

STAFF REMUNERATION AND THE PERFORMANCE OF RAMAT POLYTECHNIC MAIDUGURI STUDENTS FROM 1995 TO 2011

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ABSTRACT

This study is on the effects of staff remuneration on the performance of Ramat Polytechnic Maiduguri students from 1995 to 2011 in Borno state. The purpose of the study was to establish the relationship between the variables. Analytical and correlations design were used in the course of the study. Quantitative data was gathered in order to establish the relationship between the independent and dependent variables. The data was collected from a total population of 45 respondents including academic staff of Ramat Polytechnic Maiduguri. The data was presented in a tabular form with frequencies and percentages for singular classifications of responses. Microsoft Excel was used to establish the relationship between remuneration and performance of Ramat polytechnic Maiduguri. Findings on establishing the relationship between staff remuneration and performance of Ramat polytechnic Maiduguri students revealed a strong and positive relationship between staff remuneration and performance of Ramat Polytechnic Maiduguri students. Similarly, findings on examining the relationship between staff level of motivation and performance of Ramat Polytechnic Maiduguri students revealed a strong and positive relationship. Study findings also revealed that, fringe benefits and staff nature of working conditions greatly affected performance of Ramat polytechnic students. The government or management should put up strategies to ensure that staff salaries, wages and other allowances are adequately and satisfactory so that staff can be able to provide individualized attention to their student, avoid absenteeism and strictly follow the policies and regulations of the ministry of education for improved performance for achieved in Ramat polytechnic Maiduguri. Finally the government or management should appreciate the significant relationship between the variable to ensure continued success and survival.

Keywords: Remuneration, Performance, Allowances, Wages, Salary.

INTRODUCTION

An academic achievement essentially applies to what an individual can do within a specific criterion domain. Ebel (1979) defines academic achievement as the assessment of outcomes of formal instructions in a cognitive domain within a defined subject matter that is explicitly taught. Ebel stresses that this instruction is expected to produce observation changes in the behaviour of those who are being instructed. Both Ebel (1979) and Uba (1987) believed that academic achievement is the current measure of performance as a yardstick. Taal (1997) asserted that, if teaching and learning are the beginning and end of the educational process, then all matters that bear on the welfare, professional development and effectiveness of teachers must be of prime importance.

In Nigeria, teachers salaries, eating and recreational facilities, classroom and offices, instructional facilities, transportation and accommodation as well as teachers performance appraisal were fairly adequate. The teachers however, felt that medical facilities were not

available at all for their welfare. All this point to the fact that the teacher's welfare is a salient issue to be taken into consideration in every school, and any school neglects the teachers cannot get high academic performance (Arikewuyo, 2000). But, a lot has been said in Nigeria about the teachers remuneration which includes prompt payments of salaries, compensation and fringe payments, etc. in a country like Nigeria, where the psychological needs, that is the lowest order of human needs according Abraham Maslow's hierarchy of needs are yet to be fulfilled. It is not surprising that so much importance is attached to pay rise, and benefits that will satisfy these basic needs. That is the reason why money is still the best motivator in the society (Oduwaiye, 2005).

Closely connected with pay and fringe benefits is the status and prestige of teachers. Babagana (2012) in a study on remuneration and performance of academic staff in Ramat polytechnic revealed that, staff fringe benefits and nature of working conditions affect performance of the school by 73.2%, and 26.8%. Teachers in Nigeria suffer from low esteem as evidence in the low status and prestige according to them in the society. In the society where money is the only answer, which teachers do not have, they are not socially recognized and therefore recognized as their low esteem. As long as the public image is uncomplimentary and the teachers status in the society still does not match will its counterparts in other professions like medicine, law and banking are likely to achieve the highest level of job performance (Oduwaiye, 2005).

However, Oduwaiye (2005) admits that even a man's job satisfy his needs, he will not express satisfaction with it if he perceives some comparing jobs as satisfying his needs better or with less efforts required. This is the reason why a teacher at the slightest opportunity of another job, jumps at it because a teacher compares his job with another job, finds that there is no equity. When he finds that there is a discrepancy between the ratios of inputs to outputs, the greater the inequity and then the job satisfaction. A worker who is not satisfied with his job cannot be efficient and effective.

INDICATORS OF REMUNERATION

According to Maicibi (2005) remuneration is referred to as pay or reward given to individuals work done. He quoted that remuneration was an important factor especially in affecting performance in most organizations. The indicators or remuneration include: basic salary, wages, health schemes, pension schemes, transport allowances overtime allowances and responsibility allowances.

According to Bratton and gold (2003), a salary is a fixed periodical payment for non-manual employees usually expressed in annual terms, paid per month with generally no additions for productivity. Salary is a fixed amount of money compensation paid to an employee by an employer in return for work performed. Salary is paid most frequently, in a bi-weekly pay check to an exempt or professional employee.

Wage refers to payment for labour or service to a worker, especially remuneration on hourly, daily or weekly basis or by the piece. It is a payment to manual workers, always calculated on hourly or price rates (Bratton and gold, 2003). According to the wages act 1986, a wage is any sum payable to the employer in connection with that employment. Therefore it includes fees, bonuses, commissions, holiday pay or other employment relevant to the employment whether specified in the contract of employment or not. Wages include company sick pay and any other statutory payments for example for time off for trade union duties and jury services.

According to Farazmand (2007), employees who receive the same wages regularly are more likely to perform poorly than employees who receive some incentives. Increasing wages motivates employees in the organization and makes it easy for them to perform well.

Pension scheme one in which an employer promises a specified monthly benefits on retirement that is predetermined by a formula based on the employees earning history, tenure of service and age, rather than depending on investments returns (Lee Ann Obringer, 2011). Another indicator of remuneration is health insurances scheme, which is not offered by all companies and varies as to quality and cost. Companies typically pay part of the insurance premium. Health insurance may or may not extend to immediate family members like spouses and minor children. Dental and life insurance could also be offered as part of a remuneration package (Lee Ann Obringer, 2011). Transport allowance is granted to an employee to meet his expenditure for purpose of commuting between place of his residence and place of duty (Abhishek Raja, 2010). Transport allowance is usually given to teachers to commute between place of residence and school of work.

Accommodation or housing allowance is the amount of money paid in compensation for basic living expenses for employment situations. It is the amount of money given to teachers to cater for their living expenses for employment situation (Knyszewska Elzbieta, 2010). Overtime allowance is the additional amount paid to hourly employees who work more than 40hour a week (Jean Murray, 2010). According to the context of this study this implies that if teachers work beyond stipulated time, they are entitled to this additional pay or over time allowance .but this is very rare in the Nigerian context.

RELATIONSHIP BETWEEN REMUNERATION AND PERFORMANCE.

School performance is directly linked to quality and quantity of the teachers remuneration and performance. The most provided incentives by schools include housing, transport allowances and salaries. In or to improve performance, school administrators motivate teachers using job amenities like wage increment, housing allowances or staff housing scheme, transport allowances and promotions (UNESCO 2006). However in schools where remuneration is on equitable grounds based on performance indicators of individuals, derive attraction, participation, commitment and improved performance (Mingat 2002)

Although the relationship may not be casual, Hanushek and Rivkin (2007) found the teacher quality, as measured by teacher's scores on standardized tests and the selectivity of their undergraduate institutions, also declined during the same time period. Thus, the renewed emphasis on teacher quality forces policymakers, researchers, and school administrators to focus on whether increasing teacher wages improves teacher quality and student performance.

Higher pay may improve student achievement by encouraging teachers to exert more effort in an attempt to compensate for their higher salaries (Hanushek, Kain, and Rivkin 1999). Despite the evidence that higher salaries have a positive impact on student achievement, some researchers contend that increasing teachers salaries may not be worth the investment. For example, there is some evidence that the impact of salary changes is nominally compared to the impact of non-pecuniary factors, for example, teacher working conditions (Ferguson and Gilpin, 2009; Hanushek, Kain, and Rivkin, 1999).

A motivated worker is easy to spot by his or her agility, dedication, enthusiasm, focus, zeal, and general performance and contribution to organizational objectives and goals. Erdill and Yetkiner (2001) indicated that employee characteristics had to be taken into consideration and that the link between employee-remuneration gaps and labour productivity depends on an employee's position in the remuneration structure. Jirjahn and Kraft (2007) reported that the labour-relations regime and the type of incentive schemes play an important role in determining the sign and magnitude of the link between employee-remuneration gaps and labour productivity.

In terms of skill levels, Genre et al (2005) and Lallermond (2007) indicated that smaller remuneration gaps are required for higher-skilled employees if labour productivity is to be enhanced. Heyman (2005), Prendergast (2002) and Turner and Jackson (2009), however, concluded that the relationship between remuneration gap and labour productivity (performance) is stronger when employees are more skilled. According to them, the reason is that the remuneration regime for higher-skilled employees linked to firm performance and that more dispersed employee-remuneration gaps induce these employees to act in an optimal manner (with higher levels of productivity).

Reward packages must also be considered in their totality. Executive reward is multifaceted, typically including fixed short-term pay in the form of salary and benefits; fixed long-term pay in the form of pension; variable short-term pay in the form of annual bonus; and variable long-term pay in the form of deferred bonus and long-term incentives awards. With the exception of salary and benefits, all of the other components of reward introduce uncertainty. However the remuneration committee must place a value on these different elements, which can move significantly in the value over time, when making decision on incentive awards. They must give thought not just to the value of reward today, but to the potential payouts and the impact of future retention value. Robust valuation methodologies involving specialist advice may be required to this effectively (Seegers, 2009, cited in Babirye 2011).

The extent to which variations in salaries and working conditions translate into difference in the quality of instruction depends importantly on the effectiveness of school personnel policies in hiring and retaining the most effective teachers and on constraints on both entry into the profession and the firing of low performers (Hanushek, Rivkin, 2007, cited in Babirye 2011).

The best way to improve the quality of instruction would be to lower barriers to becoming a teacher, such as certification, and to link compensation and career advancement more closely with teachers ability to raise student performance. It suffices to say that proper remuneration of teachers is associated with higher performance and poor remuneration of teachers is the reason for poor performance students in Borno state tertiary institutions. Therefore teachers remuneration is the core for effective performance in schools, implying that the government should improve on teachers remuneration in order to improve performance of Borno state tertiary institutions. Robbins (2003) concludes that, managers and administrators in institutions should always appreciate, evaluate positively and allocate rewards and incentives more appropriately to their staff for maximum performance. This shows that there is a clear link between the academic staff performance and remuneration.

MATERIALS AND METHODS

The study area Ramat polytechnic is situated at the central area of Maiduguri metropolitan council. It is located at the 11° 50' 35.40"N and 13° 08' 07.20"E. It is bounded to the north and east by the police barrack, to the south by the police college and the west by Government College. It has a total land area of 45.5 hectares. There is a total of 448 academic staff which is the theme of this study.

Means of obtaining data

Data on the general information and data on remuneration, motivation, fringe benefits, nature of working conditions and performance of the respondents was collected. Analytic type of research was used due to the data size, independent and dependent nature of the data to be collected. Random sampling technique was adopted in drawing out the sample from the population. Five (5) staff each was drawn from the five schools within the polytechnic (school of engineering and applied science, school of environmental studies, school of management studies, school of agricultural science and technology and school of vocational and technical education). A total of 45 questionnaires were administered within the school.

Data analysis

The data was collected from the study area based on the response of the respondents. The general information was also presented in tables. The computer package Microsoft excel was used to run the analyses. Pearson's Product Moment correlation and regression analysis which fits analysis of multiple variables (Aminu 1999), was used to show the relationship between independent and dependent variables, that is, the relationship between staff remuneration and performance, relationship between level of motivation and performance and relationship between staff fringe benefits, nature of working conditions and performance. The results of the analysis will then be presented in tables.

RESULTS

Table 1: Characteristics of the respondents

Age Range of Respondents	Variable	30-35	36-41	42-47	48-above	Total
	No.	8	13	12	12	45
	%	17.8	28.8	26.7	26.7	100
Level of Education	Variable	HND	BSc	Masters	PhD	Total
	No.	9	21	14	1	45
	%	20	46.7	31.1	2.2	100
Length of Service in Ramat Polytechnic Maiduguri	Variable	1995-1998	1999-2002	2003-2006	2007-2011	Total
	No.	5	7	10	23	45
	%	11.1	15.6	22.2	51.1	100
Sex status	Variable	Male	Female			Total
	No.	37	8			45
	%	82.2	17.8			100
Marital status	Variable	Married	Single			Total
	No.	4	41			45
	%	8.9	91.1			100

Source: Authors analysis of field work

The gathered information was edited and analysed. From Table 1, 82.2% of the respondents are male, and 17.8% are females. This implies that, there is a gender bias in the study of

meaning that women are not all that interested in the lecturing job in Ramat Polytechnic Maiduguri as compared to male. 17.8% of the respondents aged between 30-35 years, 28.8% falls between 36-41 years, 26.7% falls between 42-47 years and above 43 years of age. This showed that the respondents that were approached are mature enough to fill the questionnaires. 8.9% of the respondents are single, 91.1% are married. There are no separated or widowed respondents. This shows that respondents of two distinct marital statuses are working in Ramat Polytechnic Maiduguri. 20% of the respondent higher national diplomas, 46.7% bachelor's degree, 31.1% have master degrees and only 2.2% have attained a PhD. This implies that academic staff in Ramat Polytechnic Maiduguri has at least attained the minimum level of education to participate in the attained better performance. 11.1% of the respondents were employed between 1995 and 1998, 15.6% between 1999 and 2002, 22.2% between 2003 and 2006 and 51.1% between 2007 and 2011.

Table 2: Correlation between staff remuneration of performance and Ramat Polytechnic Maiduguri students.

	<i>Performance of Ramat Polytechnic Maiduguri</i>
Staff remuneration	
Pearson correlation	0.903
Sig (2-tailed)	.000
N	45

Correlation is significant at the 0.01 Level (2-tailed)

Table 2 revealed that, there is a strong positive relationship between staff remuneration and performance of Ramat Polytechnic Maiduguri in Borno state and Pearson's correlation coefficient $r=0.903$. This therefore means that, as staff remuneration is improved, performance automatically improves also and vice versa.

Table 3: correlation between staff level of motivation and performance of Ramat Polytechnic Maiduguri students.

	<i>Performance of Ramat Polytechnic students</i>
Level of motivation	
Pearson correlation (r)	0.69
Sig (2-tailed)	.000
N	45

Correlation is significant at the 0.01 level (2-tailed)

Table 3 revealed that there is a strong positive relationship between staff level of motivation and performance of Ramat Polytechnic Maiduguri at Pearson's correlation coefficient $r=0.69$. This implies staff level of motivation affect performance of Ramat Polytechnic Maiduguri by 69% and 31% by other factors. Therefore if the level of motivation is improved, performance will also improve and if motivation is poor, performance will also be poor.

Table 4: showing the effect of staff fringe benefits and nature of working conditions on the performance of Ramat Polytechnic Maiduguri students.

Model	Unstandardised		t-stat	Significant F-change	Adjusted R ²	Significance
	coefficient	Std. error				
Constant	0.732	15.93	1.07	0.268	0.464	
Staff fringe benefit	0.052	0.15	0.34			0.703
Nature of working conditions	0.638	0.29	2.21			1.877

Dependent variable: performance of Ramat Polytechnic Maiduguri

Table 4 showed that staff fringe benefits and nature of working conditions both predicts performance at significance 0.703 and 1.877 respectively, this therefore implies that fringe benefits are strong predictors of performance of Ramat Polytechnic Maiduguri students. R-square is 0.732 and adjusted R-square is 0.464, meaning that staff fringe benefits and nature of working conditions affect performance of Ramat polytechnic Maiduguri by 73.2%, and 26.8% by other factors. Therefore if staff fringe benefits and nature of working conditions are well catered for, performance of Ramat Polytechnic Maiduguri can also improve automatically.

DISCUSSION AND FINDINGS

Majority of the academic staff of Ramat Polytechnic are males who are middle aged with Hnd, BSc and PhD educational qualifications. They have stayed in the school from 2003 to 2011 and are married. Only are few among the staff have not attained this said characteristics. The collected and analysed data using Pearson's Product Moment correlation shows that, a very strong and positive relationship exists between staff remuneration and the performance of Ramat Polytechnic Maiduguri students. The analysis returned a correlation of 0.903 (which is at 90% relationship). UNESCO (2006), note that poor performance of schools in general has been documented to be the result of poor remuneration. However in schools where remuneration is on equitable grounds base on performance indicators of individual s, derive attraction, participation, commitment and improved performance (Mingat, 2002).

Findings on examining the relationship between staff level of motivation and performance of Ramat Polytechnic of Maiduguri revealed a strong and positive relationship at Pearson's correlation coefficient $r=0.69$, $p=0.000$. Academic staff are the list motivated civil servant and if improved; performance of Ramat Polytechnic can automatically improve (David Tash Lamu, 2010) similarly, Farazmand (2007), postulate that performance is higher in those organization where employees are adequately motivated. Findings also indicated that an increment in staff salaries can motivate them towards improve performance, this is in line with research studies by Amstrong (2003), who observed that external motivational practices like wages and salaries have a powerful effect on employee performance.

Finding on examining the effect of staff fringe benefit and nature of working condition serve as strong determining factor of the performance of Ramat Polytechnic Maiduguri and that: overload allowances, recognition allowances, and leadership allowances are inadequate and unsatisfactory, staff accommodation are not conducive and inadequate and, teachers are not provided with adequate facilities to handle students need. Mark (2010) adds that school facilities directly affect teaching and learning. Poor conditions make it more difficult for teachers to deliver adequate education to their student. Robbins (2003) indicated that employees who are unsatisfied with their jobs have many absenteeism rates. This is so due to the significance returned by the regression analysis of 0.703 and 1.877 for staff fringe benefits and staff nature of working conditions respectively. Also the analysis returned r-square and adjusted r-square as 0.732 and 0.464 respectively. This means that staff fringe benefits and staff nature of working conditions affect the performance of Ramat polytechnic Maiduguri students by 73.2%, and by other factors, 26.8% 73.2% is a high factor which shows that both independent variables (staff fringe benefits and staff nature of working conditions) as strong determinants performance.

CONCLUSIONS

A significant positive relationship between staff remuneration and performance of Ramat Polytechnic Maiduguri students was established. The study findings indicated that low level of staff motivation leads to poor performance of Ramat Polytechnic Maiduguri student, and also a strong and positive relationship between staff level of motivation and performance of Ramat Polytechnic Maiduguri students was also revealed. Findings also revealed that, staff fringe benefits and nature of working condition greatly affect the performance of Ramat Polytechnic Maiduguri students. It has been clearly shown that the relationship between these indicators has a great effect on the performance of the students of the school.

RECOMMENDATIONS

1. The Borno state government should appreciate the significant positive relationship which exists between staff remuneration and performance of Ramat Polytechnic Maiduguri to ensure continued survival and success of tertiary institution in the state, especially in a competitive nation like Nigeria.
2. The Borno state government should also out up strategies like approving salary scale for staffs, at least to optimum level, which will be able cater for various needs. This will be in conjunction with full approval of academic allowance for academic staffs, promotion and recognition of staff in other to improve performance of Ramat Polytechnic Maiduguri.
3. There is also need for the Borno state government to put up strategies to ensure that staff accommodation re conducive and adequate, adequate facilities are put in place for staff of handle student needs and over load, recognition and leadership allowances for staff are satisfactory for improved performance Ramat Polytechnic Maiduguri.
4. The federal government of Nigeria in conjunction with the Borno state government and Ramat Polytechnic administration should set up a committee which will be charged with the sole responsibility of judiciously managing the tertiary institution trust fund (TETFUND) for the school. The committee will serve as a watch-dog keeping a very close eye on the utilization of the funds. This committee will also ensure that the fund is used for the right purposes it was meant for and any form of misappropriation or misconduct with regards this should not be condoned. Also anyone found wanting should not be spared.
5. From 2003 to 2011 Ramat polytechnic Maiduguri has experienced a massive enrolment of students and also massive staff employment but the total land area coverage of the school is unable to cater for this frequent increase. The Borno state government should put in to motion arrangements to acquire more space for the school. The 45.5 hectares already owned by the school is exhausted. The government should acquire the entire land at the rear of the school that stretches northwards down to the rail at Wulari settlement. Coupled with this is a master plan should be prepared for the school that will guide development in the school taking care of the issues of working conditions of staffs and on the long run catering for students performance.

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