COMPENSATION MANAGEMENT PRACTICES AND ACADEMIC STAFF JOB PERFORMANCE IN PUBLIC AND PRIVATE UNIVERSITIES IN SOUTH-WESTERN, NIGERIA

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Abstract

Compensation management practices in any organisation is key to the growth and development of organisations. The study investigated how compensation management practices determine academic staff job performance in public and private universities in Southwestern Nigeria. The study adopted the descriptive survey research design. Four research questions guided the study, and five research hypotheses were formulated in line with the study objectives. The population comprised 19,898 academic staff in 33 public and private universities in Southwestern Nigeria. The sample of 2,850 academic staff was drawn from the population using multi stage procedure, purposive and stratified sampling techniques. The research instrument was the researcher-designed and validated questionnaire titled Compensation Management Practices and Academic Staff Job Performance Questionnaire (CMPASJPQ). Pearson Product Moment Correlation (r) and t-test (t) statistics were used to test the hypotheses at 0.05 level of significance. The results of the study showed amongst others that there was a significant difference in the way academic staff perform their job in relation to (research and community services) in public and private universities in Southwestern Nigeria; direct compensation management (characterized by salaries, bonuses, medical allowance, annual leave allowance, travel allowance and housing allowance) and academic staff job performance in public and private universities in Southwestern, Nigeria was significantly related. Consequently, appropriately recommendations were made.

Keywords: Academic Staff, Compensation management practice, Direct compensation, Job Performance

Introduction

Employees are crucial to the success or failure of multinational enterprises, including universities. In the university system, there are two sets of staff: academic staff and non-academic staff. The academic staff constitute significant assets to university organisations and play an active part in accomplishing university goals. Members of the academic staff of the universities in Nigeria are supposed to instruct and train students in particular disciplines and to prepare them for their chosen careers. University academic staff contribute to the attainment of university goals and objectives through delivery of lectures, research seminars and practical laboratory work, prepare for classes, they introduce innovative methods of teaching, grade tests and so on.

University academic staff in Nigeria are primarily responsible for the growth of knowledge through research, the dissemination of knowledge through teaching and community services. These essential functions are designed to contribute to the nation's growth. Academic staff job performance implies carrying out responsibilities according to expectation. In other words, doing what they are expected to do like teaching according to standards and quality, carrying out - assessment as it should be done. In summary, academic staff job performance implies teaching, researching and carrying out community services according to expectation and standards. Therefore, the job performance of academic staff is *a sine-qua-non* in enhancing other components in the higher institution such as students. The fact is that the quality of inputs is a determining factor in achieving maximum outputs. Academic staff job performance is among the most significant yet worrisome issues in most Nigerian universities, as it appears to have a significant influence on the quality of graduates produced for the labour market (Oladejo, 2022). In an effort to ensure the optimal work performance of academic staff, administration of Nigerian universities seems to have initiated some compensation management practices and retention strategies. The job performance of academic staff in Nigeria seems to be determined by the compensation management initiated and adopted by the universities. In order for an organisation to achieve its stated goals, it must successfully manage its human resources, taking into account one of the fundamental aspects of resource management known as compensation management. Compensation management serves an important and practical purpose for both employees and employers. This is the entire financial and non-financial compensation received by academic staff for their labour. In other words, it is the art of building incentive systems and establishing individual incomes, wages, and incentives within the established structures. According to Aliku,

Morka, and Igemohia (2020), compensation is the sum of all benefits granted to employees in exchange for their labour, with the goals of attracting, retaining, and motivating personnel. Compensation management encompasses all forms of cash returns, tangible services and benefits that employees receive in exchange for their labour (Akter and Moazzam, 2016). This demonstrates that compensation management (also known as wage and salary administration, remuneration management, or reward management) entails the design and implementation of a whole compensation package.

Over the years, an increasing number of firms have adopted and included non-monetary benefits into their pay management strategies and packages (Widmier, 2002 as cited in Daniel, 2019). Compensation comprises not only monetary payment, but also the academic staff's direct and indirect incentives and benefits. Health insurance, medical allowance, retirement benefits, life insurance, leave allowance, sick leave, holidays (paid and unpaid), college support and so on. According to Long (2017), organisations have a tendency to launch compensation management techniques in the areas of direct and indirect remuneration as well as perks, which eventually motivate and enhance performance. In addition to money, compensation management procedures encompass academic staff direct and indirect awards and benefits for their contribution to the university system.

Direct compensation management is the process of planning, organising, and managing the monetary rewards supplied to university academic staff in exchange for their services. It includes the salaries of university academic staff as well as additional health benefits. Academic staff' base salaries and wages may consist of an annual salary, an hourly payment and any performance-based compensation. Other monetary rewards include housing allowance, transportation allowance, leave and travel allowance, medical reimbursements, special allowances, bonuses, pension funds and gratuity etc. These are distributed at pre -determined intervals.

Indirect compensation management refers to the provision of non-monetary rewards to university academic staff in exchange for the services rendered to the universities by those personnel. Included are leave policies, overtime policies, medical care, insurance policies, travel allowance, retirement benefits and vacation properties. Universities in Nigeria seem to be confronted with poor job performance of academic staff, which appears to be as a result of poor compensation management procedures. This appears to necessitate the frequent disagreements and incessant

strikes actions among the academic staff unions in Nigeria. Management of universities in Nigeria seems to give the impression of practising a substandard direct and indirect compensation management system, resulting in discord, instability and other types of industrial strife among university teachers. These series of industrial conflicts involving academic staff, university administration and the government may be the results of inadequate salaries, remuneration, leave allowances, medical insurance, retirement benefits, and other bonuses in the universities, especially in Southwestern Nigeria. Moreover, these industrial confrontations with the government or university administration sometimes disrupt academic activities, which appear to make it difficult for university academic staff to perform optimally.

Statement of the Problem

The society depends on the universities to create, conserve and transmit knowledge that contributes to Nigeria's sustainable development. The prosperity of a nation can't be better than the quality of the teachers, quality to large extent depends so much on how well the teachers are motivated, the realisation of universities' goals and objectives depend on effective compensation administration and retention plans Ogunode (2020). Academic staff are well known for being the backbone of university organisations. The academic staff appear to bear the burden of achieving the goals and objectives of the universities. However, the performance of these workers appears to be determined by university administration and government compensation packages and retention plans. It becomes clear that the frequent industrial conflicts (such as boycotts and strike actions) announced by staff unions of universities are the results of inadequate direct and compensation procedures and inappropriate retention strategies. According to Daily Post (2022), public universities in Nigeria are known for embarking on strike actions. Forinstance from 1999 till September 2022, there was no administration that did not witness strike actions. The incessant strike actions have resulted to mass movement of academic staff from public universities across the country. Some academic staff appear to be migrating abroad or from universities to other areas of the economy. Instead of focussing on how academic staff would be adequately compensated and competent ones retained, some university authorities in and out of campuses tend to be more concerned with other issues of less importance. This may have impeded the job performance of academic staff in the universities. One factor that motivates this study has to do with alarming rate of turnover of academic staff in Nigerian Universities. Reports by the NUC (2021) showed that while universities are increasing, the number of qualified academic staff is decreasing, proportionately. It is clear

that the steps taken by management and stakeholders of Nigerian universities have not resolved this issue.

Another gap that the study hopes to fill is the misunderstanding on establishing and managing fair compensation management packages in the universities. It appears that some university administrations did not base compensation packages on merit. In some circumstances, there is disparity in pay between the academic staff in federal, state and private universities. This may have impeded the job performance of academic staff in the universities. Thus, the research on compensation management practices and academic staff job performance becomes an urgent task in public and private universities in the Southwestern Nigeria.

Purpose of the Study

The study aims to examine how compensation management practices determine academic staff job performance in public and private universities in Southwestern Nigeria. Specifically, the study seeks to:

1. examine the academic staff job performance in relation to (teaching, research and community services) in public and private universities in Southwestern, Nigeria.
2. Determine the relationships between direct compensation (characterised by salaries bonuses, study leave allowances, medical allowances, annual leave allowances) and academic staff job performance in public and private universities.
3. determine the extent to which indirect compensation (characterised by pension funds, health insurance scheme, life insurance, retirement benefits, medical care) relate to academic staff job performance in public and private universities.
4. determines how staff development programmes relate with academic staff job performance in public and private universities.
5. ascertain the relationship between academic staff promotion and their job performance in public and private universities.

Research Questions

The following research questions are raised to guide the study:

1. What is academic staff job performance in relation to (teaching, research and community services) in public and private universities in Southwestern, Nigeria?

2. What is the extent of relationship between direct compensation (characterised by salaries bonuses, study leave allowances, medical allowance, annual leave allowance) and academic staff job performance in public and private universities in South-west, Nigeria?

3. To what extent does indirect compensation (characterised by pension funds, health insurance scheme, life insurance, retirement benefits, medical care) relate to academic staff job performance in public and private universities in South-West, Nigeria?

4. To what extent do staff development programmes relate with academic staff job performance in public and private universities in Southwestern, Nigeria?

Research Hypotheses

The following null hypotheses were tested in this study.

1. There is no significant difference in the way academic staff perform their job in relation to (teaching, research and community services) in public and private universities in South-west, Nigeria.

2. Direct compensation (characterised by salaries bonuses, study leave allowance, medical allowance, annual leave allowance) and academic staff job performance in public and private universities in Southwestern Nigeria is not significantly related.

3. Indirect compensation (characterised by pension funds, health insurance scheme, life insurance, retirement benefits, medical care) and academic staff job performance in public and private universities in South-west, Nigeria is not significantly related.

4. Staff development programmes do not significantly relate to academic staff job performance in public and private universities in Southwestern Nigeria.

5. Regular staff promotions do not significantly relate with academic staff job performance in public and private universities in Southwestern Nigeria.

Scope and Delimitation of the Study

This study covered all the academic staff in public and private universities in Southwestern Nigeria. The South- West geopolitical zone comprised Lagos, Ogun, Osun, Oyo, Ondo and Ekiti. The study however, limits itself to public and private universities that have been in operation for over ten years because of their larger reputation, greater history, and better achievements. The choice of southwestern Nigeria is justified because of the large number of universities in these states compared to other geo-political zones.

The study covers the following specific variables of interest: Direct Compensation, Indirect Compensation, Staff Development Programmes,

Research Methodology

Research Design

This study adopted the descriptive survey research design because it allows the collection, description, analyses, and interpretation of data in order to make relevant inference on compensation management practices and academic staff job performance in public and private universities in Southwestern Nigeria.

Population of the Study

The population for this study comprised 19,898 academic staff in 33 public and private universities in Southwestern Nigeria (National Universities Commission, 2019). These universities are the ones that have been in existence before the year 2013.

Sample Size and Sampling Technique

Sample size for the study was determined using the Taro Yamane formula. There are 49 universities in this Zone out of which 33 are eligible to participate due to their year of establishment (NUC, 2019). Multi stage sampling procedure was used at the first stage to purposively select 12 universities from both public and private universities (one public and one private) from each of the states in Southwestern Nigeria. The universities were further stratified into faculties through simple random sampling, two faculties were selected from each of the universities. The required number of academic staff and Heads of Department from the selected 12 universities and 24 faculties were determined by the application of Taro Yamane Formula. Finally, 2,850 participants (academic staff from public and private universities) constitute the sample for the study.

Research Instruments

The researcher used a self-designed and validated questionnaire titled 'Compensation Management Practices and Academic Staff Job Performance Questionnaire' (CMPASJPQ) to elicit information from the participants.

Method of Data Analysis

Pearson Product Moment Correlation (r) and t-test statistics were used to test the hypotheses at 0.05 level of significance.

RESULTS

Testing of Research Hypotheses

Research Hypothesis 1: There is no significant difference in the way academic staff perform their job in relation to (teaching, research and community services) in public and private universities in Southwestern, Nigeria.

Table 12: Descriptive Statistics and t-test for Equality of Means

Group Descriptive Statistics						t-test for Equality of Means			
Variable	University	n	Mean	Std. Deviation	CV	Mean Difference	T	df	Sig.
Academic Staff Teaching	PRIVATE	148	3.29	0.296	0.09	0.01	1.490	442	.137
	PUBLIC	296	3.28	0.832	0.25				
Institutional Support for Research	PRIVATE	148	3.33	0.208	0.06	-0.15	-6.541*	442	.000
	PUBLIC	296	3.48	0.221	0.06				
Community Services	PRIVATE	148	3.14	0.232	0.07	-0.35	-6.990*	442	.000
	PUBLIC	296	3.49	0.109	0.03				

CV = Coefficient of Variation. *Test is significant at 5% level

The descriptive statistics indicates that the mean teaching, research and community services score in public and private universities in Southwestern Nigeria are obtained as (3.29, 3.28), (3.33, 3.48), and (3.14, 3.49) respectively. The results imply that on the average public universities in Southwestern Nigerian has more institutional support for research and community services than private universities. The results are supported by the coefficient of variation values less than 0.50 threshold value, implying that there is homogeneity in the scoring by the respondents. The test for significance difference is carried out using independent samples t-test. The independent samples t-test result indicates that the mean difference (0.01) in teaching of private and public universities in Southwestern Nigeria is not significant at t = 1.490 (p = 0.137 > 0.05). However, the mean difference (-0.15) and (-0.35) in the research and community services of private and public universities in South-West Nigeria is significant at t = -6.541 (p = 0.000 < 0.05) and -6.990 (p = 0.000 < 0.05) significance level respectively. The null hypothesis is rejected, and implying that there is significant difference in the way academic staff perform their job in relation to (research and community services) in public and private universities in Southwestern Nigeria.

Research Hypothesis 2: Direct compensation (characterised by salaries, bonuses, study leave allowance, medical allowance, and annual leave allowance) and academic staff job performance in public and private universities in Southwestern Nigeria is not significantly related.

Table 13: Relationship between Direct compensation Management and Academic Staff Job Performance

Paired Samples Correlations					
University			N	Correlation	Sig.
PRIVATE	Pair 1	Academic Staff Job Performance & My Salary	850	0.361*	.000
	Pair 2	Academic Staff Job Performance & Payment of Bonuses	850	0.489*	.000
	Pair 3	Academic Staff Job Performance & Medical Allowances	850	0.467*	.000
	Pair 4	Academic Staff Job Performance & Annual Leave Allowances	850	0.480*	.000
	Pair 5	Academic Staff Job Performance & Payment of Travel Allowances	850	0.104*	.002
	Pair 6	Academic Staff Job Performance & Housing Allowance.	850	0.536*	.000
PUBLIC	Pair 1	Academic Staff Job Performance & My Salary	2000	0.459*	.000

			N	Correlation	Sig.
Pair 2	Academic Staff Job Performance & Payment of Bonuses		2000	0.450*	.000
Pair 3	Academic Staff Job Performance & Payment of medical allowances		2000	0.576*	.000
Pair 4	Academic Staff Job Performance & Annual leave allowances.		2000	0.546*	.000
Pair 5	Academic Staff Job Performance & Payment of travel allowances		2000	0.425*	.000
Pair 6	Academic Staff Job Performance & Housing Allowance		2000	0.508*	.000

*. Correlation is significant at the 0.05 level.

The Pearson correlation results show that there is significant relationship between salaries and academic staff job performance, bonuses and academic staff job performance, medical allowance and academic staff job performance, annual leave allowance and academic staff job performance, Travel allowance and academic staff job performance, and housing allowance and academic staff job performance in public and private universities at r = 0.361 (p<0.05), 0.489, 0.467 (p<0.05), 0.480 (p<0.05), 0.104 (p<0.05), 0.536 (p<0.05), 0.459 (p<0.05), 0.450 (p<0.05), 0.576 (p<0.05), 0.546 (p<0.05), 0.425 (p<0.05), 0.508 (p<0.05) significant level respectively. In view of this, the null hypothesis was rejected. Thus, direct compensation management (characterized by salaries, bonuses, medical allowance, annual leave allowance, travel allowance and housing allowance) and academic staff job performance in public and private universities in Southwestern Nigeria are significantly related.

Research Hypothesis 3: Indirect compensation (characterized by medical care, retirement benefits, health insurance scheme, pension funds, and life insurance) and academic staff job performance in public and private universities in Southwestern Nigeria are not significantly related.

Table 13: Relationship between Indirect compensation Management and Academic Staff Job Performance

Paired Samples Correlations					
University			N	Correlation	Sig.
PRIVATE	Pair 1	Academic Staff Job Performance & Satisfactory Medical care Policy	850	.551	.000
	Pair 2	Academic Staff Job Performance & Retirement Benefits	850	.536	.000
	Pair 3	Academic Staff Job Performance & National Health Insurance Scheme	850	.351	.000
	Pair 4	Academic Staff Job Performance & Pension funds	850	.500	.000
	Pair 5	Academic Staff Job Performance & Life Insurance scheme	850	.381	.000

PUBLIC	Pair 1	Academic Staff Job Performance & Satisfactory Medical care Policy	2000	.555	.000
	Pair 2	Academic Staff Job Performance & Retirement Benefits	2000	.508	.000
	Pair 3	Academic Staff Job Performance & National Health Insurance Scheme	2000	.481	.000
	Pair 4	Academic Staff Job Performance & Pension funds	2000	.587	.000
	Pair 5	Academic Staff Job Performance & Life Insurance Scheme	2000	.584	.000

*. Correlation is significant at the 0.05 level.

The Pearson correlation results show that there is significant relationship between medical care and academic staff job performance, retirement benefits and academic staff job performance, National health insurance scheme and academic staff job performance, pension funds and academic staff job performance, and life insurance scheme and academic staff job performance, in public and private universities at r = 0.551 ($p<0.05$), 0.536, 0.351 ($p<0.05$), 0.500 ($p<0.05$), 0.381 ($p<0.05$), 0.555 ($p<0.05$), 0.508 ($p<0.05$), 0.481 ($p<0.05$), 0.587 ($p<0.05$), 0.584 ($p<0.05$), significant level respectively. In view of this, the null hypothesis was rejected. Thus, indirect compensation management (characterized by medical care, retirement benefits, health insurance scheme, pension funds, and life insurance) and academic staff job performance in public and private universities in Southwestern Nigeria is significantly related.

Research Hypothesis 4: Staff development programmes do not significantly relate to academic staff job performance in public and private universities in Southwestern Nigeria.

Table 14: Relationship between Staff development programmes and academic staff job performance in public and private universities

UNIVERSITY	Variable	Mean	Std. Deviation	N	Correlation (r)	p-value
PRIVATE	Academic Staff Job Performance	2.9510	.27125	850	0.711*	.000
	Staff Development Programmes	2.8529	.47597	850		
PUBLIC	Academic Staff Job Performance	3.1496	.18395	2000	.650*	.000
	Staff Development Programmes	3.1755	.30427	2000		

*. Correlation is significant at the 0.05 level.

The Pearson correlation results show for both private and public universities that there is significant relationship between Academic Staff Job Performance and Staff Development Programmes at r = 0.711 ($p<0.05$) and 0.650 ($p<0.05$) significant level respectively. In view of

this, the null hypothesis was rejected. Thus, Staff development programmes do significantly relate to academic staff job performance in public and private universities in South-West, Nigeria

Research Hypothesis 5: Regular staff promotions do not significantly relate with academic staff job performance in public and private universities in South-West, Nigeria.

Table 15: Relationship between Staff Promotion and academic staff job performance in public and private universities

UNIVERSITY	Variable	Mean	Std. Deviation	N	Correlation (r)	p-value
PRIVATE	Academic Staff Job Performance	2.9510	.27125	850	.493*	.000
	Staff Promotion	2.9933	.32131	850		
PUBLIC	Academic Staff Job Performance	3.1496	.18395	2000	.697*	.000
	Staff Promotion	3.1215	.26835	2000		

*. Correlation is significant at the 0.05 level.

The Pearson correlation results show for both private and public universities that there is significant relationship between Academic Staff Job Performance and Staff promotion at $r = 0.493$ ($p<0.05$) and 0.697 ($p<0.05$) significant level respectively. In view of this, the null hypothesis was rejected. Thus, Staff promotion is significantly related to academic staff job performance in public and private universities in Southwestern Nigeria.

Conclusion

Based on the findings of the study, the study concludes as follows:

- that there is a significant difference in the way academic staff perform their job in relation to (research and community services) in public and private universities in Southwestern Nigeria.
- direct compensation management (characterized by salaries, bonuses, medical allowance, annual leave allowance, travel allowance and housing allowance) and academic staff job performance in public and private universities in Southwestern, Nigeria is significantly related.
- indirect compensation management (characterized by medical care, retirement benefits, health insurance scheme, pension funds, and life insurance) and academic staff job

performance in public and private universities in Southwestern Nigeria is significantly related.

- indirect compensation management (characterized by medical care, retirement benefits, health insurance scheme, pension funds, and life insurance) and academic staff job performance in public and private universities in Southwestern Nigeria is significantly related.

- that Staff promotion is significantly related to academic staff job performance in public and private universities in Southwestern Nigeria.

Recommendations

1. Consequent upon the findings of the study and the conclusion made thereof, the following recommendations are made:

2. Private universities should intensify efforts to encourage their academic staff in research engagements by making funds available to them to engage in researches.

3. Direct and indirect compensations due to academic staff should be made available to them wilfully and unconditionally.

4. Considering the relationship between promotion and academic staff performance in both public and private universities in Southwestern Nigeria, the authorities of both public and private universities are encouraged to take their academic staff promotion matters seriously. Promotion should be granted to the deserving staff promptly without any delay.

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