

Implementation of Compensation Indices and Job Performance of Business Studies Teachers in Public Secondary Schools in Akwa Ibom North West Senatorial District, Nigeria

Idongesit Okon AKPAN & Akaninyene Joseph Ankrah

Department of Business Education,

Faculty of Vocational Education,

Library & Information Science

Email: akpanidongesit923@gmail.com

Email: Akanankrah04@gmail.com

Abstract

The purpose of the study was to determine the influence of Implementation of Compensation Indices on Job Performance of Business Studies Teachers in Public Secondary Schools in Akwa Ibom North West Senatorial District, Akwa Ibom State, Nigeria. Five research questions were raised and five null hypotheses were formulated to guide the study. Descriptive survey research design was adopted. The population of the study consisted of all 71 Business Studies Teachers in Public Secondary Schools in Akwa Ibom North West Senatorial District, Akwa Ibom State. Census sampling technique was used for selecting the sample of the study. The researcher developed instrument tagged "Implementation of Compensation Indices and Job Performance of Business Studies Teachers Questionnaire (ICIAJPBSTQ)" for data collection in the study. The questionnaire contained a total of 25 items which were structured on a four-point scale with response options ranging from strongly agree (4 points) to strongly disagree (1 point). The face validity of the instrument was established by three validates from the Department of Business Education; Faculty of Vocational Educational, Library and Information Science, University of Uyo, Uyo who reviewed and assessed each item in the instrument. Linear regression was used to answer the research questions and test the hypotheses at 0.05 level of significance. The following findings were made: Promotion, health care services, responsibility allowance, staff accommodation and non-financial rewards generally influence business studies teachers' job performance. There was significant influence of Promotion, Health care services, Responsibility allowance, Staff accommodation and Non-financial rewards on Business Studies Teachers Job Performance. The researcher recommended, among others, that there is need for Akwa Ibom State Government to ensure adequate and timely provision of compensations to Business studies teachers, to make them exhibit good attitudes which would lead to performing their job effectively.

Keywords: Compensation, Implementation, Indices, Performance, Teachers

Introduction

It has been argued, over the years, that importance of job performance among the staff of private or public secondary schools cannot be overemphasized. Job performance is important and the only linkage towards achieving any organisational set goals. Eddy and Samuel (2020) stated that one key objective of teaching these business subjects is to foster self-reliance among

its recipients. However, this may not be realised, if the job performance of its teachers is not optimal. Job performance is critical to the success or failure of any organisation. Job performance is the act of accomplishing or executing a given task within a time period. It can also be described as the ability to skilfully use the right behavioural attitude to achieve organisational goals and objectives. Therefore, teacher's job performance is the conscious commitment and participation of the teachers in day-to-day administration of the school with the view of actualizing set school goals and objectives. Pradhan and Jena (2017) stated that teachers' job performance can be described as the duties performed by a teacher at a particular period in the school system in achieving organizational goals.

Bhat and Beri (2016) identified variables of job performance such as effective teaching, lesson note preparation, effective use of scheme of work, effective supervision, monitoring of students' work, and disciplinary ability as virtues which teachers should uphold effectively in the school. On this note, teachers' job performance includes, teaching, lesson note preparation, lesson presentation, mastery of subject content, instructional proficiency, dedication to duty, commitment to assigned job and extra-curricular activities. Other areas include effective leadership, effective supervision, effective monitoring of students' work, motivation, students' discipline, class control and management. The researcher observed that business studies teachers' job performance has not been optimum. The Federal Republic of Nigeria (FRN, 2013) stressed that the main policy of education in Nigeria therefore is to raise the quality of education at all levels in order to make the products of the system more useful to the society and to maintain education as one of the prime engines for development. There has been emphasis that attention should be given to the issue concerning educational quality and improvement strategies in developing countries. However, there is a feeling that the rapid expansion and mass production in secondary education has led to deterioration of quality.

Secondary education is the education people received after the primary level. Secondary education is supposed to be the pillar or backbone of society which opens the door of equal educational opportunity to all citizens. Secondary education aims to promote the three domains of cognitive, affective and psychomotor education so as to support the acquisition of appropriate skills, abilities and competencies of both mental and physical nature for the individual to acquire relevant and balanced knowledge of facts about local and world phenomena. Education at the secondary school level is supposed to be the bedrock and the foundation towards higher knowledge in tertiary institutions. The Federal Republic of Nigeria (FRN, 2013) stipulated that secondary education is an instrument for national development that fosters the worth and development of the individual for further education and general development of the society. Secondary education is a very crucial level of any educational system. This is because it is an important stage on which higher education is built as the foundation of whatever a child want to become in life academically is laid here. It is the form of education children received after primary education and before the tertiary stage.

The broad goal of secondary education is to prepare the individual for useful living in the society and for higher education (FRN, 2013). One of the subjects that could impact these

skills to the learners is Business Studies, Business Studies is one of the pre-vocational subjects taught at the junior secondary school level of education on the premise that knowledge and skills in business studies will enable the students to lay the foundation for self-reliance. According to Ehiamezor *et al.* (2014), business studies is a subject which provides the students with the knowledge, understanding and skills needed for productive work or activity. Business studies is that part of the curriculum which enables the students to make informed decisions in everyday business, contributes to student's understanding of the world of business, encourages a positive attitude to enterprise and develops appropriate skills in business. The key components of business studies include: Office practice, commerce, book-keeping, shorthand and keyboarding.

Office practice deals with the study of the principles and procedures of running an office. It deals with activities carried out on a day-to-day basis within an organization. Akpan (2015) opined that commerce is that part of business endeavour that deals with trade and aids to trade. It is concerned with the buying and selling of goods and services along with those activities that facilitates exchange to take place. Book-keeping is concerned with the recording of business transactions in an orderly and systematic manner. Shorthand is an act of using symbols to represent spoke words/sounds. Shorthand can be used to record information speedily and accurately. Keyboarding involves the techniques of using the computer or typewriter keyboard to produce printed information in a hardcopy or softcopy. Business studies was designed to enable students develop interest in business. The primary goal of the subject is that at the end of Junior Secondary School students would have an appreciable knowledge in business which will help to lay a solid foundation before they enter into a vocation of their choice. Secondary education is an investment as well as an instrument that can be used to achieve a more rapid economic, social, political, technological, scientific and cultural development in a country. To achieve the stated goals at this level of education, teachers need to be motivated to make them perform their statutory duties effectively. Henry and Omenka (2015) pointed out that a major factor for enhancing teacher's job performance is employee compensation whether financial or non-financial.

Compensation is the remuneration given to the employees for the work they do for the organization. In other words, an employee is entitled to both the financial and the non-financial benefits in return for his contribution to the organization. Irianisya and Houtman (2020), opined that compensation occupies a crucial position in the management of the employees in any organisation. Any organisation with no attractive compensation system for its employees might not achieve effective operation and the stated goals could not be well actualized. Compensation indices are promotion, health care services, staff accommodation, responsibility allowance, non-financial reward in which an employee's secure from his/her job, and it serves many purposes in organization Houtman *et al* (2020). It helps to build and enhance better employment agreement, keeps on good employees, and decreases turnover in the workplace (Osinbanjo and Adeniji2014). According to Arafat *et al.* (2020), promotion, healthcare

services, staff accommodation, responsibility allowance and non-financial rewards are some of ways through which employees can be compensated. Salary is significant to the employees in any organisation and that is why it should be timely and adequately paid to them. Inadequate and timely promotion could demoralize employees in an organization thereby hampering their effective job performance.

Oluwatoyin *et al.* (2021), believed that promotion is a significant factor which affects job performance of teachers and the overall goal achievement of education, irrespective of the level. Hence, government need to ensure regular promotion so that teachers can properly take good care of themselves and their families. It should be noted that promotion is not only an effective tool for enhancing effective teachers' job performance but also a facilitator of fruitful outcome for the organisation. Provision of health care services to employees is also another important tools in improving employee's job performance as opined by Choydhary (2014). Health care services is the improvement of health via the prevention, diagnosis, treatment, amelioration or cure of diseases, illness, injury, and other physical and mental impairments in people. According to Singh (2020), some organizations has prioritised the health and safety of its employees by ensuring free weekly medical test at home. For optimum job productivity to be attained, there is need for staff accommodation in every public secondary schools as viewed by Faith (2023). Staff accommodation means the provision of housing or living quarters for employees by the employer. Therefore, it is important that Business Studies teachers should be provided with accommodation so as to enable them perform their duties effectively. Most employees in educational sector are sometimes given additional responsibility and it is their expectation that they are compensated for the additional services and responsibilities rendered. Elujekwetu (2015) believed that responsibility allowance is additional remuneration provided when an employee adds significant extension to their substantive role to meet an organisation need. Notably, compensation is a veritable tool for motivating and increasing employee productivity. Olurankinse (2017) was of opinion that non-financial employee rewards are the non-cash benefit that organizations provide to their employee's examples includes summer working hours, subsidise gym, free meal or employee discount. Implementation of compensation indices such as promotion, health care services, staff accommodation, responsibility allowance, non-financial rewards are very crucial in enhancing teachers job performance. Effective teachers' job performance need to be ensured in schools to facilitate actualisation of the school goals. Saida and Adejumobi (2020) believed that Business studies teachers' job performance could be measured through a rating of his or her activities in terms of performance in teaching, lesson preparation, lesson presentation, actual teaching and teacher commitment to job, extra-curricular activities, supervision, among others. Job performance are greatly influence by both financial and non-financial compensation. Nwaukwa (2015) observed professional laxity on the part of business studies teachers to include non-preparation and performance. The author asserted that some business studies teachers are merely staying on the job to look for a better job outside. This is evidenced in the constant cases of absenteeism, persistent lateness to school, irregular and unauthorized movement from duty post, indiscipline

and dissatisfaction with the rank obtained, all this constitutes constraints to the attainment of the goals of education, including secondary education in Nigeria.

However, it was observed by the researcher that job performance of some teachers in public secondary schools in Akwa Ibom North West Senatorial District has not been effective as expected. (Nwauka, 2015) observed that all these signs of lack of commitment have constituted a major problem due to poor teachers' compensation for their services. Therefore, it is on this note that the researcher is carrying out this study to address and fill the gap, by examining the influence of compensation indices on Business studies teachers' job performance in Akwa Ibom North West Senatorial District.

Statement of the Problem

No matter how well a curriculum is planned, designed and developed, effective implementation is very important. Teachers in public secondary schools in Akwa Ibom North West has been marred by some challenges such as irregular promotion, lack of provision of health care services, poor staff accommodation, lack of responsibility allowance and poor non-financial rewards for teachers. On the Business studies teachers' shoulder is laid the actual work of actualising the objectives of the subject and the attainment of educational results. Business studies teachers in secondary schools are expected to prepare lesson notes, teach students and evaluate students' performance during and at the end of term among other functions. However, this seems not to be the case as the researcher has observed that some business studies teachers are merely staying on the job to work for a better job. Teacher operate in conditions of service with very poor remuneration system. The compensation is meagre as compared to other employments and teachers are not satisfied with it. Equally, allowances are not duly paid. This has led to negative attitude, absenteeism, lateness to work and poor class attendance by teachers. The situation has reduced teacher's morale and dedication to work. All these are signs of poor job performance which could be due to inability of the Akwa Ibom State Government to adequately compensate them.

The problem of inadequate compensation of teachers has become disturbing issues that teachers are being compelled to seek for alternative means of livelihood to meet their basic needs. The ill treatment and non-professionalisation of teaching job breeds dissatisfaction and hamper classroom effectiveness and productivity. Teachers operate on a condition of service in which they are entitled to compensations such as regular promotion, health care services, staff accommodation, responsibilities allowance and other non-financial rewards. It is observed that most of these compensation indices are not effectively and fully implemented, for example, promotion is no more regular, health care services are not provided to all teachers, staff accommodation is not available in most schools in Akwa Ibom North West Senatorial District. This may lead to lack of dedication and commitment to work by teachers. This has been evidenced in the constant cases of teacher's absenteeism, persistent lateness to classes, irregular and unauthorised movement from duty post and other forms of inappropriate conduct which are constraints to the attainment of these subjects' goals in secondary schools. These problem may be as a result of ineffective compensation of teachers. These problems stated above

motivated the researcher to go into this study to investigate the influence of compensation indices on Business Studies Teachers' Job Performance.

Purpose of the Study

The main purpose of this study was to determine the influence of implementation of compensation indices on job performance of Business Studies teachers in Public Secondary Schools in Akwa Ibom North West Senatorial District. Specifically, the study sought to determine the influence of:

- i. Promotion on job performance of Business Studies Teachers in Public Secondary Schools in Akwa Ibom North West.
- ii. Health care services on job performance of Business Studies Teachers in Public Secondary Schools in Akwa Ibom North West.

Research Questions

The following research questions were raised to guide the study.

- i. What is the influence of promotion on job performance of Business Studies Teachers in Public Secondary Schools in Akwa Ibom North West?
- ii. What is the influence of healthcare services on job performance of Business Studies Teachers in Public Secondary Schools in Akwa Ibom North West?

Research Hypotheses

The following hypotheses were formulated and tested at 0.05 level of significance.

H₀₁: There is no significant influence of promotion on job performance of Business Studies Teachers in Public Secondary Schools in Akwa Ibom North West.

H₀₂: There is no significant influence of Healthcare services on job performance of Business Studies Teachers in Public Secondary Schools in Akwa Ibom North West.

Methodology

The descriptive survey research design was used in the study. This research design entails the collection of data on quantifiable data in connection with two or more variables that are then examined to detect pattern of associations and base on the nature of this study the researcher considers it appropriate to adopt the design as it will enhance effective collection of data. (Bryman & Bella, 2015) This study was conducted in Akwa Ibom North West Senatorial District. Akwa Ibom North West is a senatorial district in Akwa Ibom State, Nigeria.

The population of the study was 71 Business Studies Teachers in the 97 Public secondary schools in Akwa Ibom North West. Since the population was rather small, a Census Sampling Technique was used to select 71 Business Studies teachers in Public Secondary Schools in Akwa Ibom North West Senatorial District. Two instruments were used for the study, Implementation of Compensation Indices Questionnaire (ICIQ) and Job Performance Questionnaire (JPQ). The ICIQ questionnaire contained a total of 25 items while JPQ consisted

of 17 items to elicit information from Business Studies teachers. Both instruments were structured on a four-point Likert scale with response options ranging from Strongly Agree (SA) – 4 points, agreed (A) – 3 points, disagree (D) – 2 points, Strongly Disagreed (SD) – 1 point. The three experts from the Faculty of Vocational Education, Library and Information Science, University of Uyo, Uyo validated the instrument. The reliability was done through a trial test with 30 teachers who were not be part of the main study. Data obtained were treated with Cronbach Alpha statistic and a reliability coefficient of 0.76 was obtained. Simple Linear Regression Analysis was used to answer the research questions and test the null hypotheses at .05 level of significance. The statistical package for social science (SPSS) was used in performing the analysis.

In testing the null hypotheses, the p-value was compared with 0.05 level of significance. When the p-value was greater than 0.05 level of significance, the null hypotheses (H_0) was accepted or rejected. On the other hand, when the p-value was less than or equal to 0.05 level of significance, the null hypotheses (H_0) was rejected.

Result

Research Question 1: What is the influence of promotion on job performance of Business Studies Teachers in public Secondary Schools in Akwa Ibom North West?

Table 1: Simple Linear Regression Analysis of the Influence of Promotion on Job Performance of Business Studies Teachers in Public Secondary Schools (n=68)

Variables	R	R ²	% Influence
Promotion	.469	.220	22.0
Job Performance			

The result in Table 2 shows that the value of the regression coefficient (R) and its corresponding R² are 0.47 and 0.22 respectively. The R² value of 0.22 indicates that promotion influences up to 22.0 percent of teacher's job performance in public secondary schools in Akwa Ibom North West Senatorial District.

Research Question 2: What is the influence of healthcare services on job performance of Business Studies Teachers in public Secondary Schools in Akwa Ibom North West?

Table 2: Simple Linear Regression Analysis of the Influence of Healthcare Services on Job Performance of Business Studies Teachers in Public Secondary Schools

Variables	R	R ²	% Influence
Healthcare Services	.418	.175	17.5
Job Performance			

The result in Table 2 shows the value of the regression coefficient (R) and its corresponding R^2 of .418 and .175 respectively. The R^2 value of .175 indicates that healthcare services influences up to 17.5 percent of teachers' job performance in public secondary schools in Akwa Ibom North West Senatorial District.

Null Hypothesis 1: There is no significant influence of promotion on job performance of Business Studies Teachers in public Secondary Schools in Akwa Ibom North West.

Table 3: Linear Regression Analysis Test of Significant Influence of Promotion on Teachers' Job Performance in Public Secondary Schools in Akwa Ibom North West Senatorial District

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	202.580	1	202.580	18.562	.000 ^b
Residual	720.288	66	10.913		
Total	922.868	67			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Promotion

The result in Table 3 indicates that the calculated F-value of 18.562 is significant since the p-value of .000 is less than .05 at 1 and 66 degrees of freedom and .05 level of significance. Therefore, the null hypothesis which stated that there is no significant influence of promotion on job performance of Business Studies Teachers in public Secondary Schools in Akwa Ibom North West Senatorial District is rejected. Hence, there is significant influence of promotion on job performance of Business Studies Teachers in public Secondary Schools in Akwa Ibom North West Senatorial District.

Null Hypothesis 2: There is no significant influence of healthcare services on job performance of Business Studies Teachers in public Secondary Schools in Akwa Ibom North West.

Table 4: Linear Regression Analysis test of significant of the Influence of Healthcare Services on Teachers' Job Performance in Public Secondary Schools in Akwa Ibom North West Senatorial District

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	161.089	1	161.089	13.957	.000 ^b
Residual	761.778	66	11.542		
Total	922.868	67			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Healthcare Service

The result in Table 4 indicates that the calculated F-value of 13.957 is significant since the p-value of .000 is less than .05 at 1 and 66 degrees of freedom and .05 level of significance. Therefore, the null hypothesis which stated that there is no significant influence of healthcare services on job performance of Business Studies Teachers in public Secondary Schools in Akwa Ibom North West Senatorial District is rejected. Hence, there is significant influence of healthcare services on job performance of Business Studies Teachers in public Secondary Schools in Akwa Ibom North West Senatorial District.

Findings of the Study

Based on the data collected and analysed in the study, the following findings were made with respect to the research questions and hypothesis that guide the study:

1. Regular promotion influences job performance of Business Studies Teachers in Akwa Ibom North West Senatorial District.
2. Provision of health care services influence job performance of Business Studies Teachers in Akwa Ibom North West Senatorial District.

Discussion of Findings

Influence of Promotion on Job Performance of Business Studies Teachers

The study found that promotion influences job performance of Business Studies Teachers. Testing of the corresponding hypothesis confirmed that there is significant influence of promotion on job performance of Business Studies Teachers. This finding could be explained by the fact that the Business Studies Teachers recognised the importance of promotion in enhancing job performance of Business studies Teachers. Oluoma (2021) carried out a study on promotion and teachers' performance. A cross-sectional research design was adopted. A sample size of 393 was used for the study, derived from the Taro Yamane simplified formula, and 271 questionnaires was found to be valid in data collection when analysed. The reliability of the instrument was established using the Cronbach's Alpha reliability test indices to determine the reliability of the instrument. Data obtained was from 271 copies of questionnaire analyzed using the Spearman Rank Correlation Statistics. The result revealed that "promotion stagnation, has a significant relationship with teachers output to work. The study recommends that the government should ensure that teachers' promotion become a top priority to the educational development for effective performance. The study is similar to the present study as it focuses on teacher's promotion in line with their job performance which is one of the variables of this study. Also, both studies adopted different research design. This study used Spearman Rank Correlation Statistics as the statistical tool for data analysis while the Simple Linear Regression was used in the present study.

Teacher performance can be measured by planning, implementing and evaluating learning, cooperation in work groups, understanding and ability to work and self-evaluation in achieving

achievement. In line with the findings Oluoma (2021) also recommended significant positive relationship between teachers' compensation and job performance.

Influence of Health care services on job performance of Business studies Teacher

The study found that Health care services influence job performance of Business studies Teachers. Testing of the corresponding hypothesis confirmed that there is significant influence of Health care services on job performance of Business studies Teachers. Azubuike (2024) carried out a study titled "perceived influence of welfare packages on teachers' job performance in public secondary schools in Anambra State". The study investigated the perceived influence of welfare packages on teachers' job performance in public secondary schools in Anambra State. Two research questions guided the study and two hypotheses were tested at 0.05 level of significance. The descriptive survey research design was adopted for the study and the study was conducted in Anambra State. The population of the study comprised 5,133 teachers in 263 public secondary schools in six education zones in Anambra State. A structured questionnaire which was validated by three experts was used to collect data for the study. The findings of the study revealed that health care services influences teachers' job performance in public secondary schools in Anambra State to a very high extent. Based on the findings of the study, the researcher recommended that governments should consider revising health care services. It was also recommended that federal and state ministries of education, in collaboration with other supervising agencies, should establish comprehensive health care programmes or partnership with healthcare providers.

This finding is in line with that of Singh (2020) who observed that whether in an educational or health care setting, such production process is supported by wellbeing of individual as purpose – driven human labour that is willing and determined to face new challenges to the maximum extent possible. The finding of this study also supports the views of (Isaac and Kazara, 2023) who stressed that in general, organizations should be interested in improving health care services of their employees through free health care services, reward, compensation, incentives, etc. to motivate, retain and develop them.

Conclusion

Based on the finding of the study, it could be concluded that implementation of compensation Indices such as regular promotion, provision of health care services, payment of responsibility allowance and non-financial reward influence job performance of Business studies Teachers in Akwa Ibom North West Senatorial District, Akwa Ibom State, Nigeria.

Recommendations

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

1. Ministry of Education should develop and implement policies that ensure Business studies teachers are promoted as at when due as this could go a long way in motivating them towards optimum job performance.

2. School of administrators should endeavour to provide up to date health care services to teachers in order to improve healthcare conditions and consequently increase their job performance.

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