

## **Relationship between Staff Salary, Staff Promotion and Managerial Effectiveness in Higher Educational Institutions in Sokoto State, Nigeria**

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### **Abstract**

*The study investigated the relationship between Staff salary, Staff Promotion and Managerial Effectiveness in higher educational institutions in Sokoto State. Similarly, two research objectives and two research hypotheses were raised respectively to guide the study. Furthermore, correlational survey research design was used in this study. Moreover, the study used population of three thousand nine hundred and Fourty eight (3,948) academic and nonacademic staff across ten higher educational institutions in Sokoto State, out of which three hundred and fifty (350) were sampled using research advisor (2006). Two sets of instruments were used to collect data for the study which include: Staff salary and Managerial Effectiveness Assessment Questionnaire (SSPMEAQ) with reliability index of 0.86 while staff salary and Managerial Effectiveness Assessment Questionnaire (SSPMEAQ) has reliability index of 0.84. All the instruments were validated by experts and were said to have content validity. Hypotheses one and two were analysed using Pearson Product-Moment Correlation. The findings of the study revealed that there is significant relationship between promotion of staff and managerial effectiveness in the higher educational institutions. Similarly, strong positive relationship was observed between Staff salary and managerial effectiveness. It was concluded that there is positive relationship between staff salary, staff promotion and managerial effectiveness in higher educational institutions in Sokoto State; moreover hypotheses was tested using Pearson Product Moment Correlation Coefficient (PPMC) therefore, it was recommended that the higher educational institutions should develop salary packages and staff salary increment to ensure staff members received their expectations for managerial effectiveness in higher educational institutions. Clear transparent criteria and requirements for promotion should be highlighted for managerial effectiveness in higher educational institutions.*

**Keywords:** Staff, salary, promotion, managerial, Effectiveness and Institutions

## Introduction

Education is the process of learning from birth to death. Education has been recognized as the foundation of development in any country worldwide (Unagha, 2018). A higher Educational Institution encompasses various types of Education delivered in Postsecondary institutions of learning and usually awarding, at end of a course or study, a named degree, diploma, or certificate of higher studies.

As we have been told since the beginning of time that we will eat from our sweat salaries and wages are the most crucial measures for managerial success (Chukwud *et al.*, 2012). The primary motivation for taking up a paid position is the ability to support oneself through a salary or wage. Reasonable salaries must be paid immediately and on time, or as soon as they are due. Similarly, the institution's payment schedule for such payments should be transparent to the employees. Once more, there needs to be some consistency in how these salaries and earnings are distributed to the employees. The management must take into account elements including the cost of living, the institution's financial capacity, and others when determining staff salary (Chukwudi *et al.*, 2012).

Similarly, the practice of rewarding institutional staff in accordance with approved policy and procedures is known as salary and wage management (Blumberg & Pringle, 2019). Monitoring and reviewing every employee's remuneration to make sure they are being paid fairly, both in comparison to other employees of the same institution and to the market as a whole, is an essential part of an effective institution's salary and wage management policy. Similar to how Blumberg & Pringle (2019) regarded salary and wage management, larger organizations are often more likely to handle it through a distinct department as it is often an integral function of higher educational institutions.

Rossberg & Friss (2014), described Promotion as the advancement of an employee to an office or position of higher rank on the ground of merit. Such merit is assessed partly, but only partly on the character and efficient performance of the employee in his current position. More importantly, promotion is based on the assessed overall ability and competence for the higher post, by reference to the overall requirements of the post. Any elevation of a staff member to a rank of higher status, which does not meet these

minimum requirements, shall be deemed to be justified only on the grounds that, the employee has been previously under graded by reference to his qualifications, experience or ability (Sachane *et al.*, 2018).

The Promotions of Academic staff should be based on Evidence of effective teaching, Evidence of scholarly research publication in learned journals in the candidate's field, Evidence of effective service to the College, the Department and the Community and Evidence of good character, loyalty to the Institution as well as personal integrity (Sachane *et al.*, 2018).

The non-academic staff on the other hand should be promoted on the basis of efficiency, competence, effectiveness, ability to take additional responsibilities, experience, special aptitudes, initiative and personal integrity. Similarly Notional Promotion of Staff on Leave of Absence, Secondment to other public service, approved Leave or on special assignment, who falls within the promotion field of selection shall be granted notional promotion, if they are judged to be worthy of promotion. The Accelerated Promotion, A promotion shall be deemed to be accelerated promotion, where it is effected before the employee has spent the minimum number of years on his salary scale from which he is advancing and has exhibited exceptional quality in character and special capability in his/her administrative/academic duty. No representation for accelerated promotion shall be entertained (Rossberg & Friss, 2014).

Similarly, managerial effectiveness perceived a positive response to management efforts and actions with the intention to accomplish stated goal (Akomolafe 2020). Moreover, managerial effectiveness is a product of series of complex nested relations and interaction pattern (Cammock *et al.*, 2020). A management capacity to forecast problems beforehand shows itself as a result of the characteristics and behaviors in his personal relationships and consulting criteria in leading group. Furthermore, Managerial effectiveness requires a balance of skills among many dimensions and parameters which influenced to a different degree by managers (Analoui 2017). The balance of skills includes not only a series of quality behaviors but also many personality traits as a manager (Cammock *et al.*, 2020). Considering the statement above, management supposed to be in their right direction. As a manager for managerial effectiveness there is need to provide staff with promotion, salary, leave grant, passage and transport, advances, allowances, retirement and

pension, accommodation, medical attention, discipline, reward for outstanding services and miscellaneous to every staff (UDUS, 2021).

Akinbode (2021), described managerial effectiveness as the ability to plan, organize, coordinate, motivate, control and have a positive influence on organizational goals. Wang (2016) identified eight different indicators to measure managerial effectiveness, namely supporting, caring, fairness, engaging, disciplined, selfless, responsible and knowledgeable. Based on the description above, it can be synthesized that managerial effectiveness is the accuracy of the actions of a manager in achieving work goals using methods or means and potential, with indicators: manage and lead, interpersonal relations, knowledge and initiative, orientation of success, and contextual independence. It is a major competitive advantage for any organization this is why competent and efficient managers are sought after, and companies that have such managers try their best to retain them. Managerial effectiveness is defined as the ability of a manager to carry out the activities required of his position while achieving the results both current and in terms of developing further potential' (Gupta, 2019). Indeed, Managerial Effectiveness is contingent upon the combination of personal, organizational and environmental factors (Analoui, 2019). A key element that influences Managerial Effectiveness at the workplace is the set of work values.

Unfortunately, School managers in Nigerian higher educational institutions and by extension Sokoto State have not sufficiently identified the role of managers and how it can lead to managerial effectiveness. Therefore, there is need to investigate the relationship between staff salary, staff promotion and managerial effectiveness in higher educational institution in Sokoto state.

Ideally, to bring about good working conditions of service for influencing effective management of higher institution of learning, the school management ought to be providing regular promotion of staff, leave grant, passage and transport, advances, allowances, retirement and pension, accommodation, medical attention, discipline, reward for outstanding services and miscellaneous to every of their staff in order to have managerial effectiveness.

The problems that make the researcher to embark on this study comprise: inadequate Staff motivation, late staff Promotion, and inadequate staff accommodation, problem of salary, inadequate professional development, and insufficient welfare packages for the staff of higher educational institutions in Sokoto State.

The managers who are running the system are receiving variety of criticisms, including that they are unqualified, redundant, lazy, unreliable, and careless about their work. In most cases, these criticisms may be attributed to the poor caliber of the management. Many of these critics make the assumption that the majority of these managers are either not properly trained for the job or intentionally threw away their acquired skills and attitude.

Salary is the process of compensating an organisation's employees in accordance with accepted policy and procedures. An important component of a successful organizations' is monitoring and evaluating all employees salary to ensure that they are being paid appropriately, both with respect to others in the same organization and to the marketplace as a whole. Salary is often an integral function of the organisation's human resources department, but in general, the larger the organization, the more likely it is that it will be handled by a separate department (Chukwudi *et al.*, 2012).

According to Sachane *et al* (2018) Promotion highlights a worker's value to the institution while also highlighting his value to the outside world. He further stated that, promotions result in management effectiveness when a worker advances up a ladder of promotions based on seniority and is rewarded with a higher pay rate as a result. The best results, on the other hand, cannot be produced by promoting a person within the organization, according to Boateng and Hsieh's (2019) theory that promotion is not an incentive mechanism. The failure rate is higher when employees are hired from outside than when they are promoted from inside (Boateng and Hsieh's 2019). Collins *et al.* (2018), is observed to have less of an impact on employee attitudes than wage rises as a result of promotion. Boateng's and Hsieh's (2019) Employees who are dissatisfied with the promotion chances that are available to them are more likely to leave the company. Rossberg's & Hsieh's (2014) research, an employee's likelihood of progression correlates positively with their level of managerial effectiveness.

### **Objectives of the study**

The study is to examine the:

1. Relationship between staff promotion and managerial effectiveness in Higher Educational Institutions in Sokoto state.
2. Relationship between staff salary and managerial effectiveness in Higher Educational Institutions in Sokoto state.

## Research Hypotheses

Based on the objectives of the study, the following hypotheses are tested at 0.5 level of significance.

**H0<sub>1</sub>:** There is no significant relationship between staff salary and managerial effectiveness in higher Education Institutions in Sokoto state.

**H0<sub>2</sub>:** There is no significant relationship between promotion of staff and managerial effectiveness in higher Education Institutions in Sokoto state.

## Methodology

The study used correlational survey research design. The target population comprised all higher educational institutions academic and nonacademic staff particularly higher educational institutions in Sokoto state. The total population is 3,948 sources from ministry for higher education Sokoto, Sokoto State which consist all ten (10) higher educational institutions in Sokoto State. Two forms of sampling techniques were used. Stratified sampling techniques and proportionate sampling technique. Stratified sampling was used to distribute the sample to each stratum for fully representation in the study. While proportionate was used in distributing the sample to each institution based on its proportionate contribution to the population of the study. of 350 respondents were Sampled out of 3,948 staff of higher educational institutions both academic and non-academic, the researcher used 350 as the sample for the study which determined by Research Advisor (2006) at 95% confidence level.

Two research instruments were used for this study which comprises:

Staff salary and Managerial Effectiveness Assessment Questionnaire (SSAMEAQ): to measure the relationship between salary and managerial effectiveness in higher educational institutions in Sokoto State with content validity after scrutiny by experts in the department of educational management Sokoto state University, Sokoto and reliability index of 0.86 using test – retest method. This was considered high enough for use in this research. Staff promotion and Managerial Effectiveness Assessment Questionnaire (SPMEAQ): to measure the relationship between staff promotion and managerial effectiveness in higher educational institutions in Sokoto state with

content validity after scrutiny by expert in the department of Educational Management, Sokoto State University, Sokoto and reliability index of 0.84 using test – retest method. This was considered high enough for use in this research.

## Results

This section presents the result analysis based on the research hypotheses postulated as follows:

1. There is no significant relationship between promotion of staff and managerial effectiveness in higher educational institutions in Sokoto State.
2. There is no significant relationship between staff salary and managerial effectiveness in higher educational institutions in Sokoto State.

**Table 1:** Relationship between promotion of staff and managerial effectiveness

	N	Mean	Std. Dev.	r-value	P-value	Decision
Promotion of staff	350	2.85	0.511	0.95	0.00	H <sub>01</sub> rejected
Managerial effectiveness	350	2.79	0.278			

$\alpha$ - value = 0.05

Table 1: Shows significant relationship between promotion of staff and managerial effectiveness in Higher Educational Institutions in Sokoto State. The, p-value of 0.00 was less than  $\alpha$ - value of 0.05 ( $p < \alpha$ ). That implies that, there was a strong positive relationship between promotion of staff and managerial effectiveness in higher Educational Institutions in Sokoto. In view of this result, the research hypothesis which says there is no significant relationship between promotion of staff and managerial effectiveness in higher Educational Institutions in Sokoto state is here by rejected.

H<sub>02</sub>: There is no significant relationship between staff salary and managerial effectiveness in higher Education Institutions in Sokoto state.

**Table 2:** Relationship Between Staff Salary and managerial effectiveness

	N	Mean	Std. Dev.	r-value	P-value	Decision
Staff Salary	350	2.92	0.414	0.31	0.00	H <sub>02</sub> rejected
Managerial effectiveness	350	2.38	0.278			

$\alpha$ - value= 0.05

Table 2: Shows significant relationship between Staff Salary and managerial effectiveness in higher Educational Institutions in Sokoto State. The result showed that, p-value of 0.00 is less than  $\alpha$ - value of 0.05 ( $p < \alpha$ ). That suggests that, there is a low positive relationship between promotion of staff and managerial effectiveness in higher Educational Institutions in Sokoto State. In view of this result, the research hypothesis which says there is no significant relationship between promotion of staff and managerial effectiveness in higher Educational Institutions in Sokoto state is here by rejected.

## Discussion

Findings of the study revealed that there is a significant relationship between promotion of staff and managerial effectiveness in higher Education Institutions in Sokoto state. This finding is in line with the findings of (Adamu, *et al.*, 2019) who conducted a study, on the relationship between Conditions of Service and Teachers' Job Performance in Senior Secondary Schools in Adamawa State, Nigeria. The finding indicated that there was positive relationship between Conditions of Service and Teachers' Job Performance in Senior Secondary Schools in Adamawa State. This finding also is in line with the findings of Musa and Kwashabawa who conducted a research on Staff Conduct in Relation to Students and Managerial effectiveness In Federal Universities in the North east zone, Nigeria. It was found that there was significant positive relationship between staff conduct in relation to students and managerial effectiveness in federal universities in North east Zone, Nigeria.

The study also found that, there is a significant relationship between staff salary and managerial effectiveness in higher Education Institutions in Sokoto state. These findings agreed with that of Olowoselu and Muritala (2018) who conducted a research on factors inhibiting effective management of Tertiary Educational institutions in Kwara State Nigeria. Their findings revealed that lack of funding hampers the effective management of Tertiary Education in Kwara State Colleges of Education. This finding is in line with the findings of Musa and Manga (2023) who conducted a research on Management of tortious liability of trespass to person and administrative effectiveness in state owned tertiary Educational institutions in Borno State, Nigeria. The findings of the study revealed that there is high extent of management of tort of trespass to person in Borno State owned tertiary educational institutions as well as moderate level of administrative effectiveness. And also there is significant

positive relationship between management of tort of trespass to person and administrative effectiveness in state owned tertiary educational institutions in Borno State, Nigeria.

## **Conclusion**

The study concludes that there is a significant relationship between staff promotion and managerial effectiveness in higher educational institutions in Sokoto State. Similarly, there is significant relationship between staff salary and managerial effectiveness in higher educational institutions in Sokoto state. At 0.05 level of significant.

## **Recommendations**

Based on the findings and in line with the conclusions drawn, the following recommendations have been made:

1. It was recommended that the higher educational institutions should develop salary packages and staff salary increment to ensure staff members received their expectations for managerial effectiveness in higher educational institutions.
2. Clear and transparent criteria and requirements for promotion should be highlighted for managerial effectiveness in higher educational institutions.

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