



RELATIONSHIP BETWEEN STAFF REMUNERATION AND ACADEMIC STAFF PRODUCTIVITY IN UNIVERSITIES OF NORTHEAST NIGERIA

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Abstract

The study investigated Relationship Between Staff Remuneration And Academic Staff Productivity In Universities Of Northeast Nigeria. To guide the study, 2 specific objectives were focus of the study. The study answered 2 research questions and tested 2 hypotheses at 0.05 level of significance. The study adopts correlational research design with a population of 2600 academic staff. The sample size of the study was 780 drawn using multistage sampling. The instrument used was developed by the researcher and tagged 'Remuneration and welfare packages questionnaire (RAWPQ). The researcher used inferential statistics of mean and standard deviation to answer the research questions, The mean score above 2.5 indicates high academic staff productivity while the mean score below 2.5 indicates low academic staff productivity while linear regression was used to test the hypotheses at 0.05 level of significance. Data generated from the study were analyzed using descriptive and inferential statistics. Descriptive statistics of mean and standard deviation were used to answer the research questions while inferential statistics of Pearson Product Moment Correlation (PPMC) and independent t-test was used to test the null hypotheses. Based on the analysis study findings are; staff salary, earned academic allowance, promotion, pension, housing, medical health insurance has significant relationship on academic staff productivity among staff of State Universities in North East, Nigeria. Recommendations were made among others that State Universities in North East Nigeria should prioritize timely and adequate payment of staff salaries, payment of earned allowances, and establish clear policies on promotion benefits to motivate staff for enhanced productivity .

Keywords: Academic staff, Relationship, Staff remuneration, Academic staff productivity, Northeast, Nigerian universities.

Introduction

Academic staff productivity connotes the ability and competencies in effective and efficient teaching, research work and community services. Academic staff productivity in university education system can be quantify through lecturing of students, research work, community services rendered and regular attending to achieve university education goals and objectives as well as that of students' issues promptly. Therefore, academic staff productivity in university education system may not be obtained without supporting benefits attached to it, such as remuneration and welfare packages. Akintude as cited in Alonge et-al (2019), stressed that remuneration and welfare packages are different kinds of incentives, such as salary, academic staff earned- allowance, staff promotion, staff pension scheme, staff housing, staff gratuity, staff medical health insurance and so on that motivate and make staff to be happy and productive in their service delivery. In the same vein, Daddle, Andrews, Iroanwuse & Princewill (2018) supported that it is practically unrealistic and impossible to audience effectiveness and efficiency in the university education system without ensuring regular and adequate earnings, safe and condition of services as well as access to minimum social security benefits which promotes quality of life and high productivity of academic staff.



Statement of the Problem

The pivotal role of university's concerns is academic staff productivity. Academic staff productivity in the university education system means teaching, research, and other academic or administrative activities that might be assigned to them towards the realization of university goals and objectives. However, the researcher has observed that in state owned universities in the North East Nigeria academic staff productivity in terms of teaching, research, and community service and other academic and administrative responsibilities assigned to them seem to be deteriorating or relegating, the evidence could be seen on the graduates the universities are producing in this era, as some of them (graduates) cannot write or speak good English fluently, neither can they defend their certificates they claimed they have obtained from the universities. Despite the scheme of service or conditions of service for academic staff by the national university commission (NUC) to enhance academic staff productivity to also reflect on achievement or performance, yet it seems not to bring any positive remarkable changes in the system.

Objectives of the Study

- i. To examine the relationship between Staff salary and academic staff productivity among state universities in North East, Nigeria.
- ii. Staff earned-allowances and academic staff productivity among state universities in North East, Nigeria.

Research Questions

- i. To what extent does staff salary relate with academic staff productivity among state universities in North East, Nigeria?
- ii. To what extent does staff earned- allowances relate with academic staff productivity among state universities in North East, Nigeria?

Research Hypotheses

H₀₁: There is no significant relationship between staff salary and academic staff productivity among state universities in North East, Nigeria

H₀₂: There is no significant relationship between staff earned- allowances and academic staff productivity state universities in North East, Nigeria

Literature Reviewed

Remuneration, often used interchangeably with compensation, refers to the total package an individual receives in exchange for their work or services (Anderson, 2021). Smith (2020) argues that remuneration is more than simply a base pay; it includes a range of elements that affect an employee's overall financial contentment and well-being. Anderson (2021) lists basic pay, commission, bonuses and incentives, overtime pay, benefits, and perks as forms of compensation. Remuneration therefore, refers to the total income of an individual and may include several forms of payments that are determined by different rules. For example, the total compensation for academic staff may consist of salary plus various additional benefits, such as transport allowance, hazard allowance, medical allowances, earned allowances, unusual allowances, and other items shown on the monthly payslip.

Productivity, Productivity refers to the efficiency with which individuals or organizations convert inputs into outputs. In an academic setting, it reflects the ability of staff to effectively teach, research, and contribute to institutional goals. It is influenced by factors such as motivation, remuneration, and work environment. Higher productivity often results in improved performance and institutional success (Adebayo, 2021).

Academic staff productivity, Academic staff productivity refers to the efficiency and effectiveness with which university lecturers and researchers fulfill their teaching, research, and administrative responsibilities. It encompasses lecture delivery, research output, publication contributions, mentorship, and institutional service. Factors such as remuneration, motivation, and work environment significantly influence productivity levels. Higher academic staff productivity enhances institutional reputation and student success (Ogunleye, 2022).



Academic Staff Salary refers to the financial compensation university lecturers and researchers receive for their services, including basic pay, allowances, and benefits. It serves as a crucial factor in motivation, job satisfaction, and retention within higher education institutions (Okeke, 2023).

Theoretical Framework

Efficiency Wage Theory

Efficiency wage theory, formulated by economists George Akerlof, Janet Yellen, and Joseph Stiglitz in the 1980s, provides an explanation for why companies may choose to pay wages that exceed the market-clearing level. According to Akerlof, Yellen, and Stiglitz, offering higher wages can incentivize employees to enhance their productivity, decrease employee turnover, and improve product quality. The theory posits that workers are driven by factors beyond just their salary; elements like job satisfaction, job security, and status also play significant roles in influencing their productivity. Additionally, it highlights the costs linked to employee turnover, training, and monitoring, suggesting that companies benefit from retaining experienced and skilled workers. Furthermore, paying higher wages can foster a psychological contract between employers and employees, resulting in increased effort and loyalty from the workforce.

Efficiency wage theory suggests that higher wages and better compensation packages can lead to increased productivity and performance among employees. Applied to academic staff in the university system, this theory posits that offering competitive salaries, benefits, and welfare packages can attract and retain highly qualified faculty members. Universities may offer above-market salaries and additional benefits such as research funding, sabbatical leave, and professional development opportunities to incentivize academic staff to contribute to research, teaching, and service activities. By investing in the well-being and satisfaction of academic staff, universities can enhance faculty morale, motivation, and commitment, leading to improved academic outcomes and institutional reputation.

The major relevance of the efficiency wage theory is that it assumes that higher wages always lead to increased productivity. Secondly, efficiency wage theory highlights the importance of considering non-monetary factors in designing remuneration and welfare packages for university staff. The theory can be used to explore how elements such as job security, opportunities for professional development, and work-life balance initiatives, contribute to staff satisfaction and productivity in a university setting. Thirdly, the relevance of this theory to this study is that it is expected that when universities are paying the academic staff better wages, salaries, regular promotion, earn academic allowances, provision of adequate accommodations, provision of pension and medical health insurance and other forms of remunerations and welfare packages will immensely enhance academic staff productivity.

Methodology

The researcher used correctional research design for the study. According to Whitley and Kite (2023), that correctional research described and predicts how variables are naturally relate in the real world, without any attempt by the researcher to alter them or assign causation between them. The study was carried out in the North East, Nigeria. North East is one of the geopolitical zones of Nigeria, consisting of the following states: Adamawa, Bauchi, Borno, Gombe, Taraba and Yobe. The population of this study is 2,600. This comprises all 2,600 academic staff, made up of 1,842 male and 758 female drawn from Six state owned universities in North East Nigeria. (National University Commission, 2024). The sample size of this study is 780 academic staff across the six state universities in North East Nigeria, using proportional sampling technique in line with (Asimetal, 2019). The instrument used was developed by the researcher and tagged 'Remuneration and welfare packages questionnaire (RAWPQ). The researcher used inferential statistics of mean and standard deviation to answer the research questions, The mean score above 2.5 indicates high academic staff productivity while the mean score below 2.5 indicates low academic staff productivity while linear regression was used to test the hypotheses at 0.05 level of significance.

Results And Discussion

Table 1: Extent to which staff salary relate with academic staff productivity among state owned universities in North East, Nigeria

S/N	ITEMS DESCRIPTION	N	Mean	SD	Remark
1	It interests me that staff salary is paid before the end of the month	780	3.65	1.02	Very High Extent



S/N	ITEMS DESCRIPTION	N	Mean	SD	Remark
2	Staff salary when paid timely makes academic staff joyful	780	2.30	1.11	Low Extent
3	In my university, staff salary is always paid on the 1st or 2nd week of the subsequent month	780	3.40	1.00	High Extent
4	Staff salary scale is very much motivating	780	3.25	1.09	High Extent
5	Our university salary scales are aligning with market standards/situations	780	3.30	0.98	High Extent
6	University salary is equal to that of other universities in the other states	780	2.20	1.20	Low Extent
7	In our university, the staff salary is far less than that of other universities	780	3.75	1.05	Very High Extent
8	In my university, some academic staff have taken a third job to boost their salaries	780	3.55	0.95	Very High Extent
9	Due to perceived inconsequential salary reward, my university is at risk of brain drain	780	2.40	1.13	Low Extent
10	In my university, academic staff grumble over the poor staff salary	780	3.80	1.12	Very High Extent
Grand Mean		3.26	High Extent		

Source: Field Survey, 2024

Table 1 reveals that staff salary significantly influences academic staff productivity in state-owned universities in North East Nigeria, with a grand mean of 3.26. Dissatisfaction over low salaries is evident, as seen in high mean values for complaints (3.80) and pay disparities (3.75). Many staff take extra jobs (3.55), potentially affecting productivity. While timely salary payments (3.65) offer some relief, concerns persist about salary competitiveness (3.30) and motivation (3.25). Low wages compared to other universities and additional workloads contribute to frustration, which, if unaddressed, may hinder staff commitment and university performance.

Test of Hypothesis

Hypothesis 1:

H_{01} : There is no significant relationship between staff salary and academic staff productivity among state universities in North East, Nigeria

Table 2: Pearson Product Moment Correlation Analysis Showing the Relationship between Staff Salary and Academic Staff Productivity among State Universities in North East, Nigeria.

Variables	N	Mean	SD	Df	R	P	Remark
Staff salary	195	320.5	45.7	193	0.612	0.05	Significant
Academic staff productivity	585	74.8	8.6				

Table 2 examines the relationship between staff salary and academic staff productivity in state-owned universities in North East Nigeria. The Pearson correlation analysis reveals a strong positive relationship ($R = 0.612$) with a significant p-value of 0.05, leading to the rejection of the null hypothesis. Higher salaries correspond to increased productivity. The mean salary is 320.5 (SD = 45.7), while productivity averages 74.8 (SD = 8.6). Findings highlight salary as a key motivational factor, influencing teaching, research, and supervision. Competitive and timely salaries enhance productivity, while poor pay reduces morale, emphasizing the need for improved salary structures.

Table 3: Extent to which staff earned- allowances relate with academic staff productivity among state owned universities in North East, Nigeria

S/N	ITEMS DESCRIPTION	N	Mean	SD	Remark
11	In my university, academic staff earned allowances serve as motivator	780	3.20	1.05	High Extent
12	Payments of academic staff earned allowances encourage us to	780	3.30	1.10	High Extent



S/N	ITEMS DESCRIPTION	N	Mean	SD	Remark
	engage in continuous professional development activities				
13	Staff put extra effort to work, when we know that we will be fairly compensated through our earned academic allowances	780	3.25	1.00	High Extent
14	In my university, academic staff earn allowances are paid yearly	780	2.20	1.15	Low Extent
15	In my university, academic staff earn allowances are built into monthly staff salary	780	3.10	0.95	High Extent
16	In my university, there is always fairness/transparency in the payments of academic staff earn allowance	780	2.95	1.08	High Extent
17	Academic staff earned allowances are essential component of overall compensation for attracting/retaining talent staff	780	3.35	1.02	High Extent
18	All academic staff are entitled to earn allowances for appreciating their research efforts	780	3.05	1.07	High Extent
19	Academic staff earn allowances are often paid to those lecturers whose duties fell under designated assignments	780	2.40	1.12	Low Extent
20	Academic staff earned allowances have positive impact on industrial harmony	780	3.15	1.00	High Extent
Grand Mean		3.00 High Extent			

Source: Field Survey, 2024

Table 3 examines the relationship between earned allowances and academic staff productivity in state-owned universities in North East Nigeria. With a grand mean of 3.00, findings suggest that allowances significantly enhance motivation and productivity. Staff agree that allowances encourage professional development (3.30) and extra effort (3.25). However, irregular payments (2.20) and selective distribution (2.40) pose challenges. Fairness in payments (2.95) shows moderate satisfaction, while allowances aid staff retention (3.35) and industrial harmony (3.15). Overall, consistent and transparent payment of allowances is crucial for motivating staff, enhancing skills, and maintaining institutional stability.

Hypothesis 2

H₀₂: There is no significant relationship between staff earned- allowances and academic staff productivity state universities in North East, Nigeria

Table 4: Pearson Product Moment Correlation Analysis Showing the Relationship between Staff Earned-Allowances and Academic Staff Productivity among State Owned Universities in North East, Nigeria

Variables	N	Mean	SD	Df	R	P	Remark
Staff Earned- Allowances	195	76.42	12.35	193	0.312	0.05	Significant
Academic staff productivity	585	81.78	10.28				

Table 4 examines the relationship between earned allowances and academic staff productivity in state-owned universities in North East Nigeria. The Pearson correlation analysis reveals a moderate positive relationship ($R = 0.312$) with a significant p-value of 0.05, leading to the rejection of the null hypothesis. The mean earned-allowance score is 76.42 ($SD = 12.35$), while productivity averages 81.78 ($SD = 10.28$), showing moderate variation. Findings suggest that timely and fair payment of allowances enhances motivation, efficiency, and commitment. Conversely, delays or denials may reduce morale and productivity, highlighting the need for consistent earned-allowance payments to sustain academic staff performance.

Discussion of Findings

Aliyu et al. (2018) highlight that salary competitiveness is a major factor influencing academic staff motivation. This aligns with the study's findings, which reveal a strong positive correlation ($R = 0.612$, $p = 0.05$) between salary and productivity. Dissatisfaction over low salaries (mean = 3.80) and pay disparities (3.75) push staff to take extra jobs (3.55), potentially affecting efficiency. While timely salary payments (3.65) provide some relief, concerns about competitiveness (3.30) and motivation (3.25) persist.



Joshua et al. (2020) emphasize that financial incentives boost research output and teaching quality. The study supports this, as findings indicate that earned allowances significantly influence academic productivity (grand mean = 3.00). Allowances encourage professional development (3.30) and extra effort (3.25). However, irregular payments (2.20) and selective distribution (2.40) hinder motivation.

Nkwede et al. (2022) note that consistent and transparent financial rewards enhance institutional stability. This is evident in the study's finding that fairness in allowance payments (2.95) improves retention (3.35) and industrial harmony (3.15). However, delays or denial of allowances lower morale and productivity.

Otohinoyi et al. (2023) argue that inadequate compensation reduces staff commitment. This is reflected in the study, which shows that delays in earned-allowance payments negatively impact efficiency. A moderate positive correlation ($R = 0.312$, $p = 0.05$) confirms that fair and timely payments enhance motivation and productivity. Therefore, universities must improve salary structures and allowance distribution to sustain staff performance.

Conclusion

In conclusion, the study establishes that staff salary and earned allowances significantly influence academic staff productivity in state-owned universities in North East Nigeria. Competitive salaries enhance motivation, while low pay and delays reduce morale. Earned allowances support professional development and retention, but irregular payments pose challenges. The positive relationship between salary, allowances, and productivity highlights the need for fair, timely compensation structures to sustain academic staff commitment and institutional efficiency. Addressing these concerns will enhance teaching, research, and overall university performance.

Recommendations

1. University authorities should implement competitive salary structures to enhance staff motivation.
2. Timely payment of salaries should be prioritized to reduce financial stress among academic staff.
3. Salary disparities should be addressed to promote fairness and job satisfaction.
4. Earned allowances should be paid consistently to enhance staff commitment.
5. Transparent policies on allowance distribution should be established to prevent favoritism.
6. Additional workloads should be compensated adequately to maintain productivity.
7. Professional development incentives should be strengthened through earned allowances.
8. Stakeholders should collaborate to improve funding for staff remuneration and welfare.

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