

IMPACT OF INTEGRATING SOCIAL MARKETING IN NIGERIA MINISTRIES, DEPARTMENTS AND AGENCIES FOR SUSTAINABLE LABOUR PRODUCTIVITY AND WELL-BEING

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Abstract

The Ministries in Nigeria are the service delivery arms of government to the citizenry. There are a total of twenty six federal ministries, department and agencies (MDAs) each with a specific function that contributes to the wellbeing of the people. They employ academically qualified personnel to man positions and work daily. However, despite the huge population of qualified human resources and the recurrent expenditure that goes into sustaining these ministries, the output and impact are not commensurate. This paper also discusses the concept in the topic and the challenges in MDAs and recommendations with the application of social marketing.

Supply of labour is an important aspect of an organization towards meeting its needs and goal realization. Every meaningful organization sources the most productive labour that will perform the required roles and responsibilities in the organization's departments and units. Workers in business organization are expected to perform the five basic managerial functions of planning, organizing, controlling, directing and

staffing. In performing these various activities or functions, which are involved in the process of running the affairs of an organization calls for social marketing. Agbonifoh, Agbadudu and Iyayi (2005:3), noted that the principal purpose of ministerial management is to achieve corporate goals and objectives in an effective and efficient manner. Goal accomplishment is often pursued through efforts which seek simultaneously to satisfy the varied interests of public especially employees, consumers and the society's wellbeing.

Employee productivity is essential for achieving effectiveness, efficiency, customer satisfaction and the society needs, at large. For employers to be satisfied and to sustain productivity, they should be properly trained for their job, given sense of belonging as well as empowered. Empowering staff could be a way of sustaining them to be productive. Labour productivity measures the amount of good and services or the amount of real GDP produced by one hour of labour. (Wikimediafoundation.inc). Labour productivity measures the economic growth of a country. Growing labour productivity depends on the four main factors namely investment and saving in physical capital, new technology, human capital development and social marketing to sustain labour productivity. Workforce productivity is the amount of goods and services that a worker produces in a given amount of time (www.europe.OECD, 2012). Labour productivity which is referred to as workforce productivity can be measured for a firm, a process, an industry, ministry or a country. Qualitative dimensions of productivity labour input refers to when an organization or ministry is using labour much more intensely to assume greater labour productivity. This insight becomes particularly important when a large part of what is produced in an economy (ministries) consist of services. Management may be very pre-occupied with the productivity of employees but the productivity gains of management itself is very difficult to prove. While labour productivity growth has been seen as a useful barometer of the U.S. economy's performance, research has examined why U.S. labour productivity rose during the recent downturn of 2008 – 2009 when U. S. gross domestic product plummeted (Europe.oecd 2012). Nigerian ministries irrespective of the huge investment in resources and reforms lack the ability to provide and promote quality services required to impact positively on the individual and the well-being of the citizens.

Branden (1990) pointed out the direct relationship between self -esteem and productive work. He observed that the better a worker feels about himself, the more productive he will be and the more productive he is; the better will he feel about himself. This statement brings in social marketing. Social marketing seeks to develop and integrate marketing concepts with other approaches to influence workers behaviours that benefit individual workers and communities for greater social good. (en./Wikipedia.org/wiki/socialmarketing). The primary aim of social marketing is social good. Social Marketing Institute (2002) defined social marketing as the use of commercial marketing concepts and tools in programmes designed to influence individual behavior to improve their well-being and that of the society. Most

government ministries in Nigeria have not developed the attitude to encourage intrapreneurial activities of workers in their ministries.

According to Nwaiwu, Onuoha and Ajileye (2013:1), an intrapreneur is an individual that is innovative and creative in an organization or ministry. Organizational intrapreneurs are able to create new ideas, new services and products, new methods and processes that would help the organization to move forward. Many workers in the ministries are hiding their low productivity under bureaucratic principles and rules, while the bureaucracy model emphasizes order, system, consistency, uniformity and rationality. Unfortunately, the term "bureaucracy" now conjures up a negative image of massive red tapism and/or endless and unnecessary details and wasting of productive time (Agulanna, 2007). In his own contribution on the negative aspect of bureaucracy, Adebayo (2004), noted that bureaucracy appears to have acquired an odious connotation and is associated with inefficiency, lack of initiative/creativity, unintelligent rigidity in the approach of human problems, undue fussiness and bossiness on the part of ministry officials and downright stubbornness which has eaten down the supposed productive nature of Nigeria ministries. These behaviours could be changed through the application of social marketing. This calls for re-engineering improvement which means breaking away from outdated rules and assumptions and abandoning long established procedures and looking afresh at it all in ministries (Palokwu, 2006:600).

In recent years, U. S. manufacturers have tried to boost productivity by closing plants, downsizing, laying off production workers and selling off failing or unwanted business, still, as an economic system, the U.S lags behind Japan, South Korea, Great Britain, Norway, Sweden, France and other countries in labour productivity growth. (Stoner, Freeman and Gilbert 2005: 588). Many government ministries and executives are searching for solution to this problem – low productivity. The emphasis is changing as managers at more organizations concentrate on funding the right mix of capital investment and human investment. The most important trends in operations management today is the focus on increasing workforce literacy, knowledge, skills and social marketing that relate directly to job performance of an individual worker. In fact, a thorough analysis of integrating social marketing into sustainable labour productivity and wellbeing in Nigeria ministries have interesting implications that need to be explored.

Explanation of Key Concepts

Concept of Labour Productivity:

Labour is one of the factors of production. Labour is the second element of cost and it is argued that it is the most important element in organization. It is generally accepted that the success or failure of production of goods and services largely depends on the labour which should be monitored closely. According to Okoye (1997:108), labour is human contribution to production process that requires regular evaluation, analysis and control. Ande (2012:33) defined labour as all forms of human efforts put

into or utilized in production. It refers also to man's mental and physical exertions generated in the production process. Reward for labour is wages and salaries. Okoroafor (2007:2) defined labour as the physical or mental efforts of human being for the attainment of some objectives other than the pleasure of the effort itself. This means that labour services are meant to satisfy human wants in particular and the society's wellbeing at large which is the aim of social marketing. Labour is unique in that the supply of the service implies the physical presence of the owners of the source of the service. In the words of Fagbenle (2012), labour is a task that requires the exertion of body, mind or both in production activity. It is regarded as an important resource in the public sector (ministries) of any economy. This is because labour combines all other resources like materials and money needed to produce various ministerial services (Wahab, 1991). This then leaves labour as the major resource open to improvement. In support of that, Parker, Lema and Mligwa (1986), identified three main factors that are affecting ministries productivity as:

Shortcomings in management of labour: These factors are within the control of the directors and heads in the ministries. Some of the shortcomings are lack of workers motivation, unfair salaries/wages, lack of intrapreneurial encouragement, lack of innovation in rendering services among others.

Extraneous factors: They are not within the strict control of the directors or heads of units but may be influenced by proper planning and scheduling of tasks and they include working conditions, bureaucratic structure of the organization, rules and regulations.

Shortcoming of labour: They are factors within the control of the workers and whose effects may be minimized by the use of appropriate labour management approaches. They include laziness, sit-down-and-look attitude, lateness at work and discharging of duties, idleness and poor customer services. The workers are not concerned on quality customer service delivery, rather, they will say "government work is nobody's work which should be carried on the shoulder and if it becomes heavy, should be dropped on the ground". This is a slogan of most Nigerian civil servants who work in the MDAs.

Management of labour can be expressed as the application of management functions/skills to labour. These include planning, directing, organizing, coordinating, controlling and evaluation/monitoring. Fagbenle (2013) defined labour management as the process of channeling human energy and skills into achieving business or organization goals. It is concerned with both the efficiency and the effectiveness of the labour. That means that labour borders on how fast the job is done, how useful the task is in line with achieving the customers' needs and wants, the wellbeing of the worker and the society. According to Olateji (1992), the primary role of management in MDAs is to ensure that all resources namely money (annual budget), materials, manpower and machinery (4M) are utilized optimally to achieve maximum customer satisfaction. Labour input is a weighted average of the growth rate of the different types of labour, where the weights are the shares of each type in the aggregate wage bill.

Skill input is the quantity and quality of labour of different types available in the Nigerian economy. These skills complement physical and are needed to take advantage of investment in new technologies and organizational structures. This means introduction of new innovations and proper application of true bureaucratic principles, structures and competition among MDAs through effective integration of social marketing.

Types of Labour

Labour can be classified into two types according to (Okoroafor 2007);

1. **Physical labour:** Labour performed by physical efforts which involves mostly unskilled, semi-skilled and labourers.
2. **Mental labour:** labour done by individuals who have had specialized training as well as practical experience in a particular job. They are mostly called skilled labour.

Importance of Productivity

The importance of productivity is grouped into two according to (Ukandu, 2011):

- Importance to individual ministry
- Importance to the society

Importance to the individual ministry: Indicates how well or badly the ministry is using available resources and determines the difference between service quality and customer satisfaction.

Importance to society: Productivity is the yardstick for measuring the prosperity of a country, its impacts include:

1. Higher productivity reduces inflationary pressures. Ukandu (2011:23) note that if productivity has increase and payments made for the inputs have not increased by as much as output, the result is that individuals will generally spend less for goods and services available reducing pressure for inflation. In supporting the view, Oulton (2004) noted that increasing productivity is generally considered to be the only sustainable way of improving standard of living in the long term. Statistical evidence to help policy makers understand the routes to productivity growth, especially those which can be influenced by government, can lead to better policy.
2. Higher productivity means that input to the operation activity are being used more efficiently
3. Higher productivity can mean better working conditions and higher wages. This means more goods and services are being produced at less cost which translates into service being sold for less
4. High productivity is a major determinant of a nation's competitiveness in the world market.

According to Valadkhani (1957), there is a consensus among many economists that productivity growth plays a substantial role in enhancing standard of living and

international competitiveness. Competition improves productivity by incentives to innovate and ensure that resources are allocated to the most efficient firm (Oulton, 2004). It also forces existing ministries to organize work more effectively through imitation of organizational structure and technology. Ministerial prototype called bureaucracy model emphasizes order, system, consistency, uniformity and rationality in complex organization which most government ministries based their argument. The objective of organizational structure is to make it possible for the organization to produce its goods and services at a reduced cost or maximization of profit through customers' satisfaction (Okoye, 1997:112). However, in a complex organization such as government ministries, a rigid organizational structure no matter how well designed will surely manifest some deficiencies which include long communication chain, perception and conflicts. Functional heads have power and authority to supervise and control their units or sections in competitiveness and increased flexibility in ministries is one of the government's strategy for increased productivity suggested by (www.ons.gov.uk/productivity); this brings in innovation. Innovation in MDAs is the successful exploitation of new ideas which can be in the form of new technologies, new product/services, or new corporate structures and ways of working or discharging duties and responsibilities. These innovations will boost productivity and wellbeing of the society. Increase in flexibility which will also help to facilitate adjustment (in ministerial structure, hierarchy and old ways of doing things) as globalization intensifies economic structural change. Therefore, integrating social marketing into labour productivity would bring in the need changes mentioned about in Nigeria ministries.

Concept of Wellbeing:

Wellbeing is a general term for the condition of a person or group of people, for instance, their social, economic, psychological, work among others. A high wellbeing means that in some sense, the individual or group's experience is positive while low wellbeing is associated with negative happenings within the work environment (en.wikipedia.org/wiki/wellbeing). There is no clear definition of wellbeing but according to Wikimedia foundation.inc (2015), wellbeing is defined as a special case for attitude.

Types of Wellbeing:

There are three types of wellbeing according to wikipedia (2015). They are:

1. **Cognitive Wellbeing:** Cognitive wellbeing is developed through assessing one's interaction with their work environment and other people in the same organization. Example is the interaction between superior and subordinate in ministries. Other cognitive concepts are happiness and satisfaction. These relate to notions such as aspiration and needs, contentment and disappointment. This means that if an intrapreneurial worker is allowed to initiate or expand his new ideas and skills, his job performance will be high which gives him an aspiration to do more. He will be satisfied

and it will benefit the society as they get more quality services. So, whenever someone interprets his/her needs and wants as being satisfied or not, they then develop their cognitive wellbeing.

2. **Affective wellbeing:** This explains the different levels of affective wellbeing. High negative affective wellbeing is represented by anxiety and hostility in discharging organizational roles. Low negative affect is represented by calmness and relaxation (after all it is government work, whether I perform my role or not, at the end of the month, I will get my salary), which exists in present ministries in Nigeria. A high positive affective wellbeing means state of being pleasant, arousal-enthusiasm and low positive affective wellbeing represents a state of unpleasantness and low arousal, dull, sluggish in discharging duties which brings about poor performance and unsatisfied customer services. Wellbeing is most usefully thought of as the dynamic process that gives people a sense of how their lives are going, through the interaction between their circumstances, activities and psychological resources or mental capital or state of being in complete wellness.

3. **Psychology** in social science has proved that there is a correlation between wellbeing and positive psychology. According to Wikipedia (2015) in McNulty (2012), positive psychology at the subjective level is about valued personal experience. Wellbeing is an important factor in this subjective experience as well as contentment, satisfaction of the past, optimism for the future and happiness in the present. She argues that wellbeing is not determined solely by the individual's psychological characteristics but instead is determined jointly by the interplay between characteristics and qualities of people in the ministry environment. In the view of Merriam Webster in Wikipedia (2015), when someone is in positive wellbeing, he/she is also experiencing a few other things. It involves a sense of self-fulfillment which is the feeling of being happy and satisfied because one is performing his/her job fully using his abilities, talents, innovation and creativity which benefits the society.

Concept of Social Marketing

Social marketing involves changing attitudes, beliefs and behaviours of individuals or organizations for a social benefit and wellbeing of the society (Ranguna and Karim 1991:3). According to Kolter and Roberts (1989) social marketing is an organized effort to accept, modify or abandon certain ideas, attitudes, practices and behaviours especially in government ministries. Social marketing programmes are designed to discourage behaviours. For example, some workers behaviours in government ministries are very poor resulting to low productivity. It is the application of commercial marketing concept, knowledge and techniques to non-commercial ends such as campaigns against smoking and drunken driving for society's welfare. It uses commercial marketing in promotion of goods and services in a way that helps in

promoting the consumers and by extension the society's well-being (www.businessdictionary.com/definition/socialmarketing). Social marketing seeks to influence social behaviours not to the benefit of the marketer, but to the benefit of the target audience and the general public. Social marketing does well in changing and motivating individual behaviour changes, but that is difficult to sustain unless the environment supports the change in the long run (Weinreich 2010). The application of social marketing in the government organization will bring much benefit to the individual worker and the ministries at large.

Government Ministries:

Nigeria has twenty six (26) federal ministries and one hundred departments and agencies (www.nigeriaembassyusa.org/index). Today, Nigeria has thirty six (36) states and the Federal Capital Territory, Abuja with the population of over one hundred and thirty million (130 million). The oil rich Nigeria economy had long been wobbled by political instability, corruption and poor macro-economic management and poor quality of service by its ministries, departments and agencies (MDAs). The federal ministries are civil services departments that are responsible for delivering various types of government services which are of poor quality (en.wikipedia.org/wiki). Each ministry is headed by a permanent secretary who is appointed by the President and who reports to a Minister (President's appointee). Some government functions are provided by commissions (departments) and parastatals (agencies). These departments and agencies are involved in implementing government policies.

Major Challenges in Government Ministries, Department and Agencies (Problem)

The Ministries in Nigeria are the service delivery arms of the government to the citizenry; each of these ministries, departments and agencies has a specific function that contributes to the wellbeing of the people. For instance, the Ministry of Health develops and implements policies and programmes and undertakes other actions to deliver health services, while the Ministry of Education directs education in Nigeria. In summary, they are responsible for delivering various types of government services. They employ academically qualified personnel to man positions and work daily, however, despite the huge population, qualified human resources and the recurrent expenditure that goes into sustaining these ministries, the output and impact are not commensurate and social marketing application can address these challenges.

The major challenge is laziness of personnel masked in bureaucracy. The ministries have been identified with unnecessary bottlenecks that slow down their pace in service delivery. At the offices, personnel ask - why be in a hurry to provide government services when there is still time tomorrow? To treat a file and move it to the next relevant table and enable action taken on an issue can take several months. An officer can treat one file or less in a day, despite the mountain-heap of files on his table. They cannot be persuaded to move fast on any issue, despite the urgency. If the person

concerned or affected is exhausted, he may be subtly coerced into offering a bribe in order to fast-track his file/issue. They insist that the ministry belongs to the government, therefore, anyone can afford to be sloppy on his responsibilities and it would honourable be described as government bureaucracy which empowers them to be thorough but in actual sense, it makes the government inefficient and ineffective.

The next issue is the constant claim of lack of funds in the government ministries. Despite the yearly budget proposals that go through appropriation/approval, at no point in time do the ministries have funds to meet even the slightest need like stationery in the office. This situation renders them perpetually redundant, thereby gradually reducing their capacity to perform. All the activities budgeted for on yearly basis are hardly implemented and so even with the best brains as personnel, the system continues to look like a place that brings people together to provide an escape from boredom of being at home and paying them salaries at month end. This is on one hand while on the other hand, one wonders what the funds approved and released monthly based on budgets are used for. (Eneremadu 2014.3) The reason for this thought is that yearly, those appropriated funds are expended, but hardly any work is done. There is also the issue of non-reward/non-acknowledgement of innovation, ingenuity and outstanding performance. Very often, when young graduates and professionals are employed in the ministries, they come full of ideas and understanding on how to improve services, increase performance and have better results. These innovations and ingenuity are met with staff opposition from extant staff who are afraid of being termed unproductive or disgruntled. Some extremely innovative staff may expend personal resources to get some work done in favour or on-behalf of the ministry, although this is rare, it should be acknowledged and encouraged whenever it happens. Instead, the staff involved is reprimanded by their direct bosses and sternly warned never to do such because no one will reward the effort. Therefore, in no time, the once brilliant, enthusiastic, full of ideas and innovative young professionals get drowned in the rivers of redundancy, laziness masked in bureaucracy and no longer desire to perform. They are not challenged by anything as they are paid monthly whether work is done or not. They are promoted because they are due and not based on performance. (Eneremadu 2014).

Poor working condition is another major issue that constantly lead to low labour productivity in the public sector. This condition is clear in the non-conducive environment barely equipped with furniture and relevant machines to aid employees to perform optimally. A visit to the ministries show that some employees do not have even table and chair to sit on, at their work place. Many who should work with computers neither have the skills nor the computers to work with and so, the state of some of these offices are so poor that people can only come to the office, hang around a bit and leave as soon as they have the slightest opportunity (Eneremadu 2014). In addition, the tools the employees require to work with are not provided. Office politics is another challenge that has lowered labour productivity. In the quest to replace officers, grow to

certain positions and become leaders, because of the financial benefits and access that those positions expose one to, employees scheme and engage in all sorts of undesirable behaviours. These behaviours do not allow employees to carry out their specific responsibilities for which they were employed. This office politics actually diverts staff attention from work to activities that will put them in authority where they can access and expend government resources and be unaccountable. It is the result of these mentioned issues that provoked the investigation with the aim of re-addressing it with the use of social marketing to proffer solution (Eneremadu 2014).

Importance and Application of Social Marketing

The application of social marketing in government ministries, department and agencies would assist the employees to voluntarily change to positive working behaviours in public service and feel the satisfaction that comes with meeting ones responsibilities which hitherto, has been deficient to a large extent. The application of social marketing will be beneficial to the private sector as it equips them to continue to improve and set the pace for the public sector, knowing that the positive behavioural change in the public sector poses a competition for the private sector. The implication therefore, is that the public sector continues to improve, increase their patronage and profit as well as their contribution to the national economy. It will equally be a huge resource to students currently in schools, preparing to get employed in the public service, because it begins to enlighten them and change their perception of what it means to work in government ministries. They will no longer see government ministries as places to earn money without efforts but prepare to put in their best when they get engaged after graduation. Lastly, the application of social marketing will enable Nigerian citizens to understand what the ministries should be in terms of quality service provision as against what they currently are. In effect, citizens would more confidently demand for the services of the ministries and follow their demand through to achieve result.

Conclusion

Marketing strategies and applications are very crucial in achieving the organizational goals and objectives which government ministries should copy and apply as there is need for them to satisfy customers' needs and wants as applicable to private-sector. Individual and groups negative managerial tendencies (like corruption, stealing of public funds, poor behaviour and attitude, etc), which inhibits the realization of the goals of government ministries should be done away with and embraced social marketing for sustainable labour productivity and well-being.

Recommendations

In view of the already stated issues and challenges which social marketing can address, the following recommendations have become necessary:

1. Entrepreneurship and empowerment should be encouraged in government MDAs to break away from outdated rules and negative bureaucracies found in today's government offices, as these will enable ministries render quality services to the public.
2. The planned activities as stipulated by the yearly budget should be implemented and accounted for.
3. There should be continuous changes in behaviour of public servants to promote creativity and innovation for job enrichment, timely services to customers for the good of the society. This means that government ministries in Nigeria should embrace social marketing to sustain labour productivity and well-being.

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