

Wages and Salaries Increase as Correlate of Teachers' Productivity in Public Senior Secondary Schools in Osun State, Nigeria

Omosidi A. S., Ph.D.

Department of Educational Management,
University of Ilorin, Ilorin, Nigeria.

omosidi.as@unilorin.edu.ng

Olokoba, A. A., Ph.D.

College of Arabic & Islamic Legal Studies,
Ilorin, Kwara State.

ajaholeru@gmail.com

&

Oguntunde, D. A., Ph.D.

Ministry of Tertiary Education, Science and Technology,
Ilorin, Kwara State.

davidoguntunde@yahoo.com

Abstract

This research investigates wages and salaries as correlate of teachers' productivity in public senior secondary schools in Osun State. The research method adopted for this study is a descriptive survey type. The population of the study is made of the 105 public senior secondary schools in Osun State with 1,234 teachers currently teaching in these senior secondary schools, while the sample consists of 12 management staff and 90 teachers randomly selected from six public senior secondary schools in Osun State. Self-designed questionnaires titled "Wages and Salaries Questionnaire (WSQ)" and Teachers' Productivity Questionnaire (TPQ)" were used to elicit useful information from the respondents. One main and four null hypotheses were postulated and Pearson product moment correlation statistics was used to test the hypotheses at .05 level of significance. The two instruments were validated through content validity, while the reliability values obtained for WSQ and TPQ were .79 and .77

respectively. The findings revealed that there was positive significant relationship between wages and salaries increase and teachers' productivity. Other findings include that there was significant relationship between wages and salaries increase and teachers' classroom management, teachers' punctuality in school, teachers' use of appropriate instructional method, and teachers' upgrade of knowledge in senior secondary schools in Osun State. On the basis of the findings of this study, recommendations made were that government at all level should ensure that the wages and salaries of senior secondary school teachers are reviewed periodically to meet up with their basic needs and be conscious about teachers' welfare; senior secondary school teachers should always take the advantage of increase in wages and salaries to pursue knowledge relevant to the subjects they teach in senior secondary school, teachers should also seize the advantage of wages and salaries increase to acquire more knowledge and skills in classroom management, and management of teachers' productivity should be given due attention.

Keywords: Wages and salary increase, teachers' productivity, teachers' classroom management, teachers' punctuality, instructional method, upgrade of knowledge.

Introduction

Wages and salaries play a crucial role at all facets of life. It is virtually impossible to engage in any work or service without expectation to earn wage or salary. In every sector, education inclusive, one important factor that affects both employers and employees is the status of wages and salaries. There is no gainsaying the fact that administration and management of wages and salaries in any organisation require mutual understanding between the employers and the employees in order to achieve the set goals or objectives. Meanwhile, it is observed that there is usually a challenge between the employers and the employees as regard fixation of wages and salaries. On the part of the employers, keeping the status of wages and salaries at barest minimum seems to be

encouraging, while the employees usually agitate for increase of wages and salaries.

The intricacy of wage and salary increment is evident from what recently ensued industrial dispute between the Federal Government of Nigeria and the Nigeria Labour Congress (NLC) in 2018 where NLC called for nationwide strike on the basis of disagreement about new minimum wage (Premium Times, October 3, 2018). In any organisation, be it private or public, money is a very sensitive issue, not only to management but also to employees (Okeke, Nwele & Achilike, 2017). Wages and salaries constitute a significant part of the total cost of operation in any organisation or establishment. In some organisations, such as civil/public service, they make up more than 50 percent of operating costs. In the organised private sector, large organisation's ability to attract and retain valuable employees in part depends largely on how much the pay is. Poor wages are a constant source of frustration if labour and management are engaged in constant strife with resulting decrease in productivity (Okeke, Nwele & Achilike, 2017).

Wages administration in Nigeria is as old as civil service itself. Many administrations have come and gone but not without deliberating on what constitutes the appropriate or minimum wage or salary of civil servants should be. In some situation, it has been without industrial disputes, especially during the military era while most of the civilian regimes were dominated by trade disputes initiated by major labour centers in the country (Obiorah, 2013). Sometimes, the crises arising from such dispute leads to break down of law and order, especially when they are hijacked by miscreants in the society. Workers, through their labour representatives have always asked for improved conditions of services and can go to any length to press home their demands. However, there is always the need to find out the relationship between wage and salary increment and employees' productivity. Broadly, productivity of work is divided into two, according to Obiorah (2013). These are individual productivity and organisational productivity.

One common thing to these two parts of productivity is that as the organisation expects to improve the productivity so also the individual expects.

Everyone likes to be paid for services rendered or job done. Also, the employees like wage and salary increment, while the employers like to keep wage and salary at minimum rate. Nevertheless, one pertinent question in wages and salaries increase as a correlate to teachers' productivity in public secondary school is that "do teachers in public senior secondary schools really improve their productivity when wages and salaries are increased?" Hence, there is the need to investigate the relationship between wages and salaries increase and teachers' classroom management, punctuality in the school, use of appropriate instructional method, and upgrade of knowledge as indicators for teachers' productivity.

Statement of the Problem

It is observed, overtime, that there is incessant demand for increase in wages and salaries from the labour in Nigeria. The demand often results into disagreement between the government as employer of labour and the various trade organisations. The government feels reluctant in the course of increasing wages and salaries, while the employees feel otherwise. Therefore, like every other sector, secondary school teachers often prefer increase in wages and salaries. Meanwhile, one crucial aspect that requires urgent attention is the relationship between wages and salaries increase and teachers' productivity in public senior secondary schools.

Some researchers have worked on wages and salaries increase and employees' performance in different sectors in Nigeria. Nwude (2013) worked on the politics of minimum wage in Nigeria and declared it as the unresolved issues. On the other hand, Akekere and Yousuo (2014) carried out an empirical analysis of wage differentials among public servants in Nigeria. However notably, the aspect of relationship between wages and salaries increase and teachers' productivity is still neglected. Consequently, the crux of this study is

wages and salaries increase as a correlate to teachers' productivity in public senior secondary schools.

Purpose of the Study

The main purpose of this study is to correlate wages and salaries and teachers' productivity in senior secondary schools in Osun State.

The specific purposes are to:

- i. determines the relationship between wages and salaries increase and teachers' classroom management in senior secondary schools in Osun State;
- ii. find out the relationship between wages and salaries increase and teachers' punctuality in senior secondary schools in Osun State;
- iii. clarify the relationship between wages and salaries increase and teachers' used of the appropriate instructional method in senior secondary schools in Osun State; and
- iv. verify the relationship between wages and salaries increase and teachers' upgrade of knowledge in senior secondary schools in Osun State.

Research Hypotheses

Main Hypothesis:

Ho: Wages and salaries increase has no significant relationship with teachers' productivity in senior secondary schools in Osun State.

Operational Hypotheses

Ho₁: Wages and salaries increase has no significant relationship with teachers' classroom management in senior secondary schools in Osun State.

Ho₂: Wages and salaries increase has no significant relationship with teachers' punctuality in senior secondary schools in Osun State.

Ho₃: Wages and salaries increase has no significant relationship with teachers' use of appropriate instructional method in senior

secondary schools in Osun State.

Ho₄: Wages and salaries increase has no significant relationship with teachers' upgrade of knowledge in senior secondary schools in Osun State.

Review of Empirical Studies on Wages and Salaries and Teachers' Productivity

Obi and Iduh (2011) examined the wages and salaries structures in Nigeria from 1960 up-to date, and highlighted the roles played by different wages and salaries commissions, their contributions and achievements. They also analyzed the effects of wages and salaries review on the workers, market prices of essential goods and services, and nation's economy. On the basis of their findings, they recommended that there is the need for improvement and restoration of normalcy and sanity in the Nigeria price control system for the good of all.

In a research survey by Sule, Amuni, Obasan and Banjo (2015) on wages and salaries as a motivational tool for enhancing organizational performance in Nigeria, the researchers examined how the organisation's human capital was compensated and see whether the compensation even serves as a motivational tool to enhance organisational performance. They used seven research questions and postulated two hypotheses to find solutions to the problems of the study. They also used one hundred and twenty personnel to form the sample size from six organisations. They as well used a self-designed instrument labeled Wages and Salaries as a Motivational Tool Questionnaire (WASAMOTOQ) that contained seven sections to collect data. They found that those factors that militate against adequate compensation include labour market conditions, the ability of the organisation to pay adequate compensation and the existing country/nation's present cost of living; what makes up good and adequate compensation include recognition of individual performance and taking care of individual incentives and it shows the relationship between compensation and motivation. Their study further established

the consequential effect of inadequate compensation and motivation on the organisational development. Based on the findings of their study, they recommended that there should be wages/salaries scale and schedule; such should be based on identified indices in the study; that disparity between two identical workers should not be based purely on 'paper' qualification but the ability to 'deliver'; and that wages/salaries should display equality, no 'sacred cow'.

More so, Akekere and Yousuo (2014) worked on an empirical analysis of wage differentials among public servants in Nigeria with the aim to examine the level of wage differentials across cadre, sector of employment, state and federal employees, and the impact of wage differentials on labour turnover in Nigeria. They used both primary and secondary data in their study. The researchers employed a stratified sampling technique in collecting the primary data and quartile regression and logistic models in analyzing data. They used a sample of 840 employees. They found that there is a negative relationship between wage differential and labour turnover. That as state workers' wages increases, the probability of a State worker leaving for Federal civil service falls by 0.2901. They also found that wage differences by gender are well pronounced among the low cadre than the high cadre, in favour of male employees and in favour of female in the middle cadre of manpower. The findings of their study also revealed that workers of certain states of the federation, such as Balyesa State, earn higher than other states selected, including Federal workers. Enugu State workers are seen to earn lower than the rest of the state workers selected in their study. On inter-sector wage differences; they found that health workers earn higher than other sector workers selected for their study. The researchers, therefore, recommended that workers welfare prioritization, adoption of a unified structure and full implementation of legislative wage, should be enthroned.

Furthermore, Kpughur (2014) worked on modelling public sector wage earnings in Nigeria. In the study, the researcher examined five determinants of public sector wages in Nigeria using time series data from 1970 - 1998, and applied the error correction methodology to

determine the adequacy of public sector wages in Nigeria. Kpughur (2014) found that the most relevant factors that tended to exert any form of influence on wage fixing exercises in the country were price levels and trade disputes. The two variables were said to be contiguous but not collinear. Trade disputes was used to proxy political considerations, agitation for higher wages due to insufficiency of existing wage to sustain basic living and poor economic management. This exacerbates labour freelancing phenomenon known as moonlighting. The study also found that wages determination in the country was largely arbitrary with no definite yardsticks. Since rising price levels and trade disputes are contiguous, and actuated by large and unsustainable fiscal deficits, Kpughur (2014) suggested that public sector wages be indexed to inflation so as to instill fiscal discipline in government. Kpughur (2014) believed that this will reduce the spate of trade disputes with attendant effects on output, compensate workers for poor economic management as well as enhance the standard of living.

Methodology

Descriptive research design of correlation type was used for the study. This is to depict a picture of the relationship between wages and salaries increase and teachers' productivity in senior secondary schools. The population for this study consists of the teachers in all public senior secondary schools in Osun State. There are 105 public senior secondary schools in Osun State with about 1,234 teachers currently teaching in these schools. This number serves as the population for this study.

Six public senior secondary schools were randomly selected for the purpose of this study. The principals and the vice-principals of the selected schools, that is, 12 management staff of the secondary schools and 15 teachers from each of the 6 selected schools, that is, 90 teachers were incorporated in this study. Thus, in all, 102 public secondary school teachers serve as the subject of this study.

This study primarily used structured questionnaires to gather the needed information. The self-designed questionnaires titled

“Wages and Salaries Questionnaire (WSQ)” and “Teachers' Productivity Questionnaire (TPQ)” were divided into two sections. The first section contains the demographic profile of the teachers and the second section shows the items pertaining to the indicators such as the teachers' classroom management, teachers' punctuality in the school, teachers' use of appropriate instructional method, and teachers' upgrade of knowledge in senior secondary schools in Osun State using the Likert 4-point scale. The reliability co-efficient for the instruments WSQ and TPQ were .79 and .77 respectively, which were high enough for the study.

Hypotheses Testing

Main Hypothesis (Ho): Wages and salaries increase has no significant relationship with teachers' productivity in senior secondary schools in Osun State.

Table 1: Analysis of wages and salaries increase and teachers' productivity in senior

Variables	N	$\bar{x}$	SD	Cal. r-value	p-value	Decision
Wages and salaries increase (x)	10	622.7	72.25	0.8798	0.004	Ho ₁ is rejected
	2	4				
Teachers' productivity (y)	10	566.7	76.75			
	2	4				

secondary schools

As shown in Table 1, the calculated r-value is 0.8798 while the p-value (0.004) is less than the 0.05 level of significance and for 100 degrees of freedom, the null hypothesis is rejected. Hence, wages and salaries increase has positive significant relationship with teachers' productivity. This implies that increase in wages and salaries will positively influence teachers' productivity in terms of their punctuality in school, using appropriate teaching methods which in turn improves students' academic achievement.

This finding of this study is in disagreement with the findings of Akekere and Yousou (2014), who discovered that there is a negative relationship between wage differential and labour turnover in Nigeria. However, Sule, Amuni, Obasan and Banjo (2015), found that wages and salaries serve as motivational tools for enhancing organizational performance among Nigerian workers.

Operational Hypotheses

Hypothesis One:

Ho₁: Wages and salaries increase has no significant relationship with teachers' classroom management in senior secondary schools in Osun State.

Table 2: Analysis of wages and salaries increase and teachers' classroom management in senior secondary schools

Variable	N	$\bar{x}$	SD	Cal. r-value	p-value	Decision
Wages and salaries increase (x)	10	622.7	72.25			
	2	4		0.7898	0.002	Ho ₁ is rejected
Teachers' classroom management (y)	10	546.7	71.75			
	2	4				

Table 2, shows that the calculated r-value, 0.7898, while the p-value (0.002) is less than the 0.05 level of significance and for 100 degrees of freedom. Hence, the null hypothesis, which says that wages and salaries increase has no significant relationship with teachers' classroom management in senior secondary school in Osun State is rejected.

This finding agrees to the findings of opinion of Alabi (2017) that productivity is a measure of how efficiently a given set of resources is utilised to achieve given set of objectives. Thus, educational productivity is the ratio between the contribution made by education to

general development and the cost of education. More so, the finding is in consonance with Chandra (2012) that classroom management is an indicator of teachers' productivity and there are certain factors contributing to or militating against teachers' ability to manage classroom well, such as the wages and salaries earned and other fringe benefits.

Hypothesis Two

Ho₂: Wages and salaries increase has no significant relationship with teachers' punctuality in senior secondary schools in Osun State.

Table 3: Analysis of wages and salaries increase and teachers' punctuality in senior secondary schools

Variable	N	$\bar{x}$	SD	Cal. r- value	p- value	Decision
Wages and salaries increase (x)	102	622.74	77.25	0.7826	0.000	Ho ₂ is rejected
Teachers' punctuality in school (y)	102	570.00	70.00			

Table 3 shows that the calculated r-value, 0.7826, while p-value (0.000) is less than the 0.05 significance level and for 100 degrees of freedom. Hence, the null hypothesis, which states that wages and salaries increase has no significant relationship with teachers' punctuality in senior secondary schools in Osun State is rejected.

This is an indication that there is significant relationship between wages and salaries increase and teachers' punctuality in senior secondary schools in Osun State. From this result, one can say that when wages and salaries are increased, the senior secondary school teachers tend to be more punctual in the school and in the classroom.

This finding coincides with the opinion of Alabi (2017) that an important measure of productivity is the labour-input and that teachers

as labour-input are a very important measure of productivity. The finding also coincides with that of Ikuko (2014) who found that punctuality has to do with actions performed not over a certain period, but as a single point in time; it refers, as it were, to being on the dot and entirely depends on the readiness of an employee to perform effectively in any given responsibility.

Hypothesis Three:

Ho₃: Wages and salaries increase has no significant relationship with teachers' use of appropriate instructional method in senior secondary schools in Osun State.

Table 4: Analysis of wages and salaries increase and teachers' use of appropriate instructional method in senior secondary schools

Variable	N	$\bar{x}$	SD	Cal. r-value	p-value	Decision
Wages and salaries increase (x)	102	622.74	77.25			
				0.6278	0.001	Ho ₃ is rejected
Teachers' use of appropriate instructional method (y)	102	522.00	67.00			

Table 4 shows that the obtained r-value is .6278. While the p-value (0.001) is less than the 0.05 significance level and for 100 degrees of freedom. Hence, the null hypothesis, which states that wages and salaries increase has no significant relationship with teachers' use of appropriate instructional method in senior secondary schools in Osun State is rejected. This is an indication that there is significant relationship between wages and salaries increase and teachers' use of appropriate instructional method in senior secondary schools in Osun State. From this result, one can infer that the teaching method employed by the senior secondary school teachers depends on their interest in the job they do.

This finding coincides with the opinion of Onwumere (2012) who posits that money is a reducer of anxiety, since the extended family commitments of many people make them anxious about their financial involvement and obligations. The implication is that, if financial reward of the worker increase, their performance will improve, because this increase will take care of their needs. Thus, when the salary of a senior secondary school teacher is increased he or she would be able to improve in the teaching and thereby improved in the choice of appropriate teaching method.

Hypothesis Four:

Ho₄: Wages and salaries increase has no significant relationship with teachers' upgrade of knowledge in senior secondary schools in Osun State.

Table 5: Analysis of wages and salaries increase and teachers' upgrade of knowledge in senior secondary schools

Variable	N	$\bar{x}$	SD	Cal. r- value	p- value	Decision
Wages and salaries increase (x)	102	622.74	77.25	0.579	0.001	Ho ₄ is rejected
Teachers' upgrade of knowledge (y)	102	550.00	78.00			

Table 4 shows that the obtained r-value is .579. While the p-value (0.001) is less than the 0.05 significance level and for 100 degrees of freedom. Hence, the null hypothesis, which states that wages and salaries increase has no significant relationship with teachers' upgrade of knowledge in senior secondary schools in Osun State is rejected. This is an indication that wages and salaries increase significantly affect teachers' upgrade of knowledge in senior secondary schools in Osun State. It can thus be concluded that when wages and salaries of senior secondary school teachers are increased, they tend to upgrade their knowledge and thereby improve the productivity.

This finding coincides with the opinion of Kiebel, (2011) that low productivity in the country was as a result of poor wage administration. Kiebel (2011) expressed that wages and salaries increase helps the teachers to meet up with the demands of seminar, workshop, in-service training, symposium and conferences. This, no doubt, helps in the upgrade of teachers' knowledge.

Conclusion and Recommendations

It can be concluded therefore that wages and salaries increase significantly relates to teachers' productivity in senior secondary schools in Osun State. Wages and salaries increase, improves teachers' classroom management in senior secondary school in Osun State. Wages and salaries increase makes the teachers to be stable in mind and thereby control classroom as expected. Teachers' punctuality in school and classroom is improved when teachers' salaries and wages are increased. This is another variable that affects teachers' productivity. According to the result, when a teacher receives salary high enough to take care of his needs, he will have no reason to complain about school attendance. Wages and salaries increase significantly improve teachers' choice of appropriate instructional method. The place of instructional method in teachers' productivity cannot be overemphasised as it helps in dissemination of information in the classroom. This also helps to improve their knowledge of the subject matter. Wages and salaries increase also helps the teachers to have enough funds to attend seminars, conferences, workshops, symposium and in-service training so as to upgrade their knowledge.

As a result of the outcome of the study, the following recommendations are made in order to ensure that teachers' productivity in senior secondary schools is improved:

- i. Government at all level should ensure that the wages and salaries of senior secondary school teachers are reviewed periodically to meet up with their needs. School management should ensure that teachers are well paid as and when due in order to bring out the best in them.

- ii. Senior secondary school teachers should take the advantage of wages and salary increase to pursue knowledge in their respective areas of specialization. They should take the advantage of wages and salaries increase to further enhance their mastery of the subject matter.
- iii. Teachers should also seize the advantage of wages and salaries increase to acquire more knowledge and skills in classroom management so as to promote effective teaching and learning process.
- iv. The government should be more conscious of the effect of teachers' welfare on school and classroom attendance. The government should also assist in the provision of certain fringe benefits to cushion the challenges of transportation, housing and the likes.
- v. More effort should be directed to the management of teachers' productivity from the school management, especially when the wages and salaries are increased.

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