

INCENTIVE SCHEMES AS CORRELATES OF STAFF PRODUCTIVITY IN GOVERNMENT TECHNICAL COLLEGES IN LAGOS STATE, NIGERIA

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Abstract

This study examined incentive scheme as correlates of staff productivity in government technical colleges in Lagos State, Nigeria. Descriptive survey research design was adopted in this study. The population for the study comprised 713 participant which include teachers and technologists in three government technical colleges in Lagos State. Sample size for the study was 217. Structured questionnaire was used as instrument for data collection. The reliability of the instrument was determined using Cronbach alpha and a reliability coefficient of 0.96 was obtained. Data was analysed using descriptive statistics of mean and standard deviation (SD), and Correlation. The findings revealed that there are several monetary and non-monetary incentives available for staff ($\bar{x}=3.61$), with high level of staff productivity ($\bar{x}=3.77$) in government technical colleges in Lagos State. Also, positive relationship was found to exist between incentive schemes and staff productivity ($r=0.95$; $p < 0.05$). It was concluded and recommended that since incentive schemes motivate staff and increased productivity, Lagos State government and technical college management should pay attention to improving the human capital and make their work environment conducive in order to boost their motivation and productivity.

Keywords: Staff productivity, Incentive schemes, monetary incentives and non- monetary incentives

Introduction

Incentive schemes and employee motivation have always been an issue for schools. Unmotivated teachers are likely to put little or no effort in their jobs, avoid the workplace as much as possible, exit the technical institution at the slightest opportunity, and produce low quality work (Iqbal, et al. 2017). On the other hand, staff who feel motivated through different incentives, are more likely to be persistent, creative and productive, turning out high qualify students and undertook their responsibility wholeheartedly (Agwu, 2018). Incentive is something which is given in addition to wages. According to Buwembo, Nabukeera and Bwengye (2019), an incentive can be defined as monetary or non-monetary reward offered to employees for contributing more efficiently to the establishment.

In the context of this study, it is the additional remuneration or benefit to technical teachers in recognition of achievement or better work performance. Incentives act as good stimulator or motivator because it encourages the employees to advance in their efficiency level and attain the organizational target (Chukwuemeka 2020). Besides, it is a positive motivational influence on a person which helps to improve performance. Thus, it can be said that all the measures taken by the management of any establishment to improve the performance of its employees are incentives.

Incentive scheme is an arrangement plan under which extra payments are made to reward employees for good performance. Incentive schemes are put in place by organisations to reward and compensate exceptional employee's productivity. These schemes could come in financial or non-financial forms but its objective is to compel the employee to show more efforts in any given task (Akindamola, 2018). Incentive schemes are influential motivators that drive a certain behaviour and it can be monetary or non-monetary. Monetary incentive schemes are also known as financial incentives. They include cash rewards, bonuses, housing loans, paid leave and commission. Uka and prendi (2021) noted that financial incentive can be in form of paid leave, bonuses and cash reward. It can also be in form of special benefits such as commission and compensation, paid trip, tour and sponsored holiday. Apart from this, non-monetary or non-financial incentives are other stimuli that can drive a person to greater actions. Non-financial incentives are the types of rewards that are not a part of an employee's pay. Typically, they cost the company little or no money, yet carry significant weight. Chukwuemeka (2015) posited that non-monetary incentives cannot be calculated in terms of money but can determine employee job satisfaction, occupational engagement, loyalty and increased productivity. Chukwuemeke (2020), also noted that non-financial incentives instigate and connect employees in ways that money is incapable of doing.

Institutions with outstanding non-financial incentive plans can attract, motivate and retain talented people. Zaman (2016) reported that some organisations tend to rely on non-financial rewards when budgetary constraints make it difficult to implement financial incentives but non-financial rewards should also be a part of any company's plan regardless of the economic situation because of its importance to the employees. These include recognition, regular promotion, flexible work environment, staff development and security of service among others. Therefore, since incentives are motivational instruments for work.

Productivity is a measure of how efficiently a worker completes a task. It entails the amount of output produced with a given set of inputs. Jalagat (2016) defined productivity as the output per unit of factor input over a given period of time. Productivity can also be described as the ratio between the output of wealth produced and the input of resources consumed in the process of production. Nosike and Okerekeoti (2022) defined productivity as a measure of the quantity and quality of work completed while taking into account the cost of the resources used, the higher a company's productivity, the greater its competitive advantage. According to Zakaria et al. (2020) assessing productivity entails determining the amount of time it takes an average worker to produce a certain level of output.

Staff productivity can be described as how much time a group of employees spends on specific activities like teaching skills, producing crafts, manufacturing, or idle time spent waiting for materials or fixing broken equipment. Yunus and Ernawati (2017) defined staff productivity as the capability to produce goods and services in order to achieve the goals of the establishment. Similarly, Iqbal et al. (2019) defined employee productivity in terms of impersonal trust therefore lack of trust between employees and employers can lower the productivity of employees, hindering

the Institutional performance. Matui (2017) stated that staff productivity can help identify whether employees are devoting much time or less to given tasks. Besides, Staff productivity reflects the efficiency level indicating the time taken to perform a particular task. This point to the fact that staff who are productive perform task more efficiently and effectively within a given time frame. Hence, the efficiency of technical teachers would reflect in their level of productivity.

Technical teachers play very important part in the daily instruction of any college especially where skilled graduates are very competitive and have ever-changing environment which is supported by majority of the theorists. As far as the employee's motivation is concerned, employee motivational incentive programs have been found to be the most commonly adopted technique among organizations for improving productivity (Chintaloo & Mahadeo, 2018). Employee's productivity enhancement is central and main concern to effectiveness educational institution of higher learning, which determines the levels of employee's productivity (Ali et al., 2021). This is also applicable in the technical colleges where the teachers are saddled with the responsibility of equipping students with relevant knowledge that will make them to be useful member of the society.

Therefore, to enhance productivity, technical colleges need to put adequate incentives scheme in place to get the required result from their teachers. Arraya & Pellissier (2018) identified the various incentives and benefits used in Nigeria to include variable pay, asset loan, over-time bonuses, leave allowances, lunch, and many more like travel insurance, hazard allowances etc.

Observation from previous studies has shown that staffs in technical colleges are often unmotivated since there is little or no incentive such as staff welfare services in terms of housing schemes, bus services, housing loans and regular training programmes. For instance, Ozoemena (2013) reported in a study that many public-school teachers lack motivation and are poorly paid, disgruntled by the poor conditions of the environment of their work-place as well as by their deplorable condition of service. Likewise, Arraya & Pellissier (2018) noted that training is not frequently organised for staff in most establishments. When this are not properly addressed it will demotivate teachers, cause absenteeism, low productivity among others. Therefore, this necessitated this study.

Statement of the Problem

In recent years, there has been growing concern over the declining productivity and morale of staff in public educational institutions across Nigeria, particularly in technical and vocational education settings. Government Technical Colleges are instrumental in equipping students with the practical skills necessary for national development and industrial growth. However, despite their strategic importance, these institutions often grapple with issues related to inadequate staff motivation, suboptimal performance, and low retention rates. Among the most cited reasons for these challenges is the inadequacy or absence of effective incentive schemes.

Incentive schemes, both monetary (e.g., salaries, bonuses, allowances) and non-monetary (e.g., recognition, career development opportunities, work environment), have long been identified in organizational behaviour literature as critical determinants of employee productivity. However, in the context of Lagos State's government-owned technical colleges, it remains unclear how existing incentive structures correlate with staff productivity. Empirical evidence on the effectiveness, relevance, and perception of these incentives among staff is limited, and where available, findings are often inconclusive or outdated. This gap in knowledge undermines policy and administrative efforts aimed at optimising human resource management in technical education. Therefore, this study sought to investigate the extent to which various incentive schemes correlate with the productivity of staff in Government Technical Colleges in Lagos State Nigeria.

Objectives of the Study

The study sought to examine the correlation among incentive schemes and staff productivity in Government Technical Colleges in Lagos State, Nigeria.

The specific objectives of the study were to examine the:

1. Incentive schemes available for staff in technical colleges in Lagos State.
2. Level of staff productivity in technical colleges in Lagos State.
3. Determine the relationship between the incentive scheme and staff productivity in technical colleges in Lagos State?

Research Questions

The following research questions guided the study:

1. What are the incentive schemes available for staff in technical colleges in Lagos State?
2. What is the level of staff productivity in technical colleges in Lagos State?

Hypothesis

- 1 There is no significant relationship between the incentive scheme and staff productivity in technical colleges in Lagos State?

Methodology

The study adopted descriptive survey research design. The population for the study comprised of 713 participants which include five hundred and seventy-four 574 teachers and one hundred thirty-nine technologists. A simple random sampling technique was used to select two hundred and seventeen (217) which include one hundred 168 teachers 59 technologist. Incentive Scheme Questionnaire (ISQ and Staff Productivity Questionnaire (SPQ) were used as instruments for data collection rated on a 5-point Likert scale ranging from Strongly Agreed (SA), Agreed (A), Neutral (N), Disagreed (D) and Strongly Disagreed (SD). The instruments were subjected to face validation by three experts, two from Vocational Education Department and Educational Foundations Department in Yaba College of Technology, Yaba, Lagos State and one from Department of Technical Education, Tai Solarin University of Education, Ogun State. The internal consistency of the instrument was determined using Cronbach Alpha and a reliability coefficient of 0.96 was obtained. Data were analysed using mean and standard deviation for the research while Correlation matrix (Pearson Product Moment Correlation PPMC) was utilised in testing the hypotheses. In taking decision for the research question, any mean value above 3.00 was considered agreed, while any value below 3.00 was considered disagreed. For hypothesis, Null hypotheses with p-value that are less than or equal to 0.05 was Accepted while null hypotheses with p-values that are greater than 0.05 was rejected.

Data Analysis and Results

Research Question 1: What are the incentive schemes available for staff in technical colleges in Lagos State?

Table 1: Mean Responses on the Incentive Schemes Available for Staff in Technical Colleges in Lagos State

S/N	Items	Mean	S.D
Monetary Incentive Schemes			
1	Periodic salary increase	3.87	0.96
2	Allowance for special duties	3.66	0.85

3	Special benefits such as paid leave	3.45	0.78
4	Provision of housing loans	3.67	0.69
5	Payment of hospital bills by employers	3.77	0.72
Non-Monetary Incentive Schemes			
6	Flexible working conditions	3.81	0.88
7	Timely promotion	3.71	0.52
8	Security of service	3.47	0.88
9	Appreciation letter to high performers	3.55	0.81
10	Employee involvement in decision making	3.26	0.74
11	Provision of medical benefits such as functional school clinic	3.85	0.50
12	Reward to high performers	3.35	0.62
Average Mean		3.61	

Key: SD = Standard Deviation

With an average mean of 3.61 which are above the 2.50 minimum level of agreement in the study, the study therefore revealed that there are monetary and non-monetary incentives available for staff in technical colleges in Lagos State. Also, the standard deviation responses which ranged from 0.50 to 0.96 implies that the mean responses were close to each other.

Research Question 2: What is the level of staff productivity in technical colleges in Lagos State?

Table 2: Mean Responses on the Level of Staff Productivity in Technical Colleges in Lagos State

S/N	Items	Mean	S.D
1	Through my efforts, school goals are met	3.82	0.43
2	My work inspires me	3.78	0.46
3	I feel happy when: involved in school decision-making	3.73	0.46
4	I use different methods of teaching in class	3.86	0.40
5	I teach all the subjects allocated to me	3.76	0.47
6	I ensure that each lesson objectives are met	3.69	0.50
7	I teach practical using demonstration method	3.67	0.51
8	I engage students actively in classwork	3.79	0.49
9	I give students assignments regularly	3.84	0.41
10	I mark students' assignments always	3.66	0.50
11	I set examination questions every term	3.74	0.48
12	I invigilate examination every term	3.77	0.46
13	I do prior preparation for each class	3.85	0.47
Average Mean		3.77	

Key: SD = Standard Deviation

With an average mean value of 3.77 which is above the 2.50 minimum level of agreement in the study, the table therefore revealed that there is high staff productivity level in technical colleges in Lagos State. Also, the standard deviation responses which ranged from 0.40 to 0.51 implies that the mean responses were close to each other.

Testing of Hypothesis

Hypothesis 1: There is no significant relationship between the incentive schemes and staff productivity in technical colleges in Lagos State.

Table 3: Relationship between Incentive Schemes and Staff Productivity in Technical Colleges in Lagos State

Variable		Incentive Scheme	Staff Productivity
Incentive Scheme	Pearson Correlation	.954**	1
	Sig (2-tailed)	.000	
Staff Productivity	Pearson Correlation	1	.954**
	Sig (2-tailed)		.000

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.6 shows the relationship between incentive schemes and staff productivity. The result from the table revealed positive relationship between incentive scheme and staff productivity ($r = 0.95$; $p < 0.05$). Based on the result, the null hypothesis was rejected. Therefore, there is a significant relationship between incentive scheme and staff productivity in technical colleges in Lagos State.

Discussion of Findings

Based on the research questions raised and analysis, findings revealed that there are monetary incentive schemes available for staff in technical colleges in Lagos State. In agreement with the findings, Krishna et al. (2023) emphasised that monetary incentive for employees could be in form of allowances, profit sharing, commission and provision of loans from the employer. The finding is also in line with the opinion of Yulia (2019) who reported that employee-based financial incentives could be in form of over time payment and salary raise. Hence, different forms of financial incentives are available for staff in varying types of establishment monetary incentive is often used in conjunction with performance-based pay systems, in which employees are rewarded for meeting or exceeding specific performance goals. Findings of the study also revealed with an average mean of 3.57 that there are non-monetary incentive schemes available for staff in technical colleges in Lagos State. This is in agreement with the opinion of Krishna, et al. (2023) who reported that non-financial incentives for employees could be in form of job security, staff retention, timely promotion, career advancement programmes, recognition and reward for excellent performance.

The study found with average mean of 3.77 that there is high staff productivity level in technical colleges in Lagos State. In agreement with the findings, Yulia (2019) noted that employee productivity is the direct reflection of employee commitment and loyalty to the establishment which contributes to the organization's overall goals and objectives. Also in support of the findings, Chukwuemeke (2020) opined that productivity can be achieved through job related activities anticipated of an employee and how well they are executed. Furthermore, Matui, (2017) stated that productivity can help identify whether employees are devoting time and efforts away to tasks that are within the company's goals and objectives.

The study found positive relationship between incentive schemes and staff productivity ($r = 0.95$). The findings also showed a significant ($p < 0.05$) relationship between incentive scheme and staff productivity. This is in support of Kumar et al. (2015) who reported a positive relationship between non-financial rewards and productivity in different organizations in Bangladesh. In the same vein,

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it agrees with Yousaf, Hossain and Nasim (2014) a considerable relationship between financial and nonfinancial incentives and the job satisfaction of employees.

Conclusion

The study focused on incentive schemes as correlates of staff productivity in government technical colleges in Lagos State of Nigeria. Findings of the study indicated that there are different monetary and non-monetary incentives available for staff with high staff's productivity level in technical college in Lagos State. Furthermore, the study found positive relationship between incentive schemes and staff productivity and significant relationship between incentive scheme and staff productivity. In addition, incentive scheme has strongest relative influence, followed by motivational factors and the level of influence is significant.

Recommendations

1. Lagos State government should regularly provide monetary incentives in form of bonus, paid leave and periodic salary increase for staff in technical colleges.
2. Lagos State government should regularly provide non-monetary incentives in form of timely promotion, commendation letter to high performers and flexible working conditions for staff in technical colleges.
3. Working environment should be made conducive for staff in order to boost their motivation and invariably increase staff productivity.
4. Since incentive schemes can motivate staff and increase productivity, Lagos State government and technical college management should pay attention to improving the human capital.

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