

CONDITIONS OF SERVICE FOR ACADEMIC STAFF AND EFFECTIVE SERVICE DELIVERY IN NIGERIA UNIVERSITIES: A STUDY OF EBONYI STATE UNIVERSITY

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Abstract

The persistence decline in sound and quality of teaching has been the bane of Nigerian universities. This paper investigated the effect of Ebonyi State University (EBSU)'s Conditions of Service on the academic staff. The paper was a bold attempt to find out the extent to which lecturers' remuneration affect quality teaching in EBSU, and; to ascertain how the current assessment and promotion criteria affect the performance of lecturers in EBSU. Content analytical technique was used to review secondary literature relevant to the study and it was collaborated with oral interview. Frustration-Aggression Theory of conflict was adopted as the theoretical framework and findings revealed that: the current monthly salaries of EBSU academic staff which are described as meager; stringent appraisal/assessment criteria, among others, have negatively affected the efficiency and quality services by EBSU lecturers. The implication is that the nation's and/or state's quest for quality education will continue to be a mirage if nothing urgent was done. The paper concludes that both the government and EBSU Management have not done much to improve the conditions of service for academic staff, and recommended for upward review of lecturers' monthly salaries in line with the current economic realities and a review of the current assessment criteria in line with the Nigerian environment, among others.

Keywords: Conditions of Service, Academic Staff, Effectiveness, Service Delivery, EBSU, Nigeria.

Introduction

Over the years, it has become customary for employment organizations to provide a set of approved, pre-determined standards of expected treatments (conditions) including rules and regulations which would guide the personnel in the course of performing their duties. These conditions are commonly called, "conditions of service or conditions of employment" as the case may be. These "watchdogs" which are subject to acceptance or rejection by the would-be employee, to a large extent, affect the nature and quality of service delivery or productivity. These set of conditions which are usually in their hard copy forms, are supposed to be given to the prospective employee for proper digest before resumption of duty to minimize conflict.

For over 30years, the perennial problems facing Nigerian universities have included incessant strikes by teaching (academic) and non-teaching staff. The agitations have been for better conditions of service and improved infrastructures. The hitherto mutual co-existence and respect for each other's profession enjoyed in the 1960s and 1970s has diminished. This in addition to the introduction of differential salary scales has created a tendency towards polarization of the university staff markedly into academic/non-academic staff (Levinson, 2008; Fatunde, 2008; Makanjuola, 2008; and Yusuf, Adebawale, Fagbamigbe, Bamgboye and Oyediran, 2010). On the other hand, with increase in knowledge driven economy, the

private sector has been seriously competing with institutions of higher learning for manpower.

Consequently, there has been a reduction in the ability of the universities to attract and retain top grading students. It has been a recurrent experience to see the relatively poor university salary structure cause some of the best candidates from the universities to drift to industries or politics and the universities have no option than to recruit or incorporate less brilliant but qualified applicants, most of whom have no real interest at their disposal. Furthermore, the passion for choice of lecturing as a career in the university by the best/first class graduates in the past has been eroded by the love for money which is now widely embraced in the country (Utile, 2008; Ogu, 2008).

It has to be pointed out that, there are clearly spelt out conditions in the following areas for academic staff: appointments which include: full time temporary appointment; full time by lateral transfer/Secondment; part-time appointment; Adjunct/visiting appointment; parallel appointment; casual/daily paid workers; full-time contract appointment; full-time regular appointments. There are also conditions on assessment and promotions; salaries and allowances; leave; passage and passport and medical care; accommodation advances; retirement benefits; discipline; code of conduct; among others. While these conditions are not constitutional laws as they are administrative, they are not in themselves at conflict with the letters of the constitution, Yusuf et al (2010).

Also, in contemporary times, the change in career progression among university academic staff has been of great concern to the university authorities and faculty members. The reason for this change includes the quantity of the graduate recruited, the quantum and quality of the scholarly publications, staff motivation and stringent conditions contained in the promotion guidelines. In the past, there were conducive teaching/learning atmosphere and favourable attitude to university dons by the government probably because of their limited number. Presently, graduates prefer to work in banks, industries and multinational oil companies for better remunerations and fulfillments. These organizations entice them with huge salary packages and better working conditions, leaving the university community at the mercy of those who are academically average or some times, below average (Odetunde, 2004; Ogu, 2008). The aftermath of these scenarios includes the reduction in the quality of graduates being produced, Ogu (2008).

However, there have been limited documentation of these scenarios, hence; this study is an attempt to review the conditions of service for academic staff in Ebonyi State University, Abakaliki, with a view to determining their impacts on effective and efficient service delivery.

Although conditions of service are meant to guide the conduct of workers and guarantee their welfare, they are more often than not, a stumbling block to the exercise of one's personal liberty, a situation that impinge on the effectiveness and efficiency of services being delivered by the academic staff in Nigerian universities in general and Ebonyi state university in particular. Incessant industrial actions arising from remuneration and other conditions of service have being the bane of quality teaching in Nigeria universities and EBSU in particular. This is because, what should be the lecturers' monthly pay to make them feel adequately compensated in relation to the value of their certificate has, for a long time, been a subject of debate. Ebonyi state government for instance, has always believe that, since education is in the concurrent list, it can only pay its employees (EBSU Lecturers) according to their ability to pay and that the lecturers' services are part of their own sacrifice to the state.

On the contrary however, some sections of the public and lecturers themselves believe that, they should be entitled to a better pay in line with the current economic realities. The newly introduced salary structure, that is, the Harmonize Tertiary Institution Salary Scale (HATISS) and the recommended Consolidated University Academic Salary Structure (CONUASS, for lecturers); have further aggravated

the problem as EBSU lecturers since 2009 have cried to no avail for their CONUASS arrears. Successive governments' attempts if any, towards finding the lasting solutions to these developments have yielded less than proportionate outcome, a situation that has continued to threaten the nation and the state's (Ebonyi) quest for standard tertiary education. In view of the foregoing, the following research questions guided the study:

- (1) To what extent do lecturers' remunerations affect quality teaching in Ebonyi State University?
- (2) How do the current assessment and promotion criteria affect the performance of lecturers in EBSU?

Objectives of the Study

The broad objective of the study was to ascertain how conditions of service for academic staff affect an effective service delivery in Ebonyi State University. Specifically, the study sought to:

1. Find out the extent to which lecturers' remuneration affect quality teaching in Ebonyi State University.
2. Ascertain how the current assessment and promotion criteria affect the performance of lecturers in EBSU.

Topical Issues: A Discourse

Code of Conduct: This is a set of rules outlining the social norms and religious rules and responsibilities of, or proper practices for, an individual, party or organization. It helps to set a standard in the workplace for the staff/members so that they know what could be expected of them in that environment, (Wikipedia). In its 2007 International Good Practice Guidance, "Defining and Developing an Effective Code of Conduct for Organizations", the International Federation of Accountants provided the following working definition: principles, values, standards, or rules of behaviours that guide the decisions, procedures and systems of an organization in a way that (a) contribute to the welfare of its key stakeholders, and (b) respects the rights of all constituents affected by its operations". A common Code of Conduct is written for employees of an organization which protects and informs the said employees of the organizations' expectations. In Ebonyi State University, Code of Conduct is an integral part of the conditions of service. The following examples of the Code of Conduct for EBSU's Academic Staff will suffice:

- i. **Conflict of Interest:** A staff member shall not allow himself to be in a position where his personal interest conflicts with his duties and responsibilities.
- ii. **Gifts:** A staff member shall not demand or receive any property or benefit of any kind for himself or any other person on account of anything done or omitted to be done by him in the discharge of his official duties.
- iii. **Multiple Employments:** A staff member shall not hold multiple full-time employments and receive multiple salaries thereof.
- iv. **Secret Society:** A staff member shall not belong to any secret society or cultic association that uses secrete signs, oaths of secrecy, rites and symbols formed to promote a course, the purpose or part thereof which is to foster the interest of members and to aid one another under any circumstances with regards to merit, fair play or justice, to the detriment of the legitimate interest of non-members.

- v. **Abuse of Office:** A staff member shall not, in the course of his official duties, do any act prejudicial to the interest of any other person.
- vi. **Disclosure of Confidential Matter:** A staff member shall not disclose any unauthorized person, any confidential matter which comes to his knowledge in the course of his employment. Other provisions like those governing the press, Immoral Consideration, Truth and Honesty, Sale of Unapproved Handouts and Books, Relation with fellow and/or Students, declaration of personal interest, are by no means exhaustive (EBSU Conditions of Service, 2015).

Specialized services to EBSU's Academic Staff

a. Accommodation: It is stated inter alia in the Ebonyi State University conditions of service (2015) that:

- i. When quarters are available, employees of the University from CONUASS 3, i.e. Lecturer II and above shall be considered for official quarters.
- ii. Where quarters are available, consideration may be given by the housing committee to members of staff below CONUASS 3 whose duties require that they live within or near the campus. Such members it is stated; shall be required to pay an annual rent as approved by the university from time to time.
- iii. Furnished residential accommodation shall, where possible, be provided for a member of staff on CONUASS 06, i.e. professors.
- iv. Senior Staff on CONUASS 05, i.e. Senior Lecturers and below maybe provided university owned/rented quarters if available.
- v. Interest-free furniture loan maybe granted to newly appointed staff member. This is to be repaid within 3 to 5 years. It is to be noted that all the university housing, including rented ones, remain the property of the university at all times, while a senior staff member whose spouse is a senior staff in a Government Ministry/Extra Ministerial Department should not be given an accommodation where his spouse is given official accommodation.

However, what is most worrisome as Ndukwe, Nnaji and Nwuzor (2015:83) lamented is that:

In Nigerian universities, for instance, in the College of Agricultural Science (CAS) campus of EBSU, the only available staff quarters are dilapidated with almost or complete lack of basic social amenities in them. Besides, they are insignificantly few that many staffs are not even aware of their existence let alone accessing them.

While both government (Ebonyi State) and the university authority claim to be working hard to provide low-cost staff housing in Ebonyi State University, it remains to be seen of the achievement. Other entitlements, though theoretical which are supposed to be provided for EBSU academic staff as provided for in the conditions of service include: salary advances, motor vehicle advances, rent advances and furniture loan, retirement benefits including pension and gratuity, death benefit, among others.

However, the forgoing are subject to review and available for staff who is continually disciplined and dedicated to his duties as disciplinary measures including: warning, reprimand/rebuke, withholding of salary, deferment of increment, withholding of increment, withholding of promotion, demotion, interdiction, termination, withdrawal of appointment, dismissal, suspension, etc as the case maybe, may be invoked against an erring employee.

Some of the procedures and guidelines for appointments and promotions in Ebonyi State University

For assessment and appointment of new staff, vacancies are usually advertised showing the approved university system grade, designation, salary scale, and qualifications prescribed for the post in accordance with the appropriate scheme of service. A candidate for regular academic appointment apart from having the requisite qualifications and/or experience for the post must be less than 50 years of age. Any candidate for appointment into academic career of the university at the level of Graduate Assistant is usually required to possess a good degree or its equivalent from a recognized university, with a grade not less than a second class upper division, while for Assistant Lecturership, it is a Masters Degree plus a good first degree of not less than a second class lower division, (EBSU conditions of service, 2015).

In special cases, a candidate who does not have the full qualification is required to be appointed where the committee set up for that purpose is satisfied that it is in the interest of the university to do so. Also, an employee whose appointment has been terminated on grounds of misconduct or inefficiency may not be re-appointed except on special ground to the satisfaction of the vice-chancellor. It is expected that, a newly appointed staff must be fully documented in the Personnel Unit of the Registry and in the Bursary and the Head of Department through writing, is expected to inform the Registrar that such a staff member has actually assumed duty in the department/unit and has completed assumption-of-duty forms. On presentation of the appointment letter and the completed forms together with the original documents and medical certificate, the new member of staff shall be documented.

On promotions, there is usually an annual appraisal of the performance and conduct of every academic staff member. Promotion or advancement is based on merit such as qualifications, efficiency, experience and conduct and should be awarded recognition thereof. It is to be noted that a staff member is eligible for promotion if he is a regularized confirmed staff and has spent a minimum of 3years on his present grade (i.e. a minimum of 3years from his last promotion, re-grading, conversion, first appointment or return from leave of absence. It is expected that all Graduate Assistants on production of a Masters Degree, be automatically upgraded to Assistant Lecturers pursuant to the provision of section 4.15(1) of the EBSU conditions of service, 2015. The salary of staff member maybe reviewed or his appointment maybe re-graded on a recommendation of the Dean or Head of non academic department/unit concerned. An Assistant Lecturer in the service of EBSU is automatically and administratively re-graded to lecturer II after one year of satisfactory service. The breakdown for easy calculation is as follows:

Table 1: Promotion in Ebonyi State University

Criteria	Max Point	Minimum point per criterion per Rank/Grade					
		professor	Associate professor	Senior lecturer	Lect. 1	Lect. 11	Assistant lecturer
Qualification	Nil	or fellowship for Med. Doctor	/ Fellowship for Med. Doctor	or fellowship for Med. Doctor	5- mater Degree	5- mater Degree	5- Mater Degree
Teaching profession experience	30	20	18	16	13	13	
Publication/ creative works	60	60	50	30	20	-	-
Leadership	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Administrative experience	5	-	-	-	-	-	-
Contribution to univ/society	5	-	-	-	-	-	-
Interview performance (appointment)	10	6	6	6	6	6	6
Reference	-	-	-	-	-	-	-
Negative score	-	x	X	x	x	X	x
Pass mark after subtracting x	100	80	65 out of 90=72%	46 out of 70=65%	38 out of 55=69%	18 out of 35=51%	N/A

Source: EBSU Conditions of Service, 2015.

The annual appraisal form for all academic staff as it affects job performance score sheet adjusted as follows:

Table 2: Annual Appraisal Form for EBSU Academic Staff

S/N	CRITERION	MAXIMUM POINTS	ACHIEVED SCORE
1	Academic/Professional Qualification	a- or Fellowship 60for Medical Doctors only, b- b- For Master Degree/Lect, I and below. 5 points	
2	Teaching/Professional Experiencea. length of teaching or professional experience b. Teaching Load c. Quality of Teaching d.Student's Assessment Score e. Computer Literacy	30	
3	Publications/Creative Works a. Writing of books and monographs b. Journal articles c. Conference papers d. Medical Case/Technical Report e. Invention (i) Patented (ii) Unpatented	(60 - Professor 50 Associate Professor 30 - Senior Lecturer 20 - Lecturer I)	
4	Administrative Experience a. Deanship/Associate Deanship b. Directorship/Coordination c. Headship of Department/Unit d. Chairmanship of a Committee e. Warden of Halls/Games Master, etc	5 (1) (1) (1) (1) (1) (1)	

5	Contribution to University or Society or Scholarship	5	
	a. Supervision of PG students/resident Doctors only	(2)	
	b. Membership of Committees of University		
	c. Membership of Relevant outside bodies	(1)	
	d. University Representation	(1)	
		(1)	

Source: EBSU Condition of Service, 2015.

Note: 5, 0.5 represents a year up to maximum often years for tenure for all academic staff. 5** as measured by NVC on minimum teaching Loads of about 8 units per semester. 2c & d 75*** represent what a candidate shall score on quality of teaching and student' assessment. To qualify for promotion, candidate must score a minimum of 10 points out of 15 points.*

See Ebonyi State University Students' Assessment form for Academic staff as supplied by Director Academic Planning for use in the University marked Appendix 'A' at the back of this Report.

*5**** Computer literacy - maximum score is obtainable with evidence of certification and proficiency.*

*60*** for creative output as in No. 3 above represents minimum points Scorable.*

Minimum Overall Score:

In respect of recommendations to Associate Professorship and Professorship positions, minimum scores on published/accepted works are **prerequisite**. Candidate for the senior and junior academic ranks must obtain the following minimum scores: Subject to the criteria set out above, a candidate must also obtain a minimum overall pass mark as follows:

46 out of 70 points = 65% 38 out of 55 points = 69% 18 out of 35 points = 51% 13 out of 25 points = 52%

- Professor 80 out of 100 points = 80%
- Associate Professor and its equivalent 65 out of 90 points = 72%
- Senior Lecturer and its equivalent
- Lecturer I and its equivalent
- Lecturer II and its equivalent
- Assistant Lecturer and its equivalent

Note: An Assistant Lecturer in the service of Ebonyi State University is automatically and administratively re-graded to Lecturer II after one year satisfactory service.

Publication-creative work- maximum of 60 point

Journal publication: For academic staff assessment on journal publication, ranked journal which satisfies the parameter of index journals are adopted as the basis for assessing the papers published by academics in Ebonyi State University.

Journal publications for professorial position:

Major	-	maximum of 35 points
Minor	-	minimum of 10 points total=45

Associate professor:

Major	-	minimum of 30 points
Minor	-	minimum of 10 points total=40

In order to encourage staff to diversify on journal publication, a maximum of two (2) article in a particular journal publication are allowed per year

a. The following do guide the consideration:

- i. There must be at least 4, 6, and 8 journal publications for promotion to the levels of senior lecturer, reader and professor respectively from on-line highly rated and ranked journals. This is to pave way for challenges, motivations and competitions in the academic field.
- ii. There must be at least 5 journal publications from relevant professional association journals in Nigeria or from outside Nigeria.
- iii. Other journal publications must be from reputable journals either national or international.
- iv. A given proportion of 20% of entire journal publications must be empirically researched and not necessarily opinion or theoretical paper.

b. Major/Minor Journal Articles (MJA/MJA): major journal articles should be accessed by internal/external assessors based on publications in the area of specialization. Any publication that does not address the specialty of the author(s) should be termed as minor journal article and should be scored accordingly.

The maximum scorable points per journal article are usually based on number of authors of the article.

Table 3: Maximum Scorable Points on Publications based on number of authors.

Publication/journal Article/conference	Maximum score		
	Single author	Two authors	More than two authors-
MJA	5	4.=lead author, 3=others	3.=lead author, 2=others
MJA	3	2.5=lead author,2=others	2.=lead author, 1=other
MCP	2.0	1.5=lead author,1=others	1.=lead author,.75=others
MCP	1.5	1.0=lead author,.75=other	0.75 lead author, .50=others

Source: EBSU Condition of Service, 2015.

a. Conference Papers

Two conference papers are acceptable per year. Conference papers are classified as follows:

- i. Major Conference Papers (MCP) which are refereed, peer reviewed as and published as conference papers.
- ii. Minor Conference Papers (MCP)-other conference papers. The Maximum Scorable Points per conference paper based on number of author are given on table I above.

D. books/ Creative Works (Maximum of 20 points)

The books must be peer reviewed, mainline and in the candidate's field of specialization. The maximum scores are reserved for books published by renowned International Publishers.

A sole author, maximum of **10 points** per book

Two authors, maximum of **8 points** per author per book

More than 2 authors, maximum of **5 points** per author per book

Note: A maximum of two (2no.) books only are usually assessed

Other Books:

Books that did not meet the criteria as in above but are very important and essential for the teaching of students for their Academic exercise may be scored as follows:-Sole Author: Maximum of **4 points** per book. Two Authors: Maximum of **3 points** per author per book More than two authors: Maximum of **2 points** per author per book

E. MONOGRAPHS: Monograph must be deeply researched and within the candidate's discipline (Maximum of 10 point). Minimum Overall Scores:

Sole Author: maximum of **5 points** per monograph

Two Authors: maximum of **4 points** per Author per Monograph

More than Two Authors: maximum of 2 **points** per Author per Monograph **Note:** A maximum of two (2NO.) **Monographs only are usually assessed**

F. Book Chapters: Maximum of 3 points per Chapter (And Maximum of 2 chapters and 6 points)

For a book to be scored, it must be peer- reviewed or mainline books that address major problems and proffer solutions in one's areas of specialization. The Committee suggested to achieve this, academic staff are advised to endeavour to send their manuscripts to good publishers who in turn will forward them to Professors in the same field for proper review.

Book chapters that did not meet the criteria as the foregoing but are very important and essential for the teaching of students for their academic exercise are sometimes scored as follows: **Maximum of 2 points per chapter and maximum of 4 points.**

G. Medical Case/Technical Report (Maximum of 20 points)

Medical and Technical Reports after due assessment may be scored subject to a maximum of two (2no.) reports per year. Note: A Technical Report must have evidence of commissioning the Project and Receipt of a formal Report from the Commissioning Body.

H. Special papers: (maximum of 4 points and not more than two special papers per year)

Special papers are papers with high Academic content or papers presented by invitation from reputable Academia/Institutions or Organization/Societies. Evidence of invitation/commissioning should be presented before any score can be awarded.

Table 4: Job Performance score sheet promotion of staff of Academically- based Unit

S/ N	CRITERIA	DESCRIPTION	MAXIMU M POINT	ACHIE VE SCORE
1.	Academic/Professional Qualification	Basic relevant qualification for the job (to include academic qualification	10	
2.	Length of relevant Experience	Length of administrative, technical or professional experience. This shall attract 1 point for each full year	15	
3.	Quality relevant to job performance			
	a. Competence and understanding of the job		5	
	b. Regularity, Punctuality & staying on the job		10	
	c. Ability to complete work on schedule		10	
	d. Computer literacy		5	
	e. Ability to complete work independently		10	

	f. Ability to write Technical report		10	
	g. Initiative, creative ability & concern to produce Result		5	
	h. Ability to plan, direct, supervise and train subordinate staff		5	
	i. Appearance and public image.		5	
	j. Ability to attract Research Grant to the university		10	
4.	Negative Score		100	

Source: EBSU Condition of Service, 2015.

Total score __ Negative Score =X, then $\frac{X}{100} \times \frac{100}{1}$

Notes

(i) Ratings and Meanings

- Outstanding Performance exceptionally good, showing great promise for the future
- Very Good performance far beyond the minimum expected of the grade, showing considerable promise for the future.
- Good performance above the minimum expected of the grade;
- Satisfactory performance reached what is expected of the grade;
- Unsatisfactory Performance below the standard expected of the grade

(ii) Total obtained = x/45

Summary of total scores is on table: Maximum-minimum Score for Staff of Academically-based Unit.

Table 5. Maximum-minimum Score for Academic Staff

Criteria	Max Point	Maximum point per Rank/Grade					
		Professor	Associate Professor	Senior Lecturer	Lect. 1	Lect. II	Assistant Lecturer
Qualification	Nil	or Fellowship For Med. Doctors	Fellowship For Med. Doctors	Fellowship For Med. Doctors	5- Master Degree	5- Master Degree	5- Master Degree
Teaching Professional Experience	30	23	20	17	14	13	
Publication/ Creative works	60	60	50	30	20	-	-
Academic Leadership	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Administrative Experience	5	5	5	5	-	-	-

Contribution to Univ/Society	5	5	5	5	-	-	-
Interview Performance (appointment)	10	6	6	6	6	6	6
Reference	-	-	-	-	-	-	-
Negative scores	-	X	X	X	X	X	X
Pass mark after subtracting X	100	78	65 out of 90 =72%	65 out of 70 =65%	38out of 55=69%	18 out of35= 51%	N/A

Source: EBSU Condition of Service, 2015.

For the performance (appointment) only Degree will be counted and not for promotions.

Note:

1. for teaching & Professional Experience Criterion, a candidate for promotion is scored out of 30 while a candidate for new appointment is scored out of 20. The difference is made up from Interview Performance.
2. Appointments shall be made subject to satisfactory reference but no marks are awarded to them.

Methodology

The study adopted a descriptive survey design. Data were mainly collected through secondary sources (books, journals, periodicals and government publication). These were collaborated with oral interview granted to 153 lecturers from different cadres and discipline on the issue under investigation. The approach was not only qualitative and quantitative; it was also clinical and statistical. The general lives of lecturers were surveyed so as to have a clear picture of their working and living conditions and hence, their status within the Nigerian Society. The oral interview conducted was done in such a manner as to ascertain the useful amount earned by different categories of lecturers apart from their spending. Also ascertained included how they feed themselves and/or families, what they wear, their means of transportation, housing, materials they read and their dedication to duties, among others

Theoretical Framework

This study adopted the “Frustration-Aggression Theory propounded by John Dollard, Neal, E. Miller et al (1939) and Leonard Berkowit Z. (1969) cited in Odoh and Onuoha (2006). According to the theory, aggression or aggressive behaviour is as result of blocking or frustrating a person's efforts to achieve or attain a goal. It attempts to explain the cause of violence, bitter feeling or eye service in a workplace. This theory rests on the basic stimulus-response hypothesis. It can be used to explain the cause of strikes, demonstrations and reductions in the quality of service delivery among academic staff in EBSU. The poor working conditions and the stringent assessment/promotion criteria are supposedly the immediate causes of reduced effectiveness and/or productivity among academic staff in Ebonyi State University.

The relevance of the theory lies in the fact that, it will be an eye opener to both the Ebonyi State

Government and EBSU Management to drastically improve on the workers' welfare if it must meet up with the high expectations of the public for sound and quality university education. This will go a long way in opening new vistas in employer-employee relations.

Findings and Implications

In the course of the investigation, the following findings as discussed were made:

1. 136 lecturers representing 89% of lecturers interviewed from different categories, posit that the current monthly take home (salary), its consistency pattern, coupled with the expected retirement benefits (pension and gratuity), and are not only meager but demoralizing. The following table 6 and 7 are pointers to their claims.

Table 6: Recommended Consolidated University Academic Salary Structure (CONUASS)

CON UAS S		1 N	2 N	3 N	4 N	5 N	6 N	7 N	8 N	9 N	10 N	11 N	12 N	13 N
01	CONUAS S	69499 2	71484 3	73469 4	754545	774396	794247							
	CONPUA A	43963 3	45246 5	46529 8	478131	492964	149723							
	Rent	12875 3	13294 7	13714 1	141335	145529	149723							
	Total Emolumen t	12633 77	13002 55	13371 33	137401 1	141088 9	144776 9							
02	CONUAS S	79426 0	81756 6	84087 2	864178	887484	910790	93409 6	957402					
	CONPUA A	50494 7	52005 1	53515 4	550258	565362	580466	59557 0	610674					
	Rent	15186 4	15685 9	16185 3	166848	171842	176837	18183 1	186826					
	Total Emolumen t	14510 71	14944 75	15378 80	158128 4	162468 6	166809 3	17114 97	175490 2					
03	CONUAS S	89750 1	92276 0	94801 9	973278	998537	102379 6	10490 55	107431 4					
	CONPUA A	57399 9	59041 1	60682 2	623234	639645	656056	67246 8	688879					
	Rent	17800 9	18350 0	18899 1	194482	199974	205465	21095 6	216447					
	Total Emolumen t	16495 09	16966 71	17438 32	179099 4	183815 6	188531 7	19324 79	197964 1					
04	CONUAS S	11227 51	11629 74	12031 97	124342 0	128364 3	132386 6	13640 89	140431 2	14445 35				
	CONPUA A	72380 1	75007 4	77634 7	802621	828894	855167	88144 1	907714	93398 7				
	Rent	23344 3	24244 9	25145 4	260460	269466	278471	28747 7	296483	30548 8				
	Total Emolumen t	20799 95	21554 97	22309 99	230650 1	238200 3	245750 5	25330 07	260850 9	26840 11				
05	CONUAS S	16534 15	17113 22	17692 29	182713 6	188504 3	194295 0	20008 57	205876 4	21166 71	21745 78	22324 85	22903 92	23482 99
	CONPUA A	10757 88	11153 42	11588 96	119445 0	123400 4	127355 8	13131 12	135266 6	13922 20	14317 74	14713 28	15108 82	15504 36
	Rent	36230 2	37850 8	39471 3	410919	427125	443331	45953 7	475742	49194 8	50815 4	52436 0	54056 6	55677 1
	Total Emolumen t	30915 05	32051 72	33188 38	343250 5	354617 2	365983 9	37735 06	388717 2	40008 39	41145 06	42281 74	43418 40	44555 06

06	CONUAS	2053124	2123232	2193340	2263448	2333556	2403664	2473772	2543880	2613988	2684096			
	CONPUA	1311273	1359083	1406893	1454703	1502513	1550323	1598133	1645943	1693753	1741563			
	Rent	403824	423298	442772	462246	481720	501194	520668	540142	559616	579091			
	Total Emolument	3768221	3905613	4043005	4180397	43789	4455181	4592573	4729965	4867357	5004749			
07	CONUAS	2485099	2565548	2645997	2726446	2806895	2887344	2967793	3048242	3128691	3209140			
	CONPUA	1644228	1701656	1759085	1816514	1873941	1931372	1988799	2044629	2103656	2116084			
	Rent	451022	473125	495226	517328	539329	561531	583633	605735	627837	649939			
	Total Emolument	4580349	4740328	4900308	5060287	5220265	5380245	5540225	5700206	5860184	6020163			

Source: EBSU Conditions of Service (2015).

Table 7: Formula for Pension and Gratuity Computations Based on Percentage of Final Salary in Respect of Retirement

Qualifying Serving Officers	Gratuity as Percentage of Final Salary After 31 st March, 1977	Pension as Percentage of Final Salary After 31 st March, 1977	Gratuity as Percentage of Final Annual Salary After 1 st June, 1992	Pension as Percentage of Final Annual Salary After 1 st June, 1992
5	-	-	100%	:
6	-	-	108%	
7	-	-	116%	-
8	-	-	124%	i
9	-	-	132%	-
10	100%	-	100%	30%
11	110%	-	108%	32%
12	120%	-	116%	34%
13	130%	-	124%	36%
14	140%	-	132%	,^8%_____
15	100%	30%	140%	40%
16	110%	32%	148%	i£2%_____
17	120%	34%	156%	44%
18	130%	36%	164%	46%
	140%	38%	172%	48%
20	150%	40%	180%	50%

21	160%	42%	188%	52%
22	170%	44%	196%	54%
23	180%	46%	204%	56%
24	190%	48%	212%	58%
~25~ ' 1	200%	50%	220%	60%
26	210%	52%	228%	62%
27	220%	54%	236%	64%
28	230%	56%	244%	66%
29	240%	58%	252%	68%
30	250%	~60%T~	260%	70%
31	260%	62%	268%	72%
32	270%	64%	276%	74%
33	280%	66%	284%	76%
34	290%	68%	292%	78%
35	300%	70%	300%	80%

Source: EBSU Conditions of Service (2015).

Academic Staff Cadres

Table 8: Lecturers, Research Fellows and Librarians

Rank/Post	CONUASS	Mode of Entry, Advancement and Basic Qualifications
Graduate Asst. /Research Asst./ Graduate Asst. (Library)	01	By appointment of a candidate with a 1 st degree in a related field with a 1 st class or 2 nd upper division and NYSC. (This is a training position and not classified as a staff position that leads to promotion or such other entitlements.)
Asst. Lecturer /Asst Research Fellow /Asst. Librarian	02	By appointment of a candidate with a good 1 st degree and a Master's degree in the same field or its professional equivalent in a related field plus NYSC.
Lecturer II/Research Fellow II/Librarian II	03	<ol style="list-style-type: none"> 1. By advancement of an Asst. Lecturer/Asst. Research Fellow/Asst. Librarian after one year of satisfactory service; 2. By appoint of a candidate with any of these: <ol style="list-style-type: none"> (i) a . degree in the relevant field; (ii) a Master's degree or its professional equivalent plus at least 3 years relevant teaching, research and/or industrial experience in a University or comparable Institution. (iii) The qualification and the relevant experience specified in Table 1: Professionals' Entry Points.

Lecturer 1 /Research Fellow1 /Librarian 1	04	<ol style="list-style-type: none"> 1. By promotion of a Lecturer H/Research Fellow n/Librarian II in accordance with the Regulations plus at least 2 good publications; 2. By appoint of a candidate with any of these: <ol style="list-style-type: none"> (i) a . or Master's degree/professional equivalent plus at least 3 or 6 years, respectively, post-doctorate/master's teaching, research and/or industrial experience in a University or a comparable Institution and demonstrates ability for research and scholarship; (ii) the qualification and the relevant experience specified in Table 1: Professionals' Entry Points.
Senior Lecturer /Senior Research Fellow/Senior Librarian	05	<ol style="list-style-type: none"> 1. By promotion of a Lecturer I/Research Fellow J/Librarian I with and in accordance with the Regulations plus at least 2 good publications; 2. By appointment as specified for a Lecturer I/Research Fellow I/Librarian I above and has at least 3 years teaching experience as Lecturer I, research experience as Research Fellow I or professional experience as Librarian I. In addition, he must have demonstrated research capability through good academic publications and research supervision ability.
ÉCÉNDAN Professor/Deputy University Librarian	٤٥	<ol style="list-style-type: none"> 1. By promotion of a Senior Lecturer/Senior Research Fellow with Ph .D and in accordance with the Regulations; promotion of a Senior Librarian to the post of a Deputy University Librarian is subject to vacancy; 2. By appointment as specified for a Lecturer I/Research Fellow I/Librarian I with a as above plus at least 3 years experience as Senior Lecturer/Senior Research Fellow/Senior Librarian in accordance with the regulation and subject to vacancy. In addition, he must have <ol style="list-style-type: none"> (i) considerable researched publication; (ii) demonstrated academic leadership ability; (iii) evidence of University administration experience, capacity for academic leadership and community activities; (iv) Assessment of 3 External Assessors in the candidate's area of specialization. (v) For a Deputy Librarian, the specification is same as for a Senior Librarian but with at least 10 years post-qualification cognate experience of which about 5 years must be in a Senior Library administrative position and some research experience

Professor/University Librarian	07	<ol style="list-style-type: none"> By promotion of <ol style="list-style-type: none"> an Associate Professor <i>m</i> accordance with the Regulations; or (ii) a Senior Lecturer/Senior Research Fellow after at least 5 years on that rank and in; accordance with other provisions of the Regulations; Same as specified for an Associate Professor except that for direct appointment from Senior Lecturer/Senior Research Fellow to Professor, there must be at least 6 years experience instead of 5, <i>in</i> addition to the order requirements. <p>Note: Appointment of the University Librarian is through advertisement (not by promotion) for a candidate possessing the qualifications specified for a Deputy Librarian but with at least 12 years post-qualification cognate experience of which about 8 years must be in a Senior Library administration and organization. In addition, he must have a reasonable number of publications comparable to those of a Professor.</p>
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Source: EBSU Conditions of Service (2015).

It was also discovered that EBSU Management do grant 25% school fees waiver for academic staff pursuing their programmes within Ebonyi State University and twenty five thousand naira (#25,000.00) only for academic staff pursuing their s in other universities. This has been described as being too small by lecturers.

(2) The current assessment criteria in EBSU have been described by many lecturers as being very stringent and an attempt calculatively made to delay their envisaged progression. This in effect, has made many lecturers to abandon their primary aim of their employment (effective and efficient teaching) in pursuit of publishing their papers in the “classified” ranked journals to facilitate their appraisals and promotions. Most of these papers are never well researched but their places of publication have always being their selling point. This idea rather than facilitates, negatively affects thorough researches and lowers the Morales of academic staff in their service delivery.

(3) There is a persistent brain-drain in Ebonyi State University as most experienced lecturers have opted to look for a better condition of service elsewhere. There is no academic department in EBSU that is not a victim of this.

(4) It is expected that academic staff of a university shall undergo regular training and conferences locally and internationally under the supervision of the concerned university to add to their wealth of experience as to enhance better teaching. This is because; for lecturers, conferences, seminars and workshops, serve as fora for discussing research findings and interacting with their counterparts from other campuses or other parts of the world. They also serve as fora for the exchange of ideas on issues relating to their profession. However, in EBSU, the levity with which attendance at such intellectual gatherings have been handled, especially in recent years, has contributed to the low morale of academic staff. It is now clear that in spite of agreements signed between successive governments and ASUU, government has not fully appreciated the pertinence of conferences, seminars and workshops to the intellectual improvement of Nigerian university lecturers. It was recommended in 1992 ASUU-Federal Government Agreement that every academic staff should be sponsored to attend an intellectual conference at least once every five years, Ogbuagu (2017).

Unfortunately, experiences in EBSU show that the school authority has not been sponsoring most well researched conference papers and most times funds made available by the authorities for these purposes are grossly inadequate, and cannot support the conferences once in every five years. The implications of the foregoing findings include that the effectiveness and efficient service delivery by the university lecturers have been in recent years, far from being satisfactory and very soon, if nothing urgent was done, the standard of university education will fall in such a way that it will negatively affect every aspect of the economy.

Conclusion

Considering the need for quality education in Nigeria and Ebonyi state in particular, it has become that pertinent that workers in the nation's universities and EBSU require better equipment and welfare packages (conditions of service). The paper concludes that both the government and EBSU Management have not done much to better the lots of lecturers and this is capable of spelling doom in the state's quest for medium and high level manpower that are needed to drive the engine of real development.

Recommendations

In view of the findings and implications of the study, the following recommendations should be treated as a matter of urgent public importance:

- 1. Upward Review of Lecturers' Monthly Salaries:** this should be done in such a manner as to reflect the economic realities of the time. The content of the 2009 ASUU-Federal Government Agreement should be implemented fully by the Nigerian and Ebonyi state government if the impending doom from our universities was to be averted. Government should understand that education is a social service that drives the engine of other aspects of development. This being the case, the amount invested in this regard should not be seen as being too much as the cost of failing to do so cannot be quantified.
- 2. Appraisal/Assessment Criteria in Ebonyi State University should be Reviewed to Reflect our Economy:** The Art and Act of writing text books should be encouraged through financial incentives. This is because, most acclaimed papers in the ranked journals are not issue-based but one that are done to get easy promotions. This in effect, portends serious danger to the standard of teaching in our universities. Lecturers' appraisals and for promotions apart from published articles, must be made through students' inputs through structured questionnaire on the effectiveness of their lecturers in impacting on them. This is because, the students are the major beneficiaries of lecturers' services and this will be a sure-bet to enhancing efficient and effective service delivery by lecturers in EBSU.

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