

Tinubunomics and Employee Sustainability in Lagos State University of Education

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Abstract

Tinubunomics describes the economic philosophy, ideology, policies and governance approach of President Bola Ahmed Tinubu of Nigeria. Tinubunomics is anchored on financial autonomy, revenue generation, institutional reforms, infrastructural renewal, and good governance. This policy direction signifies a shift towards aggressive fiscal discipline, market liberalization, subsidy removal, infrastructure renewal, digital economy enhancement, and private sector-driven growth. This study therefore investigated the relationship between Tinubunomics and staff sustainability in Lagos State university of Education. The study was guided by two research purposes and two research hypotheses. The descriptive survey research design was used and the total population was 1,730 while the sample was 324 participants who were selected using the Multi-stage sampling approach. The data was collected using a self-designed instrument titled; Academic Staff Sustainability Scale (ASSS) which was validated by experts in instrument construction and reliability was assured using the Cronbach Alpha reliability technique which proved reliable with .82 reliability coefficient. The data collected was tested using t-test and Pearson Product-Moment Correlation statistics at .05 level of significance. The result of the analysis showed that the current state of staff sustainability in light of Tinubu's economic framework is significantly low, Tinubunomics significantly relate to academic staff sustainability in Lagos State University of Education. Based on these findings, it was therefore, recommended that; academic staff sustainability should be improved through better salaries and allowances and reduced taxes. In essence, sustainability of academic staff is important in order to ensure continuous provision of quality services and guarantee institution's attainment of the stated goals and objectives.

Keywords: Tinubunomics, Sustainability, Reforms, Subsidy, financial autonomy

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Introduction

Nigeria, Africa's most populous country and largest economy, has faced several decades of socio-economic instability, policy inconsistencies, and unsustainable development strategies. These have resulted in poor infrastructure, high unemployment, persistent inflation, weak institutions, and extreme poverty, despite its vast natural and human resources (Abasilim & Onyekwuo-Oparah, 2023; Dauda, 2020). Against this backdrop, the administration of President Bola Ahmed Tinubu, inaugurated in May 2023, introduced a new economic policy framework popularly termed *Tinubunomics*. Tinubunomics is a term coined to describe the economic philosophy, ideology, policies and governance approach of President Bola Ahmed Tinubu of Nigeria and it is anchored on financial autonomy, revenue generation, institutional reforms, infrastructural renewal, and good governance. This policy direction signifies a shift towards aggressive fiscal discipline, market liberalization, subsidy removal, revenue expansion, infrastructure renewal, digital economy enhancement, and private sector-driven growth. In a country facing chronic fiscal imbalance, oil dependency, and high unemployment, Tinubunomics attempts to reposition the Nigerian economy on the path of sustainability and growth (Babatola, 2026).

In actual fact, Tinubunomics is rooted in liberal economic principles and seeks to promote national sustainability by addressing the structural challenges that have hindered inclusive growth in Nigeria. A central tenet of this policy is the removal of petroleum subsidies, a longstanding fiscal burden on the Nigerian government (Ajibode, 2025; Aruofor, 2025). According to the Ozili and Obiora (2023 as cited in Okoli, 2024) it was reported that the International Energy Agency, stated that the global fossil fuel subsidy rose from an estimated \$325 billion in 2018 to \$1 trillion in 2022. This amount is ridiculously high when considered against the background that it significantly dwarfs the revenue of the government in many developing countries. Similarly, The Nigerian National Petroleum Company (NNPC), stated that the Federal Government of Nigeria spent over ₦4 trillion annually on subsidies as of 2022, an amount deemed unsustainable in a post-COVID-19 and oil revenue-declining global economy (NNPC, 2022). By eliminating fuel subsidies and floating the naira, Tinubunomics aims to restore fiscal balance, attract foreign investment, and stimulate local production but with serious

consequences on inflation and cost of living of the people especially the already marginalized groups (Olaniyi et al., 2023).

Furthermore, Tinubunomics places emphasis on building economic resilience through industrial revitalization, agricultural expansion, and youth-centered entrepreneurship programs (Makama, 2025). This approach aligns with the broader agenda of sustainable development as enshrined in the United Nations Sustainable Development Goals (SDGs), particularly goals 1 (No Poverty), 8 (Decent Work and Economic Growth), and 9 (Industry, Innovation, and Infrastructure) (UNDP, 2023). The administration's National Economic Council has also initiated reforms in tax administration, infrastructural financing through public-private partnerships, and a shift to cleaner energy as part of the government's climate-conscious sustainability agenda (Tuoyo, 2024).

Nevertheless, the implementation of Tinubunomics has generated mixed reactions among stakeholders. While international financial institutions such as the International Monetary Fund (IMF) and World Bank have lauded the policy as bold and necessary (IMF, 2023), critics argue that the short-term socio-economic shocks such as inflation spikes, transportation cost increases, and food insecurity may undermine the very goals of national sustainability it aims to achieve (Aruofor, 2025). According to the Bagudu (2026), the effectiveness of Tinubunomics therefore depends not only on macroeconomic reforms but also on its ability to integrate social protection, environmental safeguards, and inclusive governance mechanisms. It is obvious that Tinubunomics aims to correct economic distortions but its rapid reforms combined with unresolved institutional and salary negotiations, weakened governance structures, and acute underfunding seems to have fueled inflation and dramatically worsening conditions (Ajaero, 2024) for poorly paid academic staff which appears to have substantially eroded morale, welfare, and retention of academics. In light of this, there is a pressing need to critically assess the implications of Tinubunomics on national sustainability. The study therefore examines the relationship between Tinubunomics and sustainability of academic staff in Lagos State University of Education.

Statement of the Problem

Tinubunomics, the set of economic reforms introduced under President Bola Tinubu, seems to have significant consequences for academic staff in

Nigeria's tertiary institutions. One of the most immediate effects has been the rapid rise in inflation following the removal of fuel subsidies and the devaluation of the naira which has led to a significant increase in the prices of food, transportation, and essential goods. This has drastically eroded the real value of academic salaries, which have remained stagnant since around 2009. As a result, many lecturers struggle to meet basic living expenses and some academics now spend a substantial portion of their monthly income on transport alone, forcing them to reduce workplace commutes or rely heavily on public transport. Similarly, it has been observed that the harsh economic climate has intensified a growing brain drain within the academic sector. Poor remuneration, combined with delayed salaries and limited career prospects, has pushed many lecturers to resign and seek opportunities abroad. Recruitment of replacements has been hampered by bureaucratic delays, as approvals for new hires often take months, leaving departments critically understaffed. This exodus threatens the quality of teaching and research across public universities.

In summary, while Tinubunomics was designed to correct economic imbalances, its rapid implementation has disproportionately hurt academic staff. The combination of soaring living costs, stagnant wages, weakened governance structures, chronic underfunding, and unresolved union agreements has created a climate of frustration and insecurity within Nigeria's academic community. The reforms seem not to have only undermined staff welfare but also placed the stability and quality of the country's tertiary education system at risk. Unless this issue is quickly resolved, there will be an increase in brain drain, poor quality of educational services provided, poor quality of graduates, increase in corrupt practices in institutions, poor mental health of academic staff, poor research output and productivity of academic staff and the sustainability of institutions of learning may be drastically affected. This study therefore, examines the relationship between Tinubunomics and academic staff sustainability in Lagos State University of Education.

Objectives of the Study

The objectives of this study is to critically examine the concept of Tinubunomics and assess its relationship with staff sustainability in Lagos State University of Education. The study aims to:

1. evaluate the current state of staff sustainability in light of Tinubu's economic framework.
2. examine the relationship between Tinubunomics and academic staff sustainability.

Research Questions

The following research questions guide the study.

1. What is the current state of staff sustainability in light of Tinubu's economic framework?
2. How does Tinubunomics relate to academic staff sustainability?

Hypotheses

To guide this study, the following hypotheses are proposed:

- The current state of staff sustainability in Lagos State in light of Tinubu's economic framework is significantly low.
- Tinubunomics does not significantly relate to academic staff sustainability.

Methodology

The study used the descriptive survey research design and the population was all the 1730 academic staff in Lagos State-owned Universities while the sample was 324 participants that were determined using the Taro Yemane's formular for determining minimum sample size with a margin of error at .05. The multi-stage sampling approach was used to select the actual participants of the study. The first stage involves the use of proportionate stratified random sampling technique to determine the number of participants required to be selected across the seven colleges in Lagos State University of Education based on the number of academic staff in each college. The second stage involves the use of simple random sampling technique to select the actual participants in each college. A self-designed questionnaire titled: Academic

Staff Sustainability Scale (ASSS) was used for data collection. The dimensions of Tinubunomics measured include subsidy reforms, tax reforms among others while the dimensions of staff sustainability measured include; staff retention, staff welfare, employee well-being, career development, and work environment. The instrument was validated by two experts in test and measurement and had a total of 25 items relating to the stated hypotheses. The reliability was assured by administering the instrument once and data collected was analysed using the Cronbach Alpha reliability technique which showed a reliability coefficient of .82 denoting the instrument was reliable. The instrument was designed on a 4-point Likert-type scale and it was administered with the help of two trained research assistants who were trained for two weeks. The instrument was retrieved immediately denoting a 100% return rate. The research hypotheses were tested using t-test statistic and Pearson Product-Moment Correlation statistics at .05 level of significance with the aid of IBM Statistical Package for the Social Sciences (SPSS).

Result

The result of the analysis is presented below.

H₀₁: The current state of staff sustainability in light of Tinubu's economic framework is significantly low.

Table 1

Current State of Staff Sustainability in Light of Tinubu's Economic Framework

Variable	Mean	SD	N	df	t	p	Rmk	Dec
Staff Sustainability	9.12	4.52	324	323	13.04	.061	sig	Accept H ₀₁

Sig @ P<.05

A t-test statistics was run to determine the current state of staff sustainability in light of Tinubu's economic framework. The information on Table 1 shows that the current state of staff sustainability in light of Tinubu's economic

framework is significantly low ($t(324)=13.04$; $df=323$; $p>.05$). Therefore, the null hypothesis which stated that the current state of staff sustainability in light of Tinubu's economic framework is significantly low was accepted. Thus, the current state of staff sustainability in light of Tinubu's economic framework is significantly low.

H₀₂: Tinubunomics does not significantly relate to academic staff sustainability.

Table 2

Education and Academic Staff Sustainability

Variable	Mean	SD	N	df	r	p	Rmk	Dec
Tinubunomics	7.12	3.04						
			324	322	.82	.002	sig	Reject Ho ₂
Academic Staff								
Sustainability	4.20	2.14						

Sig @ $P<.05$

A Pearson Product-Moment Correlation statistics was run to determine the relationship between Tinubunomics and academic staff sustainability. The information on Table 2 shows that a strong, positive and significant relationship exist between Tinubunomics and academic staff sustainability ($r(324)=.71$; $df=322$; $p<.05$). Therefore, the null hypothesis which stated that Tinubunomics does not significantly relate to academic staff sustainability was rejected. Thus, there is a significant relationship between Tinubunomics does not significantly relate to academic staff sustainability.

Summary of Findings

The following are the summary of findings of this study.

1. The current state of staff sustainability in Lagos State in light of Tinubu's economic framework is significantly low ($t(324)=13.04$; $df=323$; $p>.05$).
2. Tinubunomics significantly relate to academic staff sustainability ($r(324)=.71$; $df=322$; $p<.05$).

Discussion of Findings

The finding of the first research hypothesis shows that the current state of staff sustainability in Lagos State in light of Tinubu's economic framework is significantly low. This means that the welfare of academic staff within the framework of Tinubunomics has been significantly eroded. Therefore, the welfare of academic staff is poor because of stagnant salary and the reduced purchasing power which may be the result of increase in inflation rate in the economy. This finding agrees with the work of Edet and Ndaeyo (2023) where it was concluded that academic staff sustainability remained far below expectation. It also agrees with the work of Nwakoby and Chukwurah (2020) where it was established that the sustainability of academic staff is poor in both public and private institutions. The finding also agrees with the result of an empirical investigation of 270 lecturers across public universities in North-Central Nigeria where it was found that staff sustainability remained critically low, with industrial disputes failing to produce sustainable improvements in salary and working conditions (Alfa, Ochai, Ogwuche, & Agbulu, 2024).

The finding of the second hypotheses shows that Tinubunomics significantly relate to academic staff sustainability. This finding obviously shows the effect of economic policies of President Tinubu's administration on academic staff. This finding corroborates the result of analysis by Ogu, Oranekwu, and Okoye (2025) where it was found that a significant relationship exists between economic reforms and staff sustainability because economic reforms such as fuel subsidy removal and exchange rate devaluation led to real wage erosion for academic staff. The study noted that inflationary trends driven by government policies reduced the purchasing power of lecturers by over 35% between 2020 and 2023. It also supports the finding of Gogwim (2022) where it was established that economic policies in terms of poor funding undermined academic productivity and sustainability. It also agrees with the finding of an empirical investigation of four South-Western Nigerian universities by Ogunleye, Olatunji and Ajayi (2023) on inflation policy and welfare in South-West Universities which showed that economic policy shifts leading to

currency devaluation had a statistically significant negative effect on staff living standards. Similarly, it agrees with the work of Okorie and Bassey (2021) where it was established that a significant relationship exists between economic policies and staff sustainability.

Conclusion and Recommendations

Tinubunomics has undoubtedly remain a dominant reference point in discussions on economic governance in Lagos State and Nigeria at large. While the framework has achieved commendable successes in revenue generation and infrastructural development, the experience of academics in terms of welfare and professional fulfillment deserves closer scrutiny. This study provided empirical evidence to bridge the knowledge gap between economic policy formulation and human capital outcomes in Lagos State University of Education by assessing how well Tinubunomics translates into meaningful staff welfare improvements for academic staff.

The studies consistently reveal that economic policies ranging from subsidy removal and currency reforms to budget cuts and taxation changes directly influence the welfare of academic staff. The findings emphasize that macroeconomic decisions translate into real-world effects on salaries, benefits, job satisfaction, and overall living conditions for academics. It shows that academic staff welfare in Nigeria is constrained by stagnant pay, inadequate resources, high stress levels, and poor institutional support, despite recurring union negotiations and industrial actions.

Based on the findings of this study, it was therefore recommended that:

1. Academic staff sustainability should be improved through better salaries and allowances.
2. The government should reduce taxes paid by academic staff in order to improve their sustainability.
3. The government and institutional administrators should ensure prompt payment of academic staff allowances.
4. The institution administrators should provide infrastructures like housing scheme to improve the sustainability of academic staff.

5. The government should increase the funding of education in order to ensure provision of infrastructures that will ease the sustainability of academic staff.

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