, constant monitoring or supervision and strict adherence to merit in employees recruitment amongst others.

5.3 LIMITATIONS OF THE STUDY

The study encountered a number of limitations prominent among which was finance. Since the researcher was not engaged in a meaningful job capable of sustaining him proficiently in the programme, he encountered a kind of financial crisis in taking care of some logistics and traveling around the study areas distributed in three senatorial zones of the state for questionnaire administration and interviews. The inadequacy of finance also

made the researcher to reduce the number of his research assistants from six to three.

One other limitation of the study was on the reluctant attitudes displayed by the respondents in accepting the questionnaire and yielding to the indepth interview schedule. Majority of the respondents seemed to expect gratifications from the researchers, but after careful explanations they responded. Some of them also entertained the fear of fraudsters parading most of the metropolitan cities of the country and this made some of them to restrict their level of cooperation. As a result, extra time was devoted by the researcher and the research assistants to convince them of the genuineness of the exercise.

There was also occasional disappointment on the interview contact which then called for further persuasions from the researcher.

5.4 IMPLICATIONS OF THE STUDY TO SOCIAL POLICY

The study sought to assess the performance of employees attached to the public social welfare agencies in Enugu State through public perception. This is an area where government and policy makers have not been able to resolve exhaustively despite series of reforms in Nigerian public service and campaign against unethical behaviours by public office holders. Results obtained from the study showed that the inability of the employees of Nigerian public social welfare agencies to deliver the much needed services to their clients and propel the nation to the millennium development goals is closely related to the pervasive problems of poor salaries/remuneration, lack of proper education and training, corruption, indolence, inadequate monitoring/supervision and other forms of abuse of office. As Abdulsalami (2007) observes in the literature, no matter how well meaning and how able

articulated national development programme may be, they cannot be successfully implemented in a society where their public officers appear to be corrupt, indisciplined and lazy.

It was also revealed from the study findings that employees of our public social agencies in the state lack the development and training needs, poor remunerations, and improper recruitment procedure that tend to throw merit overboard. The overall situation resulted to poor interventive strategies and multiplication of social problems. It is now a challenge for the government and policy makers to come up with a radical cure of this chronic ailment (poor performance). This search is expected to span through the realms of structural reorganizations, mental and attitudinal reorientation and appropriate social reforms. In fact, employees' performance in public social welfare agencies should be made a rallying point for national energies or in the mobilization of national resources (human and materials) toward the attainment of set national objectives. This calls for improved conditions of service on the part of the employees.

5.5 RECOMMENDATIONS

- (i) There is the need to create further awareness on the roles and services provided by employees of social welfare agencies in Nigeria. In other words, the services of employees of the agencies should not only be narrowed down to clients with marital problems or services to inmates in the orphanage homes but broadened to take care of the overall goal of human development and the nation.

- (ii) Employees of the agencies should work in collaboration with the public complaints commissions with more centres located in each local government council and members of the public sensitized to lodge their complaints without attachment of any condition. This will equally minimize the current practice whereby clients are made to pay up to three thousand naira or more in the name of processing charge in social welfare agencies.
- (iii) Selection or recruitment of employees to serve in social welfare agencies should be strictly based on merit. The prospective applicants must be skilled or trained in the field of social work precisely. This will minimize the use of family linkages, tribal cliques, godfatherism and overemphasis on certificates during recruitment.
- (iv) Efforts should be reinvigorated to obtain an unbiased employees performance appraisal which results should be strictly used in promotion, payment, discipline, transfer and development programme slated for the staff. The current practice of promoting all the staff at each stage of the promotion or sending employees to training programmes without considering the level of commitment should be abrogated.
- (v) There should also be a collaborative efforts of employees attached to non-governmental organization (NGOs) and those of public agencies to identify buggling social problems and organize programmes to curb them. This will bring a positive impact on the national development.
- (vi) Again, traces of corruption on the parts of agency heads and other employees should be handled with severity. In fact, the Economic

and Financial Crime Commission (EFCC) should be made to prosecute any officer found to have diverted the money allocated to their respective agencies into their private pocket.

5.6 SUGGESTED AREAS FOR FURTHER RESEARCH

- (i) Public perception of the implications of the enhanced minimum wage on employees' performance in social welfare agencies.
- (ii) Perception of employees' corruption and its effect on service delivery in public social welfare agencies.
- (iii) A comparative analysis of employees' performance in public social welfare agencies and non-governmental organizations (NGOs) in Nigeria.
- (iv) Relationship between employees training and performance.

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INTRODUCTORY LETTER
APPENDIX I

Department of Social Work
Faculty of the Social Sciences
University of Nigeria, Nsukka
12th July, 2007

Dear Sir/Madam,

I am a postgraduate student of the Department of Social Works, University of Nigeria, Nsukka. I am carrying out a research on “Public Perception of Employees’ Performance in Social Welfare Agencies with Special Reference to Enugu State”

You have been chosen as one of the respondents in the study. Please, take out time to answer the following questions as honestly as possible and be assured that the information supplied will be treated with utmost confidentiality.

Thank you.

Yours sincerely,

Abonyi Sunday, E.

APPENDIX II

QUESTIONNAIRE

SECTION A

SOCIO-DEMOGRAPHIC CHARACTERISTICS

Please tick (✓) to any answer of your choice and fill the space where necessary.

1. What is your sex?

(a) Male (b) Female

2. How old were you at your last birthday.....

3. What is your marital status?

(a) Married (b) Divorced

(c) Widowed (d) Single

4. What is your educational qualification?

(a) Non formal education

(b) First School Leaving Certificate

(c) SSCE/GCE/equivalent

(d) OND/NCE

(e) First Degree/Equivalent

(f) Master Degree and above

(g) Others, please specify.....

5. How long have you resided in Enugu State?

(a) Since birth (b) Under 2 years

(c) 2years – 5 years (d) over 5 years

(e) Over 10 years

6. Which of these religious groups do you belong to?

- (a) Christianity (b) Islam
 (c) African Traditional Religion

7. Please, in which of the following annual income brackets do you belong?

- (a) Below N50,000 (b) N51,000 – N100,000
 (c) N101,000 - N150,000 (d) N151,000-N200,000
 (e) N201,000 – N250,000 (f) N251,000 – N300,000
 (g) N301,000 – N350,000 (h) N351,000 and above

SECTION B

PUBLIC PERCEPTION OF SOCIAL WELFARE AGENCY EMPLOYEES

8. Are you aware of the existence of Social Welfare agency in your local government council?

- (a) Yes (b) No (c) Don't know

9. If yes, have you received any service(s) from such institution either personally or on the sides of your relations?

- (a) Yes (b) No (c) Don't know

10. If your response to the above is yes, indicate the nature of the service delivery?

- (a) Counselling (b) Adoption and fostering
 (c) Services for the handicapped and the sick
 (d) Care for the aged
 (e) None at all
 (f) Don't know

11. If your response to question number 8 is No, to whom do you report such cases like divorce, wife beating, abandoned babies, disabled individuals and other related cases for assistance? (a) Family members

- (b) The police (c) The church (d) Council of Elders
 (e) Don't know

12. If you make use of alternative source as indicated in question No. 11, other than the public social welfare agencies, why? _____

13. Do you think that the social welfare agency located in your area is adequately equipped to ensure the effective performance of its employees?

- (a) Yes (b) No (c) Don't know

14. If your response to the above is no, give reason(s) _____

15. Generally, what is your impression or view of the performance of employees of social welfare agencies in Enugu State?

- (a) Employees are unqualified and inexperienced
 (b) Lazy (c) Corrupt
 (d) Hard working (e) Qualified and experienced
 (f) Don't know

16. If your response to question No. 15 above its option a, b, and c, do you think there is a connection between these factors and employees' performance? (a) Yes (b) No (c) Don't know

17. What are the factors that may bring about poor performance of employees in our social welfare agencies? _____

18. What is the effect of such factor mentioned in question No. 17?

- (a) High performance in employees activities
 (b) Poor performance in employees activities

- (c) All of the above (d) None of the above
19. What do you think may be the possible results or implications of poor employees' performance in our social welfare agencies?
- (a) Lack of appropriate care for the aged and orphans
- (b) Poor quality counseling
- (c) Poor services for the handicapped and the sick
- (d) All of the above (e) None of the above
20. Do you think that culture have influence on the level of employees' performance in social welfare agencies? (a) (b)
- (c) Don't know
21. Give reason(s) for your answer? _____
-
22. Some people are of the view that experience gathered overtime by the employees' may have implication(s) in their job performance in social welfare agencies. Do you agree? (a) Yes (b) No
- (c) Don't know
23. If yes, to question No. 22 what are the ways by which such experience could be gained? (a) Academic Programmes undergone
- (b) length of service in similar organization (c) Participation in Workshops and Seminars (d) Don't know
24. Do you think that employees attached to such institutions like the Catholic Institute for Development, Justice and Peace (CIDJAP) and others perform better than those in the Government Social Welfare Agencies?
- (a) Yes (b) No (c) Don't know
25. If yes to question No. 24, what factor(s) do you attribute this to?
- (a) Availability of skilled or trained personnel
- (b) Better funding

- (c) Availability of equipments and other logistics
- (d) Quicker response to the peoples' need
- (e) Others, please specify _____
-

26. Do you link the Nigerian colonial past to the current performance of employees in public social welfare agencies in Enugu State?

- (a) Yes (b) No (c) Don't know

27. Give reason(s) for your answer to question No. 26 _____

28. Where would you place the blame for the present performance of employees of public social welfare agencies in Enugu State?

- (a) The employees themselves
- (b) The government/political system
- (c) The economic system
- (d) The society as a whole
- (e) Don't know

29. Do you think there are ways to improve the level of performance of social welfare agency employees in Enugu State?

- (a) Yes (b) No (c) Don't know

30. What do you suggest are the solution(s) to improve employees' performance in social welfare agencies _____

31. In addition to the normal salary structure, what other motivating factors could be used to enhance the employees' performance in public social welfare agencies in Enugu State? _____

32. Going by the present performance of employees of public social welfare agencies in Enugu State, what do you think may be the likely prospect(s) of the situation in about five years to come?

- (a) Would be better than it is now
- (b) Would be the same as it is now
- (c) Would be worse than as it is now
- (d) Don't know

APPENDIX III

IN-DEPTH INTERVIEW GUIDE (For Recipients of Social Welfare Services)

1. Introduction (purpose of the interview, moderator, modality for conducting the interview)
2. Personal characteristics of the respondents: sex, age, marital status, educational qualification, occupation and religious belief.

MAJOR QUESTIONS

3. Do you have knowledge of the services offered by social welfare agency employees in Enugu State?
4. What would you say to be your overall impression on the performance of employees of the agencies?
5. In what area have the services offered by the agencies affected your life?
6. Some people are of the view that the social welfare institution in Enugu State appears to be unreliable. Do you agree with this assessment and what are your reasons?
7. If you think the employees of our public social welfare agencies are not doing well, what do you suggest as remedies to improve their performance?
8. Going by the present performance of employees attached to public social welfare agencies in Enugu State, what do you think may be the likely prospects in above five years to come?

At the end of interview, the moderator summarizes the key points and thanks the participants.