

Teachers' Salary Administration in Nigeria Schools: Determinants, Fundamentals and Methods

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Abstract

Salary plays a vital role in the success of any organization be it public or private. Salary is very important to employees simply because it constitutes the main part of their cash flow either directly or indirectly, and serves as a major source of motivation in the world of work. It is therefore expedient to examine relationship between salary determinants and teachers' mobility among private primary schools in Osun State. This paper made use of primary and secondary data. Data collected were analyzed using frequency counts, and percentages for the descriptive aspect of quantitative while correlation was used for inferential aspect. The paper found that the key determinants in administering teachers' salary are based on the students' school fees, number of subjects taught and location of teachers. It concluded that there is significant relationship between salary administration and teachers' mobility in private primary schools, Osun State.

Key words: Teachers; Salary; Administration; Private schools; Schools

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INTRODUCTION

The use of salary for continual functioning of organisations is very notable. This is because it has

been observed to be one of the major and most popular means of remunerating workers in exchange for the performance of their roles or duties. Abrar (2013) defined salary as the remuneration paid either on a monthly or annual basis to personnel employed into an organisation. It can also be described as the direct remuneration paid as compensation to the employee for the discharge of services to the organisation. Salary is a reward agreed upon by the employer and employee which must be paid to the employed upon completion of his or her job roles for a particular period of time, usually a month (Chandra, 2012). It should be noted that while reward can either be in cash or kind; it is customarily given in cash rather than kind in the case of salary. The term salary is also referred to as basic pay and can be regarded as money paid by the employer of labour for services rendered by the employees.

Significantly, salary plays a vital role in the success of any organization be it public or private. Although there seems to be contrasting view of employers and employees as regards its importance. Abrar (2013) asserted that salary is often perceived differently by employers and employees. To the employers of labour, salary is seen as the cost of business effort which they always attempt to reduce but realize that it may not be possible for some reasons. First, salary is an essential tool not only to attract right and effective workforce but also to retain them. Another reason is that, salary is required to motivate workers for better job performance and lastly, employees need to be provided reward for the service rendered by them to the organisation. Meanwhile, on the part of the employees, salary is considered as a means of satisfying their need to maintain a good standard of living. According to McBeath and Rands (1970), its administration refers to the process of applying a systematic approach towards ensuring that workers are logically and equitably remunerated. It can also be described as the management of employees' compensation which is based on a systematic means of

payment for a fair day work. According to Gerhart and Rynes (2003), salary is very important to employees simply because it constitutes the main part of their cash flow either directly or indirectly, and serves as a major source of motivation in the world of work. It is worthy to note that salary does not only function to satisfy the physical needs of workers but also accord them sense of recognition and accomplishment (Subramaniam, 1995). Specifically, Abrar (2013) identified four major principles of salary administration. These principles can be referred to as guidelines for managing staff salary in any organization, and they include:

- i. salary administration must be hinged on an established policy
- ii. salary plans and policies should be suitably flexible to accommodate necessary changes;
- iii. job evaluation must be carried out scientifically before salaries are fixed;
- iv. salary administration must be conformed and consistent with overall organisation policies and programmes; and
- v. salary administration should be done to reflect the social & economic objectives of the country. Examples of such objectives may include equitable income distribution, payment of minimum wage and control of inflationary trends.

A cursory evaluation of the aforementioned principles suggested that salary administration requires conscious, planned and logical activity which must be targeted at rewarding employees appropriately so as to achieve the predetermined organisational goals and objectives. At the same time, the principles indicated that salary administration should be responsive to accommodate national and international socio-economic changes; and must excellently expedite other sub-systems in an organisation.

Nwachukwu (2000) and Ogunbameru (2000) opined that salary administration refers to the development, implementation and on-going maintenance of a base pay system. Agburu (2012) in relation to Nigeria submitted that, salary administration activities refer to all those processes, strategies, plans and schemes that give rise to pay policies. Such policies set the overall direction of pay within the organizations or establishment, public or private as the case may be. The actual development of a base pay system follows the determination of pay policies. Atchison, (2012) however, argued that the central objective of salary administration is to provide pay that is both competitive and equitable. Nwachukwu (2000), and Atchison, (2012) posited that salaries constitute a significant part of the overall cost of operations, observing that in some organization's salaries constitute over 50% of the operating costs. Atchison (2003) sees the following as major factors in salary administration - economic, institutional, and equity considerations.

STATEMENT OF THE PROBLEM

Teachers especially at primary schools are the most indispensable entity in the society because of their immense contributions to the progress of the country by ensuring that pupils are taken through the learning processes which will make them functional members of the society, contributing to national development and be self-reliant. The development of any country heavily depends upon the quality of its teachers as no nation is capable of developing without the contribution of responsible and motivated teachers. Obanya (2010) submits that private school teachers constantly move from one school to the other without minding the implications on the pupils if they feel unfair treatment in their present work place. No wonder that teachers frequently change schools before the year ends to seek greener pasture elsewhere without considering its implications for teaching, learning and success of the pupils but only stay in a school if they feel that there is fair treatment and schools. A large number of teachers are coming and leaving private schools especially the private primary schools due to the sole reason of better salary elsewhere. Even, many teachers are switching to other non-teaching jobs while vacancies created by these teachers are being filled with incompetent and untrained teachers. For these and other reasons, teachers' retention in private schools has become a priority issue nation-wide. It is therefore become expedient to examine relationship between salary determinants and teachers' mobility among private primary schools in Osun State. Hence, this study.

RESEARCH QUESTION

The following research question was raised to guide the study:

What are the determinants of salary administration in Nigeria private schools?

LITERATURE REVIEW

The effective management of workers' salary at work place is not an exercise in futility. It is usually carried out to achieve certain objectives. Abrar (2013) and Rai Technology University (2014) highlighted the objectives of salary administration as follows:

a) Acquisition of qualified and competent employee: Acquiring competent workforce is one of the major objectives of salary administration. As it has been observed that qualified and competent workers are usually attracted to best paying organisations; more so, most workers are keen to building their career in any organisation based on the amount of remuneration offered to them. This therefore demands that organisations should decide at remunerating workers at such a level that will attract competent and qualified workforce.

b) Retaining the present employees: Management of workers' salary will help to retain present employees in the organisation. Thus, an organisation must ensure that the salary level of its staff is favourable as compared with that of their colleagues in similar organisations. This is to prevent mobility of competent workers to competing organisations. As a result, salary must be fixed at a competitive level with those of similar organisations (Chandra, 2012).

c) Securing internal and external equity: The attainment of internal and external equity of payment is an important objective that salary administration must achieve. Internal equity of payment means offering similar salary for similar jobs roles within the organisation (Rai Technology University, 2014). If there are cases where some workers are paid higher than their colleagues with similar jobs, those paid less will definitely feel cheated and may no longer show commitment to work. On the other hand, external quality connotes payment of similar salary for related jobs as compared with organisations.

d) To elicit right and positive behaviour: The payment of suitable salary in any organisation can also be used to stimulate positive attitudes of employees to work. Specifically, behaviours that can be reinforced includes improved performance, loyalty, sense of duty, taking new responsibilities etc.

e) Satisfy employee needs: A good salary system must seek to help employees fulfill their various needs. This is because satisfaction of employees' needs creates a sense of security and enhances their self-worth.

f) Motivate employees to higher productivity: Productivity for profit maximization is an important goal of any enterprise. Thus, salary administration as a part of the entire organisational structure is always planned and delivered to motivate employees to work hard, resulting in higher levels of productivity so that profit can be maximized.

In order to achieve these laudable objectives, there is need to put necessary strategies in place. Strategies are success factors that is capable of contributing significantly to the accomplishment of objectives of salary administration. One of such strategy is job evaluation. Job evaluation involves the process of analyzing and grading jobs so as to determine their relative worth. It connotes engaging appropriate job evaluation techniques and classification of jobs into categories to determine their relative values. Another strategy is determining salary range for all jobs in an organisation. each job range is assigned a salary range which will be built into an overall range. Lastly, salary adjustment is another strategy to achieving the objectives of salary administration. This entails that workers' salary grades in an organisation should be reviewed based on the information gathered about the salary levels of staff in similar organisation. Moreover, the salary level of an individual employee can be adjusted based on his or her performance (Abrar, 2013; Gerhart & Rynes, 2003).

THE FUNDAMENTALS OF A GOOD SALARY SYSTEM

The establishment of a good salary system demands a working relationship with the performance, satisfaction and attainment of goals of individual employees. Specifically, Lott (1926) posited that a good salary system constitutes the following elements:

- i. It identifies available salary opportunities relative to their costs and worth and communicate it to employees;
- ii. It relates salary to needs and goals;
- iii. It develops quality and quantity time standards relating to work and goals;
- iv. It determines the effort necessary to achieve standards;
- v. It also measures the actual performance;
- vi. It compares the performance with the salary offered;
- vii. It measures the job satisfaction gained by the employees;
- viii. A good salary system evaluates the unsatisfied wants and unreached goals of the employees;
- ix. It finds out the dissatisfaction arising from unfulfilled needs and unattained goals;

PROCESS OF DETERMINATION OF SALARY

Salary determination plays a vital role in employer-employee relations. In-fact, the equitable distribution of salary is an important phase in achieving cordial and functional relationship between the employer and the employees. Since the fundamental objective of salary administration is equitable compensation of individual employees for the services rendered to the organisation, it therefore behooves that salaries are determined and structured to achieve this objective. Lott (1926) propounded a framework for salary determination. This framework presented a detailed and step-by-step process involved for determining staff salary in an organisation.

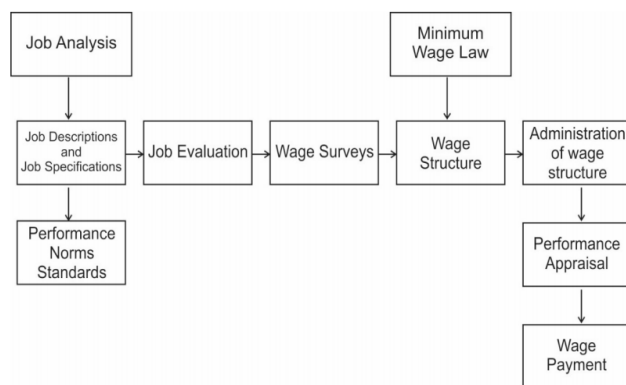


Figure 1
Steps Involved in Determination of Wage Rate
Source: Lott, 1926

The first step according to the framework is the analysis of the job. This involves defining the nature of the job, setting performance standards and describing the job roles and specifications. Job evaluation which comes next in the process entails the assessment of the job to ensure that descriptions and performances defined for it are realistic and achievable; it also involves determining the relative worth of the job. Thereafter is the need for wage survey as a step-in salary determination. Wage survey has to do with the comparison of a job to other similar jobs in other organisations so as to determine the going wage for the given job. Next to this is wage structure which connote making decision to fix the right salary for the job with due consideration to the predominant labour laws in the state. After salary had been fixed a job, effective administration for payment as at when due must be planned and implemented. This should be done bearing in mind the productivity of individual employees on the job.

In specific term, Bhatia (2009) posited that wage survey is an essential factor in making salary decisions. This has to do with a fact-finding process of ascertaining the salaries of similar jobs in other organisations from the same industry and in the same region. Wage survey helps to determine the level at which an organisation's pay scale commensurate with other enterprise in the region. Wage survey is essentially needed in allotting salary to staff simply because the salary practice in counterpart organisations has significantly influence on employment, retention and motivation of employees. Once staff noticed that the salary practice of their current employer does measure up with that of other organisations in the industry, they feel less compensated and find every way to join other well-paying organisations. This makes it difficult for the concerned organisation to retain and attract competent hands with commitment.

METHODS OF WAGE OR SALARY FIXATION

There are quite a number of techniques that are employed by several organisations across the globe for which workers' wages or salaries are fixed. Bhatia (2009) identified the following methods of wage fixation:

- **Wage Boards**

Wage board is referred to as a group of people who are appointed and saddled with the responsibility of assigning workers' wages. For example, in India, the first wage board was established in 1957 specifically for the textile industry in order to fix salary or wage rate as employees showed dissatisfaction to the system of obligatory adjudication for determining wage simply because they were not involved in determining their wages and also because the adjudication was involved a cumbersome and lengthy procedure. Wage board usually comprise of independent members with a chairman as

the head of the board. Notably, it has been observed that the use of wage boards in determining employees' salary is mostly applicable to government owned enterprises as majority of the private owned organisation reserves right to make decision of what salary structure will be for their staff though in compliance with labour legislations being operative in their region of operation.

- **Job evaluation**

This method of job evaluation involves the process of using job analysis information to conduct detailed assessment of each job by valuing its components and determining relative job worth. Job analysis information used in job evaluation include duties of the job, condition of work, skills required and other relevant information. Specifically, job evaluation involves a systematic comparison of jobs in an organisation in order to determine the value of one job relative to another for appropriate wage of salary structure.

In addition, job evaluation also functions as a management tool for maintaining high level of workers' productivity and satisfaction; it allows for jobs to be properly priced in order to prevent dissatisfaction and lack of commitment that may result from awarding less pay for high valued jobs. In essence, organisations must do well to ascertain relative worth of jobs so that they are able to define what a particular job should be paid.

- **Wage legislation**

The emergence of wage legislation as a technique for determining workers' salary was predated on the need for government to protect employees against exploitation. This has led governments all over the world to enact different legislations in order to ensure consistent, prompt and equitable payment of minimum wage and/or bonuses to workers. Wage legislation can therefore be referred to as promulgations sanctioned by the state to prevent employees' exploitation by employers of labour in terms of poor financial remuneration for the services rendered to the organisation. By implication, all organisations are under obligation to duly consider the wage legislation of the state before fixing the salary of staff. This therefore positions wage legislation as an important tool for fixing workers' salary.

STRATEGIES FOR IMPROVING SALARY ADMINISTRATION

There is no doubt that financial remuneration, in this case salary, is one of the key factors of staff motivation and commitment to duty, which helps to achieves continuity of operations in any organisation. Owing to this, employers of labour are to ensure that salaries are not only paid but are improved in order to continue to attract and retain competent workforce that will pledge their commitment towards the attainment of the organisational goals. Rynes et al. (2004) recommended the following as strategies for improving salary administration in workplace:

A. Prioritize complaints about pay: As it has become a general notion that an average employee at workplace is motivated by pay, organisations must therefore take complaints about pay seriously. Often time, when employees show dissatisfaction about their pay, they are most likely desiring increment in wages or salary and a neglect of such indicators by the organisation can lead to mobility of staff to other well-paying organisations. It is therefore expedient for employers to give adequate attention to workers' financial complaints so as to ensure that they are retained and motivated to continue their work.

B. Salary should not fall very far below market pay levels: This strategy suggests that fixing employees pay very far below general market pay level is very destructive for any organisation especially as it relates with attracting right and competent hands. This is because prospective workforce, particularly the most desirable ones, are most likely to reject job offer for this reason. Therefore, it is safer and better for organisation to fix salary either at market pay level or a bit above it. At such job decisions for workers will generally be made on the basis of other factors other than pay which brings competitive advantages or disadvantages.

C. Acknowledge competent employees' wants for strong pay-performance relationships: It is quite obvious that assigning high pay (salary) for outstanding performance is a competitive advantage for attracting, motivating, and retaining high-performing staff. Although, it is still very possible for organisations to attract competent hands without trying to portray a highly paying disposition but even as such, a strong culture of compensation in values other than money. This may include benefits like leave bonuses, humanitarian assistance, insurance cover for staff families etc.

D. Evaluation of current pay systems with respect to the strength of pay-performance relationships: In many organisations, particularly the non-governmental and non-unionized, it has been observed that salary system doesn't offer much pay increment for superior performances as compared with average performances and payment is mostly made on the basis of merit. At the same time, pay-performance contingencies are largely limited by job grade ceilings and paying for non-merit considerations (e.g., external equity adjustments or matching competing offers). This implied that pay-performance contingencies should also be evaluated at the individual level to ascertain gain sharing programmes and how large, immediate and frequent are the payouts in order to make a difference between average and high performances. It is also important to examine how budget for pay-increase reflects workers level of performance.

FACTORS INFLUENCING SALARY STRUCTURE

According to Rai Technology University (2014), factors influencing salary structure in an organisation include:

a) The organisation's ability to pay: The ability of the organisation to pay is an important factor that determines employees' salary. Obviously, companies that have good sales and therefore high profits tend to pay higher wages than those which are running at a loss or earning low profits because of the high cost of production or low sales.

b) The cost of living: When situations of high cost of living arises, workers and trade unions are liable to demand adjusted salary to offset the attrition of real wages. On the other hand, when living costs are stable or decline, the management may not accept high cost of living as a reason for increase in salary.

c) Demand and supply of labour: Labour demand and supply can impact either positively or negatively on salary. If the demand and certain skills are high and the supply is low the result is rise in the price to be paid for these skills. The other alternative is to pay higher wages if the labour supply is scarce and lower wages when it is excessive.

d) Skill levels available in the market: As a result of the rapid growth of industries and of course business conduct, there seems to be shortage of skilled manpower. Specifically, technological development in terms of automation of work has created a dwindling effect for the skilled levels in the market significantly. Owing, to this organisation are also condition to structure their salary system to correspond to the available skills eminent among workers in the labour market.

e) Job requirements: Every job has its own requirements which are sometimes classified into qualifications, roles and responsibilities. These requirements inform the basis for which jobs are graded according for payment. This therefore implied that jobs with higher qualification, roles and responsibilities requirement will attract high pay than those with low requirements.

f) Prevailing market rate: This is also otherwise known as comparable wages or going wage rate. This often emerges as a result of competition within the industry, thereby necessitating those companies to adhere to relative wage level. This indicates that the prevailing market level of salary in other similar organisations is capable of influencing the salary structure and any organisation that turned a blind eye to this is liable to face mobility of its competent workforce to other organisations.

g) Trade unions bargaining power: The establishment of trade unions as association of workers with the aim of protecting the interest of their members also has a significant impact on salary. Trade unions often time protest and bargain for increase of financial compensation of her members in order to protect their interest. It is observed that the stronger and more powerful a trade union, the higher influence it has on bargaining high salary for her members.

h) Productivity: Productivity as one of the major factors influencing salary is measured in terms of

employees' output per hour. It does not only deal with efforts of workers but also addresses technological improvements, greater ingenuity and skill deployed by the workers to production processes in order to increase in productivity. Thus, it is opined that a worker who is high productive gets higher salary than those who are not.

STUDIES ON SALARY ADMINISTRATION

A study conducted by Rynes et al. (2004) on the importance of pay in employee motivation with emphasis on the discrepancies between employees' report and performance postulated that while there are a good number of factors that motivate employees and determine their choices to join or leave an organisation, salary remains the most basic motivator. Other factors may include personal interest, participation in decision making etc. The study reviewed behavioral evidences of workers and affirmed the powerful effects of monetary incentives on workers. It was evident that employees' decision to pursue goals within the organisation and exert their commitment towards such is predicated on how well they are financially remunerated. As a result, it is imperative for managers to consider not only non-monetary gains but financial benefits as well which is a vital arsenal for attracting, motivating, and retaining employees. It was concluded that monetary rewards such as salary are highly important to employees and it would be a mistake for any organisation to agree otherwise. Hence, the need for managers to take complaints about pay seriously, fix salary at or above market pay level and evaluate salary system with respect to the strength of the pay-performance relationships.

A similar study by Rai Technology University (2014) on wages and compensation management affirmed that workers' financial compensation has taken a new shift simply because organisational operations have also moved from individual tasks to team tasks. As a result of this new trend in the manner at which employees collectively discharge their roles, organisations also need to commence payment of salary to individual workers based on the performance of their team through the team-based compensation technique. This technique is a method of salary administration that must be implemented in all fairness and easily communicated to staff. It was also argued that the effective implementation of team-based reward system necessitates the following prerequisite: interdependent jobs, objective measures of the team's performance, management support for teams, an organisational culture that solidifies cooperation among team members at all levels, effective communication between managers and employees, organisational structure that fosters team attitude, strong administrative support that annals performance based on team accomplishments etc. Employers of labour are enjoined to take team-

based reward very important as individual compensation because success of any individual employee is hinged on the success of the team he or she belongs. This will therefore promote cooperation and collaboration in the workplace.

Another study conducted by the World Bank (2014) on public expenditure review policy in Kyrgyz Republic posited that poor wage administration may impart the negative consequences on the economy by crowding out potentially more productive uses of public resources. However, in order to control expenditures on salary, good system and policy reforms must be established which will help in determining the employment and wage levels in the public sector; a structural reform of the main sectors of public employment must also be carried out. The study further agreed that salary management system can be improved through moderate reduction of the number of staff in the public sector, reduction of the number of technical or supporting staff in the public sector, postponing larger salary improvements in excess of inflation until the employment reductions have been attained, plan retrenchment exercise to take into consideration possible fiscal impact on the pension system, establishment of sound monitoring of numbers of employees and payroll in all parts of the public sector and implementation of the programme for enhancing civil service pay. In addition, the government should ensure a level of equity of wages across the public sector and strengthen human resource management in public sector organisations.

It is evident from the work of Chaudhry et al. (2013) which compared the relationship between salary satisfaction and job satisfaction in public and private sector organisations that employees' job satisfaction in private sector is high simply because the salary system is comparatively good and higher than that of the public organisations. Meanwhile, the jobs in public organisations are also considered to be satisfactory not for reason of high salary but for job safety and security which is totally not the situation with employees in the private organisations; the private organisations are mostly challenged with instability, insecurity and job pressures even though they have greater value on monetary rewards. It should be noted that high salary and job security being factors of job satisfaction in private and public organisations respectively, as indicated in the study should be well factored into salary administration of any organisation.

METHODOLOGY

The study adopted concurrent triangulation research design using mixed method. This design considered suitable because it enabled the researcher to give equal priority to both quantitative and qualitative data collection and analysis without any prejudice while examining relationship between salary administration and teachers'

mobility among private primary schools in Osun State. The population of the study comprised all the teachers and principals in approved 1163 private primary schools spread across the three Senatorial Districts and 30 Local Government Areas (LGAs) of Osun state. The Multi-stage sampling procedure was used for selecting 360 teachers and 27 head teachers. From each of the three senatorial districts in Osun State, three Local Government Areas were selected using purposive sampling technique to ensure that LGA in the cities are selected. Also, from each Local Government, four primary schools were selected using purposive sampling technique. The justification for this is to select big schools that are likely to experience teachers' mobility. From each LGA., 10 teachers from each school were selected using snowball sampling technique to ensure that teachers selected were those that have experienced mobility in one way or the other. Also, all the 27 head teachers in the selected schools were purposively considered for the study because it is believed that they have sufficient knowledge of the salary administration and teachers' mobility in private primary schools in Osun State. Data were collected from the respondents using two self-designed closed-ended and opened-ended research instruments. The first instrument was titled Salary Administration and Teachers' Mobility Questionnaire (SATM-Q) while the second instrument was titled Salary Administration and Teachers' Mobility Interview Guide (SATM-IG)The SATM-Q had two sections, the first section contained demographic information of respondents while the second section comprised items that were used to elicit information from the teachers in Osun State private primary schools on issues relating to salary administration among private primary schools administrators. Also, SATM-IG had two sections, the first section contained demographic information of respondents while the second section covered items that were used to elicit information from the head teachers in Osun State private primary schools on issues relating to teachers' mobility among private primary schools in Osun State. The instrument developed was validated using both face and content validity procedures. The instrument was presented to the researcher's supervisor as well as other experts in the field of Educational Management, Test Measurement and Evaluation within OAU Ile-Ife to ensure suitability for the purpose it is intended. Based on their suggestions, modifications and recommendations the instrument will be corrected to meet both face and content validity. The reliability of the instrument (SATM-Q) was ensured by the researcher, subjecting it to test and retest reliability method. The instrument was administered on 40 teachers in Osun State private primary schools within the population but outside of the sampled area on two different occasions within the interval of two weeks. In addition, the instruments administered will be subjected to reliability test using Pearson Product Moment Correlation

Co-efficient. The researcher engaged the head teachers in discussions on issues relating to Osun State private primary school teachers' mobility. Credibility of the data collected was ascertained by subjecting it to member check. During this process, the researcher requested that the head teachers to read the dialogue transcripts in which they participated to ascertain whether the words matched what they actually intended and adequately represented their opinions. The researcher personally took the instruments to the targeted respondents to be completed and collected for data entering, analysis and report. Data collected were analyzed using frequency counts, and percentages for the descriptive aspect of quantitative while correlation was used for inferential aspect. The content analysis of the items was done on Nvivo version 11.0 for the qualitative aspect.

RESULTS AND DISCUSSION

This chapter presents summary of data analysis, interpretation of results and detailed discussion of findings of the study. Results of analysis of the research questions answered and hypothesis tested was presented. However, the research questions answered were presented using the frequency counts and percentages while the hypothesis was analyzed with Pearson's Product Moment Correlation. To corroborate the quantitative results, qualitative reports of the Focused Group Discussions and Interviews were presented accordingly using narrative content analysis.

Research Question 1: What are the determinants of salary administration in Nigerian private schools?

Table 1
Determinants of Salary Administration in Private Primary School

S/N	Determinants of salary	SA	A	D	SD
1.	Teachers' salary is being paid as and when due	298 (75.1)	99 (24.9)	0 (0.0)	0 (0.0)
2.	Teachers experience little increase in salary whenever school income increases	137 (34.5)	247 (62.2)	13 (3.3)	0 (0.0)
3.	Teachers' salary is deducted whenever they are absent from school	63 (15.9)	186 (46.9)	136 (34.3)	12 (3.0)
4.	Teachers' salary is not encouraging at all	189 (47.6)	38 (9.6)	36 (9.1)	134 (33.8)
5.	Teachers' work rate determines their salary	65 (16.4)	87 (21.9)	208 (52.4)	37 (9.3)
6.	Teachers' qualifications determine their salary	185 (46.6)	151 (38.0)	61 (15.4)	0 (0.0)
7.	Teachers' salary is based on the students' school fees	38 (9.6)	148 (37.3)	125 (31.5)	86 (21.7)
8.	Number of subjects taught determine teachers' salary	0 (0.0)	88 (22.2)	212 (53.4)	97 (24.4)
9.	Location of teachers determine their salary	0 (0.0)	36 (9.1)	252 (63.5)	109 (27.5)

Source: Field Survey, (2021).

The Table shows the determinants of salary administration in private primary schools in Osun State. Majority of the respondents 298 (75.1%) agreed that teachers' salary is being paid as and when due. Also, majority of the participants 384 (96.7%) agreed that teachers experience little increase in salary whenever school income increases. In addition, majority of respondents 249 (62.8) agreed that teachers' salary is deducted whenever they are absent from school. The respondents 336 (84.6%) also agreed that teachers' qualifications determine their salary and 227 (57.2%) of the respondents agreed that teachers' salary is not encouraging at all. However, 245 (61.7%) of the respondents disagreed that teachers' work rate determines their salary. Also, 211 (53.2%) respondents disagreed that teachers' salary is based on the students' school fees. Likewise, 309 (77.8%) of the respondents disagreed that the number of subjects taught determines teachers' salary and 361 (91%) of the respondents also disagreed that location of teachers determines their salary. Conclusively, the results showed that the determinants of salary administration in private primary schools in Osun State include teachers' qualifications, school's income and regularity of the teachers.

Research Question 1: What are the determinants of salary administration in private primary schools in Osun State? To answer this question, participants' responses were noted as discussed and then presented as follow:

Some head teachers said "there are many factors used to determine the salary of teachers in private primary schools, Osun State. Out of which is qualifications of the teachers. Teachers are being paid based on their qualifications. Therefore, the highest earners are those teachers with degree certificate, followed by NCE and HND certificates. The second factor that determines the salary of teachers is bargaining power of the teachers. At the point of entry, some teachers are so eloquent enough to convince the interviewers on the need to pay teachers handsomely. This is why many schools used to pay discriminatory salaries to their teachers. In some cases, the degree of need for particular teachers could determine how much such teachers could be paid. For instance, some proprietors are always ready to pay any amount to the teachers that teach English Language and mathematics without minding that the services of other subjects' teachers are also important in the school system".

Other head teachers said "the income of school is a major determining factor of teachers' salary. For instance, high-bridged schools are always pay their teachers handsomely because they charge higher school fees compare to medium and low-bridge schools. Apart from this, years in service is another major factor that determines teachers' salary. In some cases, private school owners are used to increase teachers' salary every two years and whoever that had already in a particular school for years stands better chance of earning better salary than those newly employed ones, even if they have the same qualification".

Therefore, from the interaction with private primary schools' head teachers, the researcher was able to establish that the determinants of salary administration in

private primary schools in Osun State are; school income, teachers' qualifications, teachers; bargaining power, degree of need of particular teachers' service.

DISCUSSION OF FINDINGS

To aid better discussion, efforts were made in this section to discuss the findings in line with the objective of the study. This discussion was done drawing from literature, comments, observation and argument that either support or contradict the findings of the study. This study found that the determinants of salary administration in private primary schools in Osun State are; school income, teachers' qualifications, teachers; bargaining power, degree of need of particular teachers' service. The position of Bhatia (2009) support the findings that job evaluation is an approach to determine salary in the organization or schools as this approach involves the process of using job analysis information to conduct detailed assessment of each job by valuing its components and determining relative job worth. Job analysis information used in job evaluation include duties of the job, condition of work, skills required and other relevant information. Specifically, job evaluation involves a systematic comparison of jobs in an organisation in order to determine the value of one job relative to another for appropriate wage of salary structure.

Also, Rai Technology University (2014), believed that salary could be determined by the ability of the organisation to pay. this is an important factor that determines employees' salary. Obviously, companies that have good sales or schools that have high enrolment would definitely record high profits. Therefore, tend to pay higher wages than those which are running at a loss or earning low profits because of the high cost of production or low sales. Against the findings of the study Lott (1926) posited that wage survey is an essential factor in making salary decisions. This has to do with a fact finding process of ascertaining the salaries of similar jobs in other organisations from the same industry and in the same region. Wage survey helps to determine the level at which an organisation's pay scale commensurate with other enterprise in the region. Wage survey is essentially needed in allotting salary to staff simply because the salary practice in counterpart organisations has significantly influence on employment, retention and motivation of employees.

RECOMMENDATIONS

Based on the findings of the study, it was recommended that private school owners and critical stakeholders should face current economic reality while determining the salary of private primary school teachers in Osun State. Also, expected attention needs to be paid to the

remuneration and welfare package of teachers in private primary schools, Osun State so that they will enjoy the same salary and welfare package as their colleagues in public schools to discourage incessant mobility of private school teachers. Private primary school teachers should be handsomely paid to discourage mobility which may eventually lead to various challenges in private primary schools, Osun State. Furthermore, a thorough application of these recommendations will provide a policy template that will be applicable to public schools in Nigeria.

CONCLUSION

This study concludes that the determinants of salary administration in private primary schools in Osun State are; school income, teachers' qualifications, teachers' bargaining power, degree of need of particular teachers and of service. Also, the rate of teachers' mobility in Private Primary schools, Osun State is high because of the reasons like governments' empowerment scheme, salary differentials, better employment opportunities elsewhere, and school administrative styles. Besides, the challenges associated with teachers' mobility in private primary schools in Osun State are on the school enrolment and development of pupils. Finally, there is significant relationship between salary administration and teachers' mobility in private primary schools, Osun State.

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