

**IMPACT OF POOR REMUNERATION AND WORKERS' WELFARE ON
WORKERS' PERFORMANCE IN UNIVERSITY OF BENIN**

BY

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**BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF
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CERTIFICATION

We, the undersigned certify that this project carried out by **Osaro Osariemen Miracle** with matriculation number **SSC2105870** is adequate in scope and quality in partial fulfillment of the requirements for the award of Bachelor of Sciences degree in Public Administration.

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DEDICATION

I dedicate this project to God Almighty.

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I sincerely acknowledge the Almighty God for His divine guidance, protection, wisdom, and strength throughout the course of this research work and my academic pursuit. His grace has been my constant source of inspiration and success.

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ABSTRACT

This study seeks to critically analyze the effects of poor remuneration and workers welfare on staff performance, the University of Benin as case study. It aims to explore the nature of remuneration of workers' in the University of Benin, look into the effect of poor remuneration of workers on University of Benin workers' performance, investigate the nature of workers' welfare in the University of Benin and examines how poor workers' welfares affect University of Benin workers' performance. The study adopted a descriptive survey research design, which allows for the collection of quantitative data to analyze the relationship between working conditions and workers performance. The target population for this research comprises all workers of the University of Benin. These included academic and non-academic workers, as they all experience varying poor remuneration and workers' welfare that influence their performance. The study finds out that the issue of remuneration and workers' welfare remains a persistent challenge in Nigerian education institutions, undermining staff morale and productivity. A study find out that poor worker's welfare contribute to low performance among academic staff. The study provided recommendations for improving the conditions of service in order to enhance workers' morale and overall performance. The federal government in collaboration with necessary agencies and the National Assembly should put in place a parameter for increasing worker remuneration. This parameter should be base on inflation ratio, international labour remuneration system and year (s) round affairs. The federal government in collaboration with necessary agencies and the National Assembly should also set a parameter in place for increasing worker welfare. This parameter should be base on inflation ratio, international labour remuneration system and year (s) round affairs. It should be automated. The federal government and the University of Benin should review upward workers' welfare which includes providing modern equipment, invest in career development opportunities, implement a structured reward system, implement flexible work schedules, health insurance and enforce fair working conditions.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The concept of remuneration and workers' welfare encompasses the terms and benefits associated with employment, including wages, job security, work environment, training opportunities, and organizational support. Inadequate remuneration and welfare

of service, such as low wages, delayed salary payments, lack of training, and poor working environments, significantly impact employee performance by reducing motivation, satisfaction, and productivity. This phenomenon is particularly relevant in developing economies like Nigeria, where resource mismanagement, corruption, constraints and policy inconsistencies often exacerbate poor remuneration and welfare of workers.

The remuneration and welfare of workers is that part of an employment that set out the duties, responsibilities, hours of work, salary, leaves and other privilege to be enjoyed by a person employed (Sounder's Comprehensive Veterinary Dictionary, 2007). If all these condition mention are not met properly it can become poor remuneration and welfare of workers or condition of service.

Poor remuneration and welfare of workers can also be described as a situation where the working environment of a person is unsatisfactory including denied benefits. Poor remuneration and welfare of workers has become one of the major issues in both public and private organization and this has affected the production capacity of the organization. Staff benefit such as leave bonus, salaries training allowances etc. are being withheld. Even the working environment of staff are not conducive, working equipment are not provided, promotion are delayed above all the motivation level is low. Remuneration are either being too small or not being paid when due.

Staff performance is a critical factor in achieving organizational goals and overall efficiency. Research highlights that motivated and well-supported employees are more

likely to exhibit creativity, high productivity, and organizational loyalty. Conversely, poor conditions of service diminish job satisfaction, increase stress, and contribute to high staff turnover, ultimately hindering organizational progress (Anoum et al., 2022; Frontiers, 2020). Poor work environments often lead to physical and psychological stress, impacting employees' health and, consequently, their productivity (Demina et al., 2022). Dissatisfied employees are prone to seeking alternative employment, leading to frequent staff turnover and increased recruitment costs (Darvishmotevali & Ali, 2020)

In Nigeria, public and private sector organizations face challenges such as irregular payment of salaries, inadequate welfare programs, and insufficient training facilities. These factors have been linked to declining workforce productivity, especially in sectors like universities healthcare institutions and civil service. For example, irregular remuneration and welfare payments in Nigerian University institutions often lead to strikes and protests, disrupting organizational operations and service delivery to students (Anoum et al., 2022; Alefari et al., 2018).

How the resultant effect of the poor remuneration and welfare of workers affect lower performance of staff which in turn result in low productivity inform this work. It may cause stressed, laziness, absenteeism, negligence, late coming, dishonesty and even disloyalty and other shoddy attitude. Thus, the researcher chose this topic because of its importance to the employer and the employee and to come out with a lasting solution to tackled the issue of poor remuneration and welfare of workers University of Benin.

Although numerous studies have explored remuneration and welfare conditions, there is limited literature addressing the specific challenges for University of Benin. This study seeks to bridge this gap by analyzing how poor remuneration and welfare worker impact staff performance in University of Benin, Nigeria, using empirical data and case studies to recommend practical solutions. This analysis underscores the importance of addressing poor salary to enhance staff performance and overall organizational effectiveness, particularly in the Nigerian context.

1. 2 Statement of Problem

The issue of remuneration and workers' welfare remains a persistent challenge in Nigerian education institutions, undermining staff morale and productivity. For instance, the Academic Staff Union of Universities (ASUU) and Non-Academic Staff Union of Universities (NASU) have frequently embarked on strikes to demand better pay and improved worker welfare, which disrupts academic activities and negatively impact staff performance. The performance of staff in Nigerian universities is a critical determinant of educational quality and institutional effectiveness.

Studies have demonstrated a direct correlation between working conditions and employee performance. Eluka and Nwonu (2014) critically reviewed the effect of working conditions on employee performance, providing evidence from Nigeria that underscores the significance of conducive work environments in enhancing staff productivity. In the context of Nigerian tertiary institutions, staffing practices have been scrutinized for their impact on employee performance. Research indicates that effective

staffing, which includes attracting qualified candidates and providing adequate support, is essential for enhancing employee performance. Furthermore, the work environment has been shown to significantly affect academic staff performance. A study focusing on Nigerian universities found that insufficient working conditions contribute to low performance among academic staff, highlighting the need for improved work environments to boost productivity.

Despite these insights, there remains a paucity of research specifically addressing the conditions of service within Nigerian universities. This gap necessitates focused investigations to understand how these conditions influence staff performance, with the aim of identifying actionable solutions to enhance employee satisfaction and organizational effectiveness.

This study seeks to critically analyze the effects of remuneration and welfare of workers on staff performance, the University of Benin as case study. It aims to explore the extent to which factors such as low salaries, poor infrastructure, and lack of career development opportunities affect employee output. Therefore, this study seeks to see critically analyze the effect of poor remuneration and workers' welfare on performance, thereby contributing to the broader discourse on improving academic workers' welfare and performance in Nigerian higher education institutions. Furthermore, it will provide recommendations for improving the conditions of service in order to enhance workers' morale and overall productivity.

1.3 Research Questions

1. What is the nature of remuneration of workers' in the University of Benin?
2. Does poor remuneration of workers affect University of Benin workers' performance?
3. What is nature of workers' welfare in the University of Benin?
4. Does poor workers' welfare affects University of Benin workers' performance?

1.4 Research Objectives

1. To examines the nature of remuneration of workers' in the University of Benin.
2. To look into the effect of poor remuneration of workers on University of Benin workers' performance.
3. To investigate the nature of workers' welfare in the University of Benin.
4. To examines how poor workers' welfares affect University of Benin workers' performance.

1.5 Significance of the Study

This study would significantly benefits individual, employers and government policy makers. This study could enhance organizational efficiency. By identifying and addressing the issues that will raise through this study with regard to University of Benin, Nigerian government can implement targeted interventions that this study recommend to improve worker performance, thereby enhancing the education overall performance.

This study identified challenges associated with poor remuneration and workers' welfare. By understanding these challenges posed by poor remuneration and workers' welfare that will be raise in this study, the university can develop strategies to improve

workers' welfare. Also, this study could inform policy development. Insights from this study can guide the formulation of policies aimed at improving working remuneration and workers' welfare. For instance, research on the impact of worker's welfare on academic staff performance in Nigerian universities emphasizes the need for adequate infrastructure and support to enhance productivity. Such data-driven policies can lead to a more supportive worker's welfare at Universities in Nigeria.

This study will enhance educational outcomes as it will enlighten readers on the benefit of prioritizing remuneration and workers' welfare. This study will add to the existing body of knowledge on the relationship between working conditions and employee performance in Nigerian educational institutions.

1.6 Scope and Limitation of the Study

The scope of this study encompasses a comprehensive examination of how poor remuneration and welfare affect workers' performance at the University of Benin. This analysis is confined to the University of Benin, focusing on its staff. The study investigates various dimensions of working conditions, including physical work environment, remuneration, workload, professional development opportunities, and management practices, and their impact on employee productivity, job satisfaction, and overall performance.

Limitation

This research study was limited by time constraints, inadequate financial resources and difficulty in obtaining all information required for the study.

1.7 Conceptual Clarification

Remuneration: Money and benefits someone receives after performing a service

Welfare: institutional and legal procedure designed to promote the basic physical and material well-being of people in need

Workers Welfare: Refers to the services and benefits provided by an employer to ensure the well-being of their employees. This goes beyond just a paycheck and includes things like healthcare, paid time off, work-life balance support, and a safe and healthy work environment. It encompasses physical and mental health, and aims to create a satisfied and efficient workforce

Condition of Service: This term refers to the various factors that define the employment environment and terms for staff members. It encompasses elements such as remuneration, benefits, job security, working hours, physical work environment, and opportunities for professional development.

Poor Remuneration: This denotes substandard or inadequate employment conditions that may negatively impact staff well-being and performance. Examples include low salaries, lack of benefits, unsafe or uncomfortable work environments, excessive workloads, and limited opportunities for career advancement.

Staff Performance: Staff performance refers to how well employees execute their job duties and responsibilities. It involves the efficiency, effectiveness, and quality of the tasks performed by staff members. Employee performance is defined as how well a person executes their job duties and responsibilities. It is often measured through various

key performance indicators (KPIs), including work quality, efficiency, teamwork, adherence to company policies, and contribution to organizational goals (Aguinis, 2019).

Motivation: This means ensuring appropriate behaviour of workers in an organization by providing an environment in which people can satisfy their human need through both work and work environment. Motivation can be in form of promotion, bonus, performance appraisal, salary increment, provision of fringe benefits etc Huezynstic & Buchaman (1985), defines motivation as a decision making process. Through which the individuals chooses desired outcomes and sets in motivation, the behaviour appropriate to acquire them.

Employee: This is a person that is being employed by an employer in a business/organization.

Employer: This is a person who has the right to employ an employee in a business/organization.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter synthesizes existing scholarly work on the relationship between conditions of service and staff performance. It critically examines theoretical frameworks, empirical findings, contextual factors, and gaps in the literature to establish a foundation

for the study. The review focuses on defining key concepts, evaluating evidence, and identifying unresolved debates to justify the research's relevance.

2.2 Conceptual Reviews

2.2.1 Remuneration

Remuneration refer to the contractual and non-contractual elements governing employment, including salary, benefits, work environment, career progression, job security, and work-life balance. Remuneration refers to the comprehensive set of terms and stipulations that define the employment relationship between an employer and an employee. These conditions serve as a binding agreement, outlining the rights, responsibilities, and expectations of both parties, thereby forming the foundation for their professional interaction. Pay given by an employer to an employee in return for services rendered is known as remuneration. In management, it is a complement of reward. The regular payment of salary and wages for labour completed is known as remuneration.

Subba (2009) states that it is the sum of money that an employer gives its workers in exchange for their labour and contributions to the business. Robert (1997) defines remuneration as the base pay and benefits that workers receive. Blinder (2000) states that compensation costs include all costs borne by employees, such as salary, the company's share of unemployment or employment insurance premiums, employee retirement and pension benefits, accident insurance, and all other payroll tax-related charges. The unit labour cost of production is determined by the total compensation cost per unit of output. The relative international competitiveness of nations is then determined by comparing

labour costs on a global scale. Many people understood that the employment contract was a complicated transaction even before the recent explosion of research on the new economics of personnel.

According to Linguee (2018), proper remuneration includes payment for both completed work and hours not worked, but is paid by the employer. This includes basic wages and salaries, payment for time worked or for the quantity of work completed, regular or non-regular allowances and bonuses (such as extra pay for annual leave, leave allowance, or compensation for leave not used), additional payments for overtime and holiday work, payment for annual and additional leave, payments for other days not worked but paid by the employer, and sick leave. On the other hand, indirect compensation refers to non-monetary benefits given to workers, such as pension funds, company cars, mobile phones, health insurance, life insurance, and yearly leave.

Components of Remuneration:

1. **Job Description:** A detailed outline of an employee's roles, responsibilities, and duties within the organization.
2. **Condition of Service:** Information regarding salary structures, benefits, and allowances that an employee is entitled to receive.
3. **Work Hours:** Specifications about standard working hours, break times, and policies related to various types of leave.
4. **Performance Evaluation:** assessing employee performance, including potential consequences and rewards.

5. **Exit Management:** Guidelines for termination processes, including grounds for termination, notice periods, and details about severance packages.
6. **Grievance and Discipline:** Established steps for reporting complaints and resolving disputes, ensuring fairness and transparency.
7. **Health, Safety, and Environment:** Policies aimed at maintaining a safe and healthy workplace, adhering to relevant regulations and standards.
8. **Confidentiality:** Rules regarding the handling of sensitive information to protect both the organization's and employees' interests.
9. **Salary:** The term salary is defined as the remuneration paid to the clerical and managerial personal employed on monthly or annual basis according to Subba. Subba (200) defined earnings as the total amount of remuneration received by an employee during a given period. This include salary (pay) dearness allowance, house rent allowance, city compensatory allowance, overtime and other allowance.

Nominal wage: according to Subba (2009) this is a wage paid or received in monetary terms. It is also known as money wage.

Real wage: According to Subba (2009) real wage is the amount of wage arrived after discounting normal wage by the living cost.

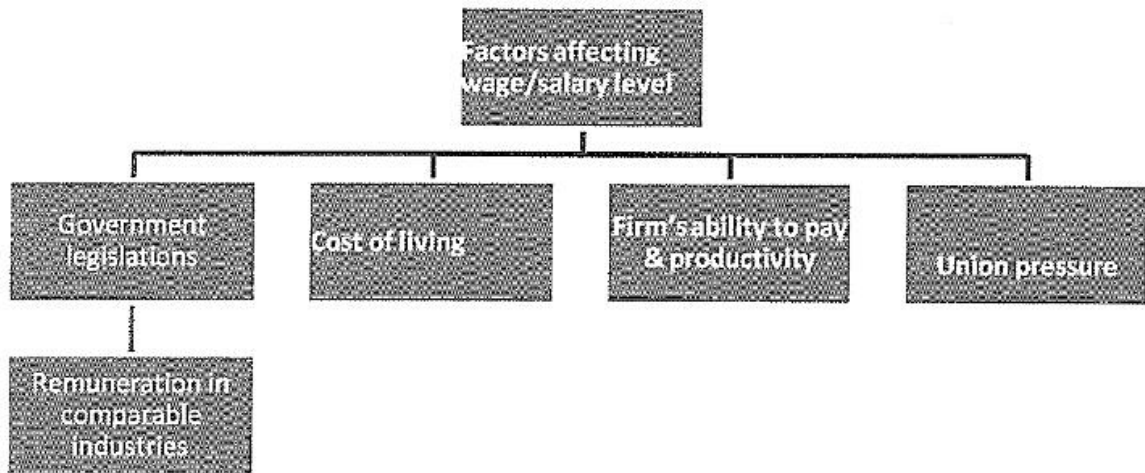
Take home salary: According to Subba (2009) take home salary is the amount of salary left to the employee after making out deduction like insurance premium, income tax and charges.

Characteristic of Remuneration

According to www.google.com the following below are the characteristics of remuneration system that should exist within the organization.

- ❖ Remuneration system should be well defined and uniform. It will be apply to all the levels of the organization as a general system.
- ❖ Remuneration system should be simple and flexible so that every employee would be able to compute his own compensation receivable.
- ❖ Remuneration should be easy to implement, should not result in exploitation of workers.
- ❖ Remuneration system should also solve disputes between the employee union and management. The system should follow the management principle of equal pay.
- ❖ These plans should simplify and expedite other administration processes

Factors Affecting Remuneration



Effect Remuneration

- i. Proper remuneration increases the morale and efficiency of employees which enhances their ability to perform better.
- ii. When employees are properly remunerated, they perform their job better and in turn the organization has an increased productivity. In other words, proper remuneration increases organizational productivity.
- iii. Proper remuneration reduces workers' turnover. workers tend to remain in their job for a long time as long as they are paid well and as at when due and also tend to leave their jobs whenever poor remuneration is recorded at their work places. It should be noted that employee turnover usually give organizations negative marks that can't be easily erased.
- iv. Proper remuneration strengthens the positive image of an organization. The workers are the image builders of the library and have the major role to play in the visibility of the library, hence, their remuneration should be held with high regards.

v. Makes school job highly competitive. Every individual wants to associate with the organization that appreciates their efforts. This is also applicable to those who are in search of jobs, they are interested in getting jobs in organizations where any little effort they put can be appreciated.

2.2 Remuneration and Workers Performance

Worker performance refers to how effectively employees fulfill their job responsibilities and contribute to organizational goals. It encompasses various factors, including the quality, quantity, and efficiency of work produce in University of Benin. Assessing staff performance involves evaluating how well employees execute their assigned tasks, adhere to company standards, and achieve predetermined objectives.

Performance can be defined as the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed. In an employment contract, performance is deemed to be the accomplishment of a commitment in such a manner that releases the performer from all liabilities laid down under the contract. Efficiency and effectiveness are ingredients of performance apart from competitiveness and productivity and training is a way of increasing individual's performance (Cooke, 2000). Kenney et al., (1992) stated that employee's performance is measured against the performance standards set by the organization. Good performance means how well employees performed on the assigned tasks.

In every organization there are some expectations from the employees with respect to their performance. And when they perform up to the set standards and meet

organizational expectations they are believed good performers. Functioning and presentation of employees is also termed as employee performance. This means that effective administration and presentation of employees' tasks which reflect the quality desired by the organization can also be termed as performance. While much is known about the economics of training in the developed world, studies of issues associated with training in less-developed countries are rarely found. Job characteristics and firm background were found to play key roles in determining training provision. Workers who received off-the-job training were less likely to receive on-the-job training, while those who received on-the-job training were neither more nor less likely to have received off-the-job training.

The quality of the human resource in an organization is considered the most important factor that determines whether or not the organization is going to be successful, whether it will achieve its basic objectives. Human resources are the most valuable assets of any organisation, with the machines, materials and even the money; nothing gets done without man-power. However, knowledge is the ability, the skill, the understanding, the information, which every individual requires acquiring in order to be able to function effectively and perform efficiently through proper combination of other resources. The Knowledge to function effectively can be gained through training and development. Development or training therefore is physical, social, intellectual and mental activities which are very essential in facilitating not only the level of productivity but also the development of personnel in any organisation (Abiodun, 1999).

The need for improved productivity in an organisation has become universally accepted and that it depends on efficient and effective staff development. It has further become necessary in view of advancement in modern world to invest in staff development and training. Thus, the role played by staff training and development can no longer be over-emphasized. However, the need for organisations to embark on staff development programmes for employees has become obvious. Absence of these programmes often manifest tripartite problems of incompetence, inefficiency and ineffectiveness (Kayode, 2001)

Elements of Workers performance include:

Quality of Work: The standard of tasks completed, reflecting accuracy, thoroughness, and attention to detail.

Quantity of Work: The volume of work produces at University of Benin within a given timeframe, indicating productivity levels.

Efficiency: The ability to maximize output with minimal resource expenditure, demonstrating effective time and resource management.

Adherence to Deadlines: Timely completion of tasks, showcasing reliability and time management skills.

Collaboration and Teamwork: The capacity to work harmoniously with colleagues, contributing to a positive work environment and collective success.

Initiative and Innovation: Pro-activeness in identifying opportunities for improvement and implementing creative solutions.

Evaluating workers performance is crucial for organizations to identify areas of strength and opportunities for development. Regular performance assessments enable employers to provide constructive feedback, recognize and reward high performers, and implement targeted training programs to address skill gaps. Effective performance management fosters employee growth, enhances job satisfaction, and drives overall organizational success.

In summary, staff performance is a multifaceted concept that reflects how well employees execute their duties and contribute to an organization's objectives. By understanding and managing the various components of performance, organizations can cultivate a productive workforce and achieve sustained success.

2.3 Worker Welfare

Brief History of University Of Benin

The University of Benin was founded in 1970. It started as an Institute of Technology and was accorded the status of a full-fledged University by National Universities Commission (NUC) on 1st July 1971. In his budget speech in April 1972, the then Military Governor of Mid-Western State, Col. S.O. Ogbemudia then also (visitor to the university) formally announced the change of the name of the Institute of Technology to University of Benin. Optometry program was also founded within the faculty of science in 1972 under the headship of Dr. Paul Ogbuehi (Department of Physics). The program had a faculty-student ratio of 2.1, mainly from College of Medicine and Medical

Sciences. The University current runs about eleven (11) faculties, two (2) colleges and two (2) schools.

2.3 Theoretical Frameworks

The theoretical framework for understanding the impact of remuneration and welfare can be grounded in several economic theories and models that examine labor markets, wage determination, and employee behavior. This framework integrates insights from labor economics, psychology, and organizational behavior to provide a comprehensive view of how remuneration policies affect worker motivation

2.3.1 Abraham Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs states that people must satisfy each need in turn, starting with the first, which deals with the most obvious needs for survival itself. Explains how unmet basic needs (e.g., fair wages, job security) inhibit higher-order performance drivers like self-actualization. Poor conditions may trap employees at lower motivational levels (Chapman, 2001). Abraham Maslow's Hierarchy of Needs is a psychological theory that proposes a five-tier model of human needs, often depicted as a pyramid. This model suggests that individuals are motivated to fulfill basic needs before progressing to higher-level needs.

The five levels of Maslow's Hierarchy are:

- 1. Physiological Needs:** These are the basic necessities for human survival, such as food, water, shelter, and sleep.

2. **Safety Needs:** Once physiological needs are met, the focus shifts to safety and security, including personal safety, financial security, and health.

3. **Love and Belongingness Needs:** This level involves emotional relationships, such as friendships, family connections, and intimate partnerships.

4. **Esteem Needs:** Esteem needs encompass the desire for respect, self-esteem, and recognition.

5. **Self-Actualization Needs:** This is the pursuit of realizing one's full potential and seeking personal growth and self-fulfillment.

Maslow posited that individuals must satisfy lower-level needs before they can address higher-level needs. However, he acknowledged that this progression is not always linear and can vary based on individual circumstances.

Maslow's Hierarchy of Needs Theory provides a valuable framework for understanding the relationship between minimum wage policies and workers' motivation in Nigeria. This psychological theory, proposed by Abraham Maslow in 1943, categorizes human needs into five levels, arranged hierarchically in a pyramid structure. The levels include physiological needs, safety needs, love and belonging, esteem, and self-actualization.

At the base of the pyramid are physiological needs, which encompass the essential requirements for survival, such as food, water, shelter, and health. In the context of Nigeria, where many workers earn low wages, meeting these basic needs is often a struggle. The introduction of a minimum wage serves to address these fundamental

requirements by ensuring that workers receive adequate compensation to cover their basic living expenses. When workers' physiological needs are met through a higher minimum wage, they can focus on fulfilling higher-level needs.

The second level consists of safety needs, which relate to the need for security and stability in one's life. This includes job security and financial stability. A higher minimum wage can enhance workers' sense of safety by providing them with more reliable income, reducing anxiety about meeting their basic needs. When employees feel secure in their positions and financially stable due to a fair wage, they are more likely to be motivated and productive.

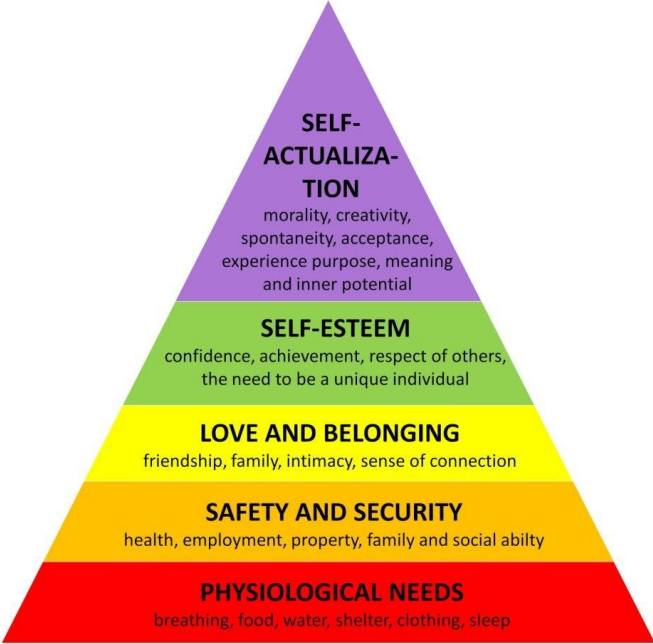
The third level addresses love and belonging needs, emphasizing the importance of social connections and relationships. A supportive work environment where employees feel valued and part of a team can enhance motivation. When workers are compensated fairly through minimum wage increases, they may feel a greater sense of belonging within their organization, fostering camaraderie and teamwork.

The fourth level involves esteem needs, which encompass the desire for recognition, respect, and self-worth. Fair compensation through an adequate minimum wage contributes to employees' self-esteem by affirming their value as workers. When employees feel respected and appreciated for their contributions—partly through fair pay—they are more likely to be motivated to excel in their roles.

Finally, at the top of the hierarchy is self-actualization, which refers to the realization of one's potential and personal growth. While achieving self-actualization may be

challenging for many low-wage workers focused on survival, a stable income from a higher minimum wage can provide them with opportunities for personal development and career advancement. As workers progress through the hierarchy and meet their lower-level needs, they may be more inclined to pursue higher aspirations

Maslow Hierarchy of Needs Theory pyramid structure: Source



McLeod,2024)

Relevance to the Study

To effectively motivate employees, managers should:

1. **Enhance Motivators:** Design jobs that provide opportunities for achievement, recognition, responsibility, advancement, and engaging work.

2. **Address Hygiene Factors:** Ensure that company policies are fair, supervision is supportive, salaries are competitive, relationships are positive, and working conditions are safe and comfortable.

By focusing on both motivators and hygiene factors, organizations can create an environment that not only prevents dissatisfaction but also promotes higher levels of motivation and job satisfaction.

There are a handful of evidence Linking poor remuneration and welfare of workers' to Poor Performance Studies (e.g., Pfeffer, 1998) show low wages correlate with high turnover and low productivity, especially in sectors like healthcare and education.

Work Environment: Research (e.g., Oldham & Brass, 1979) links unsafe or stressful environments to burnout and errors. Lack of training/advancement opportunities stifles innovation (Bartel, 1994). Some studies (e.g., Rynes et al., 2004) argue non-monetary factors (e.g., autonomy, purpose) may compensate for poor workers' welfare in knowledge-based industries.

Manufacturing workers may prioritize safety, while tech workers value flexibility. Collectivist cultures may tolerate poor conditions longer due to communal loyalty (Hofstede, 2001). Public sector employees often accept lower pay for job security, but bureaucratic stagnation harms performance (Rainey, 2009).

Few studies explore long-term effects of poor remuneration and welfare on workers on career trajectories. Limited comparative analysis across industries or cultural contexts. Scant attention to intersectional factors (e.g., gender, age) in moderating outcomes.

CHAPTER THREE

METHODOLOGY

This chapter outlines the methodology employed in investigating the impact of poor remuneration and workers' welfare on worker performance in University of Benin. It details the research design, population, sample size determination, sampling techniques, data collection methods, data analysis.

3.1 Research Design

The study adopted a descriptive survey research design, which allows for the collection of quantitative data to analyze the relationship between working conditions and workers performance. This design was suitable for examining trends, attitudes, and the poor remuneration and workers' welfare on worker performance.

3.2 Population of the Study

The target population for this research comprises all workers members of the staffs of the University of Benin. The population of the non-academic staffs is about 3800 and that of the academic staffs is 786. Thus the total population for this study is about 4,586 (Registry Uniben, 2025).

3.3 Sample Size and Sampling Technique

With the aid of the stratified sampling technique, 10 respondents were selected from each faculty, resulting in a total sample size of 150 respondents. The sample for the study consists of 150 respondents which were selected from the staff of University of Benin, Benin City. To ensure equal representation, respondents were selected from fifteen (15) faculties, Arts, Agriculture, Basic Medical Sciences, Dentistry, Education, Engineering, Environmental Sciences, Law, Life Science, Management Science, Pharmacy, Physical Science, Social Science, School of Medical Sciences, Veterinary Medicine.

3.4 Validity of Instrument

The questionnaire was reviewed by the student supervisors to ensure it accurate measures and intended variables.

3.5 Instrument of Data Collection

The data for this study was sourced from both primary and secondary sources. The primary sourced includes the use of questionnaire for this research. The questionnaire was used as instrument to collect data for the study. It was largely made up of close-ended questions for understanding and subsequent analyses. Primary data is especially important and useful in all research because such data is not only reliable but is also valid since the research gets or elicits it directly from those who are affected or possess the information needed to test the hypotheses generated for study.

The questionnaire consists of two parts: section A, and section B with a total of twenty questions. The questionnaire consisted of closed-ended questions designed to measure various aspects of working conditions, including remuneration, incentives, job security, workload, and job satisfaction. The Likert scale (e.g., 5-point scale: Strongly Agree to Strongly Disagree) was used to capture respondents' perceptions numerically.

Secondary source of data include all data obtained from such materials and sources like publications, books, journals, indices, news bulletins, pamphlets and such other sources which are not direct. It earlier works or research conducted by other researchers or writers in the subject area of the present research is important as it provides the basis for comparison and situates the current research in earlier findings and conclusions.

3.7 Technique of Data Analysis

The collected data was analyzed using descriptive and inferential statistics. Descriptive statistics (mean, frequency distribution, percentages) summarized respondents' demographic profiles and general responses. Inferential statistics (regression analysis, correlation tests) was used to examine the relationship between poor working conditions and workers performance. Statistical analysis was conducted using SPSS software for accuracy and efficiency.

CHAPTER FOUR

ANALYSIS, PRESENTATION AND INTERPRETATION OF DATA

4.1 Introduction

This chapter presents, analyzes, and interprets the survey data collected from workers at the University of Benin determine the significance of relationships between remuneration and workers' welfare and workers performance.

4.2 Data Presentation and Analysis

A total of one hundred fifty questionnaires were distributed among the workers of the University of Benin and all of them were properly filled and returned. The analysis was done and interpreted in headings and sub-headings such as response rate, data presentation, and interpretation of results and then discussion of findings.

Section A: Demographic Data

4.2.1 Gender Distribution

Gender	Frequency	% of Response
Male	80	53%
Female	70	47%

Total	150	100%
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Source: survey, 2025

Table 4.2.1 shows that the survey had a total of 150 respondents, consisting of 70 females (47%) and 80 males (53%). This distribution suggests a slightly higher representation of female employees at the Center.

4.2.2 Age Group Distribution

Age group	Frequency	% of Response
18-25 years	30	20%
26-35 years	40	27%
36-45 years	30	20%
46 and above	50	33%
Total	150	100%

Source: survey, 2025

Table 4.2.2 show that the respondents (27%) fell within the 26–35 years age range, followed by 36–45 years (20%). Employees aged 46 and above made up 33%, while those between 18–25 years accounted for 20%. The data suggests that the Center has a relatively young workforce, with a significant portion in their mid-career years.

4.2.3 Years of Service

Years of Service at the Center	Frequency	% of Response
Less than one year	25	17%

1-3 years	35	23%
4-6 years	40	27%
More than 6 years	50	33%
Total	150	100%

Source: survey, 2025

Table 4.2.3 shows that most respondents had been working at the Center for 1–3 years (23%), followed by those with 4–6 years of service (27%). Employees with over six years of experience comprised 33%, while newcomers (less than one year) made up 17%. This indicates a fairly stable workforce with a mix of both experience University of Benin and relatively new employees.

4.2.4 Current Job Position

Current Job Position	Frequency	% of Response
Administrative workers	25	17%
Teaching workers	35	23%
Technical/support workers	40	27%
Other (specified roles)	50	33%
Total	150	100%

Source: survey, 2025

Table 4.2.4 shows that the highest percentage of respondents were administrative workers (17%), followed by teaching workers (23%) and technical/support workers (27%). A

small portion (33%) reported working in other roles. This distribution reflects a diverse workers structure, with administrative roles being the most prevalent.

4.2.4 Educational qualification

SSCE	10	7%
Bachelor's Degree	70	47%
Masters' Degree	40	27%
PhD	30	20%
Total	150	100%

Table 4.2.4 shows that the highest percentage of respondents were Bachelor degree workers (37.9%), followed by master degree (27%) and Ph.d degree (20%). A small portion is SSCE (7%). This distribution reflects a diverse qualification workers structure of academic and non-academic staff.

RESEARCH QUESTION ONE: NATURE OF REMUNERATION OF WORKERS' IN THE UNIVERSITY OF BENIN

4.2.5 Rating of overall remuneration for workers at the University of Benin is adequate

Rating of Overall Conditions of Service	Frequency	% of Response
Very Adequate	75	50%

Adequate	35	23%
Neutral	20	13%
Inadequate	10	7%
Very Inadequate	10	7%
Total	150	100%

Source: survey, 2025

The table 4.2.5 shows that 75(50%) of the respondents strongly agreed,35(23%) of the respondent agreed, 20(13%) of the respondents are neutral, 10 (7%) of the respondents disagree and 10(7%) of the respondent strongly disagree that rating of overall remuneration for workers at the University of Benin is adequate

4.2.6 Management compensate worker for extra- efforts

Management compensate worker for extra- efforts	Frequency	% of Response
Strongly Agree	6	9.1%
Agree	15	22.7%
Neutral	13	19.7%
Disagree	20	30.3%
Strongly Disagree	12	18.2%
Total	150	100%

Source: survey, 2025

The table shows that a total of 48.5% of respondents Management compensate worker for extra- effortsis disagree or strongly disagree, indicating significant dissatisfaction

among workers over the absent or lack of compensation for workers' extra- efforts. Only 31.8% stated that management compensate worker for extra- efforts, while 19.7% remained neutral. This indicated that financial remuneration, compensation, conditions, and managerial support play a critical role in employee performance.

4.2.7 Does current salary measures up with your job task?

Current salary and job task	Frequency	% of Response
Strongly Agree	8	5.3%
Agree	24	16%
Neutral	40	26.6%
Disagree	28	18.6%
Strongly Disagree	50	33.3%
Total	150	100%

Source: survey, 2025

The table shows that 5.3% of the respondents strongly agree, 16% agree, 26.6% were neutral, about 18.6% disagree, while 33.3% strongly disagree current salary measures up with your job task. This highlights a major issue regarding workers salary and the level job task on morale at the University of Benin.

RESEARCH QUESTION 2: DOES POOR REMUNERATION OF WORKERS AFFECT UNIVERSITY OF BENIN WORKERS' PERFORMANCE?

4.2.8 Remuneration impact your job performance

Impact of Remuneration impact	Frequency	% of Response
Strongly Agree	70	47%
Agree	30	20%
Neutral	20	13%
Disagree	20	13%
Strongly Disagree	10	7%
Total	150	100%

Source: survey, 2025

The table 4.2.8 shows that 70 (47%) of the respondents strongly agreed,30(20%) of the respondent agreed, 20(13%) of the respondents are neutral, 20(13%) of the respondents disagree and 10(7%) of the respondent strongly disagree that remuneration impact your job performance.

4.2.9 High remuneration affect your job performance?

high remuneration and effect on job performance	Frequency	% of Response
Strongly Agree	60	40%
Agree	40	27%
Neutral	20	13%
Disagree	20	13%
Strongly Disagree	10	7%
Total	150	100%

Source: survey, 2025

The table 4.2.9 shows that 60 (40%) of the respondents strongly agreed, 40 (27%) of the respondent agreed, 20 (13%) of the respondents are neutral, 20 (13%) of the respondents disagree and 10 (7%) of the respondent strongly disagree that remuneration negatively affect motivation and productivity. This suggests that increasing remuneration could lead to higher engagement and job satisfaction.

4.2.10 Remuneration and motivation

Remuneration and motivation	Frequency	% of Response
Strongly agree	60	40%
Agree	40	27%
Neutral	20	13%
Disagree	20	13%
Strongly disagree	10	7%
Total	150	100%

Source: survey, 2025

The table 4.2.10 shows that 60 (40%) of the respondents strongly agreed, 40 (27%) of the respondent agreed, 20 (13%) of the respondents are neutral, 20 (13%) of the respondents disagree and 10 (7%) of the respondent strongly disagree that remuneration negatively affect motivation and productivity. This confirms a strong relationship between working conditions and overall output.

4.2.11 Late payment of remuneration affect your performance

Late payment of remuneration and performance	Frequency	% of Response
Strongly agree	80	53%
Agree	30	20%
Neutral	10	7%
Disagree	10	7%
Strongly disagree	20	13%
Total	150	100%

Source: survey, 2025

The table 4.2.11 shows that 80 (53%) of the respondents strongly agreed, 30 (20%) of the respondent agreed, 10 (7%) of the respondents are neutral, 10 (7%) of the respondents disagree and 20 (7%) of the respondent strongly disagree late payment of remuneration affect their performance.

4.2.12 Intermittent payment of remuneration affect your level of performance

Intermittent payment and level of performance	Frequency	% of Response
Strongly agree	45	30%
Agree	30	20%
Neutral	28	17%
Disagree	35	23%
Strongly disagree	12	8%

Source: survey, 2025

The table 4.2.12 shows that 45 (30%) of the respondents strongly agreed, 30 (20%) of the respondent agreed, 28 (17%) of the respondents are neutral, 35 (23%) of the respondents disagree and 12 (8%) of the respondent strongly disagree intermittent payment of remuneration affect your level of performance.

4.2.13 Workers' welfare affect the level of performance

Workers' welfare affect the level of performance	Frequency	% of Response
Strongly agree	45	30%

Agree	30	20%
Neutral	28	17%
Disagree	35	23%
Strongly disagree	12	8%

Source: survey, 2025

The table 4.2.13 shows that 45 (30%) of the respondents strongly agreed,30 (20%) of the respondent agreed, 28(17%) of the respondents are neutral, 35 (23%) of the respondents disagree and 12(8%) of the respondent strongly disagree that workers' welfare affect the level of performance.

4.2.14 Does management has welfare package for staff

Management and welfare package for staff	Frequency	% of Response
Strongly agree	80	53%
Agree	30	20%
Neutral	10	7%
Disagree	10	7%
Strongly disagree	20	13%
Total	150	100%

Source: survey, 2025

The table 4.2.14 shows that 80 (53%) of the respondents strongly agreed,30 (20%) of the respondent agreed, 10(7%) of the respondents are neutral, 10 (7%) of the respondents

disagree and 20(13%) of the respondent strongly disagree that management has welfare package for staff.

4.2.15 Do you agree that workers’ welfare affect the level of performance?

Management and welfare package for staff	Frequency	% of Response
Strongly agree	45	30%
Agree	30	20%
Neutral	28	17%
Disagree	35	23%
Strongly disagree	12	8%
Total	150	100%

Source: survey, 2025

The table 4.2.15 shows that 45 (30%) of the respondents strongly agreed, 30 (20%) of the respondent agreed, 28(17%) of the respondents are neutral, 35 (23%) of the respondents disagree and 12(8%) of the respondent strongly disagree that workers’ welfare affect the level of performance.

4.2.16 Does workers’ welfare include training and professional development opportunities?

workers’ welfare include training and professional development opportunities	Frequency	% of Response
Strongly agree	80	53%

Agree	30	20%
Neutral	10	7%
Disagree	10	7%
Strongly disagree	20	13%
Total	150	100%

Source: survey, v b2025

The table 4.2.16 shows that 80(30%) of the respondents strongly agreed,30 (20%) of the respondent agreed, 10(7%) of the respondents are neutral, 10(7%) of the respondents disagree and 20(13%) of the respondent strongly disagree that workers’ welfare include training and professional development opportunities.

4.2.17 Would you agree that your work and office environment affect performance?

work and office environment affect performance	Frequency	% of Response
Strongly agree	45	30%
Agree	30	20%
Neutral	28	17%
Disagree	35	23%
Strongly disagree	12	8%
Total	150	100%

Source: Survey, 2025

The table 4.2.17 shows that 45(30%) of the respondents strongly agreed,30 (20%) of the respondent agreed, 28(17%) of the respondents are neutral, 35(23%) of the respondents

disagree and 12(8%) of the respondent strongly disagree that work and office environment affect performance.

4.2.18 Does workers’ welfare includes health insurance?

workers’ welfare includes health insurance	Frequency	% of Response
Strongly Agree	60	40%
Agree	40	27%
Neutral	20	13%
Disagree	20	13%
Strongly Disagree	10	7%
Total	150	100%

Source: survey, 2025

The table 4.2.18 shows that 60(30%) of the respondents strongly agreed,30 (20%) of the respondent agreed, 28(17%) of the respondents are neutral, 35(23%) of the respondents disagree and 12(8%) of the respondent strongly disagree that workers’ welfare includes health insurance.

4.2.19 Workers welfare’s packaged is encouraging enough

Workers welfare's packaged is encouraging enough	Frequency	% of Response
Strongly Agree	45	30%
Agree	30	20%
Neutral	28	17%
Disagree	35	23%
Strongly Disagree	12	8%
Total	150	100%

Source: Survey, 2025

The table 4.2.19 shows that 45(30%) of the respondents strongly agreed,30 (20%) of the respondent agreed, 28(17%) of the respondents are neutral, 35(23%) of the respondents disagree and 12(8%) of the respondent strongly disagree that workers welfare's packaged is encouraging enough. This highlights a major issue regarding workers welfare's packaged, which not is encouraging enough at the University of Benin.

4.2.20 Do you agree that poor worker's welfare affect worker performance in University of Benin?

Poor worker's welfare affect worker performance in University of Benin	Frequency	% of Response
Strongly agree	80	53%
Agree	30	20%
Neutral	10	7%

Disagree	10	7%
Strongly disagree	20	13%
Total	150	100%

Source: survey, 2025

The table 4.2.20 shows that 80(53%) of the respondents strongly agreed,30 (20%) of the respondent agreed, 10(7%) of the respondents are neutral, 10(7%) of the respondents disagree and 20(8%) of the respondent strongly disagree that poor worker’s welfare affect worker performance in University of Benin.

4.2.21 Do you agree that that poor worker’s welfare affect your level of motivation at work?

poor worker’s welfare affect your level of motivation at work	Frequency	% of Response
Strongly agree	80	53%
Agree	30	20%
Neutral	10	7%
Disagree	10	7%
Strongly disagree	20	13%
Total	150	100%

Source: survey, 2025

Source: survey, 2025

The table 4.2.21 shows that 80(53%) of the respondents strongly agreed,30 (20%) of the respondent agreed, 10(7%) of the respondents are neutral, 10(7%) of the respondents

disagree and 20(13%) of the respondent strongly disagree that poor worker’s welfare affect your level of motivation at work.

4.2.22 Do poor working conditions affect your performance a

Relationship Between Poor Conditions and Productivity	Frequency	% of Response
Strongly agree	90	60%
Agree	20	13%
Neutral	20	13%
Disagree	10	7%
Strongly disagree	10	7%
Total	150	100%

Source: survey, 2025

The table 4.2.2 shows that 90(60%) of the respondents strongly agreed,30 (20%) of the respondent agreed, 20(12%) of the respondents are neutral, 20(13%) of the respondents disagree and 10(7%) of the respondent strongly disagree that poor working conditions negatively affect performance. This confirms a strong relationship between working conditions and overall output.

4.2.23 As a University of Benin worker, have poor workers' welfare affected your ability to perform effectively in your role?

poor workers' welfare and ability to perform effectively in your role	Frequency	% of Response
Strongly Agree	90	60%
Agree	30	20%
Neutral	10	7%
Disagree	10	7%
Strongly Disagree	10	6%
Total	150	100%

Source: survey, 2025

The table 4.2.3 shows that 90(60%) of the respondents strongly agreed,30 (20%) of the respondent agreed, 10(7%) of the respondents are neutral, 10(7%) of the respondents disagree and 10(6%) of the respondent strongly disagree that poor workers' welfare and ability to perform effectively in your role. This suggests that improving conditions could lead to higher engagement and job satisfaction.

4.2.24 Is there a relationship between poor workers' welfare and staff productivity?

there a relationship between poor workers' welfare and staff productivity	Frequency	% of Response
Very high	90	60%
High	20	13%
Moderate	20	13%
Low	10	7%
Very low	10	7%
Total	150	100%

Source: survey, 2025

Table 4.3.3 shows that 90(60%) of respondents reported that there is a relationship between poor workers' welfare and staff productivity, compared to only 24.3% who felt otherwise. This highlights a major issue regarding staff morale at the University of Benin.

DISCUSSION OF FINDINGS

What is the nature of remuneration of workers' in the University of Benin?

The analysis in chapter four presented evidence on the nature of remuneration of workers' in the University of Benin. This section discusses the findings, linking them to theoretical perspectives and real-world implications.70 (47%) of the respondents strongly agreed that the nature of remuneration affects workers' in the University of Benin. This is consistent with Maigiwa and Lami (2024) that find statistically significant relationship between work attitude, remuneration, and employee performance. What encompasses remuneration and workers' welfare benefits, includes but limited to wages, job security, work environment, training opportunities, and organizational support. Inadequate remuneration and welfare of service, such as low wages, delayed salary payments, lack of training, and poor working environments, significantly impact employee performance by reducing motivation, satisfaction, and productivity. This phenomenon is particularly relevant in developing economies like Nigeria, where resource mismanagement, corruption, constraints and policy inconsistencies often exacerbate poor remuneration and welfare of workers. The remuneration and welfare of workers is that part of an employment that set out the duties, responsibilities, hours of work, salary, leaves and other privilege to be enjoyed by a person employed (Sounder's Comprehensive Veterinary Dictionary, 2007). If all these condition mention are not met properly it can become poor remuneration and welfare of workers or condition of service.

Does poor remuneration of workers affect University of Benin workers' performance?

The second objective of the study is to look into the effect of poor remuneration of workers on University of Benin workers' performance. 90 (60%) of the respondents strongly agreed that poor remuneration of workers affect University of Benin workers' performance. The result is consistent with that Olasojumi et al.(2021) that find monetary remuneration is significantly related to employee performance amongst the selected organisations in Benin-City. Similarly, non-financial rewards tested and confirmed significant to employee performance in the selected organizations in Benin-City, Edo State. Poor remuneration and welfare of workers can also be described as a situation where the working environment of a person is unsatisfactory including denied benefits. Poor remuneration and welfare of workers has become one of the major issues in both public and private organization and this has affected the production capacity of the organization. Staff benefit such as leave bonus, salaries training allowances etc. are being withheld. Even the working environment of staff are not conducive, working equipment are not provided, promotion are delayed above all the motivation level is low. Remuneration are either being too small or not being paid when due. Staff performance is a critical factor in achieving organizational goals and overall efficiency. Research highlights that motivated and well-supported employees are more likely to exhibit creativity, high productivity, and organizational loyalty. Conversely, poor conditions of service diminish job satisfaction, increase stress, and contribute to high staff turnover, ultimately hindering organisational progress (Anoum et al., 2022; Frontiers, 2020. Poor work environments often lead to physical and psychological stress, impacting employees'

health and, consequently, their productivity (Demina et al., 2022). Dissatisfied employees are prone to seeking alternative employment, leading to frequent staff turnover and increased recruitment costs (Darvishmotevali & Ali, 2020).

Does poor workers' welfare affects University of Benin workers' performance?

The third objective of the study is to investigate the nature of workers' welfare in the University of Benin.80 (53%) of the respondents strongly agreed. The result is consistent with Ukaegbu and Ekpeyong (2015) that find that although the study area had acceptable welfare policy declarations, these policies were not being implemented to a high enough degree. Additionally, more than 90% of respondents emphasized that workers' performance would be much improved by the complete implementation of welfare laws. The findings also showed that the research area has seen very little external and internal training initiatives. Eighty-seven percent of those surveyed concurred that inadequate training and development welfare policy implementation is a cause of discouragement that has harmed teaching and non-teaching staff academic performance and resulted in subpar service delivery in our universities..Nigerians workers in public sector face challenges such as irregular payment of salaries, inadequate welfare programs, and insufficient training facilities. These factors have been linked to declining workforce productivity, especially in sectors like universities healthcare institutions and civil service. For example, irregular remuneration and welfare payments in Nigerian University institutions often lead to strikes and protests, disrupting organizational operations and service delivery to students (Anoum et al., 2022; Alefari et al., 2018).How the resultant

effect of the poor remuneration and welfare of workers is lower performance of workers which in turn result in low productivity. It may cause stressed, laziness, absenteeism, negligence, late coming, dishonesty and even disloyalty and other shoddy attitude. Although numerous studies have explored remuneration and welfare conditions, there is limited literature addressing the specific challenges for University of Benin. This study bridged the gap by analyzing how poor remuneration and welfare worker impact staff performance in University of Benin, Nigeria, using empirical data and case studies to recommend practical solutions. This analysis underscores the importance of addressing poor salary to enhance staff performance and overall organizational effectiveness, particularly in the Nigerian context.

What is nature of workers' welfare in the University of Benin?

The four objective of the study is to examine how poor workers' welfares affect University of Benin workers' performance.60 (40%) of the respondents strongly agreed. 48.5% of respondents agreed that poor workers' welfares affect University of Benin workers' performance. This consistent with Ibrahim and Abubakar (2023)many negative effects, such as strikes, protests, corruption, dismal performance, slow development, side work, and nonchalant attitude, among other factors, within the staff of Nigerian public universities. The findings suggest widespread dissatisfaction with workers' remuneration. According to Herzberg's Two-Factor Theory, hygiene factors (such as salary, job security, and working conditions) are essential in preventing dissatisfaction. When these factors are inadequate, staff morale declines, leading to lower performance and

commitment. The results align with studies showing that inadequate remuneration in educational institutions often lead to decreased performance. The results reinforce Maslow's Hierarchy of Needs, which states that employees must have basic needs (e.g., fair compensation, a stable work environment) met before achieving higher motivation levels. Poor working conditions hinder self-actualization and growth, leading to disengagement. This finding also supports Self-Determination Theory (SDT), which suggests that autonomy, competence, and relatedness drive motivation—factors often lacking in poor working environments. 78.8% of respondents agreed that welfare negatively impact performance. Additionally, studies in organizational behavior confirm that employees in well-equipped environments perform better than those in resource-limited settings. In an overall summary of discussion, remuneration and workers' welfare in University of Benin is negatively impacting performance and productivity. Low motivation levels, poor remuneration, poor welfare and inadequate facilities hinder performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.1 Summary of Findings

The study explores the impact of poor remuneration and workers' welfare on workers' performance in University of Benin. The issue of remuneration and workers' welfare remains a persistent challenge in Nigerian education institutions, undermining staff morale and productivity. For instance, the Academic Staff Union of Universities (ASUU) and Non-Academic Staff Union of Universities (NASU) had frequently embarked on strikes to demand better pay and improved worker welfare, which disrupts academic activities and negatively impacts staff performance. The performance of staff in Nigerian universities is a critical determinant of educational quality and institutional effectiveness.

Studies demonstrated a direct correlation between worker welfare and employee performance. Eluca and Nwonu (2014) critically reviewed the effect of working

conditions on employee performance, providing evidence from Nigeria that underscores the significance of conducive work environments in enhancing staff productivity. In the context of Nigerian tertiary institutions, staffing practices have been scrutinized for their impact on employee performance. Research indicates that effective staffing, which includes attracting qualified candidates and providing adequate support, is essential for enhancing employee performance. Furthermore, the work environment has been shown to significantly affect academic staff performance. A study focusing on Nigerian universities found that insufficient working conditions contribute to low performance among academic staff, highlighting the need for improved work environments to boost productivity.

Despite these insights, there remains a paucity of research specifically addressing the conditions of service within Nigerian universities. This gap necessitates focused investigations to understand how these conditions influence staff performance, with the aim of identifying actionable solutions to enhance employee satisfaction and organizational effectiveness.

This study analyzed the effects of poor remuneration and welfare workers on workers performance. It examined the extent to which factors such as low salaries, poor infrastructure, and lack of career development opportunities affect employee output. Therefore, this study critically analyzed the effect of poor remuneration and workers' welfare on performance, thereby contributing to the broader discourse on improving academic workers' welfare and performance in Nigerian higher education institutions.

Furthermore, it provided recommendations for improving the conditions of service in order to enhance workers' morale and overall productivity.

5.2 Conclusion

This study identified challenges associated with poor remuneration and workers' welfare. By understanding these challenges posed by poor remuneration and workers' welfare that will be raised in this study, the university can develop strategies to improve workers' welfare. Also, this study could inform policy development. Insights from this study can guide the formulation of policies aimed at improving working remuneration and workers' welfare. For instance, research on the impact of worker's welfare on academic staff performance in Nigerian universities emphasizes the need for adequate infrastructure and support to enhance productivity. Such data-driven policies can lead to a more supportive worker's welfare at Universities in Nigeria.

Poor remuneration and workers' welfare negatively impact workers performance, leading to decreased productivity, high turnover rates, and an unstable work environment. Inadequate remuneration, incentives, and career development opportunities can hinder employee retention and efficiency, emphasizing the need for improved working conditions.

It found that poor remuneration and workers' welfare significantly reduce performance. High absenteeism and low morale are also common issues. Inadequate infrastructure and outdated equipment also contribute to decreased performance. The

study also found that lack of training opportunities and career development initiatives discourages employees from putting in their best effort.

5.3 Recommendations

Basing on the views obtained from questionnaire and secondary data, the following recommendation can help to improve workers performance.

1. The federal government in collaboration with necessary agencies and the National Assembly should put in place a parameter for increasing worker remuneration. This parameter should be base on inflation ratio, international labour remuneration system and year (s) round affairs. It should be automated.
2. The federal government in collaboration with necessary agencies and the National Assembly should also set a parameter in place for increasing worker welfare. This parameter should be base on inflation ratio, international labour remuneration system and year (s) round affairs. It should be automated.
3. The federal government should increase set use of ethical conducts as priority towards improving or upholding workers performance by setting adequate resources and commitment to achieve this ends.
4. The federal government and the University of Benin should review upward workers' welfare which includes providing modern equipment, invest in career development opportunities, implement a structured reward system, implement flexible work schedules, health insurance and enforce fair working conditions.

5. Additionally, implementing work-life balance initiatives and enforcing strict policies can help reduce turnover and improve overall performance. These recommendations can lead to a more productive and satisfied workforce.
6. By identifying and addressing the issues that raise through this study with regard to University of Benin, Nigerian government can implement targeted interventions that this study recommend to improve worker performance, thereby enhancing the education overall performance.

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APPENDIX

QUESTIONNAIRE

**DEPARTMENT OF PUBLIC ADMINISTRATION
FACULTY OF MANAGEMENT SCIENCES
UNIVERSITY OF BENIN
NIGERIA**

Dear Respondent,

I am a final year student of the above named Department, conducting a research on the topic: “impact of poor remuneration and workers’ welfare on workers’ performance in University of Benin”.

I humbly request your assistance in filling the questionnaire. All information gathered shall be purely for this research purpose and will be treated with confidentiality.

Yours faithfully,

Osaro Osariemen Miracle
Researcher

Instructions: Please answer the following questions honestly. Your responses will remain confidential and will only be used for research purposes.

SECTION A: DEMOGRAPHIC INFORMATION

- 1. Gender: Male Female
- 2. Age: 18–25 years 26–35 years 36–45 years 46 years and above
- 3. Years of Service at the University of Benin. Less than 1 year 1–3 years 4–6 years, More than 6 years
- 4. Current Job Position: Administrative Staff Teaching Staff Technical/Support Staff Other (please specify): _____
- 5. Academic qualification SSCE , BSC MSC PhD

SECTION B

Key: SA-Strongly Agree, A =Agree, U= Undecided D= Disagree, SD Strongly Disagree.

✓ Kindly tick

S/N	Questions	SA	A	U	D	SD
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	What is the nature of remuneration of workers' in the University of Benin?					
1.	Do you agree that the rate of overall remuneration for workers at the University of Benin is adequate?					
2.	Does management compensate worker for extra- efforts					
3	Does your current salary measures up with your job task					
	Does poor remuneration of workers affect University of Benin workers' performance?					
4	Do you agree that remuneration impact your job performance?					
5.	Does high remuneration affect your job performance?					
6.	Does low remuneration affect your performance?					
7.	Does remuneration affect your motivation?					
8.	Does late payment of remuneration affect your performance?					
9	Does intermittent payment of remuneration affect your level of performance?					
	What is nature of workers' welfare in the University of Benin?					
10.	Does management has welfare package for staff					
	Do you agree that workers' welfare affect the level of performance?					
11.	Does workers' welfare include training and professional development opportunities?					
12	Would you agree that your work and office environment affect performance?					
13	Does workers' welfare includes health insurance?					
14	Workers welfare's packaged is encouraging enough					
	Does poor workers' welfare affect University of Benin workers' performance?					
15	Do you agree that poor worker's welfare affect worker performance in University of Benin					
16	Do you agree that that poor worker's welfare affect your level of motivation at work?					
17	Do poor working conditions effect your performance as?					
18	As a University of Benin worker, have poor workers' welfare affected your ability to perform effectively in your role?					

19	Is there a relationship between poor workers' welfare and staff productivity?					
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