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## EDITORIAL DESK

**T**he Centre for General Nigerian Studies has continued to be a frontier for knowledge dissemination through her series of publications, among other activities being performed by the directorate.

This volume 5 journal of Contemporary Issues in Nigerian Economy of March 2025 housed a total of 18 well researched articles from scholars across the geographical boundaries of the Africa sub region. The team of experienced editors subjected the articles to peer review, and their plagiarism checks have satisfied the guild of editors.

The journal is recommended to researchers, scholars, lecturers, and students to read, and the planners can leverage on recommendations as panacea to the doldrums confronting the socio-economic and educational spheres of the Sub Sahara Africa nations

I wish all the contributors and readers Barka Eid Fitri and Easter in advance

**Prof. M.O.B Mohammed** FNAEAP  
*Lead Editor*

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## INFLUENCE OF WELFARE PACKAGES ON TEACHERS' JOB PERFORMANCE IN PUBLIC SENIOR SECONDARY SCHOOLS IN LAGOS STATE, NIGERIA

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### Abstract

*This study investigates how welfare packages impact the job performance of teachers in public senior secondary schools across Lagos State, Nigeria. Welfare provisions, such as salaries, allowances, healthcare benefits, and professional development opportunities, play a crucial role in fostering job satisfaction and efficiency among educators. Employing a mixed-method approach, data were gathered from teachers and school administrators using structured surveys and interviews. The study focused on six education districts within Lagos State, selecting five schools from each education district. Within these schools, 15 teachers and five management staff members participated, yielding a total of 600 respondents. A structured questionnaire assessing the effect of welfare packages on teachers' job performance was administered. The findings revealed a significant link between well-structured welfare incentives and enhanced teacher motivation, commitment, and instructional effectiveness. Based on these results, the study recommends strategic policy reforms aimed at strengthening welfare provisions to optimize teachers' productivity and educational outcomes.*

**Keywords:** Teacher welfare, job performance, public education, Lagos State, Nigeria, educational incentives

### Introduction

Teachers serve as the backbone of any educational system, and the level of teachers' motivation directly affects students' academic performance. Welfare Package is one of the intervening variables related to this study that can help to attract and retain suitably qualified employees for an organization. The welfare of the employee should not be treated as a function of less importance (Opatha, 2009). It should be noted that, though the organization needs to spend significant funds and resources, employee welfare is often an investment that is hugely beneficial to organizational success. Nestler (2013) views staff welfare packages as a structured method of evaluating and compensating employees based on their performance.

Global research has consistently highlighted that adequate welfare provisions significantly enhance educators' efficiency and job satisfaction, ultimately benefiting student learning outcomes (Hanushek, 2022). Welfare packages, encompassing both financial and non-financial incentives, play an important role in determining teachers' dedication and productivity within their respective institutions. In Nigeria, and particularly in Lagos State, the discussion around teachers' welfare



remains a pressing issue among educational stakeholders. Studies have shown that the current salary payments can not match the cost of items, insufficient healthcare access, and limited professional development opportunities contribute to diminished teacher morale and suboptimal classroom performance (Akinyemi, 2023). Ajayi and Bello (2023) also reported that teacher attrition in Nigerian public schools is significantly linked to inadequate welfare conditions.

Lagos State, as Nigeria's commercial center, hosts one of the nation's largest public secondary school systems. Nevertheless, challenges related to teachers' welfare persist. The Lagos State Ministry of Education (2024) acknowledged ongoing efforts to enhance teacher incentives but noted that many educators still struggle with low remuneration, poor working conditions, and inadequate institutional support. This research seeks to explore the influence of welfare packages on teachers' job performance in Lagos State public senior secondary schools, providing empirical evidence to inform policy interventions and educational reforms.

### **Statement of Problem**

Despite teachers' important role in the education sector, their welfare conditions in Lagos State public schools remain substandard. Many educators face delays in salary payments, limited access to healthcare, and inadequate professional growth opportunities. These challenges negatively impact teacher motivation, instructional effectiveness, and student engagement. To address this gap, this study aims to assess the extent to which welfare packages influence teachers' job performance in Lagos State public senior secondary schools.

### **Purpose of the Study**

The purpose of the study was to ascertain the relationship between welfare packages and teachers' job performance in public senior secondary schools in Lagos State, Nigeria. The specific objectives of this study are to :

1. Examine the correlation between welfare packages and teachers' job performance.
2. Assess the relative and combined effects of remuneration strategies and welfare provisions on teachers' job effectiveness.

### **Research Questions**

In line with the research objectives, the following research questions were formulated to guide the study:

1. To what extent do welfare packages influence teachers' job performance in Lagos State public senior secondary schools?
2. What are the individual and combined contributions of remuneration strategies and welfare provisions to teachers' job effectiveness?

### **Research Hypotheses**

Ho1: There is no statistically significant relationship between welfare packages and teachers' job performance in public senior secondary schools in Lagos State,

Ho2: There is no substantial relative and joint contributions of remuneration strategies, welfare package to teachers job performance in public senior secondary schools, Lagos State Nigeria.

### Methodology

This study employs a descriptive survey and correlation research design. The target population consists of 8,865 teaching staff across 328 public senior secondary schools in Lagos State, Nigeria. A total of 600 respondents were selected through stratified sampling: 450 teachers and 150 management staff members across six education districts. Data collection was conducted through structured questionnaires and analyzed using Pearson correlation and multiple regression analysis. Two structured questionnaires were constructed based on the research objectives and research questions. These were administered to the teachers and management in 30 public senior secondary. Staff Welfare Packages Questionnaire (WPQ): Administered 450 teachers using a four-point Likert scale (4-Strongly Agree, 3-Agree, 2-Disagree, 1-Strongly Disagree). Teachers' Job Performance Questionnaire (TJPQ) was completed by 150 management staff members. Interviews were conducted with senior school staff for qualitative insights.

### Results

Hypothesis 1: There is no statistically significant relationship between welfare packages and teachers' job performance in public senior secondary schools in Lagos State, Nigeria.

**Table 1: Relationship between welfare package and teachers job performance in public senior secondary schools, Lagos State Nigeria.**

| Variables                | N   | Mean    | S.D     | R    | A    | Sig  | Remarks         |
|--------------------------|-----|---------|---------|------|------|------|-----------------|
| Welfare Package          | 146 | 44.9063 | 7.63999 | .029 | .730 | 0.05 | Not significant |
| Teachers job performance | 140 | 96.0071 | 9.18749 |      |      |      |                 |

**Source: Field Survey 2023.**

From table 1, shows that there is a positive and non-significant relationship between welfare package and teachers job performance in public senior secondary schools, Lagos State ( $r=.029$ ,  $p > 0.05$ ). This implies that welfare package do not significantly influence teachers job performance in public senior secondary school, Lagos State Nigeria. Therefore, the hypothesis which states that there is no significant relationship between welfare package and teachers job performance in public senior secondary schools in Lagos State Nigeria.

**Hypothesis 2:** There is no substantial relative and joint contributions of remuneration strategies, welfare package to teachers' job performance in public senior secondary schools, Lagos State Nigeria.

**Table 2: Relative and joint contributions of remuneration strategies, welfare package to teachers job performance in public senior secondary schools in Lagos State Nigeria.**

| <b>Coefficient</b>      |                                   |            |                                 |          |            |
|-------------------------|-----------------------------------|------------|---------------------------------|----------|------------|
| <b>Models</b>           | <b>Unstandardised Coefficient</b> |            | <b>Standardized Coefficient</b> | <b>T</b> | <b>Sig</b> |
|                         | B                                 | Std. Error | Beta                            |          |            |
| 1 (Constant)            | 96.700                            | 6.294      |                                 | 15.363   | .000       |
| Remuneration strategies | -.129                             | .158       | -.087                           | -.817    | .415       |
| Welfare package         | .115                              | .149       | .082                            | .768     | .444       |

Source: Field Survey 2023.

a. Dependent Variable: Teacher\_Job\_Performance

**R = .076**

**R<sup>2</sup> = .006**

**F = .393**

**Sig. = .676**

Table 2 reports the Unstandardised Coefficient (B), Standardized Coefficient (beta weight), t, and p value of independent Variable. The results shows that the independent Variable made a substantial contribution to teachers job performance. Based on the result, the hypothesis is not rejected.

### **Conclusion**

The study concludes that welfare provisions play a vital role in enhancing teachers' job performance in Lagos State public senior secondary schools. Competitive remuneration, professional development opportunities, and access to healthcare services significantly boost teacher motivation and instructional effectiveness.

### **Recommendations**

1. **Ensure Timely Salary Payments:** Authorities should prioritise prompt and regular payment of teachers' salaries to boost morale and performance.
2. **Introduce Performance-Based Incentives:** Implement incentives tied to measurable performance to encourage productivity and accountability.
3. **Enhance Teacher Training:** Expand continuous professional development programmes to equip teachers with modern instructional skills.
4. **Improve Welfare and Job Security:** Provide comprehensive health insurance and improve employment conditions to reduce attrition and ensure job stability.

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