

Impact of Administrative Efficiency on Staff Salary, Promotion and Transport Service in State Owned Tertiary Institutions in Sokoto State, Nigeria

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Abstract

This study assessed the impact administrative efficiency on staff salary, promotion, and transportation in state owned tertiary institutions in Sokoto State. The study was guided by four objectives, four research questions and three null hypotheses. The study adopted a correlational design. The population of the study consisted of 4287 subjects. 357 participants were drawn using Research Advisors (2006) as sample of the study. Purposive sampling technique was employed in selecting the respective institutions, and proportionate sampling technique was used in selecting the participants from the selected institutions. Two sets of self-designed instruments were used for data collection and these are, Staff Welfare Rating Scale (SWRS) and Administrative Efficiency Rating Scale (AERS.). The reliability of the instruments was obtained using test-re-test method and reliability indexes of 0.88 and 0.78, were obtained. The study found among others that the extent of staff salary in state-owned tertiary institutions in Sokoto state was low. The research concludes that there was low extent of adequacy of staff salary in state-owned tertiary institutions in Sokoto State. It is thus recommended that, the management of State-Owned Tertiary Institutions should ensure regular review of staff salary scale by the state governments in order to ensure adequate staff salary in state-owned tertiary institutions.

Keywords: Lecturer's Welfare, Administrative efficiency, Salary, Promotion, State Tertiary Institutions

Introduction

Efficiency is how well an activity or operation is performed. In other words, efficiency measures how well an organization does what it does. Hence, administrative efficiency is how well an administrator carryout an activity or operation for the purpose of attaining organizational goals. Administrators' competence is a major determinant of efficiency of any institutions (Musa, 2023).

Abubakar (2013), stated that Salary and Fringe Benefits are one of the universal and of course the basic incentive in work situation is money. Money is important for the procurement of basic necessities of life. Monetary rewards in a tertiary education system are earned through salaries or wages and allowances such as peculiar allowances, housing allowances, shifting allowances, overtime allowances and responsibility allowances, other allowances include transport allowance, medical allowance, leave grants, gratuity and pension allowances, inducement allowances etc.

Promotion in any organization, tertiary institutions inclusive, wants to see a change for the better in their place of work. This comes through promotion. Promotion brings more money, recognition and status and thus, puts new life in the worker and expands his/her knowledge and skills while he/she strives harder to be effective in his/her new task. Therefore, the motivating effect of promotion is very high.

Faith (2018), conducted a study and investigated Staff Welfare and Secretaries' Efficiency in Tertiary Institutions in Rivers State. Descriptive survey design was adopted for the study. The study was carried out in Rivers State in Nigeria. This study is related to the current study because the focus area of the study is Staff Welfare and Secretaries Efficiency in Tertiary Institution in Rivers State only while the current study investigated the relationship between staff welfare and administrative efficiency in state owned tertiary institutions in Sokoto State.

Nkedishu (2022), conducted research on administrative efficiencies and teacher productivity in Delta State secondary schools, Nigeria. Three research questions and hypotheses gave the study a direction. This study is highly related to the current study because the focus area of the study is on administrative efficiencies and teacher productivity in Delta State secondary

schools, Nigeria, while the current study investigated the Relationship between Staff Welfare and Administrative Efficiency in State-Owned Tertiary Institutions in Sokoto State. The two studies are different in terms of population.

Objectives of the Study

The objectives of the study were to:

1. find out the extent of adequacy of staff salary in state owned tertiary institutions in Sokoto State;
2. find out the extent of adequacy of staff promotion in state owned tertiary institutions in Sokoto State;
3. find out the level of administrative efficiency in state owned tertiary institutions in Sokoto State.

Research Questions

This study was guided by the following research questions:

1. what is the extent of adequacy of staff salary in state-owned tertiary institutions in Sokoto State, Nigeria?
2. what is the extent of adequacy of staff promotion in state-owned tertiary institutions in Sokoto State Nigeria?
3. what is the level of administrative efficiency in state-owned tertiary institutions in Sokoto State Nigeria?

RESEARCH HYPOTHESES

This study was guided by the following Research Hypotheses:

H₀₁: there is no significant relationship between adequacy of staff salary and administrative efficiency in state-owned tertiary institutions in Sokoto State, Nigeria.

H₀₂: there is no significant relationship between adequacy of staff promotion and administrative efficiency in state-owned tertiary institutions in Sokoto State, Nigeria.

Methodology

This study employed a correlational research design. The target population consisted of 4287 respondents from 10 state-owned tertiary institutions in Sokoto State. From this population, a sample of 357 respondents were drawn from 7 of the 10 institutions using purposive and random sampling methods. Two self-developed instruments were used to gather data from the selected participants. The first, titled Staff Welfare Rating Scale (SWRS), was designed to assess the welfare of staff and included three sub-variables such as staff salary, promotion and transport service. The second instrument, called Administrative Efficiency Rating Scale (AERS), was also self-constructed and focused on evaluating Level of Administrative Efficiency in State-Owned Tertiary Institutions.

To ensure validity, three experts reviewed the instruments. A pilot study was conducted to assess the reliability of the tools through a test-retest procedure, with results analyzed using the Pearson Product Moment Correlation Coefficient (PPMCC). The reliability coefficients were 0.83 and 0.76 for the two instruments, respectively. Data collection was carried out by the researchers and their assistants through direct distribution of the instruments. The collected data was analyzed using both descriptive and inferential statistical methods. Mean scores were used to interpret participants' responses, with a decision threshold of 3.00; scores below this value were considered as not agreed upon. The null hypotheses were tested using PPMCC at a 0.05 significance level. Data analysis was conducted using the Statistical Package for Social Sciences (SPSS).

Results

RQ1: What is the Extent of Adequacy of Staff Salary in State-Owned Tertiary Institutions in Sokoto State, Nigeria?

The respondents' responses on this research question 1 were presented in Table 1 as follows:

Table 1: Responses on the Extent of Adequacy of Staff Salary in State Owned Tertiary Institutions in Sokoto State, Nigeria

S/N	Staff Salary	F	%	Rating	Extent	Decision
1	Salary is adequate for staff to feed their family.	243	70%	1.0	VLE	Unsatisfactory
2	Salary is adequate for staff to afford decent clothing.	243	70%	1.0	VLE	Unsatisfactory
3	Salary is adequate for staff to build a house.	250	72%	1.0	VLE	Unsatisfactory
4	Salary is adequate for staff to pay school fees of their children.	222	64%	1.0	VLE	Unsatisfactory
5	Staff salary is adequate to pay electricity bills.	208	60%	2.0	LE	Unsatisfactory
6	Staff salary is adequate to pay for satellite and mobile phone data subscriptions.	222	64%	1.0	VLE	Unsatisfactory
7	Staff salary is adequate to cover travelling expenses.	215	62%	1.0	VLE	Unsatisfactory
8	Staff salary is paid promptly without delay.	229	66%	4.0	HE	Satisfactory
9	Staff salary is adequate to save after deducting expenses.	180	52%	2.0	LE	Unsatisfactory
	Mean	222	64%	2.0	LE	Unsatisfactory

Key:

N = 347

Cut-off = 3.0

5.0 = VHE (Very High Extent)

4.0 = HE (High Extent)

3.0 = ME (Moderate Extent)

2.0 = LE (Low Extent)

1.0 = VLE (Very Extent Extent)

Items 1,2,3,4,5, 6 and 9 as shown in the above table, revealed that staff salary was not adequate for them to properly feed their families, afford decent clothing, build personal houses, pay children school fees, pay electricity bill and mobile phone data. Furthermore, the result indicated that staff salary was not adequate for them to cater for their travelling expenses and the pay did not increase when they get promoted to the next rank. However, item 8 revealed that staff were paid promptly which was rated high and satisfactory. Therefore, the extent of adequacy of staff salary in state owned tertiary institutions in Sokoto State was rated low and unsatisfactory by majority of the participants (64%, rating of 1.0).

RQ2: What is the Extent of Adequacy of Staff Promotion in State-Owned Tertiary Institutions in Sokoto State, Nigeria?

The respondents' responses on this research question 2 were presented in table 1 as follows

Table 2: Responses on the Extent of Adequacy of Staff Promotion in State Owned Tertiary Institutions in Sokoto State, Nigeria

S/N	Staff Promotion	F	%	Rating	Extent	Decision
1	There is fairness of promotion among staff.	243	70%	5.0	VHE	Satisfactory
2	There is specific requirements for staff promotion.	250	72%	5.0	VHE	Satisfactory
3	Accelerated staff promotion is based on outstanding performance.	256	74%	5.0	VHE	Satisfactory
4	Many staff benefited from promotion.	235	68%	4.0	HE	Satisfactory
5	Accelerated promotion is based on selected staff.	263	76%	5.0	VHE	Satisfactory
6	All promotions are based on merit without sentiment.	263	76%	5.0	VHE	Satisfactory
7	All promotions are secured as a result of new innovation recorded by a staff.	215	62%	4.0	HE	Satisfactory
8	Promotions are made after extensive evaluation by appointment and promotion committee (A&PC).	236	68%	4.0	HE	Satisfactory
9	Financial support after promotions are attained by the staff.	208	60%	2.0	HE	Unsatisfactory
	Mean	239	69%	4.0	HE	Satisfactory

Key:

N =347

Cut-off = 3.0

5.0 = VHE (Very High Extent)

4.0 = HE (High Extent)

3.0 = ME (Moderate Extent)

2.0 = LE (Low Extent)

1.0 = VLE (Very Extent Extent)

Items 1,2,3,4,5,6,7 and 8 as shown in the above table , indicated that there was fairness in promotion among staff; staff got promoted without any delay, accelerated promotion was based on staff outstanding performance, promotion stagnation was not common in most of the existing tertiary institutions, accelerated promotion was based on staff ability to meet up with the requirements for the promotion, staff promotions were based on merit without any sentiment, promotion are secured as a result of new innovation recorded by the staff and promotions were made after extensive evaluation by appointment and promotion committee (A&PC). On the other hand, financial supports after promotion were not given to the staff as indicated in item 9. Therefore, the extent of adequacy of staff promotion in state owned tertiary

institutions in Sokoto State was rated high and satisfactory by majority of the participants (69%, rating of 4.0).

RQ3: What is the Level of Administrative Efficiency in State-Owned Tertiary Institutions in Sokoto State Nigeria?

The responses on research question four were related to items 1 to 14 of Administrative Efficiency Rating Scale and all responses were collected, analysed and presented in the Table below.

Table 3: Responses on the Level of Administrative Efficiency in State Owned Tertiary Institutions in Sokoto State, Nigeria

S/N	Item Statement	F	%	Rating	Level	Decision
1	School administrator ensure prompt preparation of monthly payroll.	208	60%	4.0	HL	Satisfactory
2	School administrator attend to all staff who have any problem with their payment of salary.	235	68%	4.0	HL	Satisfactory
3	School administrator pursues the promotion process at all stage to logical conclusion.	250	72%	5.0	VHL	Satisfactory
4	School administrator ensures the availability of school buses to transport staff and students to and from the school.	229	66%	4.0	HL	Satisfactory
5	School administrator ensures proper maintenance of school vehicles.	235	68%	4.0	HL	Satisfactory
6	School administrator ensures proper allocation of staff offices within the school.	229	66%	4.0	HL	Satisfactory
7	School administrator does allocate houses to staff in the staff quarters base on merit without any discrimination.	222	64%	4.0	HL	Satisfactory
8	School administrator ensures frequent payment of allowances to staff without any unnecessary delay.	236	68%	4.0	HL	Satisfactory
9	School administrator does not encourage underpayments of staff allowances.	236	68%	4.0	HL	Satisfactory
	Mean	232	67%	4.0	HL	Satisfactory

Key:

N =347

Cut-off = 3.0

5.0 = VHE (Very High Extent)

4.0 = HE (High Extent)

3.0 = ME (Moderate Extent)

2.0 = LE (Low Extent)

1.0 = VLE (Very Extent Extent)

Items 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, and 11 as shown in the above table, indicated that school administrator ensured prompt preparation of monthly payroll, school administrator attended to all staff who have any problem with their payment of salary, school administrator pursued the promotion process at all stage to logical conclusion, school administrator ensured the availability of school buses to transport staff and students to and from the school, school administrator ensures proper maintenance of school vehicles, school administrator ensures proper allocation of staff offices within the school, school administrator did not allocate houses to staff in the staff quarters based on merit without any discrimination, school administrator ensured frequent payment of allowances to staff without any unnecessary delay, school administrator did not not encourage underpayments of staff allowances, school administrator ensured proper management of staff cooperative within the school, and school administrator approved the staff request who applied for leave. Therefore, the level of adequacy of administrative efficiency in state owned tertiary institutions in Sokoto State was rated high and satisfactory by majority of the participants (67%, rating of 4.0).

Hypotheses Testing

In this section, three null hypotheses were tested using Pearson's Product Moment Correlation Coefficient. Each hypothesis was tested at 0.05 alpha level presented and analysed in tabular forms.

H₀₁: There is no Significant Relationship Between Adequacy of Staff Salary and Administrative Efficiency in State-Owned Tertiary Institutions in Sokoto State.

Hypothesis one related to items 1 to 9 of Section A of the Staffs' Welfare Rating Scale and items 1 to 11 of Administrative Efficiency Rating Scale. This hypothesis was tested by subjecting the adequacy of staff salary and level of administrative efficiency scores to a Pearson r-test analysis as shown in the Table below.

Table 4: Relationship Between the Extent of Adequacy of Staff Salary and Administrative Efficiency in State Owned Tertiary Institutions in Sokoto State

Variables	N	Mean	SD	Df	r-Cal	p-Value	Decision
Staff Salary	347	18.1239	5.20273				

				345	-0.009	-0.873	H ₀₁ Accepted
Administrative Efficiency	47.0317	8.89513					
	347						

Result from the above Table indicates that, the relationship between adequacy of staff salary and administrative efficiency in state owned tertiary institutions in Sokoto State was negative and statistically not significant. Pearson's $r = -0.009$ and the P-Value (0.873) is greater than the level of significance (0.05). This reveals that the null hypothesis, which stated that there is no significant relationship between adequacy of staff salary and administrative efficiency in state owned tertiary institutions in Sokoto State was retained. Therefore, it was concluded that there was no significant relationship between adequacy of staff salary and administrative efficiency in state owned tertiary institutions in Sokoto State.

H₀₂: There is no Significant Relationship Between Adequacy of Staff Promotion and Administrative Efficiency in State-Owned Tertiary Institutions in Sokoto State.

Hypothesis two related to items 10 to 18 of Section A of the Staffs' Welfare Rating Scale and items 1 to 11 of Administrative Efficiency Rating Scale. This hypothesis was tested by subjecting the adequacy of staff promotion and level of administrative efficiency scores to a Pearson r-test analysis as shown in Table below.

Table 5: Relationship Between the Extent of Adequacy of Staff Promotion Administrative Efficiency in State Owned Tertiary Institutions in Sokoto State

Variables	N	Mean	SD	Df	r-Cal	p-Value	Decision
Staff Promotion	347	30.7578	6.66164				
				345	-0.017	0.759	H ₀₂ Accepted
Administrative Efficiency	347	47.0317	8.89513				

As shown in the above Table, the result shows that the Pearson's $r = -0.017$ and p-value = 0.759, this indicates that there was negative relationship and statistically not significant. This suggests that an increase in the variable of adequacy of staff promotion was accompanied by decrease in administrative efficiency. Similarly, the result also indicates that the P-value (0.759) is greater than the level of significance (0.05). This means that the null

hypothesis, which stated that there is no significant relationship between adequacy of staff promotion and administrative efficiency in state owned tertiary institutions in Sokoto State was accepted. Therefore, it was inferred that there was no significant relationship between adequacy of staff promotion and administrative efficiency in state owned tertiary institutions in Sokoto State.

Summary of Findings

1. There was low level of adequacy of staff salary in state owned tertiary institutions in Sokoto State (64%, rating of 2.0). It was also revealed that there was no significant relationship between adequacy of staff salary and administrative efficiency in state owned tertiary institutions in Sokoto State (P-Value of $-0.873 > 0.05$).
2. There was high extent of staff promotion in state owned tertiary institutions in Sokoto State (69%, rating of 4.0). It further revealed that, there was no significant relationship between adequacy of staff promotion and administrative efficiency in state owned tertiary institutions in Sokoto State (P-Value of $0.759 > 0.05$).

Discussion

The first findings indicates that most of the participants rated the extent of adequacy of staff salary in state owned tertiary institutions in Sokoto State to be low extent. This revealed that staff salary was not enough for them to properly feed their families, buy decent clothing, own personal houses, settle their children school fees, pay electricity bill and subscribe mobile phone data. Similarly, the result indicated that staff salary was not adequate for them to take care of their travelling expenses and the salary did not increase when they get promoted to the next level. However, it further revealed that staff were paid promptly. The finding also revealed that there was no significant relationship between the adequacy of staff salary and administrative efficiency in state owned tertiary institutions in Sokoto State. Therefore, even though the extent of staff salary was low in state owned tertiary institutions in Sokoto state, administrative efficiency tend to be high, this is because it is not administrators' responsibility to provide staff with salary, but to ensure prompt preparation of monthly payroll and to attend to all staff who have any problem with their salary, administrators in tertiary institutions were found doing so as it is revealed in table 10. This agrees with Faith (2018), who reported that

there was a no significant relationship between staff remuneration and secretaries' administrative efficiency in tertiary institutions in Rivers State. In consonance to the above findings, it is therefore noted empirically that employees were usually motivated and excel in their job when they were paid good salaries as at when due.

The second findings revealed that there was high extent of staff promotion in state owned tertiary institutions in Sokoto State. This indicated that there was fairness in promotion among staff; staff do get promoted without any delay, accelerated promotion was based on staff outstanding performance, promotion stagnation was not common in most of the existing tertiary institutions, accelerated promotion was based on staff ability to meet up with the requirements for the promotion, staff promotions were based on merit without any sentiment, promotion was secured as a result of new innovation recorded by the staff and promotions were made after extensive evaluation by appointment and promotion committee (A&PC). On the other hand, financial supports after promotion were not given to the staff. The finding also revealed that there was no significant relationship between the adequacy of staff promotion and administrative efficiency in state owned tertiary institutions in Sokoto State. Therefore, even though the extent of staff promotion was high in state owned tertiary institutions in Sokoto state, administrative efficiency was also high, this indicates that promotion is an indicator of administrative efficiency even though the result indicated the relationship between the two variables was not statistically significant. This finding disagrees with Aji (2021), who reported that, that there was significant relation between promotion and academic staff development? The study indicated that the state government did not pay the promotion benefits of academic staff in the state higher education and this has a significant impact on academic staff development in state higher educational institutions

Conclusion

The findings of this study revealed a generally low extent of adequacy in various aspects of staff welfare particularly in the areas of salary and transport service, within state-owned tertiary institutions in Sokoto State. Promotion was found to be high. their adequacy did not translate into significant improvements in administrative efficiency.

Recommendations

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

3. The management of state tertiary institutions should review the salary scale of staff in state tertiary institutions on periodical basis so that it can tally with any economic situation.
4. In order to realize administrative efficiency state government should ensure that staff are promoted in due time and financial support after promotion are attained by the staff. This enables them cooperate with the administrative and management policies.

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