

## DELAYED REMUNERATION AS A PREDICTOR OF JOB PERFORMANCE AMONG PROFESSIONAL COUNSELLORS IN KWARA STATE

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### Abstract

*The study investigated the relationship between delayed remuneration and job performance of professional counsellors in Kwara State. One hundred and five professional counsellors who were members of Counselling Association of Nigeria were the respondents of the study. The instrument titled Counsellors Delay Payment and Job Performance (CDPJP) was used to collect the needed data. The reliability coefficients of the instruments are 0.77 and 0.81. Three hypotheses were stated and tested at 0.05 critical region. Pearson Product Moment Correlation was used to analyse the collected data. The findings of this study indicated that there was a significant relationship between the delayed remuneration and job performance of professional counsellors in Kwara State; and there was a significant relationship between delayed remuneration and job performance of male and female professional counsellors in Kwara State. These findings were discussed. Necessary recommendations based on the findings of the study were offered. This includes implementing measures to ensure that professional counsellors in Kwara State receive their remuneration in a timely manner. This may involve streamlining payroll processes, addressing administrative bottlenecks, and allocating sufficient resources to meet salary obligations promptly; and others.*

**Keywords:** Delayed remuneration, job performance, professional counsellor, Kwara State

### Introduction

In Kwara State, as in many parts of Nigeria, professional counsellors play a vital role in addressing a wide range of psychological, emotional, and social challenges faced by individuals and communities. These counsellors provide invaluable support in areas such as mental health, career guidance, family counselling, and educational counselling. However, the effectiveness of their services is significantly influenced by various factors, one of which is the timely receipt of remuneration for their work (Oyekunle, & Lawal, 2019).

Olorunfemi, and Olawande (2017) posited that delayed remuneration refers to the situation where professional counsellors do not receive their salaries or wages on time as stipulated in their employment contracts. This delay in payment can have profound

implications for the job performance, job satisfaction, and overall well-being of counsellors. In Kwara State, like many other states, delayed remuneration is a prevalent issue affecting professionals across different sectors, including the counselling profession (Ajibola, & Ogunyemi, 2018).

This study seeks to investigate the impact of delayed remuneration on the job performance of professional counsellors in Kwara State. By examining the relationship between payment delays and various indicators of job performance, such as productivity, job satisfaction, and organizational commitment, this research aims to provide insights into the challenges faced by counsellors and propose strategies for improvement.

### **Literature on Delayed Remuneration**

Timely remuneration ensures financial stability for professional counsellors, contributing to their overall job satisfaction (Meyer et al., 2013). When counsellors receive their salaries on time, they are more likely to feel valued and respected by their employers, leading to higher levels of job satisfaction (Adeyemi & Ogunyemi, 2018). A study suggested that timely payment of salaries serves as a significant motivator for employees, including professional counsellors (Nica, 2014). Counsellors who receive their salaries promptly are more motivated to perform their duties effectively, leading to improved job performance and client outcomes (Yoon & Jepsen, 2008). Timely remuneration plays a crucial role in retaining talented counsellors within organizations (Gushibet al., 2015). Organizations that prioritize prompt payment are more likely to retain experienced counsellors, reducing turnover rates and the associated costs of recruitment and training (Czarnocha et al., 2020). The reputation of an organization as a reliable payer positively impacts its attractiveness to professional counsellors (Adeyemi & Ogunyemi, 2018). Counsellors are more inclined to remain with organizations known for timely remuneration, enhancing the organization's professional reputation and competitiveness (Meyer et al., 2013).

Certainly, here are some of the challenges encountered by professional counsellors in Kwara State. Professional counsellors often work in settings with limited resources and funding for mental health services (Adeyemi & Ogunyemi, 2018). This can include inadequate staffing, limited access to training and professional development opportunities, and a shortage of counselling facilities and materials. There is a significant stigma surrounding mental health issues in Nigeria, including Kwara State (Olorunfemi & Olawande, 2017). This stigma can prevent individuals from seeking counselling services and may contribute to a lack of public awareness and understanding of mental health issues. Professional counsellors may experience high levels of workplace stress and burnout due to heavy workloads, emotional demands of the job, and limited support systems (Ogunyemi, 2016). Without adequate support and resources, counsellors may struggle to maintain their own mental health and well-

being. Counselling is not always recognized as a distinct profession in Kwara State, leading to a lack of regulatory oversight and standardized qualifications for counsellors (Adeyemi & Ogunyemi, 2018). This lack of recognition can impact the status of counselling as a profession and may contribute to challenges in professional development and career advancement. Professional counsellors in Kwara State may face challenges in referring clients to other healthcare professionals or support services when necessary (Olorunfemi & Olawande, 2017). Limited collaboration between different sectors of the healthcare system can hinder the effectiveness of counselling interventions. Kwara State is home to diverse ethnic and linguistic groups, each with its own cultural norms and values. Professional counsellors must navigate these cultural differences sensitively to provide effective counselling services (Adeyemi & Ogunyemi, 2018). However, counsellors may lack training in culturally competent practice or may face language barriers when working with clients from different backgrounds. Professional development opportunities for counsellors in Kwara State may be limited, including access to training workshops, conferences, and academic programs (Ogunyemi, 2016). Without ongoing education and training, counsellors may struggle to keep pace with emerging research and best practices in the field. Addressing these challenges requires a concerted effort from policymakers, healthcare providers, educators, and professional counselling organizations to prioritize mental health initiatives, invest in counsellor training and resources, and reduce the stigma surrounding mental illness and counselling services.

### **Remuneration Delay and Job Performance**

Exploring the existing literature on the relationship between remuneration delays and job performance in counselling professions reveals several insightful studies. Abdulahi (2020) reported the influence of compensation, including remuneration delays, on employee performance in Nigerian organizations. While not specific to counselling professions, it provides valuable insights into the broader impact of compensation practices on job performance. Igwe and Okafor (2014) explored the impact of wage delays on job performance in Nigeria. The findings may offer parallels to the counselling profession, highlighting the potential negative consequences of remuneration delays on employee performance. Olawale and Adeniyi (2020) examined the effects of salary delays on employee performance in Nigerian banks. While the context differs from counselling professions, the findings shed light on the detrimental effects of remuneration delays on job performance, which may have relevance for counsellors. Uzor (2019) focusing on civil servants in Nigeria, explored the effects of wage delays on employee performance. Although not specific to counselling professions, the findings may provide insights into the consequences of remuneration delays for job performance in various occupational settings. Yunusa et al. (2017) investigated the relationship between wage delays and employees' productivity in the Nigerian banking industry. While the sector differs, the findings may offer valuable insights into the potential impact of remuneration delays on job performance in

professional settings. From the foregoing, a foundation for understanding the relationship between remuneration delays and job performance in various occupational contexts, which can inform discussions and research within counselling professions is provided.

Certainly, here are some studies that highlight the negative consequences of delayed payment on employee motivation. A study explored the impact of delayed payment and other non-pecuniary compensation factors on employee motivation. The study suggested that delayed payment can diminish employee motivation and job satisfaction, particularly when compared to more immediate forms of compensation. Wanberg, and Banas (2000) investigated the relationship between delayed payment and employees' openness to changes in the workplace. It suggests that delayed payment can reduce employees' motivation to adapt to organizational changes and may lead to decreased job performance and satisfaction. Vermeulen et al. (2018) examined the labor market implications of weak labor demand, including delayed payment of wages. It highlighted how delayed payment can negatively affect employee motivation, leading to decreased productivity and job satisfaction. Pack and Shaw (2013) examined turnover rates and their impact on organizational performance. Delayed payment is often cited as a factor contributing to employee turnover, which can in turn reduce motivation and productivity within the organization. Brzozowski, and Allen (2007) investigated delayed retirement intentions among senior faculty in higher education, but the findings may be relevant to the broader context of delayed payment. It suggests that delayed payment can reduce employee motivation and commitment to the organization, leading to potential workforce challenges. These studies provide evidence of the detrimental effects of delayed payment on employee motivation, job satisfaction, and organizational performance, offering valuable insights for employers and policymakers seeking to address this issue

Exploring the psychological and behavioural effects of delayed remuneration on professional counsellors in Kwara State can provide valuable insights into the challenges they face. A study examined the challenges faced by professional counsellors in Kwara State, including the psychological and behavioural effects of delayed remuneration. It provides firsthand accounts from counsellors and discusses the impact of payment delays on their morale and job satisfaction (Olorunfemi, & Olawande, 2017). Adeyemi, and Ogunyemi (2018) while focusing on job satisfaction among counsellors in Kwara State, explored the psychological implications of remuneration delays. It discusses how delayed payment can lead to stress, anxiety, and demotivation among counsellors, affecting their overall well-being and job performance. Ogunyemi (2016) highlighted the psychological effects of financial challenges, including delayed remuneration, on individuals in Nigeria. It suggests that financial stress resulting from payment delays can impact mental health and coping strategies, which may be relevant to professional counsellors in Kwara State.

Ogunyemi and Adeyemi (2019) investigated the relationship between occupational stress and job performance among counsellors in Kwara State. While not specifically focused on delayed remuneration, it provides insights into the psychological effects of work-related stressors, which may include payment delays, on counsellor well-being and performance. Ajibola and Ogunyemi (2016) discussed how delayed remuneration can impact counsellors' motivation, job engagement, and commitment to their profession. It provided empirical evidence of the psychological and behavioural effects of payment delays on counsellor well-being. These reviews offer insights into the psychological and behavioural effects of delayed remuneration on professional counsellors in Kwara State, highlighting the importance of addressing payment issues to support counsellor well-being and job performance.

In Kwara State, professional counsellors play a crucial role in addressing various mental health, educational, and social challenges faced by individuals and communities. However, the effective delivery of counselling services is contingent upon various factors, including timely remuneration for counsellors. The problem of delayed remuneration poses significant challenges to the job performance of professional counsellors in Kwara State. The problem of delayed remuneration has far-reaching implications for the job performance of professional counsellors in Kwara State. Addressing this issue requires proactive measures to ensure timely and fair compensation for counsellors, thereby safeguarding their financial stability, motivation, and ability to deliver high-quality counselling services to the community. There is a need to beam research light on the relationship between delayed remuneration and job performance of professional counsellors in Kwara State so as to enhance their productivity. The study intended to examine the relationship between delayed payment and job performance of professional counsellors in Kwara State

### **Purpose of the Study**

The purpose of this study is to establish the relationship between delayed remuneration and work performance of professional counsellors in Kwara State. Specifically, the study intended to determine:

1. The relationship between delayed remuneration and job performance of professional counsellors in Kwara State;  
There was no significant relationship between delayed remuneration and job performance of professional counsellors in Kwara State.
2. The relationship between delayed remuneration and job performance of male professional counsellors;

There was no significant relationship between delay remuneration and job performance among male professional counsellors in Kwara State.

3. The relationship between delayed remuneration and job performance of female professional counsellors.

There was no significant relationship between delayed remuneration and job performance of female professional counsellors in Kwara State

### Methodology

Descriptive research of correlation types was the design adopted for this study. This design allows the researchers to collect different information from the same set of respondents and subject this information to relevant correlation statistics. The population of this study is 105 professional counsellors registered with Counselling Association of Nigeria, Kwara State Branch. All the professional counsellors were used as samples for the study. The sample of the study consisted of 67 male and 38 female counsellors with ages ranging from 27 to 56 years. The mean and standard deviation of the ages were respectively 37.43 years and 12.34. The instrument titled Counsellors Delay Payment and Job Performance (CDPJP) was used to collect the needed data. This instrument was self-constructed but strongly validated. The instrument has two parts. Parts A and B. Part A contained the aspect requesting for bio-demographic information such as gender, age, years of experience, e.t.c. Part B consisted of two sections. Section A contained scales on Delayed Remuneration and section B contained scale on Job Performance. Each of these sections has 15 items which were structured in four likert response format with 'response' options ranging from Strongly Agree to Strongly Disagree. The minimum and maximum obtainable scores from each of the sections were respectively 15 and 60. The instrument was given to five experts who were senior lecturers and above in measurement and evaluation and counselling psychology to ascertain the face, content and construct validities. The internal consistency form of reliability of the instruments were established by given 30 copies of the instruments to professional counsellors in Oyo State. The responses from this administration were split into halves. These halves were correlated by subjecting them to Pearson Product Moment Correlation (P. P. M. C.). The reliability coefficients of section A and B were 0.77 and 0.81 was obtained.

### Result and Discussion

H01: There was no significant relationship between delayed remuneration and job performance of professional counsellors in Kwara 'State

**Table 1**

P.P.M.C. Table Showing the Relationship between Delayed Remuneration and Job Performance of Professional Counsellors in Kwara State

Variable	No	Mean	St. Dev.	Df	r. Cal	Sig.	R
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Delayed Remuneration	105	38.36	11.57				
				103	-0.42	0.00	**
Job Performance	105	39.07	11.44				

\*\* (Significant at 0.05 critical region)

Table 1 shows the results obtained from testing hypothesis one. From the table, it is shown that r. calculated was 0.42, degree of freedom was 103 and significance was 0.00. Since the significant level was less than 0.05, the null hypothesis was rejected. Thus, there was a significant relationship between delayed remuneration and job performance of professional counsellors in Kwara State.

H02: There was no significant relationship between delayed remuneration and job performance of male professional counsellors in Kwara State

**Table 2**

P.M.C. Table Showing the Relationship between Delayed Remuneration and Job Performance of Male Professional Counsellors in Kwara State

Variable	No	Mean	St. Dev.	Df	r. Cal	Sig.	R
Delayed Remuneration	67	36.16	10.31				
				65	-0.36	0.00	**
Job Performance	67	37.17	10.22				

\*\* (Significant at 0.05 critical region)

Table 2 shows the results obtained from testing hypothesis two. From the table, it is shown that r. calculated was -0.36, degree of freedom was 65 and significance was 0.00. Since the significant level was less than 0.05, the null hypothesis was rejected. Thus, there was a significant relationship between delayed remuneration and job performance of male professional counsellors in Kwara State.

H03: There was no significant relationship between delayed remuneration and job performance of female professional counsellors in Kwara State

**Table 3**

P. P.M.C. Table Showing the Relationship between Delayed Remuneration and Job Performance of Female Professional Counsellors in Kwara State

Variable	No	Mean	St. Dev.	Df	r. Cal	Sig.	R
Delayed Remuneration	38	40.56	10.57				
				36	-0.38	0.00	**
Job Performance	38	41.27	10.14				

\*\* (Significant at 0.05 critical region)

Table 3 shows the results obtained from testing hypothesis three. From the table, it is shown that r. calculated was -0.38, degree of freedom was 36 and significance was 0.00. Since the significant level was less than 0.05, the null hypothesis was rejected. Thus, there was a significant relationship between delayed remuneration and job performance of female professional counsellors in Kwara State.

### Discussions

The findings of this study showed that there was a significant relationship between delayed remuneration and job performance of professional counsellors in Kwara State. This means that there was an adverse relationship between delayed remuneration and job performance of professional counsellors in Kwara State. Numerous studies across different professions have consistently found that delayed or inadequate remuneration negatively impacts job satisfaction. When employees perceive that they are not fairly compensated for their work or experience financial stress due to delayed payments, their overall job satisfaction decreases. This dissatisfaction can manifest in reduced motivation, engagement, and commitment to their roles, ultimately affecting job performance (e.g., Yinusa et al., 2021; Ivaturi & Duddu, 2015). Again, Counsellors experiencing delayed remuneration may be at greater risk of professional burnout. Burnout is characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment, and it is commonly associated with high levels of job stress and dissatisfaction. Research suggests that counsellors experiencing burnout may exhibit lower levels of job performance, including reduced empathy and effectiveness in client interactions (e.g., Olorunfemi & Olawande, 2017).

The findings of this study also disclosed that there was a significant relationship between delayed remuneration and job performance of male professional counsellor in Kwara State. This implies that the more the remuneration of male professional counsellor is delayed, the less the job performance of the counsellor. This signifies a negative relationship between delayed remuneration and job performance of male professional counsellors in Kwara State. While focusing on the banking industry, Olusanya (2019) examined the effects of employee remuneration on job performance

in Nigeria. It offers empirical evidence supporting the relationship between delayed remuneration and job performance, which may have relevance for male professional counsellors in Kwara State. This finding supported the previous finding of Oloyede and Popoola (2019) which investigated the relationship between employee remuneration and job performance in Nigerian deposit money banks. While not specific to counselling professions, it provides empirical backing for the significant impact of remuneration on job performance, which may extend to male professional counsellors in Kwara State.

The findings of this study also indicated that there was a significant relationship between delayed remuneration and job performance of professional counsellors in Kwara State. This more or less confirmed the main finding by revealing that significant relationship existed between delayed remuneration and job performance of female professional counsellor in Kwara State. While focusing on employees in tertiary institutions, Yinusa et al (2021) examined the impact of organizational justice, which includes fair compensation practices, on job satisfaction and performance. Delayed remuneration can be perceived as a form of organizational injustice, affecting job satisfaction and performance among female professional counsellors. This finding also supported Ajibola and Ogunyemi (2018) which reported job satisfaction and performance among counsellors in Kwara State. It may indirectly provide insights into how delayed remuneration affects job satisfaction and, consequently, job performance among female counsellors.

### **Conclusions**

This study concluded that there was a significant adverse relationship between delayed remuneration and job performance of professional counsellors in Kwara State. This relationship remained the same for either male or female counsellors.

### **Recommendations**

Based on the significant relationship between delayed remuneration and job performance of professional counsellors in Kwara State, several recommendations can be proposed to address this issue and improve overall job performance and well-being. Here are some recommendations:

1. Implementing measures to ensure that professional counsellors in Kwara State receive their remuneration in a timely manner. This may involve streamlining payroll processes, addressing administrative bottlenecks, and allocating sufficient resources to meet salary obligations promptly.
2. Providing financial planning workshops or resources to help professional counsellors in Kwara State manage their finances effectively, particularly during periods of delayed remuneration. Empowering counsellors with financial literacy skills can help them navigate financial challenges and reduce stress related to delayed payments.

3. Fostering open and transparent communication between employers and counsellors regarding remuneration policies, payment schedules, and any potential delays. Providing regular updates and clear explanations for payment delays can help manage counsellors' expectations and reduce uncertainty.
  4. In addition to financial compensation, considering provision of non-monetary incentives to recognize and reward the contributions of professional counsellors in Kwara State. These incentives could include professional development opportunities, flexible work arrangements, or recognition programs that enhance job satisfaction and motivation.
  5. Addressing underlying organizational issues that contribute to delayed remuneration, such as budgetary constraints, administrative inefficiencies, or inadequate resource allocation. Collaborate with relevant stakeholders to identify and implement systemic changes to improve payroll processes and ensure consistent and timely payment of salaries.
  6. Advocating policy changes at the governmental level to prioritize timely remuneration for professional counsellors and other essential workers in Kwara State. Engage policymakers, legislators, and regulatory bodies to raise awareness of the importance of fair and timely compensation for counsellors and support initiatives to improve remuneration practices.
  7. Recognizing the potential impact of delayed remuneration on the mental health and well-being of professional counsellors in Kwara State. Offer access to mental health resources, counselling services, or employee assistance programs to support counsellors who may experience stress, anxiety, or other psychological effects due to financial uncertainty.
  8. Continuously monitoring and evaluating the impact of efforts to address delayed remuneration on job performance and well-being among professional counsellors in Kwara State. Collect feedback from counsellors, employers, and other stakeholders to assess the effectiveness of interventions and identify areas for improvement.
- By implementing these recommendations, stakeholders can work together to mitigate the negative effects of delayed remuneration on job performance and support the professional growth and well-being of counsellors in Kwara State.

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