



Assessment of Welfare Packages in Secondary Schools: An Implication on Educational Managers

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ABSTRAK

Penelitian ini mengkaji paket kesejahteraan yang diterapkan di sekolah menengah dan implikasinya terhadap pengelola pendidikan. Komponen utama kesejahteraan mencakup manfaat finansial, layanan kesehatan, peluang pengembangan profesional, dan inisiatif keseimbangan kehidupan kerja. Paket-paket ini meningkatkan kesejahteraan guru dan siswa, meningkatkan tingkat retensi, motivasi, dan produktivitas, serta menekankan peran manajer pendidikan dalam penerapan dan pengelolaan yang efektif. Studi ini juga membahas tantangan yang dihadapi oleh para manajer dalam mengintegrasikan strategi kesejahteraan yang komprehensif, seperti kendala anggaran, keterbatasan kebijakan, dan ekspektasi pemangku kepentingan yang berbeda-beda. Temuan ini menunjukkan bahwa paket kesejahteraan yang terstruktur dengan baik dapat menghasilkan tenaga pengajar yang lebih terlibat dan efektif, sehingga pada akhirnya meningkatkan hasil siswa. Penelitian ini memberikan wawasan berharga bagi para manajer pendidikan yang ingin menumbuhkan lingkungan belajar yang mendukung dan menganjurkan pendekatan holistik dalam manajemen pendidikan yang memprioritaskan kesejahteraan pendidik dan siswa. Studi ini berfungsi sebagai referensi dasar bagi para pemangku kepentingan di bidang pendidikan yang tertarik untuk memahami keterkaitan antara paket kesejahteraan dan manajemen pendidikan, sehingga mendorong peralihan ke pendekatan yang lebih berorientasi pada kesejahteraan di lingkungan pendidikan menengah.

Kata Kunci: Paket Kesejahteraan, Pengembangan Profesi, Manajer Pendidikan

ABSTRACT

This research examines the welfare packages implemented in secondary schools and their implications for educational managers. Key welfare components include financial benefits, health services, professional development opportunities, and work-life balance initiatives. These packages enhance the well-being of teachers and students, improve retention rates, motivation, and productivity, and emphasize the role of educational managers in effective implementation and management. The study also addresses challenges faced by managers in integrating comprehensive welfare strategies, such as budget constraints, policy limitations, and varying stakeholder expectations. The findings suggest that a well-structured welfare package can lead to a more engaged and effective teaching workforce, ultimately improving student outcomes. This research provides valuable insights for educational managers seeking to foster a supportive learning environment and advocates for a holistic approach to educational management that prioritizes the welfare of both educators and students. The study serves as a foundational reference for educational stakeholders interested in understanding the interplay between welfare packages and educational management, urging a shift towards a more welfare-oriented approach in secondary education settings.

Keywords: Welfare Packages, Professional Development, Educational Managers

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INTRODUCTION

The quality of education in secondary schools is crucial for shaping the future of students and society. Welfare packages, which offer benefits and support systems to improve individual well-being, have the potential to significantly influence the educational environment (Rwigema, 2022). These packages can serve as energetic tools for educational managers, enabling them to create a more conducive learning atmosphere, enhance staff retention, and ultimately improve student performance. However, their effectiveness depends on their design, implementation, and alignment with the needs of both staff and students. Welfare packages in secondary schools can include health insurance, professional development opportunities, mental health support, housing allowances, and recreational facilities (Onyekwelu, 2024). For students, welfare initiatives might encompass scholarships, mentorship programs, counseling services, and extracurricular activities designed to promote holistic development. Aligning these packages with the strategic goals of educational institutions is paramount, as it can lead to improved morale among staff and increased engagement from students (Davies et al., 2011). Despite the potential benefits, there is a significant gap in empirical research regarding the assessment of welfare packages in secondary schools.

Many educational managers operate within frameworks that lack robust data on the effectiveness of current welfare offerings, leading to a reactive rather than a proactive approach to addressing the needs of their communities. This situation necessitates a comprehensive evaluation of existing welfare packages to ascertain their impact on educational outcomes, staff satisfaction, and student engagement. The challenges faced by educational managers in implementing effective welfare packages include budget constraints, varying stakeholder expectations, and the need to balance diverse interests (Head, 2010; Usman, 2016). Educational

managers must navigate these complexities while advocating for a sustainable and impactful welfare framework. Welfare packages are financial assistance provided by organizations, cities, states, or national governments to individuals or families (Asen, 2011). They encompass various services, benefits, and facilities offered by employers to employees, aiming to improve their comfort and intellectual or social development. These packages can be categorized into Monetary, Social, Medical, and Psychological. The essence of welfare packages is to boost workers' morale, which in turn motivates them and improves productivity. These packages can be classified into Monetary, Social, Medical, and Psychological categories. Overall, welfare packages aim to make life worth living for employees by providing them with the necessary services and facilities.

Mwakyangwe (2017) defines motivation as the inner drive that drives individuals to perform specific actions. Proper motivation can lead to indicators like punctuality, readiness, enthusiasm, courage, zeal, discipline, cooperation, and dependability. These elements of morale can be high or low in an individual worker and can be enhanced by providing adequate incentives. There are various types of welfare packages to motivate workers, including monetary or financial packages, allowances, fringe benefits, and other forms of compensation. Monetary packages involve monthly salary payments, leave bonuses, allowances for extra duties like exercise marking, test marking, and attending meetings, and fringe benefits for loyalty, commitment, and dedication to the organization (Alice, 2017). Allowances are token amounts paid for extra duties such as attending meetings, leading students to outings, coaching students for external exams, and delegating to meetings (Aliwaru, 2019). Fringe benefits are paid immediately or sooner after work.

Social welfare packages are non-monetary rewards for workers to relieve stress and promote prestige among colleagues

(Haider et al., 2015). Promotions can be backed up with money but it also indicates the prestige of the worker among colleagues. For example, a teacher in the Teaching Service Commission may be promoted from level 08 to level 09, Assistant Education Officer, Chief Education Officer, Assistant Director, and finally Director. Annual leave is a period set aside for workers to rest and recuperate after a long period of work without rest. This is usually done annually and sometimes backed up with money to enjoy the holiday. However, young teachers often face the problem of accommodation due to financial constraints. Some schools have staff quarters to settle down their teachers. Psychological welfare packages are essential for employees to maintain emotional stability and motivation. Recognition plays a significant role in a worker's psychological well-being, as it makes them feel honored, respected, and prepared to face life's challenges. Delegation is another way to motivate workers by sending them on errands to represent the leader in meetings or functions, creating a sense of belonging and identification with the organization.

Insurance schemes provide financial protection for future needs, such as health and property insurance, which can be refunded to the owner or used to buy a new car or house. This arrangement relieves workers and provides hope for future prosperity. Security measures, such as monitoring the influx and outflow of individuals in school premises, ensure the safety of life and properties, ensuring a peaceful environment for staff and students. Appreciation is another way to motivate workers. When a worker is appreciated for their work, they feel motivated to do more. Appreciation can be in kind or cash, depending on the situation. Saying "thank you," "well done," "good of you," etc., or giving money, no matter how small, shows that their work is recognized and appreciated, motivating them to do more.

The objectives of welfare packages include improving the life of the working class by providing adequate salary and allowances, fostering the holistic development of workers' personalities, enabling workers to perform their work in a healthy and favorable environment, improving efficiency, keeping

workers content, contributing to high employee morale, and developing a sense of responsibility and dignity among workers. Poi (2020) analyzed welfare packages' objectives, stating they aim to enhance the working class's life by providing adequate salaries, preventing exploitation, and fostering a healthy working environment. Workers are also motivated to work more to increase production and update their skills through in-service training, workshops, and conferences. By doing so, they contribute to a better working environment, increased productivity, and a sense of responsibility among workers, ultimately making them good citizens of the nation.

The literature review examines the impact of welfare packages in secondary schools on staff morale, retention rates, and overall school performance. Welfare packages, which may include health benefits, financial incentives, professional development opportunities, and other forms of support, are crucial in enhancing the motivation and effectiveness of educational managers. The theoretical framework for welfare packages is often derived from motivational theories such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory. This study is based on Robert Owen's theory of human resources as a crucial component in production, emphasizing the need for understanding and investing in these resources, as the labor force is a complex system that requires a coordinated effort from the chief executive (Igwe et al., 2014). Owen's theory highlights the importance of maintaining both inanimate and animate resources in improving productivity. Maintaining workers in an organization is just as crucial as maintaining tools and equipment themselves. Inanimate resources are machines and equipment in factories while human resources are workers in the factory.

The relevance of Owen's theory can be likened to providing adequate care for teachers to improve their job performance rather than neglecting their welfare and focusing on school plants and instructional facilities. Human resources are more important than inanimate resources in many respects, as they are naturally constructed,

work wisely and consciously, need little care, and are hardly worn out. They are also less likely to wear out and damage, making them easier to maintain than inanimate resources. The labor force should be adequately catered for by understanding, investing in, and coordinating them properly to improve productivity in the factory.

When employees are well-satisfied, they are more dedicated and loyal to the organization and endure hardships. Teachers' welfare schemes should involve the ability and willingness of all educational stakeholders to directly make available housing, payment of allowances, medical care, and a conducive environment for teachers. Teachers are trainers of human resources for the labour market but they face challenges such as underpayment, being attacked by hoodlums, and rude parents, and being embroiled in conflicts with their wives and relatives.

METHOD

The study aims to assess the impact of welfare packages on secondary school outcomes and managerial effectiveness. A systematic approach is used to collect and analyze data, providing insights into their effectiveness and implications for educational managers. Relevant documents, such as school policies and previous reports on educational welfare, are reviewed to provide context and background information. This analysis helps triangulate data collected from surveys and interviews, ensuring a comprehensive understanding of the welfare landscape in schools.

RESULTS AND DISCUSSION

Administration of Salary/Wage in the School Organization

Salary and wage administration in school organizations involves a mutual agreement on the conditions of service between the employer and employee. These conditions are designed by the Human Resource Manager to compensate for the quantity and quality of work an employee performs. The administration of reward systems includes job evaluation, performance appraisal, and job benefits. The HR manager ensures that the

right, skilled, active, and competent individuals are recruited and motivated by providing satisfactory pay, benefits, and good working conditions. Management's responsibility is to develop and maintain effective personnel policies, but the problem arises regarding the amount an employee deserves for their work. To determine this, an organization must consider the magnitude of wages and salary about the magnitude of work performed within the organization. The Personnel Department is responsible for salary and wage administration while top management reviews wage and salary policies.

Salary provides more than just satisfying physical needs; it also provides recognition and a sense of accomplishment. Underpayment can lead to low morale and friction among workers. A good salary reduces panicking, raises individual morale, and reduces intergroup friction. It also allows organizations to recruit competent employees, as more applicants rush to catch appointments with a higher salary. A good salary motivates workers to work for salary increments and promotions, as they know that if they work more, they will earn more. However, when more work earns nothing or payment does not justify the work done, workers may be discouraged from performing less than expected. A better salary allows employers to exercise centralized control over employees, dictate their preferences, and discipline employees at any time. Finally, it reduces union and employer disagreement, as in an organization where salaries and wages are fine, labor unrest or agitation is usually laid to rest. Welfare Packages as Instrument for Administrative Effectiveness

Several studies have documented the positive impact of welfare packages on staff morale within secondary schools (Kaur, 2021; Isaiah, 2021; Mazaki, 2017; Onyekwelu, 2024; Rwigema, 2022). For instance, schools offering comprehensive health benefits and professional development opportunities reported higher levels of job satisfaction among teachers, which in turn contributed to a more positive school culture, fostering collaboration and innovation among staff members. Schools with robust welfare packages experienced lower incidences of

burnout, emphasizing that support mechanisms are crucial for sustaining educator enthusiasm and commitment (Bawalla, 2021; Kaur, 2021; Rwigema, 2022). Retention and recruitment are also important aspects of welfare packages. Competitive salary structures and additional benefits significantly influenced teachers' decisions to remain in their positions (Nyongesa & Bula, 2023; Podolsky et al., 2019). Educational managers must recognize that effective welfare packages can serve as a strategic tool in attracting and retaining qualified personnel, particularly in high-demand subjects like mathematics and science. Additionally, Samaniego (2024) indicated that schools with well-structured welfare programs had a lower turnover rate, suggesting that investment in staff welfare is directly correlated with institutional stability. The implications of welfare packages extend beyond staff morale and retention; they also inform the strategic planning and operational efficiency of educational managers. By aligning welfare packages with the needs of staff, managers can cultivate an atmosphere of trust and respect, leading to improved performance outcomes. Additionally, the literature suggests that educational managers must engage in regular assessments of welfare programs to ensure their relevance and effectiveness (Brodkin, 2011; Russ-Eft et al., 2024). Welfare packages play a crucial role in boosting teachers' morale and motivating them to work as expected. They serve as an effective instrument in achieving administrative effectiveness in Secondary Schools. Compensation for employees' work extends beyond wages and salaries to welfare packages, also known as "benefit programs." These programs, often known as rewards for loyalty, have become a tradition in business organizations. The administration of these programs determines whether they serve as incentives for increasing productivity. Incentives programs usually pay a basic rate for a normal quantity of job performed but if an employee performs more than normal, they receive an extra incentive bonus. Salary personnel can also receive bonuses. Staff development, particularly in-service training for teachers, is crucial for enhancing job performance and behavioral modification.

It helps teachers become more competent, bold, and confident in teaching, leading to increased productivity and efficiency. Promotion is a positive way of rewarding employees for their efforts and services, often resulting in increased responsibilities, prestige, better social status, and increased pay (Linz & Semykina, 2012). This boosts staff morale and motivates them to work harder, increasing productivity and efficiency.

Implication of Welfare Package on School's Administration

The welfare package, a voluntary and casual form of compensation, differs from the compulsory salary, which is based on mutual agreement and subject to periodic increments (Das et al., 2021). Salary is regular, continuous, and usually larger than Welfare Packages. Salary amounts are usually fixed while Welfare Packages are uncertain. Retirement packages are based on salary structure, while Welfare Packages have no specific structure. Administrative effectiveness in education is crucial for achieving high productivity, morale, turnover rate of teachers, degree of integration, maximization of individual potentialities, utilization of available resources, and value contribution to society. Organizations should view employees as investments rather than expenses, as the profitability of the organization is directly linked to the productivity of the workforce. If the welfare of employees is adequately ensured, the positive effects on productivity will be felt by the organization. Principals should ensure that instructional materials are made available to make the teaching and learning process effective. The provision of working facilities for workers is part of the techniques a principal can adopt to make them more effective in school administration.

Usman (2016) recommends that the government should encourage participants in in-service training through adequate funding to cater to some areas of their needs, such as tuition fees, cost of textbooks and handouts, transport, and boarding facilities. In summary, providing welfare packages, including allowances, housing, and medical care, to public school teachers may have a positive influence on their job performance and contribute to the achievement of quality

academic standards at the secondary school level.

Challenges of Welfare Packages

The education sector faces several challenges, including insufficient allocation, mismanagement of school funds, corruption, and a lack of mediocrity. The national budget for education is below the 26% recommended by UNESCO and UNICEF for every country, limiting the implementation of capital projects and staff salaries. This has led to calls for salary increments for teachers. Fund mismanagement is also a problem, with executive officers diverting funds to other less important projects. Corruption is rampant, with school cadres, principals, and teachers stealing from government funds and claiming them as their share of the national cake. This is affecting schools and teachers, who could have legally enjoyed their share of the national cake through welfare packages. Mediocrity is another issue, with unqualified and incompetent teachers being appointed into the teaching profession due to political influences. Some teachers are not interested in teaching but resort to it as a stepping stone to secure another job. Additionally, some teachers display a lackadaisical attitude towards work, displaying a lackadaisical attitude that government work is not a father's job in schools.

Potential Solutions

The role of welfare packages in secondary schools is crucial for enhancing the well-being of staff and students, as well as addressing systemic issues that hinder educational progress. To address these challenges, educational managers must advocate for increased government investment in education, explore alternative funding sources, and establish transparent budgeting processes. To combat the mismanagement of school funds, educational managers should establish clear financial management protocols, implement robust oversight mechanisms, and create a school finance committee that includes teachers, parents, and community members. Training for administrators on financial management and ethical use of funds can enhance transparency. Corruption in the education sector can undermine the effectiveness of welfare packages, so

educational managers must cultivate a culture of integrity and transparency within schools. Implementing whistleblower policies and collaborating with anti-corruption agencies and civil society organizations can promote accountability. Regular training on ethics and integrity for staff members can reinforce the importance of ethical conduct in educational environments.

Addressing mediocrity in the education system requires a multifaceted approach, including prioritizing the recruitment and retention of high-quality educators by providing competitive salaries, professional development opportunities, and a supportive work environment. Establishing clear performance metrics and recognition programs for exceptional teachers can motivate staff to strive for excellence. Promoting the teaching profession as a viable and respected career path can counter the perception of teaching as a temporary role. Providing pathways for career advancement, such as leadership training and specialized certifications, can help teachers envision a future within the profession. Lastly, creating an engaging and motivating workplace culture can help address the lackadaisical attitude towards work.

CONCLUSION

Experts and professionals have emphasized the need for additional welfare packages for teachers, as they are often underpaid and relegated in terms of welfare packages. Teachers are the life-molders and nation-builders, and their welfare is crucial for their success. Implementing appropriate welfare packages in schools can significantly improve teachers' performance, leading to increased productivity and improved academic performance. However, if these packages are taken lightly, negative impacts on schools' administration and students' overall academic performance may occur. To make teaching a lucrative and attractive profession, governments should increase the allocation for education in their annual budgets to cater to teachers' welfare and other capital projects in schools. Mandating government parastatals under the Ministry of Education to report their expenses and publish them will prevent

wastage and ensure that the earmarked money is enough to cover teachers and other capital projects. All necessary welfare packages, such as recreational amenities, housing, and vehicle loans, should be provided to motivate teachers in schools. These amenities can make the work environment more lively and enjoyable, while official cars or loans can help employees pay later at an installment rate. A sound policy for wage/salary and welfare package administration should be put in place to establish a sound compensation structure. Teachers should be secured against intimidation from bosses, parents, and students, and should not be threatened with sacking, retrenchment, or demotion. A peaceful and mutually understanding work environment should be created among staff. All necessary instructional materials, such as textbooks, laboratory equipment, teaching aids, office stationeries, furniture, and administrative funds, should be provided to enable principals and teachers to perform better in schools.

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