



SALARY PACKAGE AS PREDICTOR OF BUSINESS EDUCATORS' JOB PERFORMANCE IN PUBLIC COLLEGES OF EDUCATION, KWARA STATE, NIGERIA

BY

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Abstract

Business Educators in Colleges of Education are saddled with tripartite mandate for the successful realization of the institutional goals. However, there has been much emphasis on their inability to teach as they ought to, disseminate research findings through publications and non-participation in community service. It is against this backdrop that this study investigated salary package as predictor of business educators' job performance in public Colleges of Education in Kwara State. The study specifically examined the level of salary package as predictors of business educators' job performance. The study adopted a descriptive survey research design of correlational type. The population of the study was 34 Business Educators from the three public colleges of education in the study area. Census sampling technique was adopted in this study. A structured questionnaire containing 20 items was used to elicit responses from the respondents and generated data for the study. The instrument was both face and content validated by three experts. The study made use of Cronbach Alpha and a reliability coefficient of 0.94 was obtained. The data collected for the study were analyzed using mean to answer the research questions raised and standard deviation to determine the closeness or otherwise of the responses from the mean while simple linear regression statistics was used to test the null hypothesis at 0.05 level of significance. The study discovered that business educators will perform optimally if they are happy with their salary and that neglect of business educators' motivation will have some negative impacts on their job performance and successful attainment of institutional goals for overall national education development ($B=0.26$; $t_{(216)}=2.85$, $P=0.01$). The study concluded that all hands must be on deck to ensure that business educators' salary package is handled with seriousness by all stakeholders so that educational goals are realized. The study among others recommended that government should have a good financial structure that must accommodate lecturers' salary review in accordance with the nations' economic trend so as to make lecturers adjust favorably to harsh economy.

Keywords: Salary Package, Business Educator, Performance and Job performance

Introduction

Performance is a function of the interaction of abilities, motivation, and opportunities. As the numbers of tertiary institutions continue to grow in Nigeria, academicians may experience additional difficulties in their jobs due to the increased competitive pressure from other institutions. Mamman and Olubiyi (2024) affirmed that one of the purposes of someone becoming an employee is to earn commensurate income in form of wages and salaries. Therefore, Stannack (2021) perceived job performance as behaviours and activities that are performed towards achieving the organization's goals and objectives. Also, Obeka et al. (2023) described job performance as the degree to which a lecturer fulfils specific roles and responsibilities in accordance with established standards. Business educators' job performance could be measured through rating of activities in terms of performance in teaching, research, community service, commitment to job, extra-curricular activities, supervision, effective leadership, motivation and morale, among others (Peter et al., 2020). In similar vein, business educators' job performance is the extent to which the business educators carry out their functions as educators, researchers and



community developers to meet the goals of tertiary institutions in Nigeria and Kwara State in particular. It also refers to how the business educators respond to duty in terms of punctuality in attending lectures, giving and marking assignments, syllabus coverage, preparation of professional documents, supervising the programmes activities and being regular in classes among others (Ukah & Attah, 2023). As salary is one of the predictors of business educators' job performance in public tertiary institutions specifically public colleges of education.

Salary is a stimuli that cause spontaneous reactions of business educators and other categories of educators to put in their best at work so as to enable educational institutions attain their overall economic objectives or be intentionally less productive as a way of showing their grievances and dis-satisfaction about their income (Olatunde, 2021). The author added that commensurate salary and its regular payment stands as basis for business educators' optimal job performance in some cases. Business educators are human capital who are inclined with financial compensation for human capital input. Therefore, salaries paid to them must be adequately and timely paid in accordance with the salaries commission regulations (Shittu et al., 2023). This would however improve business educators' economic and purchasing power and motivate them for effective and efficient task performance in terms of quality teaching research output and community service. In similar vein, salary is 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 (Abdulraheem & Ogungbo, 2024). According to Wasiu and Adebajo (2022), affirmed that one of the benefits of prompt payment of salaries is that it helps the tertiary institutions specifically public colleges of education to properly retain the competent, committed and highly motivated business educators needed to clinch success. Salary contributes majorly in setting and boosting morale of business educators for effective job performance in public colleges of education in kwara State. The author further asserted that there is no doubt that ability of any organized tertiary institutions to achieve its goals depends to a large extent on how regular, educators' salaries are paid. Indeed, the institution may not succeed in actualizing the stated goals of the education when salaries are not regularly paid to the employees. Prompt payment of salary goes a long way in improving the viability and commitment of business educators in public colleges of education as well actualization of the vision and mission of the institution.

Nigeria economy in general and that of Kwara State in particular over the years have been so harsh and unfavorable to fixed income earners to the extent that the value of their income is being eroded by the nation's inflationary trends (Mamman & Olubiyi, 2024). The author added that if business educators' income is left unreview, their purchasing ability would definitely become low and interest to put in their best towards contributing to accomplishment of quality teaching, research/publication and community service would certainly be in jeopardy. It is upon this premise that the study was aiming at investigating an interplay between salary package and business educators' job performance in public colleges of education in Kwara State.

Statement of the Problem

In the last decade, there has been much emphasis on inability of business educators to teach as they ought to, disseminate research findings through publications and non-participation in community service. Denis (2021) indicated that some business educators are not well versed in research methods; hence, some find it challenging to supervise students' projects or seminars creditably. In addition, the researcher observed that recent development in some of the tertiary institutions of learning seems to reveal that a great number of academic experts where business educators in colleges of education are not left out have lost interest in teaching as a profession. Mamman and Olubiyi (2024) affirmed that if business educators are not commensurately paid and their salaries are not statutorily adjusted, problems such as poor teaching, research/publication, community service, demotivation, workers' strike, workers' protests, human capital brain-drain, employees' negligence and high level of indiscipline would be the order of the day. However, existence of these problems may have a lot of negative impacts on tertiary institutions particularly colleges of education operational activities and attainment of their overall objectives. This study was however conducted to find solutions to these identified problems by



investigating salary package as predictor of business educators' job performance in public colleges education in Kwara State.

Purpose of the Study

The main purpose of this study was to examine salary package as predictor of business educators' job performance in public colleges of education in Kwara State. Specifically, the study was conducted to determine:

1. Perceived level of business educators' salary package in public colleges of education in Kwara State.
2. Perceived level of business educators' job performance in public colleges of education in Kwara State.
3. Salary package as predictor of business educators' job performance in public colleges of education in Kwara State

Research Questions

The following research questions guided the study:

1. What is the perceived level of business educators' salary package in public colleges of education in Kwara State?
2. What is the perceived level of business educators' job performance in public colleges of education in Kwara State?

Research Hypothesis

The formulated null hypothesis was tested at 0.05 level of significance:

H₀₁: salary package does not significantly predict business educators' job performance in public colleges of education in Kwara State

Methodology

The research design used for the study was descriptive survey of correlational type. The study was carried out in Kwara State. The population of the study consisted of 34 business educators across the government owned colleges of education in Kwara State. Kwara State has three government owned colleges of education namely; College of Education (Tech), Lafiagi (11 Business Educators), College of Education, Oro (10 Business Educators), and Kwara State College of Education, Ilorin (13 Business Educators). There is no sample size of the population because the population of the study was manageable by the researcher. In absence of no sample the researcher adopted a census sampling technique. The instrument titled "Salary Package and Business Educators' Job Performance Questionnaire" (SPBEJPQ) was self-developed by the researcher to collect data for the study. The instrument consisted of 20 items measured on a four point rating scale of Very High Level (VHL = 4 points), High Level (HL = 3 points), Low Level (LL = 2 points) and Very Low Level (VLL = 1 point). The instrument has only one part but divided into two sections: A and B. Section A of the instrument collected with 10 items on perceived level of business educators' salary package which addressed research question 1 while section B with 10 items elicited information relating to perceived level of business educators' job performance and addressed research question 2. The instrument was both face and content validated by three experts. One expert from the Department of Educational Management (Business Education Unit), Faculty of Education, University of Ilorin, one expert from the Department of Business Education, Faculty of Vocational and Technical Education, Emmanuel Alayande University of Education, Oyo State and an expert in the field of test and measurement construction, Department of Arts and Social Science Education, Osun State University, Osogbo and their corrections were accordingly effected. The reliability of the instrument was determined through application of Cronbach Alpha and a reliability coefficient of 0.94 was obtained. The instrument was considered reliable based on the reliability value obtained. The instrument was administered through online survey (Google Form) and the total 34 copies administered, were retrieved and used for analysis. The research questions were answered using mean and standard deviation while simple linear regression statistics was employed to test the null hypothesis at 0.05 level of significance.



In answering the research questions, any mean found between 2.50 and 4.00 was interpreted as High Level (HL) while mean below 2.50 was interpreted as Low Level (LL). The standard deviation was also employed to indicate how scattered or close the opinions of respondents are around the mean. Where the Standard Deviation was high, the individual responses varied greatly, where the Standard Deviation was low, the respondents were taken to be close in their opinions. Null hypothesis was rejected where p-value was less than 0.05 level of significance while hypothesis was not rejected where p-value obtained was greater than or equal to 0.05 alpha level.

Results

Research Question 1: what is the perceived level of business educators' salary package in public colleges of education in Kwara State?

Table 1: Mean and Standard Deviation of Responses on Perceived Level of Business Educators' Salary Package in Public Colleges of Education in Kwara State

S/N	Item statements	Mean	SD	Remark	Source
1.	I have access to loan	3.54	0.78	HL	: Field Survey (2025) The critical mean is $4+3+2+1=10/4=2.50$. This is derived though the
2.	My salary is reviewed as and when due to meet up with current economic situation	3.50	0.76	HL	
3.	I receive a leave bonus as and when due	3.55	0.78	HL	
4.	I save out of my salary	3.50	0.77	HL	
5.	I receive monthly salary that is commensurate with the services being rendered	3.61	0.67	HL	
6.	I receive allowance as and when due	3.28	1.04	HL	
7.	I am satisfied with my current salary	3.33	0.93	HL	
8.	I receive salary that meet my financial needs	3.17	0.99	HL	
9.	I receive advance salary	2.96	1.13	HL	
10.	I receive salary as and when due.	3.18	0.92	HL	
	Weighted Average	3.36		HL	

code of the responses of very high level, high level, low level and very low level respectively. However, any mean found between 2.50 and 4.00 was interpreted as High Level (HL) while mean below 2.50 was interpreted as Low Level (LL). From Table 1, items 1-10 had mean scores above the cut-off point of 2.50, indicating high level. Therefore, business educators perceived level of salary package is high. The standard deviations of the respondents are low and not far from one another, it means that the respondents' perceived level of salary package are closely related.

Research Question 2: what is the perceived level of business educators' job performance in public colleges of education in Kwara State?

Table 2: Mean and Standard Deviation of Responses on Level of Business Educators' Job Performance in Public Colleges of Education

S/N	Item statements	Mean	SD	Remark
1.	I taught well.	3.50	0.79	HL
2.	I actively participate in community service.	3.54	0.81	HL
3.	I explore non-predatory journal outlet.	3.45	0.83	HL
4.	I supervise students' project as it is expected.	3.51	0.82	HL
5.	I win research grant that add value to the institution reputation.	3.49	0.79	HL
6.	I actively engage the students' during teaching and learning activities.	3.30	0.87	HL
7.	I use variety of teaching methods that cater for different learning	3.45	0.87	HL



	style.					Source
8.	My research is original and contribute to knowledge.	3.62	0.77	HL		: Field
9.	I contribute initiatives that benefit the community.	3.61	0.66	HL		Survey
10.	I provide students with practical skills during teaching exercise.	3.71	0.74	HL		(2025)
	Weighted Average					The
		3.52		HL		critical

mean is

$4+3+2+1= 10 / 4 = 2.50$. This is derived though the code of the responses of very high level, high level, low level and very low level respectively. However, any mean found between 2.50 and 4.00 was interpreted as High Level (HL) while mean below 2.50 was interpreted as Low Level (LL). From Table 2, items 1-10 had mean scores above the cut-off point of 2.50, indicating high level. Therefore, business educators' perceived level of job performance is high. The standard deviations of the respondents are low and not far from one another, it means that the respondents' perceived level of job performance are closely related.

Test of Hypothesis

H₀1: Salary package does not significantly predict business educators' job performance in public colleges of education in North-central, Nigeria

Table 3: Summary of Regression Analysis of Salary Package as Predictor of Business Educators' Job Performance in Public Colleges of Education

Model	N	R	R Square	Adjusted R Square	F-cal.	P-value
1	34	0.266	0.071	0.062	8.132	0.005

Dependent Variable: Job Performance

Source: Field Survey (2025)

Table 3 summarizes the regression results of salary package as predictor of business educators' job performance in public colleges of education. The result indicated that there was a positive relationship between salary package and business educators' job performance ($R = 0.266$) while R-squared is 0.071 which means that the independent variable (salary package) explained 26.6 % variations of the dependent variable (business educators' job performance). Thus, this is an accurate reflection that, salary package significantly relate with business educators' job performance ($F_{32} = 8.13$ $p = 0.01$).

Table 4: Coefficients

Model	Unstandardized Coefficient		Standardized Coefficient		Sig.	95% ConfidenceInterval	
	B	Std. Error	Beta	T		Lo/Bound	Up/Bound
1 (Constant)	26.582	3.032		8.767	0.000	20.572	32.593
Salary pack.	0.256	0.090	0.266	2.852	0.005	0.078	0.433

Dependent Variable: Job performance

Source: Field Survey (2025)

The test of significance results presented in Table 4 shows that, salary package significantly predict business educators' job performance ($B = 0.26$; $t_{(32)} = 2.85$, $P = 0.01$). It indicated that at 0.05 level of significance, it is evidenced that the regression equation specified that salary package significantly predict business educators' job



performance. Based on this, the null hypothesis was rejected, and it was concluded that salary package significantly predicts business educators' job performance.

Discussion of the Findings

The findings of the research question one in Table 1 revealed that level of business educators' salary package in public colleges of education in Kwara State is high. The findings revealed that if salary package is highly motivating the business educators tend to discharge their duties as expected. The findings corroborate with earlier findings of Mamman and Olubiyi (2024) that business educators would perform optimally if they are happy with their consequential adjusted earnings and that neglect of business educators' consequential wage adjustment will have some negative impacts on their productivity and successful attainment of organizational goal for overall national development. Also, the study is in line with earlier findings of Abdulraheem and Ogungbo (2024) that appropriate salary package facilitate quality discharge of business educators job roles in tertiary institutions thereby contribute to quality programme. This could be as result of adequate remuneration package provided for business educators which has a positive impact on their job performance in terms of quality teaching, research and community service.

The findings of research question two in Table 2 showed that the perceived level of business educators' job performance in public colleges of education in Kwara State is high. The findings confirm that business educators are able to discharge their duties in terms of quality teaching, credibility in publication in non-predatory journal and active engagement in community service. The finding corroborates with the earlier findings of Ukah and Attah (2023) who found that physical work environment and career progression contributed to business educators' job performance in tertiary institutions. Similarly, the findings supported that of Obeka et al. (2021) affirmed that lecturers in felt more comfortable in the public tertiary institutions regard to financial reward which propel their job performance. In addition, this findings agreed with the findings of Peter et al. (2020) discovered that Information and Communication Technology (ICT) support services and in-service training determined lecturers' job performance in terms of lesson presentation, knowledge of subject matter, research and community service. This could be due to organizations commitment to training its human resource to be creative, innovative and inventive which serve as good parameter for improvement on their job roles.

The findings of hypothesis one (H_{01}) in Table 3 and 4 revealed salary package significantly predict business educators' job performance in public colleges of education in Kwara State. This finding corroborated earlier findings of Shittu et al. (2023) observed that direct compensation management significantly predict academic staff productivity. The authors further stated that adequate remuneration of employee significantly influence their job performance. The need for salary package which is important for business educator who would like to achieve quality teaching, research and community service. This finding supports the findings of Wasiu and Adebajo (2022) which observed that the salary package had been found to be positively related to employees' job performance.

Conclusion

This study examined salary package as predictor of business educators' job performance and discovered that salary package significantly predict business educators' job performance. Salary package serves as a motivational factor that causes ability of business educators to be productive through quality teaching, research/publication and community service. However, the study concludes that all hands must be on deck to ensure that the problems attributed to poor job performance in institutions are handled with seriousness by all stakeholders so that tertiary institutions particularly public colleges of education goal attainment that will translate to development of education nationally can be jointly achieved.



Recommendations

In line with the conclusion, the study made the following recommendations that:

1. Government should continue to ensure that business educators' salary are timely and adequately paid at the end of the month.
2. Management of institution should continue to ensure business educators' teach as they ought to and contribute to knowledge through research dissemination.
3. Government should continue to ensure business educators' salary are timely and adequately paid at the end of the month, to facilitate quality job performance.
4. Government should continue to have a good financial structure that must accommodate lecturers' salary review in accordance with the nations' economic trend so as to make lecturers adjust favorably to harsh economy.

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