

HEIGHTENING TEACHERS' JOB SATISFACTION IN PRIVATE SECONDARY SCHOOLS IN BWARI AREA COUNCIL OF THE FEDERAL CAPITAL TERRITORY, ABUJA: THE PERSPECTIVE OF STAFF WELFARE BENEFITS

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Abstract

The provision of welfare benefits for teachers at all levels goes a long way boosting their job satisfaction. This study focused on heightening teachers' job satisfaction in private secondary schools in Bwari Area Council of the Federal Capital Territory, Abuja: The perspective of staff welfare benefits. This study examined the relationship between welfare benefits and private secondary school teachers' job satisfaction in Bwari Area Council of FCT, Abuja. The study was also aimed at ascertaining the extent to which private secondary school owners provide welfare benefits to their teachers. Thus, the study was guided by two objectives and one null hypothesis. The study employed correlation research design. The population of the study comprised 67 private secondary school teachers in Bwari Area Council of the Federal Capital Territory, Abuja, Nigeria. Questionnaire was employed as the instrument for data gathering. Data collected were analyzed with mean score and simple linear regression. The findings of the study revealed that private secondary school owners in Bwari Area Council, to a very low extent provide welfare benefits to their teachers. The result also indicated that there is significant relationship between welfare benefits and private school teachers' job satisfaction in Bwari Area Council of the Federal Capital Territory, Abuja, Nigeria. based on the findings, it was recommended that Private secondary school owners within the study area and beyond should put in place a well robust welfare package for their teachers; as it is capable of boosting teachers' morale, productivity and job satisfaction. The study also recommended that since welfare benefit has significant relationship with staff job performance, every organization should not under mind it.

Keywords: Employees, Job Satisfaction, Secondary School and Welfare Benefits



Introduction

The overall productivity and success of an organization to a large extent depends on its workforce or employees who are well motivated and tend to be satisfied with their jobs. However, workers who are dissatisfied with their job may resort to anti-work behaviors such as absenteeism, negligence of duty, late-coming, failure to meet deadlines, display of open frustration and all these factors work negatively to the performance and credibility of an organization. This is corroborated by Maund (2021) who posited that having a workforce that is characterized by job satisfaction is very likely to promote employees' efficiency and organizational effectiveness.

In the same vein, Wasaf and Muhammad (2021) maintained that employees who are highly satisfied with their jobs are usually regular and punctual, more productive, more committed and more satisfied in their lives. For that purpose, to boost the level of job satisfaction in order to improve performance, employees should be given the opportunities of advancement, i.e., pay scales, participation of employee in policy making and taking efforts to increase organizational commitment. In the opinion of Wright, Cropanzano and Bonett (2019), job satisfaction also comes from what an employee does each day at work and how he does it. Some employees get a great sense of satisfaction from feeling like they have autonomous control over the work they do. In the view of Ibok, Ogar, Olofu, Masor, Etura and Ukoh (2023), other employees have the greatest satisfaction when they consistently overcome challenges to accomplish important goals. Others feel the most satisfaction when they have rich social interactions with customers, team members, management and others.

Thus, the strength of every organization lies on its employees who are constantly happy and adequately satisfied with the job they do. Job satisfaction therefore, remains very fundamental the growth of an organization and overall interest of workers. Job satisfaction according to Moro, Ramos and Ritans (2021) is vital to employees' overall well-being and organizational performance. Job satisfaction according to Olofu and Olofu (2021) encompasses various aspects of an individual's experience, including their perception of the work environment, daily tasks, management's role and relationships with colleagues. Understanding and nurturing job satisfaction can positively impact employees; motivation, productivity and retention. According to Aleksandra, Branislav, Dimitrijovska, Jankulovska and Denkovska (2024), job satisfaction is the positive and negative feelings of an employee towards his/her job. It is the amount of happiness connected with the job. Hence, job satisfaction is one of the most widely spread researched topics in the field of organizational psychology. When an employee is satisfied with his/her job, he/she is very likely to perform at his level best in order to achieve the organizational objectives. Job satisfaction in the view of Olofu, and Ukpanukpong (2022) is one of the complex areas, consisting various kinds of feelings and conditions. As environment becomes competitive and complex day by day, the importance of job satisfaction and its relationship with employees' performance also increases.

Several factors tend to enhance employees' job satisfaction in an organization. These range from remuneration/pay, conducive work environment, promotion, staff training, recognition, engagement, job security to staff welfare benefits etc. It is imperative to stress that what tends to induce job satisfaction in an organization vary from one employee to another. Brian (2018) observed that every worker appears to be very unique when it comes to job satisfaction; as what may bring job satisfaction to one worker may result in job dissatisfaction to another employee. As such organizations should understand the uniqueness and peculiarity of each worker in order to determine the likely factors that can create job satisfaction to their workforce (Olofu & Ugbe, 2021). Welfare benefits or packages which is the focus of this work may have the capacity to employees' job satisfaction. According to Veloso, Sousa, Au-Yong-Oliveira and Walter (2021), a good salary is essential but other welfare benefits such as: paid leave schemes, health insurance, retirement security and incentive as well as reward systems

contribute to high job satisfaction among workers. Hence, an organization that shows sincerity of purpose to employees' welfare is more likely to cultivate job satisfaction among its workforce (Olofu, Opara & Ushie, 2022, Olofu, Emmanuel & Ojong, 2023).

Employees' welfare benefits can also be regarded as employee welfare package. Therefore, both terms are used interchangeably. The concept of welfare benefits according to Abah, Itodo and Haruna (2019) has to do with providing social club and sports facilities as appropriate, supervising staff and works' canteens, running sick clubs and savings schemes; dealing with superannuation, pension funds and leave grants, making loans on hardship cases; arranging legal aid and giving advice on personal problems; making long service grants; providing assistance to staff transferred to another area and providing fringe benefits such as payment during sickness, luncheon vouchers and other indirect advantages (Ushie, Olofu, Ekpenyong, Ukanukpong & Abuokwen, 2023).

Spector (2017) defined employees' welfare packages as those benefits which workers are enjoy aside their statutory pay. These packages according to Spector often include healthcare benefits, flexible work arrangements, training and development opportunities, work-life balance initiatives and other forms of support. Uhrbrock (2018) see employees' welfare package as a comprehensive package of perks and support that a company offers its employees on order to enhance their overall well-being. It ranges from healthcare coverage and retirement plans to wellness programs and flexible work arrangements. These benefits or packages are designed to ensure that employees feel valued, supported and empowered in all areas of their lives. Thus, a comprehensive employee welfare package or benefits according to Olofu, Aniekop and Haruna (2023) give organizations a competitive edge in recruiting the best individuals for their teams. Moreover, the benefits are not only appealing to prospective employees but also crucial for retaining current ones.

From an employee perspective, welfare packages or benefits provide peace of mind; knowing that their physical health's needs will be taken care of through healthcare coverage options (Olofu, Ushie, Ugbe & Ushie, 2023). Retirement plans for instance, offer financial security for the future of employees while wellness programmes promote holistic well-being by addressing mental and emotional health. Additionally, flexible work arrangements as one of the welfare packages allow employees to better balance their personal lives with professional obligations; thereby creating happier individuals who bring enthusiasm and dedication to their roles (Holmberg, 2017).

According to Achu and Kongnyuy (2021), employee welfare is a dynamic concept as new welfare measures are added to the existing ones along with social changes. The modern concept of employee welfare entails all those activities of the employers, which are directed towards providing the employees with certain facilities and services in addition to wages and salaries. Welfare facilities are essential for the health of the organization since they bear a close connection with the productivities of the labour force. Employee welfare measures in the view of Olofu, Bessong and Victor (2024) increase the productivity of organization and promote motivation, healthy organizational relations thereby maintaining industrial peace and retain the employees for longer duration. These problems make it glaring that there is a need to carry out a study on the impact of staff welfare on the productivity of workers.

Employees' welfare benefits are indirect form of compensation that organizations provide to their workers through programs, policies, or services. Typical examples include health insurance, paid time off, and life insurance which benefits an organization offers will vary according to its business situation and location. Some employee benefits are country-specific. For instance, health insurance is a key component of employee benefits packages in the US. In France, many employees get restaurant vouchers for every workday. Depending on the country and region, certain benefits are mandated by law. Those that employers are legally required to provide are called statutory or legally required benefits. The ones that each employer chooses to

supply are referred to as discretionary benefits (Adeola, Waliu, Adewale, Opeyemi & John, 2017).

Employee benefits according to Olowonefa and Olofu (2023) play a crucial role in attracting, retaining, and engaging top talent. From health insurance and retirement plans to flexible work arrangements and wellness programs, a well-designed benefits strategy goes beyond compensation to enhance employee satisfaction and organizational performance. According to Agrawal and Jam (2020), employee benefits are factored into total compensation and total rewards, so they play an important role in whether an employer meets employees' and job candidates' expectations. When employers have a strong employee benefits package, it translates into attracting talent, improving employee retention, fostering inclusion at work, promoting a healthy workforce and increasing employee satisfaction and loyalty.

Employee welfare benefits or packages are an essential aspect of any organization's overall compensation package. They go beyond just providing a salary and encompass various components aimed at enhancing employee well-being, satisfaction and engagement. One of the primary reasons for employees' welfare package or benefits is because of its impact on attracting and retaining productive, creative and useful workers (Tomažević, Seljak & Aristovnik, 2018). The management approach employed within an organization significantly influences job satisfaction. Lack of trust, independence, appreciation, respect, and limited employee development and growth opportunities are common indicators of poor management. Olofu, Usua and Niyi (2023) maintained that employees are more likely to be dissatisfied and consider leaving their jobs when they experience these issues. Effective communication channels, supportive management, and growth opportunities can contribute to higher levels of job satisfaction.

Empirically, Miles, Westbrook and Croft (2018) examined the influence of staff welfare on secondary teachers' satisfaction in Senegal. The study made use of three objectives and two null hypotheses. The research design adopted for the study was descriptive survey. Data gathered were analyzed with ANOVA and t-test. The finding of the study showed that staff welfare has significant influence on secondary school teachers' satisfaction.

Similarly, Owen (2018) carried out a study on impact of welfare on staff satisfaction in Mubi-North Local Government Area, Adamawa State. The purpose of the study was to determine whether staff welfare has any significant impact on satisfaction. Result indicated that staff welfare has significant impact on workers' satisfaction. Bowling (2019) examined the relationship between staff welfare and job satisfaction in Naples, Southern Italy. The statistical tool used for data analysis was Pearson Product Moment Correlation Coefficient. The study revealed that there is positive correlation between staff welfare and job satisfaction.

Wasaf and Muhammad (2021) examined effect welfare on job satisfaction of employees working in private sector organizations in Kano State. The purpose of the study was to find out if workers who are satisfied with their jobs tend to perform better when compared with their counterparts who are not satisfied with their jobs. Data collected were analyzed with chi-square and the outcome of the study showed significant correlation between welfare and job satisfaction.

Statement of the problem

The extent to which employees in every organization (the school system inclusive) remain committed, assiduous and productive may be largely dependent on the job satisfaction derivable from the work they do. However, one wonders the extent to which private secondary school owners in Bwari Area Council make provision for welfare packages for their teachers in order boost their job satisfaction.

A whole lot of private secondary schools within the study area may not have any form of welfare benefits such as health insurance, retirement plans, flexible work arrangements,

transportation service, training and development opportunities and wellness programme amongst others for their teachers; thereby creating serious job dissatisfaction among the teachers. In some few schools that may have welfare benefits for their teachers, the sincerity of purpose and sustainability of the welfare packages by the management may be in doubt; as they may not even have a well-designed benefits strategy.

It is in realization of the above problem that this work sought to determine the relationship between welfare benefits and private secondary school teachers' job satisfaction in Bwari Area Council of FCT, Abuja.

Aims and objectives of the study

The main purpose of this study was to determine the relationship between welfare benefits and private secondary school teachers' job satisfaction in Bwari Area Council of FCT, Abuja. Specifically, this study sought to:

- i. Ascertain the extent to which private secondary school owners provide welfare benefits to their teachers.
- ii. Examine the relationship between welfare benefits and private secondary school teachers' job satisfaction.

Research questions

- i. To what extent do private secondary school owners provide welfare benefits to their teachers?
- ii. What is the relationship between welfare benefits and private secondary school teachers' job satisfaction?

Hypothesis

There is no significant relationship between welfare benefits and private secondary school teachers' job satisfaction in Bwari Area Council of FCT, Abuja.

Methodology

This study employed correlation research design. The choice of this design was because it allows a researcher to ascertain or establish the association or relationship between two or more variables. The population of the study comprised 67 private secondary school teachers in Bwari Area Council of the Federal Capital Territory, Abuja, Nigeria. Since the population size was not too large for the researchers to handle, no sample was drawn. In gathering data from the respondents, questionnaire was employed as the instrument. Data collected were analyzed with mean score and simple linear regression. While research question one was answered using mean score, the hypothesis was tested with simple linear regression at 0.05 level of significance.

Result

Research question one: To what extent do private secondary school owners provide welfare benefits to their teachers?

Table 1: Mean score of the extent private secondary school owners provide welfare benefits to their teachers

		N=67				Total	Mean	Decision rule
S/N	ITEM	VHE 4	HE 3	LE 2	VLE 1			
1	Your school has health insurance scheme for teachers	4	10	12	41	111	1.7	Rejected
2	There is retirement plans in your school	7	2	21	37	137	2.0	Rejected
3	Your school has flexible work arrangements	38	15	4	10	215	3.2	Accepted
4	Your school has wellness programmes for staff	15	7	9	36	135	2.0	Rejected
5	Your school has financial security for the future of its employees	12	20	14	21	157	2.3	Rejected
6	Your school has training and development opportunities for teachers.	41	15	5	7	226	3.4	Accepted
7	There is transportation service for teachers in your school	11	10	19	27	139	2.1	Rejected
8	There is accommodation service/allowance for teachers in your school	16	7	19	25			Rejected

Sectional Mean=2.1

Data in table 1 ascertained the extent to which private secondary school owners provide welfare benefits to their teachers in Bwari Area Council of FCT, Abuja. To analyze the data, mean score was used. The decision rule or benchmark for accepting any item was a mean score of 2.5 and above and vice versa. The result of the analysis showed that only item numbers 3 and 6 had mean scores of 2.5 and above while item numbers 1, 2, 4, 5, 7 and 8 had mean scores below 2.5. By implication, only welfare benefits such as flexible work arrangements as well as training and development opportunities are to a very large extent enjoyed by private secondary school teachers in Bwari Area Council of FCT, Abuja. On the other hand, welfare benefits like: health insurance scheme, retirement plans, wellness programmes, financial security for the future of its employees, transportation service and accommodation service/allowance are to a very low extent provided by private school owners to their teachers in Bwari Area Council of FCT, Abuja. Therefore, having a sectional mean of less than 2.5 means that private secondary school owners, to a very low extent provide welfare benefits to their teachers.

Hypothesis one: There is no significant relationship between welfare benefits and private secondary school teachers' job satisfaction in Bwari Area Council of FCT, Abuja.

Table2: Simple linear regression of the relationship between welfare benefits and private school teachers' job satisfaction in Bwari Area Council in Federal Capital Territory, Abuja

Variable	Sum of square	df.	Mean square	F	P value
Welfare benefits and private secondary school teachers' job satisfaction	291.805	1	5.883	7.551	.006

Sig. Value=0.05, R2=0.140, R=0.020

Data in table 2 ascertained the relationship between welfare benefits and private secondary school teachers' job satisfaction in Bwari Area Council of the Federal Capital Territory, Abuja, Nigeria. To test the hypothesis, simple linear regression was used. From the table, result showed that the F value is 7.551 while the P-value is .006. Thus, since the p-value of .006 is greater than sig. value of .05, the null hypothesis which states that there is no significant relationship between welfare benefits and private school teachers' job satisfaction in Bwari Area Council of the Federal Capital Territory, Abuja, Nigeria was rejected. This implies that there is significant relationship between welfare benefits and private school teachers' job satisfaction in Bwari Area Council of the Federal Capital Territory, Abuja, Nigeria.

Discussion of findings

Data in table 1 ascertained the extent to which private secondary school owners provide welfare benefits to their teachers in Bwari Area Council of FCT, Abuja. The result showed that private secondary school owners in Bwari Area Council, to a very low extent provide welfare benefits to their teachers. The result corroborate with Agrawal and Jam (2020) as well as Patrick, Olofu and Usua (2024) who stated that some employers of labour have little interest or value for employees' benefits and as such do not see the need to factored it into total compensation and total rewards. In the same vein, Abah, Itodo and Haruna (2019) observed that educational system has not had a very robust welfare benefits for its staff; as teachers and other workers in educational sector only have few benefits to enjoy aside their normal monthly pay.

Data in table 2 ascertained the relationship between welfare benefits and private secondary school teachers' job satisfaction in Bwari Area Council of the Federal Capital Territory, Abuja, Nigeria. The finding revealed that there is significant relationship between welfare benefits and private school teachers' job satisfaction in Bwari Area Council of the Federal Capital Territory, Abuja, Nigeria.

The result above is in line with that of Miles, Westbrook and Croft (2018) who examined the influence of staff welfare on secondary teachers' satisfaction in Senegal. The finding of the study showed that staff welfare has significant influence on secondary school teachers' satisfaction. Similarly, Owen (2018) carried out a study on impact of welfare on staff satisfaction in Mubi-North Local Government Area, Adamawa State. Result indicated that staff welfare has significant impact on workers' satisfaction. Bowling (2019) examined the relationship between staff welfare and job satisfaction in Naples, Southern Italy. The study revealed that there is positive correlation between staff welfare and job satisfaction.

Holmberg (2017), Olofu, Opara and Ushie (2022) maintained that welfare packages or benefits provide peace of mind; knowing that their physical health's needs will be taken care of through healthcare coverage options. According to Achu and Kongnyuy (2021), welfare benefits are essential for the health of the organization since they bear a close connection with the productivities of the labour force. Employee welfare measures according to Olofu and Adeyeye (2022) increase the productivity of organization and promote motivation, healthy organizational relations thereby maintaining industrial peace and retain the employees for longer duration. These problems make it glaring that there is a need to carry out a study on the impact of staff welfare on the productivity of workers.

Conclusion

Welfare benefits or package for employees remain very fundamental to both organizational growth and workers' job satisfaction and interest. The provision of welfare benefits to employees in every organization does not only enhance job satisfaction but also promotes optimum productivity, efficiency and high level of effectiveness. Thus, one sure means of

heightening or boosting employees' job satisfaction in every organization (the school system inclusive) is to have a well articulated and robust welfare package is sustainable and achievable.

Recommendations

In line with the findings of the study, the following recommendations have been offered.

- i. Private secondary school owners within the study area and beyond should put in place a well articulated and robust welfare package for their teachers; as it is capable of boosting teachers' morale, productivity and job satisfaction.
- ii. Since welfare benefit has significant relationship with staff job performance, every organization should not under mind it.

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