

prompt payment of salaries and fringe benefits as determinants of teachers productivity in public secondary schools of calabar south local government area of cross river state, nigeria

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Prompt payment of salaries and fringe benefits as determinants of teachers productivity in public secondary schools of Calabar South Local Government Area of Cross River State, Nigeria

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Abstract

This study examined prompt payment of salaries and fringe benefits as determinants of teachers productivity in public Secondary Schools of Calabar South Local Government Area of Cross River State, Nigeria. Two purposes of the study were stated and converted into two research questions and statements of hypotheses. Literature review was carried out based on the variables understudy and the survey research design was used in the study. The method of data collection was a 20items questionnaire on the four point modified rating scale. A sample of 116 respondents was used in the study and the reliability index of the instrument was .80 using the Cronbach Alpha Reliability method. The statistical tool for data analysis was the simple linear regression at .05 level of significance. The result of the study showed that prompt payment of salaries does not significantly predict teachers productivity, and that there is a significant prediction of fringe benefits on teachers' productivity. Based on the findings, it was recommended that the government in order to boost the morale and performance of teachers should ensure regular payment of fringe benefits as it has been found as a factor influencing their job productivity.

Keywords: Salaries, Fringe benefits, Teachers, Productivity, Schools

Introduction

Today, in a contemporary society as Nigeria, attention is focused on education as an instrument for launching nations into the world of science and technology and with consequential hope of human advancement, in terms of living conditions and development of the environment. This is because, in the life of any nation, education is the live-wire of its industries; it is the foundation of moral regeneration and revival of its people. Education is the bed-rock of any nation's defense. Education is that process that helps to develop the whole man physically, mentally, socially and technologically to enable him to function effectively in any environment in which he may find himself (FRN, 2009). Therefore no nation can afford to pay lip service to the education of its people.

The success and the survival of any organization is determined by the way the teachers are treated. The teacher is the one who translates educational philosophy and objectively into knowledge and skills and transfers them to students in the classroom. Always teachers facilitates academic knowledge and skills to pupils, so teachers who are motivated well work hard hence influence student's better academic performance. Academic Performance is a very important factor in terms of school success and students' achievements as students performance explains the extent of teachers productivity.

Teachers' productivity is a relationship between outputs and inputs. It raises when an increase in output occurs with a less than proportionate increase in inputs, or when the same output is produced with fewer inputs. When teachers are paid salaries and benefits, their productivity automatically rises towards high level. In schools, teacher's productivity can be seen in their interaction with students, with other teachers and with their superiors. However, teachers in secondary schools in Calabar South Local Government Area have been reported to perform below expectation due to a number of challenges which have hindered their effectiveness (Shahzad, 2017). Most teachers have reported their dissatisfaction as emanating from lack of housing, lack of improved salaries and other compensations needed to raise their productivity.

Productivity can also be considered in monetary terms. If the price received for an output rises with no increase in the cost of inputs, this is also seen as an increase in productivity. Productivity can also be understood at different levels. The productivity of individuals may be reflected in job satisfaction or employability across jobs or industries. Productivity of enterprises, in addition to output per worker, may be measured in terms of market share and export performance.

Elton (2014) identified the prompt payment of salaries and fringe benefits (allowances, loans, bonuses, awards etc) as the key factors that shape teacher altitudes towards their work. The irregular payments of salaries may be one of the major problems facing the teaching profession in Nigeria. Most teachers are paid low salaries that demoralize them in teaching and learning process because that salary does not meet the basic needs per month like food, clothes and

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shelter, and this situation encourage teachers to seek for part time jobs in order to meet the basic needs for them and their family.

Fringe benefits are forms of indirect compensations given to an employee or group of employees as a part of organizational membership. Bratton (2016) defined them as that part of the total reward package provided to employees in addition to salaries. Fringe benefits focus on maintaining (or improving) the quality of life for employees and providing a level of protection and financial security for workers and for their family members. Like salaries, the major objective for most organizational fringe benefits is to attract, retain and motivate qualified and competent employees.

Meanwhile, studies have shown that prompt payment of salaries and fringe benefits results in teachers' increased interest in the job, enthusiasm and increased productivity at work and absence of prompt payment of salaries and fringe benefits results the other way round. For over two decades, the teachers of Nigeria under the aegis of the Nigerian Union of Teachers (NUT) have been consistent in their request for a separate conditions of service and salary structure for teachers in primary and post-primary Schools in the country. This situation has arisen because of religious, cultural, and economic factors.

The Federal and State Governments have argued that the present economic realities in the country cannot sustain the demanded increase in salaries, benefits, and improvements in working conditions. Specifically they argued that teachers' demands are beyond the government resources. Another problem is the government's position concerning the job performance of the teachers; they accuse the teachers of negligence, laziness, purposeful lethargy, and lack of dedication and zeal to work. They further argued that teachers' level of efficiency and effectiveness do not necessitate the constant request for salary increase, incentives and better working conditions. While teachers on their part argued that the existing salary structure, benefits and working conditions do not satisfy their basic needs in as much as other sectors of the economy have bigger salary structure, better motivation and enhanced working conditions. They feel Nigeria's economy is not properly balanced, hence, their demands.

Research into teachers prompt payment of salaries and fringe benefits and teachers' commitment is becoming more important because some researchers have examined the relationship between them and productivity. However, there is still some debate as to whether they facilitate teachers' productivity or not. Given the absence of empirical evidence and the escalating cost of benefits, it is clear that there is a research gap and that further research needs to be carried out. It is based on this problem that the researcher sought to find answers to whether prompt payment of salaries and fringe benefits like loans, allowances, bonuses, awards/prizes determine teachers' productivity in secondary schools of Calabar South Local Government Area of Cross River State, Nigeria.

Purpose of the study

The purpose of this study is to examine prompt payment of salaries and fringe benefits and teachers' productivity in secondary schools of Calabar South Local Government Area of Cross River State, Nigeria.

Specifically, the study sought to examine whether;

- i. prompt payment of salaries predicts teachers productivity
- ii. fringe benefits predicts teachers productivity

Research questions

The following research questions were posed for this study;

- i. to what extent does prompt payment of salaries predicts teachers productivity?
- ii. to what extent does fringe benefits predicts teachers productivity?

Statement of hypotheses

The following hypotheses were stated;

- i. prompt payment of salaries does not significantly predict teachers productivity.
- ii. There is no significant prediction of fringe benefits on teachers' productivity.

Literature review

It is widely believed that money helps to stimulate job efforts. This is particularly true of most of the developing countries where physiological needs of most workers are yet to be satisfied. Money is instrumental in achieving workers' desired needs and in obtaining high order needs such as recognition in the society and in buying essential and luxury goods and services that lead to comfortable life. One major reason why people work is to earn income in money terms. This is needed to meet some personal and domestic need such as, clothing, feeding, and payment of rent, school fees etc. Salaries have a large motivating tendency in it. It is not the increase in salaries, wages that only matters but also, prompt and regular payment of it.

Agada (2020) investigated the influence of prompt salary payment on job performance of library personnel in university libraries in Nasarawa State. Two (2) specific objectives with corresponding research questions guided the study and two hypotheses were formulated and tested at 0.05 level of significance. The study adopted a survey research design and was carried out in Nasarawa State, Nigeria. The population of the study was 150 library personnel in the University libraries in Nasarawa State which were made up 44 library personnel in federal university Lafia, 66 library personnel in Nasarawa State University Keffi and 40 library personnel in Bingham University Karu, Nasarawa State. The total of 150 library personnel in the universities were used. The instrument for data collection was a self-developed structured questionnaire. The questionnaire was subjected to face and content validation by three experts.

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To ensure internal consistency of the instrument, the instrument was trial tested on thirty (30) Library personnel in Benue State university library Makurdi and Francis Idachaba library, federal university of Agriculture Makurdi who were not part of the main study but considered to have similar characteristics with the subject under study. The reliability of the instrument was calculated using Cronbach Alpha method and a reliability coefficient of 0.87 was obtained. The data collected were analyzed using Means and Standard Deviation to answer the research questions and Chi-Square statistic to test the null hypotheses at 0.05 level of significance. Findings of the study revealed that promotion and regular salary payment have influence on job performance of library personnel in university libraries in Nasarawa State. Conclusion and recommendations were made based on the findings of the study.

According to Ezeocha (2011), the direct relationship between minimum salary and effectiveness relies on a few factors. Firstly, employees believe that increased salary is associated with higher performance. Secondly, employees perceive an acceptable degree of equality between their work efforts and their salary. Furthermore, workers believe that improved performances always lead to increased salary. Akomolafe (2013) posits that workers' dissatisfaction with salary may affect organizational outcomes, such as withdrawal behaviors in employee turnover organizational and job performance changes. On the other hand, wage and salary satisfaction improve employees' living; the employer-employee relationship helps prevent such an organization's strike actions. Hence, a minimum wage allows an organization to attract, hold, and inspire capable employees.

Dessler (2012) suggested that employee' work performance and effectiveness increase with prompt salary payment. Olukoya (2013) emphasized that employees' perception of the organizational remuneration system's efficiency significantly impacted employee behavior, effectiveness, and intention to continue working with such an organization. He further revealed that prompt payment of salary, incentives, and fringe benefits motivate teacher effectiveness.

Furthermore, Olukoya (2013) stated that teachers' incentives, essential fringe benefits, and prompt payment of their salaries significantly affect their motivation and effectiveness. Moreover, in their study, Victor and Babatunde (2014) discovered that remuneration is a crucial motivating factor that has not been among the academic staff in higher education. Also, the findings of Onyali and Victor (2017) show that motivation is vital in the adaptation of teacher effectiveness and improvement of schools and hence recommended that teachers should be adequately motivated by paying their salaries regularly at the right time among all other benefits.

Salary can be described as the money that an employee receives for doing his job. Money is believed to have a great tendency of bringing out a higher performance in employee when he is adequately paid. It is believed that man is an economic being, whose attitude to work can only be influence by money (Akinwumi 2010). Wages and salaries paid to workers are important because with money, people can satisfy needs for status, security, recognition and affiliation. For example, in Nigeria, a person's social worth depends largely on the size of his earnings or acquired monetary wealth exhibited in either building raised, types of house he can afford to live

in an the type of car he uses. Ejiogu (2017) observed that what the typical low-income earning teacher yearn is a sizeable salary increase that would significantly enhance their commitment and performance. The author equally noted that money serve as a station symbol for those who have it and can save it, spend it conspicuously or give it generously. It has status value when it is being spent and when it is being received, it represents what employer thinks of his employees which is more than mere economic terms.

Fagbamiye, (2010) found out that, of all conditions of service, salary is the best predictor of teacher's performance and productivity. In her observation, she expressed that job that offers higher salary would attract more and better qualified personnel than anyone that offers a lower pay. She further added that salaries of teachers are inadequate that it is so difficult for them (teachers) to meet the basic necessities of life, their salaries when compared with other employees with the same qualifications and experience, but are in other sectors of economy such as bankers, site engineers and nurses can be described as unfavourable.

Obanya (2019) remarked that teachers in Nigeria are poorly motivated and dissatisfied with their living and working conditions. This could be explained by their low wages when compared with other professionals, low status in the society, mass promotion of teachers, inadequate fringe benefits and irregular payment of teacher's salaries. This marked the beginning of the teacher motivational crisis in Nigeria, as the public began to look down on those teachers who remained in the classroom as secondstrong public servants.

The effect of fringe benefits on teachers' productivity has empirically been proven. Lewis (2013) posits that praise and recognition are effective ways of motivating employee behavior in the organization as they are considered the most important rewards. Similarly, Erbasi (2012) examined the impact of fringe benefits for food sectors in the central Anatolian region in Turkey and found that both financial and non-financial benefits are important elements of job performance. Nonetheless, monetary rewards are considered more important in terms of motivating workers to increase their performance compared to non-monetary rewards.

In a study, conducted on job satisfaction in tertiary institution; a case study of Atiku Abubakar College of Legal and Islamic Studies (AACOLIS), Nguru, Yobe State, Ibrahim (2011) has studies the relationship between salary and staff motivation to increase productivity in AACOLIS. The study was a survey research design and as the researcher put it. The data collected were presented in a table form and uses not too much sophisticated statistics but rather descriptive statistical methods of analysis such as percentages were used. The qualitative data extracted from the interviews conducted were used to facilitate analysis and understanding of how salary administration, fringe benefits and employees' consultation contribution to staff motivation and higher productivity in discharging their duties. The finding of the research have shown that there is high level of satisfaction by the staff of Atiku Abubakar College of Legal and Islamic Studies, Nguru in particular and Vis-à-vis application to Borno State tertiary institutions that a result of the implementation of the said controversial CONTISS (46 salary structure). The

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satisfaction stems from the value workers place on their take-away home. The research found that there was partially less complaint about their purchasing power occasioned by the new salary structure even in the face of the current galloping inflation in the Nigerian economy; and the last finding which perhaps is the major findings in the research and relevant to our present study is that increased salary serves as the major and strongest motivational aspect which leads to workers putting in their best in their various unit of work within the academics circle and the school in general. It is the contention of the research study that increases in salary has a strong correlation with workers' productivity.

Methodology

The survey research design was used for the study. The study area is Calabar South Local Government Area of Cross River State. The study area has a projected population of 422,182 people as of the National Population Commission of Nigeria (web) and National Bureau of Statistics (web) population projection for 2020. It is composed of 12 council wards. It has an area of 142 km² and lies between latitude 04 ° 15 'and 5 ° N and longitude 8 ° 25' E, the Local Government Area is limited by the exceptional Kwa River by the Calabar municipality Local Government Area in the North-East. The Calabar River and the Bakassi Local Government Area constrain its Southern shores.

The Indigenous masses are governed by two racial social relations. Those are the Efiks and the Quas. Nonetheless, due to its cosmopolitan status, there is a multiplication of people in the city from all parts of the state and Nigeria. Fishing is another occupation which they are identified with. On the other hand, the Quas have the basic piece of the Calabar hinterland where farmers, trackers, vendors, and smithies are found. As the Municipal Government's central command, Calabar is the capital city of Cross River State. A lot of regulatory changes were seen in this culture. It was the capital of Nigeria 's southern protectorate, and lost that position in 1904 to Lagos. Held at Calabar Municipal Local Government Area, famous festivals include the widely celebrated annual Calabar Carnival.

The study population is 582 teachers, from 21 public high schools. Using accidental sampling technique, the sample for the study was 116 respondents which represents 20% of the entire population. The instrument for data collection was a questionnaire titled: Prompt payment of salaries and fringe benefits as determinants of teachers' productivity Questionnaire (PSFBTPQ). The questionnaire was divided into three sections. Section A was on the teachers demographic variables- Sex and Age. Section B is on five questions each for prompt payment of salaries and fringe benefits, while Section C is on the dependent variable-teachers productivity. The instrument's reliability index was 0.80 when checking the degree of consistency of the instruments using the Cronbach Alpha reliability method. The statistical tool for data analysis was the simple linear regression test statistic at .05 level of significance with the help of the Statistical package for Social Sciences version 22.

Results

The results of the study are presented according to the hypotheses. The simple linear regression statistical tool was used for data analysis.

Hypothesis one

Prompt payment of salaries does not significantly predict teachers' productivity. The independent variable of this hypothesis is prompt payment of salaries while the dependent variable is teachers' productivity. Simple linear regression statistics was used in testing the hypothesis and the result of the study is as presented in table 1.

The simple linear regression analysis in table 1 of prompt payment of salaries on predicting teachers' productivity produced an adjusted R^2 of .038. This implies that 38 percentage of the variance can be predicted from the independent variable (prompt payment of salaries) in predicting teachers' productivity. The F-value of the Analysis of Variance (ANOVA) obtained from the regression table was $F = 3.024$ having a p-value .678 with 2 and 114 degrees of freedom at .05 level of significance. The null hypothesis was retained. This result therefore signifies that prompt payment of salaries significantly predicts teachers' productivity in the study area.

TABLE 1

Summary of data and simple regression analysis on the influence of Prompt payment of salaries on teachers' productivity

R	R Square	Adjusted R Square	Std. Error of the Estimate			
.177	.042	.038	5.80042			
Model	Sum of squares	DF	Mean Square	F	Sig	
Regression	543.864	2	231.006	3.024	.678	
Residual	3840.056	114	10.342			
Total	4383.092	116				

a. Predictors: (Constant): Prompt payment of salaries

b. Dependent Variable: Teachers' productivity

Hypothesis two

There is no significant prediction of fringe benefits on teachers' productivity. The independent variable of this hypothesis is fringe benefits while the dependent variable is teachers'

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productivity. Simple linear regression statistics was used in testing the hypothesis and the result of the study is as presented in table 2.

The simple linear regression analysis in table 2 of fringe benefits on predicting teachers' productivity produced an adjusted R² of .033. This implies that 33 percentage of the variance can be predicted from the independent variable (fringe benefits) in predicting teachers' productivity. The F-value of the Analysis of Variance (ANOVA) obtained from the regression table was F = 8.113 having a p-value .000 with 2 and 114 degrees of freedom at .05 level of significance. The null hypothesis was rejected. This result therefore signifies that there is a significant prediction of fringe benefits on teachers' productivity, as fringe benefits predicted 33% of teachers' productivity.

TABLE 2

Summary of data and simple regression analysis on the influence of fringe benefits on teachers' productivity

R	R Square	Adjusted R Square	Std. Error of the Estimate			
.129	.039	.033	5.80557			

Model	Sum of squares	DF	Mean Square	F	Sig
Regression	455.958	2	209.106	8.113	.009
Residual	3928.036	114	90.049		
Total	4383.92	116			

a. Predictors: (Constant): Fringe benefits

b. Dependent Variable: Teachers' productivity

Finding

The finding of hypothesis one which addresses the influence of prompt payment of salaries on teachers' productivity revealed that there is no significant influence of prompt payment of salaries on teachers' productivity in the study area. The finding of the study contradicts Agada (2020) that regular and prompt payment of salary have influence on job performance of library personnel in university libraries in Nasarawa State. The finding of the study also contradicts Akomolafe (2013) that workers' dissatisfaction with salary may affect organizational outcomes, such as withdrawal behaviours in employee turnover organizational and job performance changes. On the other hand, wage and salary satisfaction improve employees' living; the employer-employee relationship helps prevent such an organization's strike actions. Hence, a

minimum wage allows an organization to attract, hold, and inspire capable employees. This is in line with Olukoya (2013) that employees' perception of the organizational remuneration system's efficiency significantly impacted employee behavior, effectiveness, and intention to continue working with such an organization. He further revealed that prompt payment of salary, incentives, and fringe benefits motivate teacher effectiveness.

The finding of hypothesis two which addresses the influence of fringe benefits on teachers' productivity revealed that there is a significant prediction of fringe benefits on teachers' productivity. The finding is in line with Olukoya (2013) that teachers' incentives, essential fringe benefits, and prompt payment of their salaries significantly affect their motivation and effectiveness. This is relatively supported by Victor and Babatunde (2014) that remuneration is a crucial motivating factor that has not been among the academic staff in higher education. Also, Onyali and Victor (2017) is supported by the finding of this study that motivation is vital in the adaptation of teacher effectiveness and improvement of schools and hence recommended that teachers should be adequately motivated by paying their salaries regularly at the right time among all other benefits

Conclusion

Based on the finding of the study, it was concluded that;

- i. Prompt payment of salaries does not significantly predict teachers productivity.
- ii. There is a significant prediction of fringe benefits on teachers' productivity.

Recommendations

The following recommendations were made;

1. For improved productivity among teachers, school authorities should consider prompt payment of salaries of teachers a priority.
2. The government in order to boost the morale and performance of teachers should ensure regular payment of fringe benefits as it has been found as a factor influencing their job productivity.

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