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TOWARDS SUSTAINABLE PRODUCTIVITY OF CIVIL SERVICE WORKERS: INFORMATION AS A CRITICAL RESOURCE

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ABSTRACT

The paper reviewed relevant literature and examined the process of sustainability and productivity of Nigerian civil service workers. It discussed the notion of sustainability in relationship with the idea of information sources and society. While it notes that a careful management of information as a critical resource is essential in meeting the major demand created by accelerated productivity of workers in urbanization, civil service and sustainable development. It showed the problems faced by the civil service workers. Corporate and environmental concerns have been the focus while the regulatory compliance for sustainable productivity of Nigerian civil service workers was accommodated. Civil Service worker needs to seek, access reliable and adequate information to improve their knowledge and to increase daily productivity. It was revealed that as civil service workers are exposed to new information, they tend to develop new idea or method which enables them to acquire effective skill and knowledge transfer among themselves. Access to information enables communication to flow easily in the organization.

1. INTRODUCTION

Information is vital for sustainable productivity of Nigerian workers, managers, scientists, and for practitioners, in any organization to take decisions, to prepare plans, control activities, 'outclass' competitors, provide services, and so on. Information, formal or informal, is however to be managed. Information can be seen as a valuable resource within many organizations in the society. It is an organizational resource. It is a self-regenerative resource and it is key to economic element. It can be accessed by anyone from anywhere, any number of times, yet remains undiminished and unchanged; of course, this requires intensive use of information technologies. It is a resource that, if it is properly managed and used, can stimulate innovation, speed civil servant development, raise levels of civil servant workers productivity, ensure consistent standards of quality and through all of these means raise the level of competitiveness and civil service workers sustainability (Eurostat, 2001). Information society plays an important role both in public and private sectors. In public sectors, information is particularly important in sustainability and productivity of Nigerian civil service workers.

In many organizations decision support systems (DSS) are used as a part of management tool to reduce risk. For example, an application for a personal loan can be approved or disapproved even by a middle manager, provided the manager has access to a DSS to obtain a credit score – applicants who score above certain level receive the loan. Success of such a system is totally dependent on the availability of information. Extensive use of information is also made in civil service. Information is very much essential to promote sustainable civil service works. The long term success of public sectors is determined by their capacity to use and manage information to reduce costs, to extend their range of services, to reduce risk and to become more sensitive to customers and workers demand. (Szulanski, 1996). Information makes a similar impact on the public and civil service sector. Civil servants are now beginning to realize that information can change the way they work, quite dramatically. Use of information at appropriate time in a right manner enables them to improve their general efficiency for sustainability of their works in a way that is similar to those used in other public sectors – through automation of their day to day routines, decision support systems, and electronic financial transactions. In other sectors like, education, health, social security, public servants ultimately handle information for sustainability and their decisions are all dependent on the available information in the society. All this calls for a strategic approach to the management of information for civil servant workers sustainability both in private and public sectors and it is believed that to achieve significant productivity particularly in public sector it is necessary to develop a radically different approach to the management of information for sustainability of civil service workers in Nigeria.

1.1 Information Sources Management

Information Management (IM) as a discipline emerged in mid 1980s. It has firmly established itself by now. It got its root from the Institute of Data Processing Management. It was renamed as Information Management Journal and Association of Special Libraries and Information Bureaus changes their name to Association of Information Management. These examples signify the importance of IM. However, a critical question remains pertinent, is there anything new in the concept of information management or is it just a luxurious label for library administration? The concept of information as a resource of sustainable productivity of Nigerian civil service workers, the problem of information overload, the tremendous impact of Information Communication Technology (ICT) on workers are the key issues in IM. However, library administration deals with the day-to-day administration of the library procedures – executing and monitoring the traditional library functions which are pertinent to them. Blaise (2000) opines that there is nothing to stop information providers from retailing themselves as Information Managers. But the change of title does not necessarily imply change of activity or attitude in the society. Further, he argues that IM is more than a value added librarianship. In addition to the usual functions of library administration, information management involves in data processing, automation activities, systems analysis, information services, management services, the new skills and techniques needed by the information managers to deal with the digital information and strategies for developing a corporate and civil service information plan. Information sources serves as efficient and effective co-ordination of information from internal and external sources. Management of information resources is not only concerned with documents, message and data alone, but also with the entire information handling to improve civil service workers. Biddiscombe (2001) Information as a resource for sustainability of Nigerian civil service worker requires proper management, like money, manpower, and materials. At the simplest level, information resources management involves planning and coordination for sustainability of Nigerian civil servant worker which involves the following:

- information handling skills for civil servant workers' sustainability;
- information technology and
- information sources and services for sustainable civil servant workers.

Information resources management requires careful views of new developments that can contribute to the better management of information resources for civil service worker sustainability in Nigeria. Information resources management involves an understanding of the way in which information flows within the society. It also shows a systematic means of mapping and monitoring such flows for Nigerian workforce within a system. Information resources can be use as a means by which a centre maximizes the sustainable work efficiency with which it plans, collects, processes, controls, disseminates and uses its workforce and through which it ensures that the value of that information is identified and exploited to the fullest extent. What then is TQM? It may be defined as "a management philosophy embracing all activities through which the needs and expectations of the customer and the community and the objectives of the organizations are satisfied in the most efficient and cost effective way of maximizing the potential of all employees in a continuing drive for improvement (Stiglitz, 2000).

2. LITERATURE REVIEW

The literature review is one of the information documents to the framework of report on civil service sustainable productivity. Sustainable productivity of Nigerian civil service workers is understood to be a framework for managing change. A system is a whole whose elements interact as they continually affect each other over time and operate towards a common purpose (Eurosat, 2001). This holistic approach in measuring sustainability of civil service workers' productivity is valuable; recognizing that this sustainable productivity is not determined by single component systems. Sustainable productivity of Nigerian civil service workers is a complex system which has direct effects on workers action and also deals with high or low productivity in a viable organizational setting. Sustainable productivity of Nigerian civil service workers as a development encompasses the pursuit of economic growth with greater investment on people, to satisfying their needs, improving their quality of life, empowerment of workers and creating opportunities for the future generations to survive (Marshall, 1996).The Modern approach to sustainability of civil service workers productivity development, according to Ibiezugbe and Dokpesi (2011), is the encouragement of full participation of workers in their works development process. For the formulation of ideas for sustainable productivity development in the environments they serve, employees must adopt the new techniques and put them to use. The new ideas must meet their sustainability and organisation goals through effective training, workshops and information use channels. According to Szulanski (1996), the employers will frequently get prompt, helpful, and accurate answers to problems when they turn to use information for workers productivity development. There is tremendous value to the citizens when the workers find information they need and use it faster in the production of goods that maximise value for society. Saunders and Goddard (2001) noted that sustainability and productivity of Nigerian workers has potential powers to positively influence civil service workers productivity for our societies. Organisations that are involved in workers welfare and protection were challenged to make greater efforts to understand that workers should be influence when they use information to improve their productivity.

Ferreira and Du Plessis (2009) showed that the effect of online social networking on employee sustainable productivity was a technology to be used to increase collaboration between workers who share a common interest or goal in productivity. Increased use of information collaboration, according to Ferreira and Du Plessis (2009), would stimulate knowledge sharing

between civil service employees, with the possible effect of increased productivity for the populace. This was supported by Munene and Nyaribo (2013) that civil service employees participate in social network information for both work and non-work related activity would increase their sustainable productivity. Information communication use has the potential to allow civil service employees to form collaborations and interaction for knowledge sharing, it is a better channels which enhance civil service productivity.

Sustainable productivity of Nigerian workers is a concept that is understood differently by different people. It is observed that sustainable productivity growth has many faces. He strongly believed that this has made people to misunderstand the concept. He explains that in a static sense, it is simply about more output per unit of input and is very close to cost savings in terms of productivity. But in dynamic sense, it explains the concept to raising output of sustainable civil service workers growth faster than input growth; which implies that civil service workers should increase the output and services they produce for people in the society or organization. Obadan and Odusola (2000) view it as the instrument for continuous progress, and of constant improvement of activities. It is often seen as output per unit of input. Hence, activity of higher productivity connotes achieving the same volume of output with less factor inputs or more volume of output with the same amount of factor inputs. Thus, increased in civil service productivity could result from the reduction in the use of resources, reduction in cost, use of better methods or improvement in factor capabilities, particularly labour. Productivity then is to do more with less exertion in less time.

2.1 Information as a Critical Resource of Workers Productivity

Access to information promote sustainability of civil service workers' productivity by supporting higher quality production, facilitating the development of workers' skills and enabling more effective sustainable workers productivity in Nigeria. Information use leads to reductions in uncertainty which improves resource allocations for decision making and reduces delay in costs by increasing the accuracy of mental mappings from actions to expected consequences of workers productivity (Marschak & Radner 1972). Employees align well with the classic decision-theoretical interpretation of the value of information as a critical resource for employees sustainability: improved information about the pool of resources and employee opportunities improve the fit between productivity and sustainability of employees requirements, increasing the frequency of productivity and reducing time wasted interviewing unsuitable production. Precise information also tempers risk aversion, enabling employees to make appropriate and faster productivity (Stiglitz , 2000). Reductions in uncertainty help employers to place the right candidates in front of the right work quickly, increasing the likelihood of productivity faster and in turn increasing the job completion rate and the revenues earned by the firm. Sharing procedural information can also improve employees' handling of recurrent search and production problems and recruiters report learning to deal with difficult professional situations through peer communication (Szulanski, 1996).

Access to information also enables skill development by increasing familiarity and facility with different works, improving employee absorptive capacity and strengthening communication towards workers productivity. As civil servants are exposed to new ideas and information they develop the ability to absorb new concepts of production which enables more effective knowledge transfer for workers productivity and increasing the likelihood that others will share information with them as they share more intellectual common ground towards productivity (Reagans & McEvily 2003). As absorptive capacity is developed, individuals are better able to communicate ideas across a broader range of topics and to a broader audience, strengthening persuasion and the ability to generate support from subject matter experts in accomplishing managerial goals (Rodan & Galunic 2004). Access to information can also create autonomy (Burgelman 1991, Burt 1992) and help employees to gain access to resources they need to do their jobs efficiently (Rodan & Galunic 2004). In our setting, employees seek and access information socially through colleagues and contacts, and technologically by searching databases, intranets and public information available online. The structure of social information acquisition is instantiated in communication networks that connect employees. Two of the most important network characteristics theorized to drive productivity by providing access to information is structural diversity and short path lengths to different parts of the network (Hansen 2002). While social network has studied these concepts through survey based self reports, none has linked information flowing in email networks to productivity – an important lens onto how information flows affect the performance of information workers. Actors with structurally diverse social networks derive 'information benefits' from network structure because they are more likely to receive non-redundant information through network contacts (Burt 1992). As information in local network tends to be redundant, structurally diverse contacts provide channels through which information flows to individuals from distinct pools of social activity (Granovetter 1973). Access to non-redundant information facilitates early productivity of sustainable employees, adaptation to change (Gargiulo & Benassi 2000), (Reagans & Zuckerman 2001). In social networks, the economic value of information stems from its uneven distribution across employees. Individuals solve problems and find opportunities by tapping distinct information pools in diverse network to which their structurally diverse channels provide access. Actors with access to these diverse pools benefit from disparities in the level and value of particular knowledge held by different groups (Hansen 2002).

2.2 Sustainable productivity Growth

Sustainable productivity growth holds the key of dealing with the economic and fiscal challenges of any growing economy. To remain competitive in the present world of globalization, a country must be able to hold down cost of the inputs they use for production. Recently, sustainable productivity growth has been primarily driven by efficiency growth (growth in

how well labour and capital are used) and capital deepening (growth in the amount of capital that workers have available for use). The factors affecting sustainable productivity's effect of civil service workers is based on three sources which include: capital deepening, increases in skill and efficiency gains. Capital deepening happens when organizations invest in more or better machinery, equipment, and structures, all of which make it possible for their civil service workers to produce more. Matching workers with better capital increases the number of goods employees produce in each hour they work. Examples of capital deepening include the purchase of more sophisticated machine tools for workers in the organization, or a faster computer system for a travel agent. An organization may add capital when it increases its workforce—for example, a travel agency might buy additional computers when increasing the number of travel agents it employs—but that does not constitute capital deepening if the amount of capital available per worker does not increase.

Sustainable productivity of Nigerian civil service workers is understood to be a framework for managing change. A system is a whole whose elements interact as they continually affect each other over time and operate towards a common purpose (Eurosat, 2001); thus the system encourages thinking about cause and effect and inter-relationships between elements. This holistic approach to measuring sustainability of civil service workers productivity is valuable, recognizing that this sustainability is not determined by single components systems. Information theories are still struggling to suggest a methodology for linking cause and effect on sustainable productivity of Nigerian civil service workers in organizational systems, to adequately analyze direct, effects of worker's action and to deal with low productivity in a viable organization setting.

2.3   Problems of Labour Productivity

One of the problems facing Nigerian civil service workers is that they lack information and they are unmotivated and under-appreciated in the society. Relatively speaking, reward system in Nigeria is among the poorest in the world (Alakeson, 2003). The workers are not paid living wages; they are used and often discarded without effective retirement programme and social security benefit to see them through their unproductive years. It is common in Nigeria for civil service workers to go for months without getting their basic salaries. This is not to mention the non-payment of retirement benefits even to retired military officers. But the politicians with unlimited access to the nation's purse have fantastic employment and many benefits.

There are many problems in Nigeria, which involve non-payment or late payment of workers (and retirement benefits) for months that are difficult to understand. If one may ask, how does an organization with unappreciated workforce expect the workers to be productive? Are they expected to produce good quality products and services with antiquated machines? Does a society expect a hungry worker or citizen to be happy, honest and law-abiding? Without getting paid, how would a worker take care of his or her family obligations? This is where petty corruption comes in! Lack of adequate reward for honest effort and good skill is one of the reasons for the increasing level of corrupt activities in the society. Thus, poor labour-management relations and reward system in the society, among other things, have negatively impacted workers morale, productivity, and the health of the entire economy. Having known the problems facing an average worker in Nigeria, how could the employers of labour in the society improve their productivity? Efforts in this direction must include appropriate employee motivation, which 'is the art of stimulating someone to action by creating a safe environment (Cramton 2001). This will involve good policies to spur economic growth, education of the youth and increase in knowledge (investment in human development). In addition, good payment system and retirement benefits, technological innovation, access to valuable information, increase in competition among firms, rehabilitation of dilapidated infrastructures and provision of social amenities, are among the important areas that deserve serious attention in our society.

2.4   Training

Employee training is important because one of the most efficient and effective methods of improving civil service workers productivity is simply to train them in the skills they need to perform their job or duties. Nigeria should motivate its labour force, otherwise will not effectively compete in the emerging global economy with angry and hungry workers. The only enduring competitive advantage in this global economy is a high-quality, well-motivated workforce willing to work together as a team to increase product and sustainability. Taking proper interest in people is another way to improve workers productivity. It has been noted that the more or better you know an employee - knowing the needs and aspirations - the better you would be able to know how to motivate and get the most out of that particular individual. It is proper to mention that good employee motivation causes a worker to abandon his or her own goals and interest to achieve the goals of the organization. Thus, since workers are not paid well as when due, it is obvious that the employers of labour in Nigeria have not been having proper interest in their employees. However, managers in the society should desist from playing gods, and become more sensitive to the needs of their subordinates. Many of them are known to be playing with the lives of their workers by withholding their salaries for months; Osun State government failed to pay its workers salary for seven months in 2017 is a good example, this attitude can only de-motivate an employee and lower his or her productivity and sustainability.

Nevertheless, motivation programme in Nigeria would only work if the civil serviceworkers have confidence in management, as having trust in management that they would do the right thing thus, could boost employees' morale and sustainability. For this, the employers of labour in the society should learn to implement any employment benefits packages agreed upon in labour-management negotiations for mutual benefits of the workers and the society. Without this, labour disputes are bound to disrupt work activities in the society (Ukpak, 2001). However, a well-managed retirement benefit for

workers could go a long way to boosting the morale and productivity of the workers in Nigeria, because many of them get bogged down worrying about their fate after retirement ignoring or forgetting to give proper attention to their duties. Knowing that they would not get their benefits after retirement, some civil servant workers would be tempted to get into corrupt practices in other to save towards retirement. Therefore, there must be information for establishments of social security system and unemployment compensation benefits for appropriate motivation for employment packages that could boost civil service workers morale and sustainability.

It is appropriate to mention the effects of non-payment of workers and remarkable benefits a society derives from increased labour sustainability productivity. If civil service workers were not paid they would not have the resources to purchase the goods and services produced in an economy. This would result to economic gridlock and the resultant to socio political and economic problems. However, economic growth and increase in productivity would enable everyone in the society to enjoy high standards of living. Human being are known to be goal oriented; and once a goal is set behavior aimed toward the goal persists until the goal is achieved. However, more often than not, civil service worker works all his or her life without coming close to achieving their life goals. The sad situation is worse today where an average worker cannot afford to meet his or her family's basic needs, such as food, clothing, water, decent shelter, and health care. Yet, the society expects them to be honest, productive and law-abiding. It should be noted that a healthy worker, all things being equal, is a highly productive worker. Thus, lack of basic needs tend to impact negative on civil servant morale and sustainability.

The workers who produce the goods and services that society needs are not being treated well. Apparently due to lack of funds the Federal Government has failed or refused to adequately fund the nation's universities and maintain the roads. But the corrupt politicians in the society are being showered with rosy employment and severance packages. For instance, This Day (May 4, 2003) reported that the politicians who failed in their bid for re-election (and those who refused to re-contest) would walk home with huge severance packages, notwithstanding the mouth-watering furniture allowances they received at the beginning of their term. The *newspaper* notes that the Senate President and Speaker of the House of Representatives are expected to receive a severance pay of *N5, 953,623* each, while each Senator and member of the House would receive *N2, 431,680* and *N2, 382,255* respectively. Unfortunately, this is happening at a time when an average civil servant worker is owed many months of back pay, and the universities have been on a prolonged strike action for lack of the necessary funds to operate

2.5 Information Resources

There should be information awareness and highly competitive economies, since workers are the main tools for economic growth and social progress. Their demands should be seriously and readily addressed, because without a dedicated workforce an organization will crumble. As we have seen, this has been the problem with Nigeria where labour strike actions are rampant. Thus, more often than not, workers would not get the employers of labour (the government in most cases) to pay them or attend to their job-related problems without prolong strike actions. And this has always had devastating effects on the economic and civil servant sustainability.

2.6 Salary Adjustment

To ease the problem of workers, employers of labour in the society should include *Cost of Living Adjustment* (COLA) in every employee's benefits agreements. With this, workers would get automatic yearly salary adjustment equal to the rise in the Cost of Living of an area in which an organization is located. The salaries of workers, among other things, should be determined by the prevailing economic conditions of a locality, instead of the usual flat salary scale structure which is common in Government establishments. For instance, a civil servant that works in an urban area would be paid more than one that works in a rural community. To provide a good policy, the Federal Government should speed up the process of salary adjustment and desist from determining the high costs of public utilities (and fuel prices) in the society. Market forces should be allowed to regulate prices; with that, the prices of commodities would vary according to the economic conditions of a locality. More importantly, the society should endeavor to create appropriate value system in which honesty and good skills are appreciated and adequately rewarded. This could reduce the increasing 'brain-drain' and encourage the youth to seek training in needed-skill areas, as good skills would boost the morale and productivity of civil service workers. Nigeria can move forward only if persistent and determined efforts are made by the leadership to tackle the many and glaring deficiencies in the system.

2.7 Legal and Security Issues

Data is a formal representation of concepts, facts or instructions. Information is the meaning that data has for human beings. Data has, therefore, two different aspects: as potential information for human beings or as instructions meant for a computer. Information is not material, but a process or relationship that occurs between a person's mind and some sort of stimulus. Information, therefore, is a subjective notion that can be drawn from its objective representation which we call data. Different information may be received from the same data. As in the various natural languages the same word may have different meanings, so in computer programming the same byte or set of digits (e.g. 01100010) may serve as a carrier of different content.

2.8   Legal Protection of Information

The new legal doctrine of information law and law on information technology recognizes information as a third fundamental factor besides matter and energy. This concept realizes that modern information technology alters the characteristics of information, especially by strengthening its importance and by treating it as an active factor that works without human intervention in automatic processing systems. In this new approach, it is obvious that the legal evaluation of corporeal and incorporeal (information) objects differs considerably (Akande, 1994). Information, being an intangible and an entity that can be possessed, shared and reproduced by many, is not capable of being property as most corporeal objects do. Unlike corporeal objects, which are more exclusively attributed to certain persons, information is rather a public good. As such it must principally flow freely in a free society. This basic principle of free flow of information is essential for the economic and political system, as indispensable for the government's accountability and the maintenance of a democratic order for human sustainability. A second difference between the legal regime of tangibles and intangibles is that the protection of information has not only to consider the economic interests of its proprietor or holder, but at the same time must preserve the interests of those, who are concerned with the contents of information - an aspect resulting in new issues of privacy protection. A third difference originates from the vulnerability of data for manipulation, interception and erasure proprieties that constitute a major concern of computer security, and the criminal law provisions on computer crime.

2.9   Access to Government Information

In most countries, the disclosure of government documents is largely discretionary. Government agencies, at the central, states and the local level, are rarely forthcoming with information unless it is in their interest. There are no general laws that provide a mechanism for public access to information that can aid civil service workers sustainability. Generally, access to government information can be defined as the availability for inspection or coping of both records and recordings, possessed or controlled by a public authority. This mechanism came, for the first time in history, in the eighteenth century, Sweden with the passage of the Act on Freedom of the Press (1766). After 1945 this regulatory approach was followed in other Scandinavian countries, in the United States (since 1996, when the Freedom of Information Act was enacted), and in several other countries. Among these are Australia, Canada, France, the Netherlands, and New Zealand. Some other countries have constitutional clauses relating to a right of access, but not always transformative legislation.

The promotion of the rights of access to civil service official information has become a strong political issue in this country. Initially, the public right to government information had been found to be closely related to the concept of human rights. Because of its importance for democratic society, the public right to information was even acknowledged to constitute a third generation of human rights, after the civil and political rights of the eighteenth century, the economic and social rights of the first half of the twentieth century. The most recent emphasis, however, is on the commercial rather than human rights aspect of public sector information. There is now a widespread recognition by the private sector of the commercial value of much government information. Large data sets, as land registers, company registers, demographic statistics, and topographic information (maps) are routinely produced as a by-product of the day-to-day functioning of public administration. Information is not an end in itself. Sound and comprehensive information is needed if government is to frame workable public policies, plan effective services and distribute resources fairly and equitably. Government information, therefore, constitutes a resource of considerable importance. The potential of such data for exploitation via the digital network should be available to be used for civil service workers sustainability

2.10 Reward for Labour Productivity

Sustainable Productivity Solutions was founded (Munene & Nyaribo, 2013) to ensure that our clients' Productivity Programme generates significant measurable results that are sustainable by the front line people who do the work.   This can be accomplished by working with and guiding: (a) Productivity Program must ensure that their productivity program delivers quantifiable and sustainable results. b) Process Improvement Specialists to increase their skills and effectiveness by working with them to resolve difficult operational performance issues. c) Leadership Team to increase their workforce engagement skills; resulting in a frontline workforce that owns and drives continuous improvement of the operations of works sustainability. There are many tools to be used today, and can confuse workers sustainability on what to do. What all these tools have in common is a focus on reducing operational costs, increasing process capability, and improving productivity. By using these various tools, we can simplify the focus of our workers Productivity program. Productivity programs need to use a "Work Projects" approach as the starting point. The Work Projects mode is where we have a team of Process Improvement Specialists (also called Industrial Engineers, Process Engineers, and Business Analyst.) drive the process improvement projects. Longer term, all organizations need to migrate to a Continuous Improvement (CI) culture. In the world of productivity, a CI culture exists when the frontline workforce (both workers and managers) drive the process improvement projects. What this buys an organization is an exponential increase in the number of people who are driving process improvement within the organization. The sustainable productivity solutions, will work with organisational team members to manage the transition to a continuous improvement culture in the most effective and sustainable manner. The key steps in this transition are:

1) driving process thinking
2) defining and adhering to standard work

3) engaging the workforce, especially the front line managers

4) using control charts to understand and manage variability

Information as a critical source of promotion of sustainable productivity growth, competitiveness and job creation is a key priority for realizing decent work and reducing poverty in the states and the Federal. Many countries have made considerable progress towards achieving this goal. Increased civil service productivity in Nigeria has played a less role in the state's growth performance. To compensate for demographic and labour force trends, the state will need faster labour productivity growth if it wants to maintain its growth rates. A key requirement for accelerating civil service workers sustainability growth in the country is an environment that allows enterprises to improve productivity of workers and remain competitive. Policies, institutions and regulations that provide such an environment for enterprises can make a substantial contribution to employment creation in our societies (Eurostat, 2001). Another key factor for civil servant productivity growth is the availability of skilled workers, employees and the reform of national training policies and systems. Progressive workplace practices based on good working conditions, continuous workplace learning, good labour-management relations and respect for workers' rights, are equally important for raising workers sustainability and promoting decent work.

However, for policies to enhance productivity and competitiveness need to recognize diversity and the need to be customized in line with countries' level of development; available information resources must be a critical and institutional capacity. Thus, achieving the acceleration of productive growth in Nigeria must require at:

- Creating an environment conducive to sustainable enterprises
- Building human capital in basic education, as well as in technical and core skills that is suitable for job creation
- Encouraging the application of decent and productive workplace practices in the societies
- Addressing sector-specific challenges through value added chain and cluster upgrading to sustain worker productivity
- Promoting environmental friendly technology and ways of doing businesses.

2.11 Workspace sustainability

We are now in an industrial age, where work proceeds incrementally and individually in assembly-line fashion. Now we live in a twenty four hours knowledge economy in which mobile people, with their access to information and to one another, are an organization's most important asset. The workforce is now the most critical facilitator of innovation, competitiveness, and growth. Information Technology (IT) leaders need to evolve their collaboration and workspace strategies to meet the needs of this workforce evolution. A new vision of workforce and workplace sustainability applies technology as a strategic tool and enabler for public service innovation, productivity growth, and reduction of the environmental footprint of government. It enables workers to collect, analyze, and exchange information to make quicker decisions, deliver personalized services, and work from any location at any time. In this vision, workers are empowered with personalized services, choice, and work-life balance in a human network to get their work done and make organizations thrive (Alakeson, 2003). As architects, stewards, and contributors of this network, IT executives must understand the evolving nature of work. The new tools and culture of Web represent fundamental shifts that dictate a new, collaborative framework for the workforce.

2.12 Fundamental Framework for Collaboration

The pervasive use of collaboration tools and platforms, including the role of presence data (information on the location and environment of a person you are collaborating with remotely), has become the foundation for interpersonal trust, for quick collaborative decision making, and for delivery of services at the point of need. In this framework, speed is of the essence. Your employees, customers, and partners simply won't tolerate delay. By using a framework for collaboration, your organization can not only manage this challenge, but also achieve better business results. An effective collaboration framework has four elements:

- Confidence: Accelerate decision making through greater trust
- Agility: Quickly get information to employees in a form they can use, no matter what the time or place
- Group information sharing: Connect all those with the right knowledge to those who need that knowledge
- Empowered work experience: Raise productivity through greater workforce engagement

2.13 A Virtual Workspace

Today's workplace is not bound by the manufacturing plant, central office, or even a permanent physical location. The mobile workforce tends to have different work locations (home, work, the field), varying work styles, work-life balance, and teamwork no matter where or when they are. An individual's workspace is about connecting both who you know such as human and capital to deliver a good service or productivity. Key elements to recognize are:

- Workforce composition and output: Is the new model of collaboration and changes roles within a workforce and services or businesses need to recast the way they support these elements of the workplace to fit the model of sustainability. Businesses can now tap geographically diverse talent and use social networking applications to connect people and develop work activities of the civil service. Think about the number of people in one's organisation who collaborate on projects. These people often don't know each other, don't work for the same

organization, or even live in the same territory. Open-source code development, YouTube communication, and public distributed-computing jobe are only the beginning of this phenomenon.

- Workspace: A twenty first century workspace is defined by the kind of access it provides to the tools, resources, and civil servant needed to get the job done, not by a time clock or being at a desk in sight of a supervisor. The workspace must be virtual because it often doesn't matter when or where work is performed. In fact, the new criterion for "work" is that it needs to happen where people need results from the civil service who can deliver them. Often that is not at headquarters or in the organisation. This should include the information and people with whom civil service workers need to connect at their own offices, much less in the same time zone or country. In a virtual workspace civil service workers can be in anywhere.

Work styles: Is considered as tools to make the civil service more productive, it should be remembered that civil service workspaces no longer depend on a desk but rather enable them to exercise different work styles. A typical workday begins at 8 a.m. by checking email at home from an internet and end late in the evening with a web conference or videoconference with people in another time zone. While civil service workers have broken free from cubicles and the time clock, they're now constantly interacting with others.

3. CONCLUSION

Information as a critical resource for sustainable productivity of Nigerian civil service workers is of paramount importance to an organisation. Many agencies in public organization should provide alternative information sources or services while users should go directly to seek information suppliers for their needs. Information society and information management are becoming important tools for building capacity for sustainable productivity of Nigerian civil service workers. The future of Nigerian workforce environment requires strategies in order to respond to challenges created through information resources and curtail their implication to manage demographic pressures, implement sustainable methods of information management efficiently for civil service workers sustainability.

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