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PAY SCALE AND HOURS OF WORK AS CORRELATES OF LIFE SATISFACTION AMONG STAFF OF MAKURDI CORRECTIONAL CENTRE, BENUE STATE, NIGERIA

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ABSTRACT: This study investigated pay scale and hours of work as correlates of life satisfaction among 194 Correctional Officers of Makurdi Correctional Centre consisting of 134 males and 60 females who were selected from a population of 273 staff of the correctional centre. The mean age in this study is 46 years. The study adopted cross-sectional survey design and purposive sampling technique was employed to select the participants for the study. Two hypotheses were formulated and tested. Data was analysed using Pearson Product Moment Correlation. Results revealed a statistically significant relationship between pay scale and life satisfaction [r (1,194=.152,p<.05] of correctional officers in Makurdi. While result of post-hoc text using Turkey HSD revealed that participants who are collecting salaries from 100k and above have a higher life satisfaction [Turkey HSD (4.275), M=20.28;SD=11.133], this indicated that higher pay leads to higher life satisfaction. Results also revealed no significant mean difference in the distribution of hours of work, In light of these, the study recommended involvement of administrators in policy making that concerns correctional officers, increment in correctional staff pay and provision of basic resources at the correctional centres in Makurdi, Benue State.

Keywords: Pays Scale, Hours of Work, Life Satisfaction, Correctional Centre.

INTRODUCTION

Working in a correctional setting has been viewed in the society as an overwhelming occupation that holds little respect in society due to the belief that correctional officers are in constant interaction with deviants in the society (Lambert & Paoline, 2008). Correctional officers deal with inmates directly who may be violent and being held against their "will" which give credence to the fact that correctional centres (work environments) are hostile (Lambert & Paoline, 2008). Correctional officers who are satisfied with their jobs and free of stress often relate with inmates in a friendly manner, this makes the environment a more conducive place for correction as the name implies and not punishment. On the contrary, dissatisfied and stressed correctional officers can derail from the goals of the correctional institution (Lambert & Paoline, 2008).

The notion that high pay leads to high levels of satisfaction is not without debate. Correctional officers receive a variety of inmates that enter and exit the facility on a daily basis; rehabilitation centres face overcrowding and operate with limited staff, funding and resources (Lambert, Reynolds, Paoline, & Watkins, 2004). These factors can have a direct

effect on the correctional officers' life and level of satisfaction while in service, which can affect their commitment and relationship with the inmates and their immediate families. In addition, the environment an individual finds him or herself may also be important determinant of life satisfaction (Ike & Obinna, 2013). This study seeks to explore the correlates of life satisfaction in the pay scale and hours of work of serving correctional officers. Correctional agencies have been under increased pressure to attract and keep qualified staff to maintain a correctional facility 24 hour a day, 7 days a week. These officers are tasked with the direct supervision of inmates at all times, and escorting the inmates for meals, recreation, and other activities (Farkas, 2001). Correctional Centre has been described as the dumping ground for society's troubled individuals; its primary function is order maintenance and rabble management through brief periods of incarceration (Griffin, 2001). It is against the background of the above that this study has examined pay scale and hours of work and work satisfaction in correctional Centre in Makurdi, Benue state-Nigeria.

Statement of the Problem

The working condition under which public servants operates are becoming demanding considering the increase in contributory factors within their working environments, which seem to be deteriorating and the Nigeria Correctional Service is not left out either. The fact that Correctional staffs are instrumental in ensuring the successful correction and rehabilitation of inmates (offenders) in the Nigerian correctional institution underscore the belief that, correctional officers should have a good welfare package but the reverse is the case in Makurdi Correctional Centre. The work environment is one that affects the health and psychological well being of the officers. Given that the salary is not commensurable with hours of work among many other factors. Nevertheless, pay scale and hours of work has continued to affect the performance, interpersonal relationship as well as family well-being of correctional officers (Amnesty International, 2011). Life Satisfaction is a diverse issue affecting staff in different organization in Nigeria which has gotten the attention of researchers. Findings from various studies has shown that most workers are not satisfied with their life considering the fact that the expected allowance at the end of the month is not enough to met with their demand, in some organizations the responsibilities sometimes cannot be compared with the pay either, this problematic situation sometimes leads to frustration, psychological withdrawal and even discourtesy amongst staff. In the correctional centre, the quality of life is often a function of the number of staff, the role they play, and the attitude with which they approach their work (Okoh, 2021). This is why the revised UN Standard Minimum Rules for the Treatment of Prisoners(the Nelson Mandela Rules) emphasize the need for, 'careful selection of every grade of the personnel, since it is on their integrity, humanity, professional capacity and personal suitability for the work that the proper administration of the institutions depends'. It is against the foregoing that this paper has examined pay scale and hours of work as correlates of life satisfaction among staff of Makurdi Correctional Centre, Benue State – Nigeria.

Objective/Hypotheses

The main objective of this study is to examine pay scale and hours of work as correlates of life satisfaction among staff of Makurdi Correctional Centre, Benue State – Nigeria. The specific objectives are to: examine the relationship between pay scale and life satisfaction among Correctional Officers of Makurdi correctional Centre in Benue State, and to determine

the relationship between hours of work and life satisfaction of correctional officers in Makurdi, Benue State. The following hypotheses were tested;

(i) There will be a significant relationship between pay scale and life satisfaction of Correctional officers in Makurdi Correctional Centre and
(ii) (ii) there is significant relationship between hours of work shift and life satisfaction.

Conceptual Review

Concept of Pay Scale

Most people choose to spend their adult lives in paid employment. The reasons individuals so devote themselves to work are varied, and for many, self-concept factors are cited (i.e., one's job is a source of one's identity; Hulin, 2002). However, when individuals are asked why they work, money is one of the most commonly cited reasons (Adrian & David, 2016).Locke, Feren, McCaleb, Shaw & Denny (1980) further argued that; "No other incentive or motivational technique comes even close to money with respect to its instrumental value". For most, the choice not to work is not really an option, since money provides sustenance, security, and privilege. To no small extent, people work to live, and the pecuniary aspect of the work is what sustains the living. However, work life is not detached from personal life; this has been proven by research on work-life balance (Sirgy, & Lee, 2018). Since work commitment is a psychological phenomenon characterized by a positive fulfilling, active-motivational state of work-related wellbeing (Bakker, & Schaufeli, 2008), constraints outside the sphere of work may influence this psychological state. In general, the literature suggests that life satisfaction associates better with external factors such as pay (Diener, & Chan, 2010; Stone, Bradburn, Edward, Paul, Carol, Joseph & Daniel, 2013). For instance, unemployed people often report lower life satisfaction.

Hours of Work

Several literature explores many aspects of the linkages between hours of work, workers experiences, behaviour or attitudes, performance, life satisfaction, work–family conflict and work–life balance (Beckers, Linden, Smulders, Kompier, Taris, & Geurts 2008; Golden & Wiens-Tuers 2006; Reynolds 2003; Virtanen, Heikkila, Jokela, Ferrie, Batty, Vahtera & Kivimaki, 2012). Staff who work long hours experience reduced mental and physical well-being, feel over-worked, make mistakes, feel anger towards their employers, resent their coworkers and consider looking for a new job (Galinsky, Kim,& Bond, 2001; Reynolds, 2003). Hours spent at work, whether day or night, this difference appears to be the most serious adverse effect of overtime work (Golden &Wiens-Tuers, 2006). There is, however, a dearth of research on the relationship of working hours and life satisfaction. The few contributions include Gray, Qu, Stanton and Weston,(2004) who analyze the well-being of fathers and their families using cross-sectional Australian data and suggest that fathers' satisfaction with hours of work decreases as the number of hours worked increases. Golden and Wiens-Tuers (2006), found that the extra money that working overtime brings does not buy additional happiness, Booth and Ours (2009), also discover that men have the highest hours-of-work satisfaction if they work full-time without over time hours. Women on the other hand, have greater job satisfaction and work-hour satisfaction if they work part-time jobs. Golden, Henly, and Lambert (2013) found that having work schedule flexibility is

associated with greater life satisfaction. Clark and Senik (2006) posit that workers in certain sectors are significantly more satisfied and enjoy higher pays than those in others. Long work hours are a risk factor for a range of psychological and psycho-somatic conditions, including stress, anxiety, depression and hypertension. Long work hours have also been found to reduce productivity and work place competence, notably among medical professionals (Rogers, Hwang, Scott, Aiken & Dinges, 2004).

Concept of Life Satisfaction

Life satisfaction is not an easily understandable concept in reality. Thus, many different scholars have defined it based on their ideology about the term. Life satisfaction for Sumner (1966) is "a positive evaluation of the conditions of one's life, a judgment that at least on balance, it measures up favourably against one's standards or expectations." Generally, there is an increasing awareness of the importance of satisfaction with life, both among individuals and policy makers. Stiglitz, Sen, and Fitoussi (2009) has for example pointed out that the way the individual perceives how well his or her life is going should be considered alongside other observable objective indicators of economic and social wellbeing. Additionally, life satisfaction is not only "intrinsically" but also "instrumentally" important for the individuals (Alkire 2015; De Neve, Diener & Xuereb, 2013). Enhanced life satisfaction has been shown, to lead to a number of better life outcomes, such as better health status, more satisfactory social relationships (relationship with inmates and colleagues), higher productivity and increased educational achievements, which is also a factor for a higher remuneration. According to Andrew and Witney (1974), life satisfaction represents an overarching criterion or ultimate outcome of human experience. Life satisfaction gives meaning to one's life and it can be source of a feeling or self-worth.

LITERATURE REVIEW

Pay Scale and Life Satisfaction

Generally, a number of literatures suggest that life satisfaction associates better with external factors such as income (Diener, Weiting, James & Arora, 2010; Stone, Bradburn, Arthur, Diener, Dolan, Graham, Hotz & Kahneman, 2013). A review of studies examined the relationship between income (pay) and life satisfaction using data from the Panel Study of Income Dynamics (PSID), the PSID data were collected through an interview with the heads of household or the wife/cohabiting partner of the heads of household. As predicted in their literature, income is positively associated with higher life satisfaction scores. Consistent with much of the existing literature, the study found that income was somewhat predictive of life satisfaction, although other factors such as health status, unemployment, and marriage were stronger correlates. It was also identified that, there is a negative association between life satisfaction and the receipt of income assistance from government and private sources, and found that the association remained predictive even after controlling for family income and other factors.

Another study conducted by Ahn, Ateca-Amestoy, Victoria and Arantza (2014), examined data for Spain and Denmark in the European Community Household Panel (ECHP). The study found that the share of income from labor was positively predictive of the respondents' satisfaction with their current financial situation. The authors concluded that the findings support the procedural utility hypothesis outlined by Frey, Benz and Alois (2004), which

predicts that life satisfaction is influenced not only by outcomes but also the processes that lead to the outcomes. The satisfaction derived from earnings and income assistance, however, could differ across locations with dissimilar public attitudes toward people's potential for obtaining self-sufficiency (Okoh, 2021). Pay scale levels and other conditions of service for staff should reflect the important contributions of staff to society, the United National Office on Drugs and Crime (UNODC) in the review of their study reported that the salaries of correctional staff, 'are normally quite inadequate, which contributes to dissatisfaction and corrupt practices'. In lower income countries, pay rates can be very low and can render staff vulnerable to corrupt practices. Though creative measures can be taken to reduce corruption, for example, by moving staff frequently to new locations or to employment without direct contact with prisoners, this is not always possible or desirable, due to uneasy movement of family from one location to the other considering the cost and other domestic challenges. Correctional officer remuneration and benefits (eg. pension, health insurance) should be aligned with comparable public service professions, for example police officers, teachers or nurses, and take into account the complex and sometimes dangerous nature of the role (Okoh, 2021). There are other aspects of working conditions that have an impact on correctional staff, for example, where detention conditions are described to be a concern, or even amounting to torture or other forms of ill-treatment, correctional staff may be subject to the same conditions as inmates. These may include poor physical infrastructure, insufficient space, air and light, a lack of sewerage and waste disposal or other unhygienic conditions (UN Special Rapporteur on Torture, [2010] cited in Okoh, 2021).

Hours of Work and Life Satisfaction

One way to obtain empirical evidence about efficacy or effectiveness derived from work is to study the link between hours of work and life satisfaction of individuals in relation to the pay they receive. The existing literature applying this method provides ambiguous evidence. While some studies find a negative relationship between hours of work and life satisfaction (Pouwels, Siegers, & Vlasblom, 2008), others find no significant link between hours of work and life satisfaction (Booth & Van Ours, 2008), and yet others find suggestive evidence of an inverted U-shaped relationship between both variables (Knabe, Rätzel, Schob, & Weimann, 2010). An extensive body of empirical studies shows the relationship between hours spent at work and individuals life satisfaction. This seems to support the idea that work can be a source of efficacy in itself. If the benefits one derives from work increase with hours spent at work, even if at a decreasing rate, then these same hours could have a positive effect on life satisfaction. On the other hand, increasing effort costs could make the effect of hours spent at work on life satisfaction turn negative above a given threshold, when the benefits incurred cannot be spent as desired since most of the time is spent at work (Okoh, 2021). First, is working one hour per day enough to meet the reference framework of employment and derive the corresponding benefits for life satisfaction? Second, if duration neglect is important, does that mean that a possible influence of working hour on affect will not be translated into changes in life satisfaction? If both questions are answered with yes, working hour will have no effect on life satisfaction after controlling for pay. However, if working more than one hour per day is needed in order to generate a positive effect on a cognitive evaluation of one's own life, then weekly working hours can have a positive effect on life satisfaction. Though in another study by Rudoff (2013) as cited in Okoh (2021), found that reductions in working hours did not have the expected positive effects on workers life satisfaction, this findings confirms the present findings that hours of work is insignificant to life satisfaction. However,

there is need for further study comparing hours of work between public workers and private workers as it affects life satisfaction.

METHODS

Participants

The participants for this study were one hundred and ninety-four (194) out of the total of two hundred and seventy three (273) correctional officers of Makurdi Correctional Centre. They consisted of 134 males and 60 females with a mean age of 46 years. The purposive sampling technique adopted in selecting participant in this study. According to Trochim and Donnelly (2007), a purposive sample is used when a researcher samples with a purpose in mind, seeking one or more specifically predefined groups.

Instrument

A pilot study was conducted to establish the reliability and validity of both Life Satisfaction Scale and Correctional Work Environment Scale among Fifty (50) officers working in Otukpo Correctional Centre in Benue State. Fifty (50) questionnaires were purposively administered to officers working in Otukpo Correctional Centre in Benue State. The result of the analysis established that Life Satisfaction Scale had a Cronbach reliability coefficient of .871. All the five items on the scale yielded a good reliability coefficient as none of the items was deleted. Shao and Diener (1992) in their study established a Cronbach's alpha coefficient of .87. The Cronbach's Alpha reliability coefficient derived in this present study is similar to what was established by Shao and Diener (1992). In view of the high Cronbach Alpha reliability, the scale was found useful and all the items on the scale were adopted for the main study. Pay scale was operationalize into (30k-50k, 51k-100k and 101k-150k) while hours of work was operationalized into (8am-4pm, 4pm-8pm and 8pm-6am) respectively.

Procedure

The researchers visited the Makurdi Correctional Centre and interacted with the officer in charge. The purpose of the research was explained to him and after satisfaction, approval was granted for the full conduct of the research. The researchers sought the assistance of two officers who agreed to assist during the questionnaire administration. A time limit of 30 minutes was allocated for the completion of the research instrument after which retrieval followed. The researchers at the end of the research extended their gratitude to all officers who participated in the study.

Research Design/Statistics

A cross-sectional survey design was adopted to predict the relationship between pay scale (PS) and hours of work (HW) and life satisfaction (LS). The research design is appropriate to test objective theories by examining the relationship among variables as it predicts life satisfaction of the target population. Pearson Product Moment Correlation was used to analyse the data.

RESULT

Table 1a: Summary of result showing the relationship between Pay and Life Satisfaction among Correctional officers in Makurdi Correctional Centre

Pay	Mean	SD	df	R	P	Sig
Pay Scale	2.13	.822	1,194	.152*	<.05	.034

Table 1b: Summary of Means for the sub levels of the pay scale in relation to life satisfaction among Correctional Officers in Makurdi Correctional Centre

Sub-levels of the pay scale	Means	SD	N
30K-50K	17.06	8.327	54
51K-100K	16.00	7.837	60
100K and above	20.28	11.133	80

*Correlation is significant at the 0.05 level (2-tailed).

Table 1a presents the result of the relationship between pay scale and life satisfaction of correctional officers in Makurdi Correctional Centre while table 1b shows the mean distribution of the sub-levels of the pay scale. As indicated in table 1a above, the result indicated that there was a significant relationship between pay scale and life satisfaction [r(1,194)= .152, p<.05] of correctional officers in Makurdi correctional centre. This result confirmed the hypothesis which stated that there will be a significant relationship between pay scale and life satisfaction of correctional officers in Makurdi Correctional Centre. The results as shown in table 1b further revealed the mean distribution of the sub-levels of the pay scale indicating the mean of participants' salaries within 30k-50k (M= 17.06; SD= 8.327; N=54); 51K-100K (M= 16.00; SD= 7.837; N= 60); 100K and above (M= 20.28; SD=11.13; N= 80). The result of post-hoc test using Turkey HSD revealed that participants who are collecting salaries from 100k and above have a higher life satisfaction than others whose salaries fall below 100k [Turkey HSD (4.28); M= 20.28; SD= 11.13].

Table 2: Summary of mean difference in the hours of work in relation to life satisfaction of Correctional Officers in Makurdi Correctional Centre

Hours of work	M	SD	N
Morning	18.13	7.037	110
Afternoon	17.61	9.326	61
Nights	18.91	18.022	23
Total	18.06	9.601	194

The table above shows the mean distributions of the hours of work. As indicated in the table, 110 (M= 18.13; SD= 7.037) officers, 61 (M= 17.61; SD= 9.326) officers, and 23 (M= 18.91; SD= 18.022) officers reported the hours of work they perceived given them representing working hour (8am-4pm), closing hours (4pm-8pm) and night (8pm-6am) respectively. In order to ascertain if there is a significant mean difference, Turkey HSD was used to analyze the mean but the result showed that there was no significant mean difference in the distribution of work hours on life satisfaction of the officers working in the Correctional

Centre in Makurdi, Benue State. This means that hour of work is not a factor in life satisfaction of correctional officers.

DISCUSSION OF FINDINGS

This study focused on the predictors of life satisfaction of correctional officers in Makurdi Correctional Service, Benue State.

Hypothesis one, which states that there is significant relationship between pay scale and life satisfaction of Correctional Officer in Makurdi Correctional Centre was analyzed using Parsons Product Moment Correlation (PPMC) and the result showed a significant relationship. The hypothesis is hereby confirmed in this study.

The hypothesis is in line with the findings which indicated that there was a significant relationship between pay and life satisfaction of correctional officers, though officers who were collecting 100k and above seem to have better satisfaction with life and officers who receive less than 100k has lesser satisfaction in life. The result indicated that the higher the pay the higher the life satisfaction. The result of this findings is in line with the report of Deaton (2008), that larger national incomes were associated with increases in life satisfaction, and a study conducted by Hakanen and Schaufeli (2012), also confirmed pay as an important part of employees life satisfaction, describing pay as a positive characteristics of work engagement. The fact that people feel more satisfied with their lives when they satisfy their desires for meeting their necessary needs is no longer a debate. Also relevant to this research is another study by Ahn, Ateca-Amestoy, Victoria and Arantza (2014) that pay from labour was positively predictive of respondents' life satisfaction with their current financial situation, and an article by Stevenson and Wolfers (2008) came to similar conclusions using data from several surveys. Which is consistent with the findings of the present study that officers with larger pay have a better life satisfaction?

Hypothesis two which states that Correctional Officer who works during working hours (8am-4pm) will significantly have better life satisfaction than officers who work after closing hours (4pm-8pm) and over the night (8pm-6am) in Makurdi Correctional Centre was analyzed using Compared Means to test the difference and Turkey HSD was used to establish if the mean difference is significant. The result however showed insignificant relationship. The study did not confirm the hypothesis. The hypothesis is in line with the findings which indicated that there was no significant difference since participants response indicated slight difference, which could be as a result of shift in duty and the fact that the officers might have been acclimatized with the system. This finding is contrary to a study conducted by Golden, Henly and Lambert (2013), that having work schedule flexibility is associated with greater life satisfaction. Though in another study by Rudoff (2013), it was found that reductions in working hours did not have the expected positive effects on workers life satisfaction, this findings confirms the present findings that hours of work is insignificant to life satisfaction. However, there is need for further study comparing hours of work between public workers and private workers as it affects life satisfaction.

Conclusion

This research explored the respective roles of pay and hours of work in relation to life satisfaction amongst correctional officers in Makurdi metropolis, Benue State. The study was

conducted to determine if the bottom-up theory was predictive of life satisfaction among correction officers. Findings of the research provided support for the proposed theory and suggest that pay is an important factor in understanding correction officers' life satisfaction, while hours of work are insignificant.

Recommendations

For further research and applications, below are suggested recommendations;

1. The finding of this research recommends increment of correctional staff pay, provision of basic resources at the correctional centers.
2. Finally, it is recommended that, further research should also be conducted at other correctional centers, in different locations to allow better generalization of the results.

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