

STAFF REMUNERATION AS MOTIVATIONAL STRATEGY TO WORKERS' PRODUCTIVITY IN POST COVID-19 PANDEMIC IN TERTIARY INSTITUTIONS IN CROSS RIVER STATE, NIGERIA.

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Abstract

This paper examines staff remuneration as post covid 19 motivational strategy for Administrative Workers of Tertiary Institutions in Cross River State, Nigeria. One research hypothesis was formulated for the study using Staff Remuneration as a variable. A research Questionnaires "Staff Remuneration in post covid 19 periodic and Administrative Workers' Productivity Questionnaire (SRAWPQ" were used to collect data from 8112 administrative workers of six tertiary institutions in Cross River State. The data collected was analyzed using Pearson Product Moment Correlation Analysis, and the result showed that there was indeed significant relationship between Staff Remuneration and administrative workers' productivity in tertiary institutions in Cross River State. Recommendations were made that since staff welfare cannot be over looked, staff remuneration should serves as legitimate interest to enhance workers' commitment to tertiary institutions.

Keywords: Staff remuneration, Motivational strategy, Administrative workers, Tertiary institutions, Cross River State.



Introduction

Low productivity in the tertiary institutions during post covid 19 pandemic period has been the major concern to management of tertiary institutions and this was always been blamed on the workers who seemingly lacked commitment and dedication to their primary assignment. Cases of delayed like processing and delay in the release of students' results, poor management of official records, omission of students' results, poor documentation and impossible retrieval of important documents et cetera the usual complaints and possible indices of low productivity in tertiary institutions. However, UNESCO (2020) observed that the world was already experiencing crisis in tertiary institutions, long

before the covid 19 pandemic appeared. Therefore, the pandemic merely intensified the crisis and waywardness that existed the tertiary institutions' workforce, and wreaking havoc that resulted in unprecedented global shocks. Group of intellectuals recounted ways the pandemic aggravated the crisis in tertiary institutions. There was school closure at the time, which this resulted in virtual learning, there was ill- health and threat to safety of workers, students, teachers, and other personnel. On those grounds, productivity was highly affected and these resulted in the pile up of untreated tasks. Categorically, the pandemic exposed the vulnerabilities of administrative workers in tertiary institution in Cross River State. Workers under the umbrella of labour

unions accused management of insensitivity towards their welfare and ineffectiveness or non-deployment of effective motivational strategies to boost workers' commitment. This blame by trade union went back and front, generating all kinds of industrial disharmonies and conflicts in tertiary institutions as evident in incessant strike. To curb this trend, there is need for management to engage effective motivational strategies.

Motivational strategies are those styles, approaches, methods, techniques that employers of labour choose as reward package to commend, encourage, appreciate and compensate workers for being productive and also encourage them to do more. (Edoho 2015). Productivity, on the part of management, is derived from the perception that some motivational strategies adopted are conducive to the effective or efficient use of institutional resources to attain set goals through workers' commitments. It is the belief of the researcher that if all available resources are effectively deployed, output that is commensurate with set productivity goal will be achieved.

Staff remuneration in work place is another contentious issue despite post COVID19 pandemic. Lack of attractive, regular and rewarding remuneration makes workers feel unduly exploited. This situation leads to lack of workers commitment to their duties and discipline. These may lead to psychological and emotional problems which precipitate negative attitudes among the workers. As a result of these problems, they become not serious in their work place. Some of the remuneration that workers receive in tertiary institution, aside their basic salaries, are transport allowance, leave allowance, housing, car loans, as well as other terminal benefits. (Burk 2010).

For any organization to attract and maintain significant positive help in the COVID-19 pandemic era, it must wages are money paid to hourly rated workers or casual workers, salaries are recompense or money paid to a person at regular interval for performed services (Enejie 2016). According to Inyang and Akpama (2002:22) the aims of staff remuneration include:

- i) To attract, retain and motivate staff by developing and maintaining a competitive and equitable salary structure.
- ii) To ensure that sufficient number of suitable workers are attracted to join the organization.
- iii) To develop and maintain a logical salary structure which achieves equity in payment for jobs or similar responsibilities and consistency in differentials between jobs in accordance with their relative value.

The UNESCO Associated School Network cited in Nwokeocha (2020) affirmed that, staff should be given desired psychological support, and dialogue regarding ways to deal with productivity in this post COVID 19 pandemic period owing to the fact that health and safety are threatened.

Helda, (2013) explained that by emphasizing the importance of efficiency and effective job performance, employers can benefit from higher productivity. Higher pay can be targeted at better performance, encouraging workers to stay with the system and continue to perform to a high standard. High performing and good employees benefit from extra pay in return for extra quality of performance; this implies a properly directed pay can reinforce appropriate behavior focusing on institutional targets and encouraging a result-based productivity. (Helda, 2013).

National Economic Trends (2007) confirmed that increases in real wages that is, wages adjusted for changes in consumer prices, reflect increases in labour productivity. Although this does not happen in all cases, economists agree widely that there is a significant positive relationship between wages or remuneration and labour productivity. This has caused management to begin to tie pay to performance to enable them see the relationship between wages and performance or productivity. It is, however, observed that productivity acceleration has been accompanied by changes in the way employees compensation is tied whether to the

performance of individual or to the businesses overall performance including end-of-year bonuses, cash awards, profit sharing and stock options (National Economic Trends, 2007). More so, Inyang and Akpama (2002) posited that determining the overall wages and salary policy whether to pay high wages, average or below average is a difficult task but these factors are often considered:

- i) Comparable wages – prevailing pay obtainable in other institutions.
- ii) Financial ability to pay – this depends on institution's profitability.
- iii) Cost of living wages which keep pace with rising consumer prices.
- iv) Productivity: wages paid which bear a relationship with productivity since higher productivity makes it possible for high wage levels to prevail.
- v) Bargaining power: wages within depend on the ability of unions to bargain for high wages.

The salaries and wage components are identified among others as: fringe benefits given as a result of being an employee of a tertiary institution, it takes the form of allowances such as house rent allowance, medical benefits, gratuity, pension funds, while accident and death compensation paid to those who are either had accident or died while on duty. Fringe benefits are also called perquisites and are either provided by the employer on his own initiative or they are the result of a collective bargaining agreement.

Ita (2013) added that increase in workers' salaries motivate workers' a lot and increase productivity by achieving her institutional goals. Obviously, every worker wants to earn fair wages/ salaries while employers want their workers to feel comfortable. A worker with financial problems can experience inadequate concentration; this could result in poor quality of work since what benefits the institution directly does not benefit worker.

Jekins (2016) was able to identify only 28 systematic empirical investigation of this relationship for his review, only one of those

studies focused exclusively on the impact of financial incentives on task performance (Toppen, 2005). The central role financial incentives plays institution of learning a systematic assessment of mobility of an employer to satisfy his employee at a time. George (2008) observed that institutions have four basic needs and those needs become powerful motivation in worker's personal lives. He stress that most often, we are driven from within to meet these basic needs among other human needs. Superior, subordinate should exhibits sensitivity in love to one another.

A study conducted by Ibrahim, Dauda and Mohammed (2017) on a topic "motivation and job performance of academic staff of state university in Nigeria" tried reasonably to investigate the relationship in terms of productivity between workers with incentives and those without incentives to see which of the two set attain highest workers' productivity. The study adopted a survey research design with population of 970 workers, a sample size of 321. Stratified random sampling techniques was adopted with organizational commitment questionnaires for 141 (64%) of workers who were randomly selected. Multi-linear regression was adopted as a statistical tools for the instruments, findings reveals a sign of sincere commitment to work because of remuneration package that were assigned to them than those without any incentives. Therefore, it was recommended that management of any organization must ensure promotion, increased salary and wages, payment of leave benefits, career development and in-service training to their workers and must be significantly implemented for workers to ensure workers retention and hospitality in the place of work.

Udo (2016) conducted a study on motivational strategies through staff remuneration and worker's productivity among tertiary institutions in Akwa Ibom State. The purpose of the study was to ascertain if motivational strategies had positive effect on workers' productivity. Two null hypotheses were generated to guide the study. The research design adopted for this study was ex-post facto. The population of the study was one thousands

one hundred and four (1,104) while the study sample 569 administrative staff were randomly selected for the study. A well validated questionnaire was the instrument used for data collection in the study. Data obtained were analyzed using Pearson's product moment correlation analysis at the 0.05 level of significance. The findings of the study revealed among others things that motivation through staff remuneration significantly related to worker's productivity among tertiary institutions in Akwa Ibom State. Similarly, Kingsley (2017) examined the influence staff remuneration on worker's productivity among tertiary institutions in Rivers State University. Two null hypotheses were generated to guide the study. The research design adopted for this study was ex-post facto. The study sample consisted of 435 administrative staff which were randomly selected for the study. A well validated questionnaire was the instrument used for data collection in the study. Data obtained were analyzed using Chi-square statistical analysis at the 0.05 level of significance. The findings revealed among others that staff remuneration as motivational strategies, can significantly influence workers' productivity among staff of Rivers State University and it was recommended that staff remuneration be treated with all seriousness to boost productivity.

Theoretical framework

Frederick Herzberg's two-factor theory (1965)

Frederick Herzberg propounded the two factor theory in 1965 which is further cited in the work of Kuijk (2018). The theory has its focus on the relationship between employees' job satisfaction and productivity. This theory states that motivation stems from an individual's desire to fulfill or achieve a need. The basic premise of the two-factor theory is that people are motivated to obtain outcomes at work that will satisfy their needs. Herzberg (2003) cited in the work of Kuijk (2018) identified two sets of factors that are involved in motivation and job satisfaction of workers in an institution. It gives insight into factors

which can lead to motivation, job satisfaction, increment in the productivity of staff, their absence would result in dissatisfaction, and stable low morale of staff which will negatively affect their productivity. This would boost staff morale and professional growth and result in higher productivity. In the tertiary institutions, if the hygiene factor and motivational factor can be highly managed then workers' productivity will be increased.

Purpose of the study

The purpose of the study is to examine the extent to which staff remuneration as motivational strategy in post COVID 19 pandemic will relate with the productivity of administrative workers in tertiary institutions in Cross River State. Specifically, the study sought to:

- 1 determine the extent to which staff remuneration in post Covid 19 pandemic will relate to administrative workers' productivity in tertiary institutions in Cross River State.

Research questions

1 To guide the study, the following research question was posed.

To what extent does staff remuneration during covid 19 pandemic relate to administrative workers' productivity in tertiary institutions in Cross River State?

Statement of the hypothesis

The following hypothesis is to give direction to the study.

1. There is no significant relationship between staff remuneration and junior administrative workers' productivity in tertiary institutions in Cross River State.

Research Methodology

Research design

The research design adopted for this study was the survey design. The choice of this design

occasioned by the fact that, it involves the collection of data that describe an existing phenomenon accurately and it makes it possible to discover the relative incidence as well as distribution of variables (Isangedighi, Joshua, Asim & Ekuri, 2004).

Population of the study

The population of this study comprised eight thousand, one hundred and twelve (8112) administrative staff from the six tertiary institutions in Cross River State. These include those from Federal College of Education, Obudu (North); Cross River University of Technology, Calabar (south), School of Nursing and Midwifery, Itighidi (central), College of Health Technology, Calabar, College of Education Akamkpa and the University of Calabar, Calabar

Sampling technique

This study adopted multi-stage sampling, In the first stage, stratified random sampling technique was adopted on the basis of

institutions, educational zones, namely: Ogoja, Ikom and Calabar educational zones. Stratified random sampling is a method of probability sampling in which the population was divided into different sub-groups and the elements are to be selected from each sub-group. Purposive sampling technique was used to ensure that only administrative staff of the six tertiary institutions in Cross River State were selected to constitute the sample for the study. Simple random sampling technique was also adopted to select required number of administrative workers from each institutions.

Sample

The sample for this study was made up of eight hundred and eleven (811) administrative workers from the six tertiary institutions in Cross River State. This was randomly selected for the study with approximately 10% to ensure adequate representation of workers. A break down was shown in the table1

Sample Distribution of Junior Administrative Staff of Tertiary Institutions in the Sample frame.

S/N	Name of Institutions in the study	Institutions Location	Sample of junior Admin staff
1	Federal College of Education	Obudu	107
2	Cross River University of Technology	Calabar	119
3	University of Calabar	Calabar	281
4	College of Health Technology	Calabar	82
5	School of Nursing and Midwifery	Itigidi	161
6	College of Education	Akamkpa	61
	Total		811

Registry and Senior Establishment of various universities

Procedure for data collection

The questionnaire were administered to respondents in each sampled areas. Out of (811) copies of questionnaire administered, exactly 792 copies were successfully completed and retrieved from the tertiary institutions sampled by the researcher.

Data analysis

The data were analyzed using Pearson's Product Moment Correlation Analysis at .05 significant level and 890 degree of freedom

Ho: 1 There is no significant relationship between staff remuneration and junior administrative workers' productivity in tertiary institutions. Result was presented in Table 2.

Table 2: Pearson Product Moment Correlation Analysis of the Relationship between Staff Remuneration and Junior Administrative Workers' Productivity (N=792)

Variables	$\sum x$ $\sum y$	$\sum x^2$ $\sum y^2$	$\sum xy$	r-cal
Staff Remuneration	14,356	171,282	501,832	0.327*
Junior administrative workers' productivity.	24,625	442,072		

* Significant at 0.05, critical r = 0.062, df = 790

The result of the analysis as presented in Table 1 revealed that the calculated r-value of 0.327 to be higher than the critical r-value of 0.062 at .05 level of significance with 790 degree of freedom. With this result, the null hypothesis which stated that there is no significant relationship between staff remuneration and junior administrative workers' productivity was rejected. This result indicated that staff remuneration had a significant positive relationship with administrative workers' productivity. The positive r implied that the higher staff remuneration is, the higher junior administrative workers' productivity tends to be. On the other hand, the lower the staff remuneration, the lower junior administrative workers' productivity tends to be.

Conclusion

The study revealed that improved staff remuneration as motivational strategies in post covid 19 pandemic, is significantly related to productivity of junior administrative workers' in tertiary institutions in Cross River State.

Recommendations

To fight the problem of poor workers productivity, the researcher made the following recommendations:

1. Since staff welfare cannot be looked away, staff remuneration should serves as legitimate interest to enhance workers' commitment in tertiary institutions.
2. Annual leave in whatever form should not be ignored but should be accepted collectively for better employees' productivity in institutions.

3. Management of tertiary institution should ensure affordable medical services for their workers to ensure good health, avoid regular excuses during office hour, promote workers retention and hospitality in the place of work.
4. Government and administrators of tertiary institutions should pay housing allowance, staff salaries, wages, all allowances and many other entitlements as at when due and avoid any kind of favoritisms
5. The management of tertiary institutions should also see to it that workers are given privileged of in-service training which will bring about new idea, new techniques, new approaches and high productivity.
6. Management of tertiary institution should ensure regular promotion of deserving staff, payment of promotion arrears and wages, and in-service training to their workers to ensure workers retention and hospitality in the place of work.

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