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INFLUENCE OF NON-PAYMENT OF SALARY ON STAFF EFFICIENCY AND EFFECTIVENESS IN LADOKE AKINTOLA UNIVERSITY OF TECHNOLOGY OGBOMOSO, OYO STATE, NIGERIA

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Abstract

The study investigated influence of non-payment of salary on staff efficiency and effectiveness in Ladoke Akintola University of Technology Ogbomosho. The study employed descriptive survey research design. The study was guided by two research questions. Proportionate sampling technique was used to select two hundred and nineteen (219) academic staffs from faculties and departments in Ladoke Akintola University of Technology Ogbomosho, Oyo State. The questionnaire is titled non-payment of salary on staff efficiency and effectiveness in Ladoke Akintola University of Technology Ogbomosho was used to collect data from the respondents on 9 items about factors influencing nonpayment of salary to staff and twelve items about the influence of nonpayment of salary on staff efficiency and effectiveness respectively. Test-re-test method was used to ascertain reliability of the instrument. The scores of the two administration of the instrument were correlated using Pearson's Product Moment Correlation. The reliability coefficient of 0.83 was obtained which made the questionnaire reliable enough for the study. Data collected was analysed using mean, SD, rank, and Chi-square statistical technique. Results revealed irregular disbursement of quarterly subvention ($\bar{x}=3.16$, $Sd=.87$), lack of political will ($\bar{x}=2.74$, $Sd=.80$), dwindling in the amount of monthly federal allocation accrued to the state ($\bar{x}=2.68$, $Sd=.82$), and inability of staff and school authority to reach compromise on certain issues ($\bar{x}=2.56$, $Sd=.86$) as the factors that influenced non-payment of lecturers' monthly salary in Ladoke Akintola University of Technology Ogbomosho. ($\bar{x}=2.80$, $Sd=.81$); lack of the required motivation for effective classroom interaction ($\bar{x}=2.67$, $Sd=.74$), and lack of the wherewithal to publish journal articles in international peer-reviewed and accredited scientific journals ($\bar{x}=2.60$, $Sd=.73$) were the major impact of non-payment of salary on the lecturers' efficiency and effectiveness in Ladoke Akintola University of Technology Ogbomosho. It was also revealed that 66.2% of the lecturers regarded regular payment of wages and salaries as a sole positive motivating factor while 68%

opined that they are not adequately compensated considering the services they offer in the university system. Furthermore, non-payment of wages/salaries has no significant influence on lecturers' efficiency and performance ($\chi^2 = 0.176, p > .05$). The study concluded that that non-payment of salary alone had significant influence on staff efficiency and effectiveness in Ladoke Akintola University of Technology Ogbomosho, Oyo State, Nigeria. Which call for constant strike action of lecturers in the area.

Key Words: Non-payment of salary, Salary, Efficiency and Effectiveness

Introduction

Earning of salary in a working place determines a lot about the workers' standard of living. Workers work for income to service some necessities of life such as shelter, food and clothing. Payment of salary would also enhance workers ability to lift up to their responsibilities at home and in larger society. It would be miserable situation for workers if their salary is not paid as at when due. Children upbringing and education would suffer and numerous necessities of life would not be achieved. The morale of workers whose salary is not forthcoming would be so damped to the extent that it would adversely affect their efficiency and effectiveness. In view of this, the study intends to investigate the influence of non-payment of salary on staff efficiency and effectiveness in Ladoke Akintola University of Technology Ogbomosho

Salary is fixed money payable to workers monthly as it is determined by the level, rank or qualifications of workers of any giving organization. On other hand, Salary is fixed amount of money paid to the workers usually measured on monthly and annual basis (Zahara, 2015). This can be inferred that salary is a form of periodic payment from an employer to an employee in accordance with employment contract specification. It is evident that salary plays essential role in efficiency and effectiveness of staff in given working environment because salary is the cost of acquiring and retaining human resources for running operations. Briefly, absence of salary in production of goods and service creates numerous economic problems.

Effectiveness and efficiency of labour as a factor of production depend on quality of production of goods and services rendered. This may not be achievable if labour is not given its payment dues. In fact, Sule (2012) opined that no organization could survive without the inputs of labour. Organization needs to relate with people or bodies in order to survive and their continuous existence depends largely on their resources (including labour or human). Thus, it is very significantly that the workforces are stakeholder in

every organization. Payment of salary to employees by the employer is mandatory by law but not just for the fun of it. It is even biblical that sweat of labour should not be dried before reward. This implies that payment of salary is a sort of motivation or driver for the workforce that keeps the body and soul together and possibly makes them a stakeholder in the organization.

There are numerous factors influencing non-payment of workers salary in an institution. Nwachukwu (2000) and Atchison (2003) separately observed that wages and salaries constitute a significant part of the overall cost of operations, observing that in some organizations wages and salaries constitute over 50 percent of the operating costs. Essien (2002) similarly ranked wages, salaries and related costs (pension, etc) to take about 65 percent of the total costs of running a business. This implies that salary plays good role in the well-being of staff and the organization itself. Nwachukwu (2000) opined that companies or establishments that lack ability to pay wages and salaries regularly are in danger of disintegration. Poor wage and salary are constant source of frustration and can result in declines in productivity. As such, organizations must spend a great deal of time and effort in finding appropriate payment system in their organization. This is supported by of

Essien (2002) that labour market condition, ability to pay, cost of living, comparability and the bargaining power of trade are factors influencing pay systems and decisions in payment and non-payment of salary in an organization. Essien (2002) opined that certain skills are always in short supply even when labour is generally plentiful and organization seeking to recruit personnel with these scarce skills will have to pay a premium price. This is pointing to the fact that an organization requires ability to pay its staff. Essien (2002) also suggested that organization ability to pay enhances workers opportunity to enjoy good cash flow from their employer. Similarly, the rising cost of living compels the employer to reconsider upward review of workers salary. Like in oil and gas industry, there is room for an annual cost of living increment of at least 5 percent for all employees annually. This is to take care for the increase in the cost of living in the country and must be noted that this is automatic and not negotiable (Essien, 2002). More so labour movement and dialogue with employer could consider the comparability of salary from one organization to the other. For instance, the private sector workers focus on the public sector for comparisons, especially, in terms of occupational groups. The effectiveness of comparing salary from a given organization for payment purpose depends on the workers union executives bargaining power to influence the employee decision. Sule (2013) opined that trade union would be weak when the principle of "free and independent trade unionism" is no more in existence, that is, a model of unionism that is primarily concerned with

economic functions of collective bargaining to win benefits for workers and now have "bread and butter unionism". This implies that unions that are controlled by government or political parties like in the communist system of government may lack might in pressuring government for workers demands. This also shows that government action could mar or make welfare of workers. There are discrepancies in payment of workers salary by the tiers of government. Agburu (2012) observed differences in the monetary values attached to payment and allowances enjoyed by the Federal Civil Service and State Civil Service. Agburu (2012) concluded that consequently, the civil servant at the State level is worse off in this respect though they attend the same market and other business environments. It could be observed that in some cases, government legislate to achieve certain ends, by introducing a statutory income policy to keep wage levels within defined limits or by passing legislation to protect particular groups of employees.

The influence of salary on teachers' effectiveness and efficiency cannot be overemphasized. Onyen (2000) opined that all levels and sizes of educational institutions would be in jeopardy if the workforce (teachers specifically) are haphazardly employed, poorly remunerated, not rewarded for incidental contributions and not exposed or given other fringe benefits or incentives. The case she said may also not be different when a school (rural or urban) is staffed with unenthusiastic and burnt-out teachers. It therefore follows that matters of educational policies and principles will remain mere dreaming if teacher – related concerns like remunerations are not given due attention by the employers (Government). The National Policy on Education (NPE, 2013) enumerated the need for a highly motivated conscientious and effective teaching staff at all levels of education. Olorunsola and Oyebanji (2011) reported the presence of operational and managerial problems as connected to issues of greatest monster of fund, un-availability of good incentive packages, especially the material and the monetary.

The poor salary package and the irregular mode of payment adversely affect teachers' performance in the classroom. Peterson (2003) observed that the current school environments are a reward scarce setting for professional work and often seem to work against teachers' best effort to grow professionally and improve students' learning. The problems highlighted by Peterson constitute among several factors that operate within the school system and if not made available to the teachers, it would hamper their performance and eventually make them to be stressful, discontent and frustrated. The product of this is reduction in students' quality and teachers' tendency to leave the job. This implies that incentive to teachers as at when due is strong enough to channel and sustain their behaviour towards high academic

achievement standards, job satisfaction and stability on the job (Ndu, 2004). Okoro (1998) lamented that in spite of the role teachers played in the education system, there was abundant evidence suggesting that teachers were neglected in terms of support and welfare.

Organizational Behaviour and Organization Theory (A Theoretical and Philosophical Perspective) is a related framework for understanding of influence of nonpayment of salary on staff effectiveness and efficiency. The exponent of this theory is Johnnie (2002) who asserted that organizations in developing societies may not be seen as places where attractive salaries are paid, nor are they meant for the individual that has a strong instrumental orientation towards work, but they are institutions for those with a high need for socially relevant achievement. Organizations in developing societies often create challenging working environment by allowing appropriate conditions for learning on the job.

Thus, the theory stresses the introduction of socially relevant works that are likely to not only attract but also retain a good crop of dedicated employees. This sets the basis for motivational value of salary to energise the workers to work maximally. Although this theory was developed within the developed economies and western and cultural values but the fact remains that the theory is relevant and widely used at work in most developing societies. Most organizations in developing societies are known to have used the motivational theories extensively in solving practical organizational problems. The argument has been a strong bond of attachment to the control environment, organizations in developing countries have not been able to offer attractive conditions like hiring terms to dismiss staff at will or pay employees fair and reasonable remunerations, which would have led to higher performance.

Agburu (2012) opined that institutions or companies that seek to attract and retain highly productive and efficient employees could not shy away from facing the challenges posed by the need to pay wages adequately in a competitive environment. In Africa economies, it is relatively difficult to know which organization is ready and willing to pay adequate wage or salary. This is due to the economic condition of most of the African countries as well as the problem created by the political instability, corruption and insecurity. In view of African peculiar culture and economic problems suggested indigenous motivational theories based on the work behaviour of the traditional African "industrial-man". Contrary to this view, Nadler and Lawler (1983) argued that some of the so-called theories could not be applied universally. Therefore, it is argued that there is no one best way of motivating the African worker. The best approach if it existed depends on the

circumstances prevailing at the workplace. It is thought that the traditional African workers are symbolically different from their counterparts in the industrially advanced countries. However Johnnie opined that that in view of the extended family system and the low level of per capita income in less developed countries, most workers in developing countries are said to be motivated more when a particular working situation involves materials benefits or money related issues. This is corroborated by Ahiauzu (2003) that the best motivators of farm workers are gifts and materials benefits outside the regular salary.

Currently, the poor performance, lack of dedication and commitment of workers have been a matter of concern and debate among government officials, private organization and the general public. How to improve the productivity of employees has also been the topic of many seminars, symposia and conferences. The reasons for this trend, as well as appropriate avenue for the apportionment of blame, have formed the basis for the controversy. Many reforms in the public service such as work ethics, transparency, dedication and commitment to duties are some of the ways of trying to improve productivity of workers in the country (Cummings, 1978).

In addition, there has been great variance in the salaries given to lecturers and other employees in Ladoke Akintola University of technology based on the University set up and the structure. It has been observed however that employees' performance depends on the rewards they are offered in compensation of their labour and promptness of paying the salary. This has in many cases yielded to poor performance and the impact has been greatly felt by the students or parents who pay to acquire standardized output in terms of their student performance at work places after graduation. Various studies such as Kibikyo (2007) and Babirye (2011) investigated relationship between remuneration and performance of staff. These were aimed at establishing a relationship between teacher efficiency and effectiveness and salaries. The studies were not conducted to focus on the situation of lecturers' efficiency and effectiveness because of their incomes and emolument in the universities and yet they are critical in the economy and national development because they are the industries where the labour force is prepared. This therefore leaves a lot to be desired as far as research in this field is concerned especially at an advanced stage of education.

The study investigated the influence of non-payment of salary on staff efficiency and effectiveness in Ladoke Akintola University of Technology Ogbomoso. It specifically examined the factors that influence non-payment of lecturers' monthly salary and how non-payment of salary influences the lecturers' efficiency and effectiveness in Ladoke Akintola University of Technology, Ogbomoso.

Research Questions

The research questions were tailored towards the purpose of the study.

- I. What are the factors that influence non-payment of lecturers' monthly salary in Ladoke Akintola University of Technology Ogbomosho?
- ii. What are the likely influence of non-payment of salary on the lecturers' efficiency and effectiveness?

Research Hypothesis

This hypothesis was postulated to guide the study;

H₀: There is no significant influence of non-payment of salary on the lecturers' efficiency and effectiveness in Ladoke Akintola University of technology Ogbomoso

Methodology

The study adopted the descriptive survey research design to seek for the opinion about the influence of non-payment of salary on staff efficiency and effectiveness in Ladoke Akintola University of Technology Ogbomosho, Oyo state. Descriptive survey involves consideration of a group of people view on issues of general matter (Nworgu, 2006). A descriptive survey was considered relevant here because it gives factual description of sample respondents as being observed in this study. The population for this study comprised of all academic staff of Ladoke Akintola University of Technology Ogbomoso, Oyo State. The total population of all academics is eight hundred and one (801). The target population for this study consisted of two hundred and nineteen (219) academic staff which were proportionately selected at the two levels of Faculties and Departments. The research instrument used for this study was the researchers designed questionnaire titled influence of non-payment of salary on staff efficiency and effectiveness in Ladoke Akintola University of Technology Ogbomosho, Oyo state. The questionnaire had 9 items on factors influencing nonpayment of salary to staff in section A and twelve items on the influence of nonpayment of salary on staff efficiency and effectiveness in section B respectively. The sections require the respondents to make choice from four rating scales of Always (A), Almost Always (AA), Sometimes (S), and Never (N). The instrument for this study was validated by the psychometric procedure known as face and contents validity by experts in test and measurement to vet the items in order to make correction as to enhance relevance of the items. Fifty copies of the questionnaire were administered twice in University of Ibadan. The first and second administration of the instrument was correlated using Pearson's Product Moment Correlation. The reliability coefficient of 0.83 was obtained which made the questionnaire

reliable enough for the study. Data for the study were collected and analyzed using mean, SD, rank, Chi-square statistical tools.

Results

Research Question 1: *What are the factors that influence non-payment of lecturers' monthly salary in Ladoke Akintola University of Technology Ogbomosho?*

Table 1: Factors that Influence Non-payment of Lecturers' Monthly Salary

S/N	Factors	Mean	SD	Rank
1	Irregular disbursement of quarterly subvention on the part of the State government to the University.	3.16	.87	1
2	Inability of staff and school authority to reach compromise on certain issues	2.56	.86	4
3	High salary demand on the part of the staff	2.13	.87	9
4	Promotion related issues	2.31	.79	7
5	Internal rancor between the staff and management	2.36	.71	6
6	Lack of political will on the part of the state government	2.74	.80	2
7	Internal rancor between the staff and their union	2.19	.77	8
8	Dwindling in the amount of monthly federal allocation accrued to the state	2.68	.82	3
9	Low level of university IGR	2.45	.81	5
	Grand Mean	22.6		
	Average Grand Mean	2.5		

Table 1 shows factors that militate against non-payment of lecturers' monthly salary in Ladoke Akintola University of Technology Ogbomosho. Considering the average grand mean of the factors, it is shown that irregular disbursement of quarterly subvention on the part of the state Government to the university ($M=3.16$, $Sd=.87$); lack of political will on the part of the state government ($M=2.74$, $Sd=.80$); dwindling in the amount of monthly federal allocation accrued to the state ($M=2.68$, $Sd=.82$); and Inability of staff and school authority to reach compromise on certain issues ($M=2.56$, $Sd=.86$) are the factors militating against non-payment of lecturers' monthly salary in Ladoke Akintola University of Technology Ogbomosho.

Research Question 2: *What are the likely influence of non-payment of salary on the lecturers' efficiency and effectiveness?*

Table : Influence of Non-payment of Salary on the Lecturers' Efficiency and Effectiveness.

S/N	Influence	Mean	SD	Rank
1	My preparation for course materials for class lectures has been adversely affected because my salary is not paid	2.80	.81	1
2	I do not have the required motivation for effective classroom interaction because my salary is not paid	2.67	.74	2
3	I do lack adequate concentration during the delivery of lecture in the classroom because my salary is not paid	2.46	.83	11
4	I spend less percentage of my work time with students because my salary is not paid	2.47	.76	8
5	I lack the required enthusiasm for marking and turning in examination scripts in good time because my salary is not paid	2.47	.70	10
6	I do not participate as expected in research in my institution because my salary is not paid	2.56	.75	5
7	I can only publish journal articles in local peer-reviewed and accredited scientific journals because my salary is not paid	2.56	.75	5
8	I do not have the wherewithal to publish journal articles in international peer-reviewed and accredited scientific journals because my salary is not paid	2.60	.73	3
9	I have not been able to co-author in present in papers in any conference because my salary is not paid	2.50	.74	7
10	I have not been able to attend conferences at all because my salary is not paid	2.50	.79	6
11	I have not been able to undertake collaborative research projects with my local academic peers because my salary is not paid	2.56	.77	4
12	I have not been able to focus on supervision of students allocated to me because my salary is not paid	2.47	.84	9
	Grand Mean	30.6		
	Average Grand Mean	2.6		

The table 2 shows the likely influence of non-payment of salary on the lecturers' efficiency and effectiveness in Ladoke Akintola University of Technology Ogbomosho. Considering the average grand mean of the factors, it is shown that lecturers' preparation for course materials for class lectures has been adversely affected ($M=2.80$, $Sd=.81$); lack of the required motivation for effective classroom interaction ($M=2.67$, $Sd=.74$), and lack of the wherewithal to publish journal articles in international peer-reviewed and accredited scientific journals ($M=2.60$, $Sd=.73$) are the major effects of non-payment of salary on the lecturers' efficiency and organizational performance in Ladoke Akintola University of Technology, Ogbomosho.

Research Hypothesis

H₀₁: *There is no significant influence of salary on the lecturers' efficiency and effectiveness in Ladoke Akintola University of technology Ogbomoso.*

Chi-square Analysis of Influence of Salary on the Lecturers' Efficiency and effectiveness.

Salary	Influence on lecturers' efficiency and effectiveness			χ^2	df	p
	Affected	Not affected	Total			
Yes	76(52.4%)	69(47.6%)	145(100.0%)	.176 ^a	1	.675
No	41(55.4%)	33(44.6%)	74(100.0%)			
Total	117(53.4%)	102(46.6%)	219(100.0%)			

The Table 3 shows the influence of salary on the lecturers' efficiency and effectiveness in Ladoke Akintola University of technology. It can be observed that a Chi-square test result indicated that salary has significant influence on lecturers' efficiency and effectiveness, $\chi^2(n = 219) = 0.176$, $df = 1$, $p = .675$. Since p-value is greater than 0.05 level of significance, therefore, the stated null hypothesis is not retained. This implies that there is significant influence of salary on the lecturers' efficiency and effectiveness in Ladoke Akintola University of technology, Ogbomoso, Oyo State.

Discussion of Findings

The finding revealed irregular disbursement of quarterly subvention, lack of political will, dwindling for allocation accrued to the state, and inability of staff and school authority to reach compromise on certain issues as the factors influencing non-payment of lecturers' monthly salary in Ladoke Akintola University of Technology Ogbomosho. This result is in line with the opinion of Nwachukwu (2000) and Atchison (2003) who observed that and salary constitutes a significant part of the overall cost of operations. This implies that if the employer could not meet up with the increase in demand of lectures on salary there would be situation of underpayment or nonpayment.

The finding also revealed adverse influence of nonpayment of salary on preparation for course materials for class lectures, lack of the required motivation for effective classroom interaction, and lack of wherewithal to publish journal articles in international peer-reviewed and accredited scientific journals are the major influence of non-payment of salary on the lecturers' efficiency and effectiveness in Ladoke Akintola University of Technology Ogbomoshc. This result buttressed the submission of Olorunsola

and Oyebanji (2011) who reported the presence of operational and managerial problems as connected to issues of greatest monster of fund, un-availability of good incentive packages, especially the material and the monetary. Similarly, Peterson (2003) opinion is relevant here because numerous tertiary institution environments are reward scarce setting for professional lecturer to work. This implies that lecturers' may not be able to perform their statutory role effectively if available funds and emoluments are not provided for them. This often generates crisis between the government and lecturer labours union because the lectures too want to explore and exploit for better living. Finally, the study indicated significant influence of salary on the lecturers' efficiency and effectiveness in Ladoke Akintola University of technology Ogbomosho. This outcome justifies the view of Agburu (2012) who established the fact that workers may be worse off if marked difference exit in their monetary value of salary. It can be inferred here that marked difference in salary is two sides of a coin. It is either increase or decrease. Suffice to say that significance of salary on lecturer efficiency and effectiveness would only be meaningful if it is positively influenced.

Conclusion

The study established the influence of non-payment of salary on staff efficiency and effectiveness in Ladoke Akintola University of Technology Ogbomoso. It can be concluded that non-payment of salary alone had significant influence on staff efficiency and effectiveness in Ladoke Akintola University of Technology Ogbomoso, Oyo State. It should be noted that significance of non-payment of salary on lecturer efficiency and effectiveness were negative in nature.

Recommendations

Based on the findings of this study, the following recommendations were made:

1. Government should endeavour to increase budget allocation for education and always make a matter of priority, all issue related to higher education financing. Also, government should stop unnecessary meddling in issues related to management of the higher institutions of learning.
2. Each State of assembly should enact a law backing the prompt payment of workers' salaries including those in higher institutions. This will provide a legal framework inhibiting government from diverting allocation meant for lecturers' welfare to other political motivated projects

3. The school managements should think about alternative means of generating funds for institution so that at the critical period where there is a delay from government subvention, lecturers' salaries can still be taken care of.
4. The school management should constantly work with the government to see how the adverse of economic effects could be mitigated. Allowances of lecturers should be periodically reviewed to meet up with the current economic realities in the country.
5. For workers efficiency and performance to be enhanced, it is important the government and the school managements create a conducive working environment for their staff. Lecturers' efficiency and effectiveness should not be tied to salary alone but other essential resources should be put in place.

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