



FUDMA International Journal of Social Sciences (FUDIJOSS)

Vol. 4, No. 2, Dec., 2024

ISSN: 2735-9522 (Print) ISSN :2735-9530 (Online)



FUDMA
International
Journal of
Social Sciences
(FUDIJOSS),
Volume 4, No. 2, Dec, 2024

**A Publication
of The Faculty of Social
Sciences, Federal University
Dutsin-Ma, Katsina State,
Nigeria**

ISSN: 2735-9522 (Print)
2735-9530 (Online)



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Institute of Chartered Accountants in Australia. (2004). *AASB standards for 2005: equivalents to IFRSs as at August 2004*. Sydney, Australia: Pearson Education.

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Publication Fee

Publication fee is ₦ 30,000 or 150 (USD).

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Two issues of FUDIJOSS would be published per year, in June and December, by the Faculty of Social Sciences, Federal University Dutsin-Ma, Katsina State, Nigeria.

Annual subscriptions (2023): Nigeria, ₦10,000 (Individuals) ₦15,000 (Institutions). Outside, 35 (USD) (Individuals); 100 (USD) (Institutions).

Single Issues (2023): Nigeria ₦5,000 (Individuals) ₦8,000 (Institutions). Outside, 25 (USD) (Individuals); 65 (USD) (Institutions).

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**REMUNERATION AND JOB SATISFACTION AMONG ACADEMIC STAFF IN
NIGERIA COLLEGES OF EDUCATION; A CASE STUDY OF FEDERAL
COLLEGE OF EDUCATION, ZARIA (2022-2023)**

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ABSTRACT

Better remuneration package is a contributing factor to job satisfaction and performance of academic staff which consequently enhance student's learning and positive education management. Thus, the study investigated the impact of remuneration on job satisfaction among academics in Federal College of Education Zaria. The study adopted Maslow Hierarchy of Need theory which serves as a guide to understanding remuneration and job satisfaction. Primary data were collected through quantitative and qualitative means from 423 respondents through the use of proportionate quota sampling technique and structured questionnaire and 10 principal officers were also selected using purposive sampling technique and in-depth interview as techniques for data collection. Data obtained was subjected to simple descriptive statistical analysis with the use of frequency and percentage. Among the findings, it revealed that the pay/benefit was inadequate as the salary was not enough to cater for the basic needs of most of the academic staff of the College and the duty tour allowance (DTA) was also inadequate and not paid in time. Based on the findings, further recommendations were made that Government should improve the welfare package of the academics and that whenever staff were sent for official assignment, management should make sure that benefits and entitlements were paid on time. This will help the staff in making adequate utilization of the benefits and able to carry out their duties well.

Keywords: Welfare; Performance; Learning experience; Quality education; Teachers



Introduction

Teachers are instrumental to effective learning and impacting quality education. They guide individual learners towards acquisition of ideas, skills, knowledge and attitudes that would enable them manipulate the environment for development purpose. Mbachu (2011) argued that 'if education is the door that leads to modernization and development, it is the teacher that holds the key that unlocks that door'. A country's future is molded in the classroom and the teacher plays a crucial role in this process. Ekima and Mary (2023) reaffirmed that among all the indices of development of any nation, education is undoubtedly considered to be the most veritable tool. National progress depends on the quality of education provided to its citizens. They concluded that the future of any nation depends largely on the quality of its teachers. Thus, ensuring quality in teacher education becomes very important and should be of utmost priority for any nation that want to adequately and rapidly develop. Colleges of Education are indeed entrusted with the responsibility of providing skilled teachers for proper dissemination of knowledge and character necessary for national development. Academic work is a "key profession" in the Colleges of Education. However, Idakwoji and Makolo (2022) claimed that lecturers do not perform to the expected standards and neither do they seem to address the needs of students and other stakeholders. Their performance is still below the expected standard and consequences have been predictable as there are rising concern over poor coverage of students' projects and course content, delayed examination results and missing scripts, poor administration of examinations, poor lecturer-students interaction, deteriorating academic performance and reduced level of research and publications quality and as a result, academic standard and performance among students are not encouraging. They further stated that nowadays, the public and employers are not comfortable with quality of NCE graduate teachers.

Thus, the performance of academic staff as teachers and researchers determines much of students learning and has implication for quality of the institution. This situation requires study in order to ascertain whether lecturers are receiving adequate remuneration with regards to their services to meet up with their challenges. Organization scholars believe that job satisfaction is a factor that influences the performance and wellbeing of an employee in any organization (Amstrong, 2006 Crossman & Abou-Zaki, 2003, Ganguly, 2010). Robbins and Judge (2013) described job satisfaction as positive feelings about a job, resulting from an evaluation of its characteristics. A person with high level of job satisfaction holds positive feelings about his or her job, while a person with a low level hold negative feelings. In other words, job satisfaction is the extent to which a worker feels positively about his or her job. Academics that are satisfied with their job tend to be more creative and committed in discharging their duties. In Nigeria, there are many factors that should be considered especially with regards to the welfare of human resource in achieving the mission and vision of the Colleges of Education.

Remuneration is defined as payments made to or for the benefit of a worker; but it's not just wages or salary it also include return and reconciliation statement (Harvey et al., 2002). According to Tornikoski (2011) remuneration includes income in the form of a commodity, service, or privilege if, before the performance of the service for which it is payment, the parties have agreed upon the value of such commodity, service, or privilege, and that such part of the amount agreed upon to be paid may be paid in the form of such commodity, service, or privilege. Remuneration is a major issue in staff personnel management and affects job satisfaction. Since remuneration is a reward for service to the organization and

also a source of recognition and livelihood for employees, therefore, it is related directly to the comfort and welfare of employees. Remuneration is a determinant of the extent to which an organization can attract, motivate and retain the best talents in the environment. Brain drain from Nigeria has a lot to do with the poor and inadequate remuneration available in the country. At least two of the needs identified in Maslow's hierarchy of needs theory of physiological and esteem needs are directly related to the level of remuneration for workers these, according to him, are among the factors motivating people to work and as well contributes to organization productivity and job satisfaction among staff (Gerhart et al., 2002).

Statement of the Problem

It has been observed that Teacher Education is strategic in national prosperity and the quality of education a nation receives should solidly be in tandem with the quality of its teachers. Academics play a very crucial role in achieving the goal and objectives of Colleges of Education in Nigeria. In order for the academics to play a key role in the educational process, they need to be satisfied with their teaching job. However, despite the NCCE and the TETFUND interventions policies in education, the level of corrupt practices exhibited by government officials at various levels led to mismanagement, misappropriation, embezzlement and diversion of funds meant for the development of Teacher Education in Nigeria. With this and the current Economic Recession in the country, there have been unsatisfactory pay/salary and other benefits which may likely be the major contributory factor that is militating against the enhancement of lecturers' effectiveness in their performance of duties (Abdullahi, 2017). Welfare package have been adduced by many as contributing to the poor performance of academic staff in Colleges of Education in Nigeria (Salami, 2001). This problem affects the academic's job satisfaction and make them not to be fully committed in carrying out their activities of teaching and learning which consequently play a role in producing half-baked teachers that affect the standard of education in the country. In view of this, the study intends to examine the influence of remuneration on job satisfaction among academics in Federal College of Education, Zaria (FCEZ). In order to achieve this, the following research questions were raised:

- i. To what extent are academic staff satisfied with their remuneration package in Federal College of Education, Zaria?
- ii. What is the level of academic staff satisfaction with allowances in the College?

Review of Previous Studies

Tijanni and Abdullahi (2021) examined the relationship between current economic recession in Nigeria and teacher productivity in Kwara State. Descriptive research design of correlation type was adopted for the study. The findings of the study revealed that current economic recession has brought about a low level of teacher performance. Igbadumhe et al., (2020) also examined remuneration as a determinant of Job-hopping intention and academics' teaching engagement of selected universities in Southwest, Nigeria. In assessing the subject matter, a survey research design was adopted. Stratified and simply random sampling techniques were used and Structural Equation Model was used to measure the perceived influence of remuneration on academics' teaching engagement. Result confirmed the relationship between perceived remuneration and teaching engagement. Chimanikire et al., (2007) examined factors affecting job satisfaction among academic professionals in tertiary institutions in Zimbabwe.

The results of the study showed that a greater proportion of the academic staff were not satisfied with their jobs. Reasons for dissatisfaction include inadequate salaries, allowances, and loans to facilities. It also revealed that job satisfaction has great influence on job performance. Noordin and Jusoff (2009) evaluated the levels of Job Satisfaction amongst Malaysian Academic Staff. The results indicated that overall the academic staff of the university has a moderate level of job satisfaction. In addition, current status, marital status, age and salary appear to have significant impact on the respondents' level of job satisfaction. Igbokwe (2011) examined job satisfaction and performance of librarians in federal university libraries in south east Nigeria. The findings revealed that general job satisfaction exist among the librarians in federal university libraries in South East Nigeria. This was as a result of the existence of constituents of job satisfaction such as opportunity for promotion, good working environment and salary. Equally, the study reveals that lack of opportunity for promotion is the greatest factor that can affect their job satisfaction and performance while the existence of promotion opportunities and other factors such as, salary increment will to a very great extent enhance the job satisfaction and performance of these librarians.

Mustapha (2013) investigated the Influence of Financial Reward on Job Satisfaction among Academic Staff at Public Universities in Kelantan; Malaysia. The sample was randomly selected through systematic procedure. The result indicated that there was a positive relationship between financial reward and job satisfaction and therefore supported the hypothesis. Echebiri (2014) empirically studied the Antecedents of Job Satisfaction in Nigerian Banks. The study was aimed at understanding how Nigerian bank employees perceive their jobs and also establish the antecedents of job satisfaction and commitment in Nigeria banks. The study discovered that income, career growth, perceived organizational support were the major antecedents of job satisfaction. Tai and Chuang (2014) studied job satisfaction of universities staff in Taiwan.

The purpose of this study was to explore and compare the levels of job satisfaction among staff of public and private universities in Taiwan and how they differ in their satisfaction levels regarding salary, work environment, and others. The study found that Public university staff showed a significantly higher job satisfaction than private staff for salary welfare and overall job satisfaction, and in general, they showed a higher job satisfaction than private staff. Moloantoa (2015) examined the factors affecting job satisfaction of Academic employees: a case study of the National University of Lesotho (NUL). The findings of the study indicated that there was a positive significance to the NUL academic staff regarding salaries, as a factor influencing their job satisfaction. The results also indicated that there were insufficient financial resources to support teaching, learning and research at the NUL.

The previous foreign and Nigeria based empirical studies reviewed in this study have some relationship with the present study in that, all the previous studies have job satisfaction and remuneration as the variables of studies which are also variables of research in this study. However, the present study has a lot of differences with the previous foreign and Nigeria based studies conducted. Though variables of the previous and present study were the same, but none of these previous studies has College of Education as area of study. Most of the studies available on job satisfaction in Nigeria were conducted in south-south, south-east and south- west geopolitical regions of Nigeria with limited focus on north- west geopolitical region of Nigeria where Zaria, Kaduna state is situated. Also, not any of the previous studies has staff in college of education, Zaria as scope of study. These differences

highlighted in the previous studies make this present study worth contributing to knowledge because the broad aim of this study is to examine the remuneration and job satisfaction among academics of Nigeria College of Education with focus on Federal College of Education, Zaria.

Methodology

Survey method was adopted as research design for the study. The target population is the confirmed academic staff members' who spent at least two years or more in the services of the College and they were 1023 according to statistical record of the college as at the time of the study (i.e. year 2023). Hence 423 members were selected for the administration of questionnaire using proportionate quota sampling technique. Also 10 principal officers such as the Deans of various schools, Registrar and Academic staff union chairman serve as the respondents for the study. The primary data was obtained through quantitative and qualitative means via the use of questionnaire and interview. The 423 respondents were selected from various ranks of the academic staff considering the number of staff at each rank. The selection was done as follows;

Table 1: Sample Selection of Academic Staff of Federal College of Education, Zaria.

Ranks	Number	%Selected	Sample
Chief lecturer	124	12.2	50
Principal lecturer	60	5.9	24
Senior lecturer	52	5.1	21
Lecturer 1	69	6.7	29
Lecturer 2	128	12.5	53
Lecturer 3	410	40	173
Assistant lecturer	180	17.6	73
Total	1023	100	423

For the qualitative data, the purposive sampling technique was used to select ten principal officers in the College for the in-depth interview. Here, the researcher chooses subjects who have the capacity, knowledge and idea relevant to the research topic. In this case, the judgment of the investigator is relied upon.

Result and Discussion

The frequencies and percentages tables were used in the analysis of the data followed by discussion of findings. However, out of the four hundred and twenty three (423) questionnaires distributed, four hundred (400) were retrieved and ten (10) principal officers were interviewed, these form the basis for the analysis.

Table 2: Whether the pay/benefits is adequate to academic staff and the extent of satisfaction with the pay/benefits by the staff.

Pay/benefits adequate	Frequency	%
Yes	235	58.7
No	165	41.3
Total	400	100

Extent	Frequency	%
Very satisfactory	12	5.1
Satisfactory	100	42.6
Fairly Satisfactory	123	52.3
Total	235	100

Source: Field Survey, (2023).

The table 2 above indicates that, 58.7percent of the respondents agreed that the pay/salaries they receive are adequate, while 41.3percent don't agree. But the extents of satisfaction with regards to the pay were rated as fairly satisfactory by 52.3percent of those respondents that agreed the salary is adequate and only 42.6percent were satisfied. This implies that, even though the salary of academic staff in the college is considered adequate and thus it can contribute to job satisfaction of the staff, majority of the staff were only fairly satisfactory. According to a Dean interviewed, the pay is adequate and is in line with federal government (National Wages Commission) mandate to determine the salary of academic staff. Another respondent stressed that, salary is commensurate with input of academic staff, the pay is encouraging and it compares well with many other institutions. While another Dean says; "With the current economic recession the salary is inadequate, however, the benefit is not that bad at least we can say it is satisfactory". This corroborated with the view of Tijjanni and Abdullahi (2021) in which they revealed that current economic recession has brought about a low level of teacher's satisfaction with their pay and thereby, affects their performance.

The College Registrar stated that:

All staff receives salary from the federal government, except if the staff union asks for the increase when they feel the salary is inadequate as it is currently whereby, the government has constituted a committee to review and come up with new template. However, there was a time in 2006/2007 the government made migration, monetization, and consolidation of staff salaries were a lot

of allowances were paid every month. These allowances include; annual leave allowance, marking allowance, teaching practice supervision allowance, hazards allowance, and transport allowance.

Table 3: Whether the college pays for approved research work, and the extent of satisfaction with the pay by the staff.

College pay for research	Frequency	%
Yes	269	67.3
No	131	32.7
Total	400	100
Extent	Frequency	%
Very satisfactory	16	5.8
Satisfactory	120	44.7
Fairly satisfactory	133	49.5
Total	269	100

Source: Field Survey, (2023).

The table 3 above shows that, more than half or 67.3percent of respondents agreed that the college pay for approved research work, while the extent of satisfaction with regards to the pay were rated fairly satisfactory and satisfactory by 49.5percent and 44.7percent respectively. This clearly indicates that the remuneration package for approved research work in the College is considered inadequate.

Table 4: Whether academic staff benefited promptly after promotion and the extent of satisfaction with the benefit by the staff.

Benefited promptly	Frequency	%
Yes	275	68.7
No	125	31.3
Total	400	100
Extent	Frequency	%
Very satisfactory	17	6.3
Satisfactory	140	50.9

Fairly satisfactory	118	42.8
Total	275	100

Source: Field Survey (2023).

The table 5 above shows that more than half 68.7percent of the respondents agreed that they benefited promptly when promoted to the next salary level/step while only 31.3percent disagreed. And that 50.9percent of those that agreed were satisfied with the extent of the benefit. This point to the fact that most of the academic staff in F.C.E., Zaria benefits promptly when promoted to the next salary rank and grade. This corroborate by the responses obtained from IDI in which the majority of the informants agreed that payments of promotion's benefits by the college are adequate. However, a Dean observed that;

In some 2 to 3years ago the benefit comes after some few months of the promotion. This is because the regulatory agency NCCE and Ministry of Education with that of Finance need to approve the promotion of each staff and it takes some time. Because of this time lag the staff have not been receiving their benefits promptly but the moment it is approved the staff would be paid their arrears.

Table 6: Whether the College pays for duty tour allowances (DTAs) and the extent of satisfaction with the pay by the staff

College pays for DTA	Frequency	%
Yes	291	72.7
No	109	27.3
Total	400	100
extent	Frequency	%
Very satisfactory	19	6.4
Satisfactory	29	10.1
Fairly satisfactory	243	83.5
Total	291	100

Source: Field Survey, (2023).

The above table 6 shows that 72.7percent of respondents agreed that the College pay for duty tour allowances approved for their official assignments/travels, while only 27.3percent disagreed. And the extent of satisfaction with regards to the pay was rated fairly satisfactory by more than $\frac{3}{4}$ of the respondents that agreed the College pays duty tour allowances.

One of the IDI respondents said “the College pays duty tour allowances but is lower when compared with other Colleges”. Another respondent noted that, whenever, the College sends academic staff on an assignment, it pays but sometimes the payments were delayed. One has to use his/her personal money and later be paid. However, the Registrar of the College maintained that any staff that has an approved assignment to go outside the area of his/her primary assignment will be paid the DTA accordingly but, it depends on the rank of the staff.

Table 7: Whether the monthly salary received satisfy most basic needs of academics, and the extent of the satisfaction

Salary satisfy basic needs	Frequency	%
Yes	237	59.3
No	163	40.7
Total	400	100
extent	Frequency	%
Very satisfactory	29	12.3
Satisfactory	43	18.0
Fairly satisfactory	165	69.7
Total	237	100

Source: Field Survey, (2023).

From the table 7 above, 59.3percent of respondents agreed that the salary they receive satisfied most of their basic needs, and 40.7 percent do not agree. While 69.7percent of those staff that answered yes were only fairly satisfied with the monthly salary in this aspect. This implies that, even though the salaries staff received were considered adequate, majority of the academics staff in FCEZ were only fairly satisfied when it comes to purchase of their monthly basic needs with the received salaries.

The Academic Union Chairman affirmed that:

To be frank, since the beginning of 2020 prices of things have gone high in the markets due to economic recession and inflation in the country. Marketers have increased the prices of goods but the salaries stand still. This affects the majority of the academic staff as they are among the monthly income earners in the country.

This reaffirmed the Maslow theory which stated that academics beginning their career will be very concerned with physiological needs such as adequate wages and stable income (remuneration). That management should give the academics appropriate salaries to purchase the basic necessities of life, for safety and security needs.

Table 8: Whether academic staff save from their monthly salary, and the extent of the saving.

Saving from salary	Frequency	%
Yes	109	27.3
No	291	72.7
Total	400	100
extent	Frequency	%
Every Month	24	22.0
Some of the Months	29	26.8
Twice a year	56	51.2
Total	109	100

Source: Field Survey, (2023).

The table 8 above shows that, only 27.3percent of respondents agreed that they save from their monthly salary while 72.7percent admitted that they do not save at all. Furthermore, 51.2 percent which constituted the majority of the respondents that saved did so twice in a year only. This indicated that, majority of the academic staff in F.C.E., Zaria cannot save throughout the year from their monthly salaries which can be attributed to the fact that the salary was not enough to cater for their monthly basic needs due to the economic quagmire in the country.

Conclusion

From the findings of this study, it can be concluded that remuneration package is a major determinants of job satisfaction in the study area. The findings revealed that the pay/benefit was inadequate as the monthly salary was not enough to cater for the basic needs of most of the academic staff of the College and the duty tour allowance (DTA) was also inadequate and sometimes not paid on time. These affect the remuneration package of academics and consequently their job satisfaction.

Recommendations

In order to reduce the level of dissatisfaction with the remuneration package and improve the job satisfaction of academic staff in the study area, the following recommendations are made:



- Government should improve the welfare package of the academics especially allowances in order to make them feel comfortable and perform their duties diligently.
- And whenever staff were sent for an official assignment, management should make sure that their benefits and entitlements were paid appropriately on time.
- Also there is need for Government to be reviewing the salary packages in consideration of current economic situation and life standard.
- Stakeholders should also make contributions financial and other wise in order to support the Colleges of Education on internal generated revenue.



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