

## TEACHERS' COMPENSATION: A TOOL FOR ENHANCING SECONDARY SCHOOLS' EFFECTIVENESS IN KWARA STATE

BY

**Sheu Muritala Adaramaja:**

Department of Educational Management and Guidance and Counseling, Al-Hikmah University,  
msadaramaja@gmail.com

**Kamaldeen Olohundare Sulyman:**

Department of Educational Foundations, School of Education,  
Federal College of Education, Iwo, Osun State, oksulyman83@gmail.com

&

**Yusuf Yinusa Ayinla:**

ESSIP Department, NCCE, Abuja, ayinlayusuf98@gmail.com

### Abstract

*The role which compensation plays in boosting teachers' morale towards performing their duties in a way which would enhance school effectiveness cannot be over-emphasised. Hence, this paper discussed compensation as financial and non-financial rewards which government provides for teachers to enhance their satisfaction level and school effectiveness. The components of compensation were identified as salary, promotion, training opportunities and health services. This paper was premised on Two-factor theory which was propounded by Fredrick Herzberg in 1959. It emphasized on motivating factors and hygiene factors. School effectiveness was discussed as the extent to which the school achieves its stated goals, especially in the aspect of students' academic performance. It was concluded that adequate and timely provision of compensation to the teachers is a way of continually boosting their morale towards performing their job in a way that would facilitate effectiveness of Kwara State secondary schools. Based on the discussions, it was suggested, among other things, that government should ensure that teachers' salary is timely and adequately paid at the end of the months, to enhance the actualisation of school effectiveness. Also, government should, as a matter of urgency, genuinely implement the New Minimum Wage for teachers to increase their monthly take-home, as against the consequential adjustment, so as to be able to take care of themselves and the families better, and get more motivated to perform their duties better to actualise school effectiveness.*

**Keywords:** *Teacher compensation: Training opportunities, Salary, Promotion; School effectiveness*

### Introduction

Compensation of employees is a significant factor which needs to be given adequate attention by the employer to enhance effectiveness of the organisation. Any organisation which holds compensation of its employees with levity might not compete in the area of actualisation of the stated goals, with its counterparts which are very serious about the compensation of their employees. In public secondary schools in Nigeria, the issue of compensation has been generating a topic of discussion, because teachers in these schools have been complaining that they are not well treated by the government. For instance, in Kwara State public secondary schools, sometimes, teachers get their salary late. Not only that, there has been a serious complaint by public secondary school teachers over the new Minimum Wage which the government has not implemented, despite the rising prices of the commodities every day, which is making it difficult for the teachers to properly take care of themselves and their families. To this end,

Samson (2020) stated that, compensation of teachers in public secondary schools in many states in Nigeria, especially in the areas of salary, promotion, training opportunities, fringe benefits and other incentives, has not been encouraging. This worrisome to teachers and this scenario might be having a negative effect on the school effectiveness.

Furthermore, promotion is another component of compensation but this is not timely implemented for teachers. Since some years back, anytime Kwara State government implemented teachers' promotion after it had been delayed for months or years, arrears were not given to them. This is an injustice which could dampen their morale, cause ineffective job performance and consequently school ineffectiveness. Health services also covers compensation, but health insurance scheme, like or better than what is made available for Federal Government staff is not made available for teachers. Capacity building is very important to update teachers' knowledge. However, the situation is not encouraging as workshops, lectures, conferences, and seminars are not adequately organised for teachers, to boost their knowledge for effective job performance (James, 2019). Fringe benefits such as car loans, agricultural loans, festive packages and further studies financial support are not made available for teachers.

School effectiveness means the extent to which the school has been able to achieve the stated goals, especially in the area of students' academic performance. Adedeji (2018) maintained that effectiveness of schools could be measured through discipline, neatness of the environment, mutual relationship among school members or between school members and members of the host community, judicious utilisation of the available resources could also be used to determine effectiveness of schools. However, students' academic performance takes precedence over others, because it is through it that concrete measures could be derived. Gabriel (2019) asserted that, in recent times, one could conclude that public secondary schools in Nigeria have not been effective. This is because the results derived from Senior School Certificate Examinations have not been encouraging enough. Dada (2017) asserted effectiveness of the public secondary schools, especially in terms of excellent students' academic performance, is the end result which every stakeholder in education has a keen interest in. For this to be well achieved, among other things which should be done, teachers' compensation needs to be given adequate attention by the government at all levels. The above scenario necessitates the writing of this paper which is titled "Teachers' Compensation: A tool for Enhancing Secondary Schools' Effectiveness in Kwara Sate."

### **Theoretical Framework**

This paper is premised on Two-factor theory which was propounded by Fredrick Herzberg in 1959. The theory is considered necessary for this paper because it deals with human motivation, compensation and also revolves around motivation of teachers. According to the theory, the factors which motivate employees in any organisation can be divided into two, namely: "motivating factors" which bring about satisfaction and "hygiene factors" which cause dissatisfaction. The motivators include responsibility, advancement, growth, work itself, recognition and achievement, while the hygiene factors cover salary, relationship with peers, relationship with boss, work conditions, security, organizational policy and supervision. A factor can either belong to the group of hygiene factors or motivators but cannot belong to the two groups at the same time.

However, the same way employees in other organisations need motivation, Kwara State secondary school teachers also need to be adequately motivated so that their official duties can be effectively performed, to enhance school effectiveness. Based on this, salary is a hygiene factor and when it is not paid at the right time or teachers are owed backlog of salaries, there is no doubt that they would develop high level of dissatisfaction towards the job; hence, goal achievement is hindered. This is because salary is the only monthly stable compensation which teachers expect from the government to be able to cater for their physiological needs (food, clothing and shelter) and to take proper care of their families. Also, training opportunities, promotion and health services are categorised under motivating factors. This is because

training opportunities give teachers the chance to acquire more skills, knowledge and techniques needed to be more effective in job performance; promotion leads to pay increment and higher recognition, while health services promote physical and mental balance. When salary, promotion, health services and training are regularly and adequately provided to the lecturers, it would not only boost their morale to effectively perform their jobs but also facilitate realization of school effectiveness.

### **Concept of Teacher Compensation**

Compensation of the employees is an important factor which determines the quality of the outputs or overall effectiveness of an organisation. Ivancevich (2004) defined compensation as a component of what a human resource manager does in an organisation which specifically focuses on every type of rewards given to the employees by the employers in exchange for services rendered to the organisation. This is necessary to make the employees more committed to the realisation of the stated goals. Compensation refers to some basic features which make employees satisfied on the job among which include incentives, allowances, salaries, bonuses, promotion and recognition (Martineau, Lehman, Matwa, Kathyola & Storey, 2006; Werner, 2001). In the opinion of Osibanjo, Pavithra and Adeniji (2014) explained that compensation means the benefits workers get in return for performing organisational tasks. Compensation covers wages, salaries, bonuses or commission, housing allowances, incentive bonus, meal allowances, medical benefits, utility allowances, shift allowances, hospitalisation expenses, vehicle loan benefits, annual leave allowances and car basic allowances. Compensation covers direct cash payment, indirect payments in terms of incentives to boost employees' morale so that they can effectively perform their job.

Teeseema and Soeters (2006) opined that a good compensation scheme is a good stimulator. Teachers as indispensable elements of schools play significant roles in achieving the goals of these institutions. Therefore, it is imperative for the government to ensure that teachers are adequately compensated. In the view of Osibajo, Adeniji and Falola (2014), ability of the organisation to appropriately attract and keep experienced and effective employees depends on the level of attention given to compensation. Compensation packages determine the commitment or willingness of the employees to remain in the organisation. Wasiu and Adebajo (2014) opined that in a school system, it is highly necessary for the proprietor to develop the most suitable incentives and good reward system which could be financial and non-financial to facilitate actualisation of success. Stajkovic and Luthans (2006) observed that, productivity of the employees is influenced by a number of factors such as managerial factors, interpersonal relationship among the employees, adequacy of equipment and a host of others. However, the roles played by compensation in determining workers' productivity which leads to the effectiveness of an organisation cannot be over-emphasised. Martocchio (2011) stated that the basic fact in compensation is that, it provides income and other forms of benefits to the employees and incurs some costs on the employer, but constitutes greatly to the goals realisation of the organisation. According to Osibanjo, Pavithra and Adeniji (2014), compensation is a great determinant of any employee-employer relationship and it is a factor which binds both the employees and the employer together. It relates to the welfare of the employees, with special references to monthly pay and other rewards which employees are entitled to, in accordance with the conditions of service.

Robbins, Judge and Sanghi (2009) viewed compensation as a very significant factor which assists the organisation to achieve commitment and dedication of workers, thereby resulting in effective realisation of the stated goals. Positive behaviour of employees can be maintained in any organisation via attractive compensation. Qureshi and Sajjad (2015) opined that, compensation of the employees varies from one organisation to the other. It could be referred to as employee remuneration. It plays a crucial role in the life of workers. Compensation packages provided to workers have significant impacts on their morale and commitment to the organisation. Well-compensated workers could have higher remarkable performance or productivity and promotion of ethical practices within the organisation than those ones who are poorly compensated.

### Components of Teacher Compensation

The components of teacher compensation in this paper include salary, promotion, health services and training opportunities. Salary is an aspect of teacher compensation which needs to be given adequate attention by the employers to facilitate effective performance of the organisation. Salary is a fixed amount of money given to the workers at regular periods for the services rendered towards the realisation of organisational goals (Surbhi, 2015). According to Odoh (2011), salary is usually based on mutual agreement between the employees and the employer, which may be sometimes an individual, group of individuals or government, depending on the ownership of the job. Surbhi (2015) elucidated that salary is a fixed amount of money given to employees at regular periods for the services rendered towards the realisation of organizational goals. Wasiu and Adebajo (2014) asserted that one of the benefits of prompt payment of salaries is that it helps the organisation to properly retain the competent, committed and highly motivated employees it needs to clinch success. Salary contributes majorly in setting and boosting morale of the workers.

Ezeani (2005) asserted that there is no doubt that ability of any organised enterprise to achieve its goals depends to a large extent on how regular, employees' salaries are paid. Indeed, the manager may not succeed in actualising the stated goals of the organisation when salaries are not regularly paid to the employees. Wasiu and Adebajo (2014) asserted that one of the benefits of prompt payment of salaries is that it helps the organisation to properly retain the competent, committed and highly motivated employees it needs to clinch success. Salary contributes majorly in setting and boosting morale of the workers. Regular salary payment could create productive human resources who are competent, committed and dedicated to the job, which in turn could facilitate effective realisation of the organisational goals (Haryati, 2012). Prompt payment of salary goes a long way in improving the viability and commitment of the employees, as well as actualisation of the vision and mission of the organisation (Umar, 2012). As opined by Muhammad-Rafiq (2012), to achieve effective teachers' job performance and organisational growth, salary needs to be paid to employees at the right time. Attractive salary package is one of the significant determinants of organizational effectiveness. Rosser (2012) believed that poor attitude of the government to salaries is one of the key factors hampering not only the commitment of teachers, but also effective goals realisation. Kamoh, Ughili and Abada (2013) asserted that inadequate delay in the payment of teachers' salaries has been one of the factors responsible for poor job performance of teachers in public secondary schools in Nigeria.

Promotion, which denotes movement of teachers from a level to another higher one, is an aspect of teachers' compensation. According to Chris (2009), promotion is one of the variables of compensation which helps in triggering higher performance of the employees. It should be noted that promotion is not only an effective tool for employees' motivation, but also a facilitator of fruitful outcomes for the organisation. According to McCausland, Pouliakas and Theodossiou (2005), promotion is the process of transferring an employee to a rank with higher responsibilities. Kalesh, Curley and Stefanov (2007) believed that promotion leads to higher movement in terms of status, increased salary and fringe benefits. In some organisations, the duties which employees perform may change when they are promoted. As explained by Dessler (2008), promotion refers to the situation when a worker is given chance to have upward movement in organisational hierarchy, to occupy a place of higher responsibility. Bohlander (2004) opined that promotion connotes upward movement in the responsibilities assigned to an employee in the organisation. This usually results in increased pay and status and may demand acquisition of more skills to effectively perform the tasks. Promotion enables an organisation to effectively harness the skills and potential of its employees; thus, good performance is realised. Bedfast (2004) stated that promotion should not only be viewed as a means of rewarding employees, but a yardstick for determining placement of employees in the positions they fit. Promotion needs to be given a thorough consideration, because it affects not only the welfare of the workers but also the effectiveness of an organisation.

Gupta (2011) elucidated that promotion means movement of an employee to a higher post accompanied with greater responsibilities, higher status and better salary. It is the advancement of an employee in the organisation's hierarchy to another higher position which earns him or her greater or higher authority, status and better working conditions. Promotions are used to compensate workers for more effective performance and motivate them for greater efforts. Prasad (2010) believed that promotion is the most common form of internal mobility of personnel in an organization and an essential feature of an individual's career. It refers to employees' advancement in the organisation which involves a change from one job/position to another which is higher or better in terms of status and responsibility. Promotion is usually accompanied with increased monetary compensation and privileges. Danish (2010) opined that employees are the most significant of all the resources which every organisation normally has, so they should be given enough opportunity to progress within the organisation. Promotion as a key concept/factor determines the extent to which an organisation is able to retain its efficient, competent and experienced workforce.

Health is very significant because employees cannot be productive when they are not healthy. Sadiku (2007) stated that health services provision is a good initiative which every organisation should prioritise, because it goes a long way in contributing to the improvement of the employees' wellbeing. When employees are not physically and mentally fit, their job performance would not be effective, hence effectiveness of the organisation continues to wane. Sanusi (2008) believed that the health service is a significant aspect of compensation, because it has to do with maintenance of employees' lives. According to Sadiku (2007), health care is an important aspect of employee compensation in any organization, because no organisation can achieve the stated goals when its employees are not healthy. In the same vein, Sanusi (2008) opined that provision of health services to the employees is very essential because it goes a long way in contributing to the improvement of their health status. This is very necessary because unless workers are healthily balanced, effective job performance cannot be realised, hence difficulty in the realisation of organisational goals. It is important for every organisation to be committed to providing health services to the employees because of its productive benefits to the success of the organisation. Employees' health should be well taken care of to make them fit physically and mentally to contribute their quota towards realisation of the stated goals of the organisation.

Khanka (2008) observed that employees' health is divided into physical and mental health. Physical health refers to infirmity in the employees' health. Employees' physical health and work are inseparable, while an unhealthy employee works less quantitatively and qualitatively compared to the set standard, commits accidents and remains absent from work, a healthy employee produces results opposite to these. Mental health refers to the mental soundness of the employees. The three factors, namely: mental breakdowns, mental disturbances and mental illness affect the mental health of the employees. Ogunlana (2006) elucidated that health care services refer to the maintenance or improvement of the employees' health via the diagnosis, treatment and prevention of disease, illness, injury and other physical and mental impairments. Medical care provision is very necessary in any organisation because it helps to realise the health needs of the workers required for effective job performance. As observed by Khanka (2008), health service is very necessary in any organisation because it helps in the reduction of absenteeism and turnover, accidents and occupational diseases. Health services also provide other benefits such as reduced spoilage, improved morale of employee, increased productivity of employees and longer period of employees in an organisation. The importance of training to the realisation of organisational goals cannot be over-emphasised. Ezeani and Oladele (2013) elucidated that training is an important aspect of human resource management. It refers to a course of action or any exercise meant for developing effective, cognitive and psychomotor skills which employees need to help the organization achieve its goals. Workers are the most important resources of every organisation. Workers directly or indirectly perform all the tasks carried out in an organisation. So, they need adequate information and the required skills. Employees who

are given adequate training are likely to perform their job better than those with inadequate training (Elnaga & Imran, 2013).

As observed by Khan, Khan and Khan (2011), from the time immemorial, training has been identified as a crucial factor which helps in increasing both employees and organisational efficiency and effectiveness. Edralin, 2004; Lynton and Pareek (2010); and Vemić (2007) in their various studies stated that, today, the level of competition is very high among the existing corporate organisations. However, the success of any of these organisations is premised on its commitment to training its human resource to be creative, innovative and inventive. Employees are inseparable asset and significant tool for any organisation to gain competitive advantage over others. However, for employees to have the knowledge and skills which enable them to help the organisation have a greater edge over its counterparts, they should be properly trained (Houger, 2006). Kennedy, Chyung, Winiecke and Brinkerholff (2013) believed that to ensure continuous actualisation of the goals of the organisation, it is imperative for the management to periodically assess training need of the workers and map out training programmes which will help them acquire the needed skills and knowledge identified during the assessment. Ngirwa (2009) asserted that no organisation can compete with its counterparts without prioritising adequate training of its employees. Training assists to improve the knowledge, skills or attitudes required for an employee to perform his/her job. It may be tailored towards increasing an employee's level of self-awareness, competency and motivation to carry out his or her duties effectively. Employees develop feelings that they are part of the organisation when they are adequately trained to acquire the needed skills and knowledge. Training gives workers more sense of belonging, increases their skills and knowledge, stimulates them and also improves organisational productivity (Pynes, 2008). As opined by Devi and Shaik (2012), training could be seen as the key to unlock the potential growth and development opportunities of the employees. In this context, organisations train and develop their employees to the fullest advantage in order to enhance their effectiveness. The importance of training as a central role of management has long been recognised by leading writers (Irene, 2013).

### **Concept of School Effectiveness**

Effectiveness is a significant factor in any school system because it is used to measure the extent to which the stated goals have been achieved. Botha (2010) explained school effectiveness as the extent to which a school actualises its objectives. It is also regarded as a distinct characteristic which x-rays how a school has been able to accomplish the stated goals. According to Cheng (2016), studies of school effectiveness have dual interpretations: firstly, identification of the factors that are features of effective schools; and secondly, identification of differences between students' academic performance in these schools. The use of students' academic performance as the measure of school effectiveness has gained universal acceptance, despite the fact that others measures which could also be used to measure school effectiveness.

Crawford and Cartwright (2013) opined that an effective school is the one whose students academically progress further than might be expected. Oyetola, Kayode and Okunuga (2015) opined that a school is made up of a group of people (teaching and non-teaching) working together to ensure that established goals are achieved. All the stakeholders in schools have to cooperate with one another, school facilities have to be adequately available and in good shape, to realise the effectiveness. Chukwu (2008) viewed effectiveness as the extent to which a school achieves its goals. It is imperative that school principals are skilled and committed so as to be able effectively utilise both human and non-human materials towards achieving effectiveness. Effectiveness is the extent to which a school achieves appreciable students' academic performance. Botha (2010) opined that effectiveness of school is dependent more on its processes and gauged by its outcomes than on its intake. Cheng (2016) elucidated that an effective school is the one in which essentially all of the students acquire the basic skills and other desired behaviour within the schools.

### Teachers' Compensation and Secondary Schools' Effectiveness

Compensation plays key role in enhancing the effectiveness of schools as a formal organisation. Compensation, in this paper, covers promotion, salary, health services, training opportunities and fringe benefits. Salary as an aspect of compensation is very important to enhancing school effectiveness. When teachers' salary is adequately paid at the right time, they would be able to take care of themselves and the family. This would consequently facilitate their effectiveness in job performance which brings about actualisation of effectiveness. Contrarily, a teacher, who is unable to meet up the basic needs, due to delay or non-payment of salary, is likely to be demoralised and be less committed; hence, poor job performance which would lead to schools' ineffectiveness. Compensation as financial and non-financial rewards which government provides for teachers to make them satisfied and effectively perform their job, to enhance school effectiveness. Agburu (2018) believed that, salary is significant to the employees in any organisation and that is why it should be timely and adequately paid to them. Inadequate and untimely payment of salaries could quickly demoralize employees in an organization thereby hampering their effective job performance. Rosser (2012) believed that, salary is a significant factor which affects job performance of teachers and the overall goal achievement of education, irrespective of the level. Hence, government needs to ensure adequate payment of salaries so that teachers can properly take good care of themselves and their families.

Promotion, which connotes movement of teachers from a level to a higher level, also significantly contributes to the actualisation of schools' effectiveness. Like other employees in other organisations, teachers also value promotion. However, if teachers are able to have their promotion implemented as and when due, it is sure that there would be increment in their salary. If the salary is increased, their morale is likely to be boosted and the end result of this could be seen as attainment of school effectiveness. In addition, when teachers' promotion is timely implemented, their responsibilities and recognition are expected to increase in due course; hence, improvement in their commitment to the job which would bring about school effectiveness. According to Chris (2009), promotion is one of the variables of compensation and it helps in enhancing job performance of the employees. It should be noted that promotion is not only an effective tool for enhancing effective teachers' job performance but also a facilitator of fruitful outcomes for the organization. Saharuddin and Sulaiman (2016) opined that, promotion shows a kind of recognition to an employee's performance. Just like employees in other organisation, promotion offers teachers opportunity to progress on the job. A teacher who is regularly promoted is likely to show good attitudes towards his official duties than the one whose promotion is stagnant.

Another component of compensation which helps in realising school effectiveness is training opportunities. Training opportunities provide teachers with different avenues through which they acquire more professional knowledge, skills and techniques for performing their effectively. It is likely that teachers would be eager to carry out their duties when they possess the skills, knowledge and techniques. Contrarily, teachers who lack the required skills, knowledge and techniques would be bored in discharging their statutory duties. This could lead to poor job performance thereby resulting in school ineffectiveness. To support this, Asfaw, Argaw and Bayissa (2015) maintained that, to achieve school effectiveness, teachers need to be subject to periodic training opportunities that are well design and implemented, to enhance teachers' job performance and school effectiveness. Olusanya, Awotungase and Ohadebere, (2016) asserted that training opportunities help to bring out professional, intellectual and social development in teachers so that they could be fit to contribute to realisation of the school goals.

Health is wealth as people do say! A teacher cannot be either productive or committed to the job when he is not healthy. It is through health services that physical and mental status of an employee can be maintained. Therefore, provision of health services is instrumental to the realisation of schools' effectiveness. When teachers are sure of their health being taken care of by the government, at any time

the need arises, their commitment to the job is likely to be high; hence, they could be ready to put in their best to the attainment of the schools' effectiveness. According Bamidele (2015), salary payment and promotion implementation alone is not enough to motivate teachers. There is need to help maintain their health, to achieve their effective job performance and enhance school effectiveness. Olabanjo (2019) also stated that adequate provision of health services to teachers could motivate teachers to perform their duties effectively.

### Conclusion

Conclusively, adequate and timely provision of compensation to the teachers is a significant way of continually boosting their morale towards performing their job in a way that would facilitate effectiveness of Kwara State secondary schools. Specifically, if teachers' salaries are not only adequately and timely paid but also increased, it would assist teachers to cope better with the current economic situation in the country, thereby motivating them towards effective job performance which would help actualise school effectiveness. In addition, with timely implementation of teachers' promotion, their monthly pays would be improved and consequently stimulate them towards delivery their official duties in a way which would enhance school effectiveness. If government provides better health services to teachers through subsidisation of their hospital bills and that of their wives and children, it would serve as a motivator which would make them to be more committed and dedicated to their job and eventually lead to actualisation of effectiveness. Lastly, providing teachers with regular and periodic training opportunities would help update their knowledge, skills and techniques, facilitate better delivery of their official duties which would assist in realizing school effectiveness.

### Suggestions

Based on the above discussions, the following suggestions were made:

- i. government should ensure that teachers' salary is timely and adequately paid at the end of the month, to enhance the actualisation of school effectiveness.
- ii. Also, government should, as a matter of urgency, genuinely implement New Minimum Wage for teachers to increase their monthly take-home, as against the consequential adjustment, so that they could be able to take care of themselves and the families better, and get more motivated to perform their duties better to actualise school effectiveness;
- iii. there is need for government to make sure that teachers' promotion is timely implemented to boost their morale, so that their job performance could be more improved to facilitate actualisation of school effectiveness;
- iv. health insurance scheme should be made available for the teachers, to help them reduce the money spent on maintaining their health and that of members of their family, to boost their morale towards performing their job in a way which would enhance school effectiveness; and
- v. government should intensify its efforts in providing training opportunities for teachers to make them acquire more knowledge, techniques and skills which would make them improve in their job performance and facilitate effectiveness of schools.

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