

Impact of Staff Remuneration on the Performance of Journalists in Osun State

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Abstract

The study examined the impact of remuneration on the performance of journalists using selected journalists from media houses in Osun State. The paper adopted a survey method. It was guided by Social Theory of Journalism developed by Dennis McQuail, and Equity Theory propounded by John Adam. Findings revealed that journalists in Osun State were poorly remunerated. It was discovered that better pay for journalists will lead to better performance as the remuneration received is directly linked to the performance of journalists. Findings also showed that prevailing wage rate and ability of organisations to pay are the key factors that are responsible for the payment of remuneration of journalists in the state, which affects journalist's editorial decision and ability to uphold the ethics of journalism leading to taking gratifications. The study recommended that media establishments should work out different types of remunerations. Other benefits for the staff (both cash and non-cash based) and should be paid as and when due. To upscale the performance of journalists, media organisations should ensure that journalists are well remunerated in order to carry out their functions satisfactorily. This paper concluded that remuneration impacts the performance of journalists in four ways out of six areas that were measured. It was equally concluded that staff remuneration affects the editorial independence of journalists and their ability to uphold the ethics of journalism. The study also concluded that remunerations and other benefits determine to a large extent, how journalists perform their professional functions and obey the guiding principles of their profession.

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Introduction

Over the years, Nigerian journalists have been faced with issues of poor salaries, wages and compensation as well as depressed working circumstances. Unlike many other professions or vocations in Nigeria, journalism continues to be the least regulated in terms of admission. This explains why so many people with no journalistic background enter the field and make it an "all-comers' affair." This influx of untrained persons into the media industry has resulted in the availability of low-cost media labour, allowing media companies to hire staff and pay outrageous rates. Some media moguls hire low-wage workers and then refuse to pay them. Journalists work long hours without receiving a commensurate salary, overtime allowances, or other incentives due to the nature of their employment. Hazard allowance, insurance, and health benefits are examples of remuneration packages Popoola (2018). Journalists are fired without a pension or a severance package. In Nigeria's media business, journalists do not enjoy job stability and security. Popoola (2018) noted that journalism is one of Nigeria's oldest professions, having flourished for over a century before the country's independence in 1960. It all began with Reverend Henry Townsend's pioneering efforts in Abeokuta, where he founded the first newspaper, *Iwe Irohin Fun Awon Ara Egbaati Yoruba*, in 1859. (Alabi, 2017, p. 162). In his autobiography, Obafemi Awolowo (1960), cited in Popoola (2019), notes, "Journalism was an unproductive, irritating, and sole miserable job at that time in Nigeria." There was a broad but unspoken disdain towards newspaper men, especially reporters. They were regarded as the "flotsam and jetsam" of the Nigerian intellectual society." Idowu (2018), referenced in Popoola (2019), bemoaned the fact that "the media sector has never been more corrupt." As a result, the question of journalist salary did not arise overnight. It dates back to the beginning of the profession

Statement of the Problem

Despite working relentlessly to keep the people informed, educated, and entertained since 1859, when newspapering began in Nigeria, media practitioners have never been well compensated. They work long hours to guarantee that every breaking story is covered, even if it means putting their lives in danger. "There are indeed dark valleys of stagnation on the way to Nigerians' joyous daybreak of economic prosperity, but the remuneration of journalists is paramount, necessitating the need to stop paying lip service and

to provide good and accessible remuneration services.” The terrible condition that Nigerian journalists are in has pushed the Premium Times Centre for Investigative Journalism (PTCIJ) and the Coalition of Whistle-blowers Protection and Press Freedom to form a partnership.

This commendable move is necessary to maintain the respect and dignity that has been accorded to the media profession, just as it has been accorded to every other dignified profession in the world. However, journalists are hindered in performing their responsibilities as watchdogs of society due to a pathetic situation in which they are underpaid or not paid at all by their employers. This explains why so many people with no journalistic background enter the field and make it an "all-comers' affair." This influx of untrained persons into the media industry has resulted in the availability of low-cost media labour, allowing media companies to hire staff and pay outrageous rates. Some media moguls hire low-wage workers and then refuse to pay them. Obaditan (2018) also decried the poor remuneration of journalists in Nigeria, saying despite their role as a reliable and dependable pillar of nation building, many of them are suffering. He canvassed for better remuneration for pressmen for the purpose of fulfilling their statutory obligation of strengthening democracy for the good of all. In the same vein.

Ndukwe (2021) noted that media owners pay greater attention to the remuneration of journalists, pointing out that they deserve better pay to be able to carry out their responsibilities just as he urged media operators to regularly organise training and retraining programmes for media practitioners to keep them abreast of latest trends in the journalism profession. He canvassed for better remuneration for pressmen for the purpose of fulfilling their statutory obligation of strengthening democracy for the good of all. In another instance, Abdulahi (2021) says” It is very worrisome if you ask to know what most of these big media houses are paying their workers, you will find out that some of them are not on salary. According to him, “If media houses cannot pay their staff well, how do you want them to cope when their remuneration is not encouraging, do you want them to become beggars?” he queried.

Prompted by the worries expressed by some concerned Nigerians about the remunerations of journalists, as well as the fact that many of them have resorted to taking gratifications to alter or commercialize news reporting in order to make ends meet as highlighted by Yusuf (2018), this study, therefore, investigates the impact of staff remuneration on journalist performance, determines the extent to which staff remuneration affects journalist performance, determines the factors that influence the payment of staff remuneration, and determines the ways in which staff remuneration affects their performances.

Nigerian Journalists and Poor Remuneration

The issue of poor remuneration of journalists did not just start today. It is as old as the profession itself. Many media men now fight to “keep body and soul

together” because of poor remuneration and condition of service occasioned by non or irregular payment of salaries in the industry. This has adversely affected the performance of journalists (Alabi, 2016, p. 161). Popoola (2019) narrated that at a point in history, media men received ridiculously low salaries, some were not even paid as and when due, leading to a situation whereby many of them never looked at their jobs as a career of a lifetime. At a point, journalists were further haunted by economic hardship and job insecurity. Obafemi Awolowo (1960) cited in Popoola (2019) says in his autobiography that:

Journalism was an unprofitable, frustrating and sole depressing career at that time in Nigeria. There was a general but inarticulate contempt for newspaper men, particularly, the reporters. They were regarded as the flotsam and jetsam of the community of Nigerian intelligential. He added that many people took to journalism because there was no good job in anything else. Journalism was not well paid then as a good job in the civil service or in the mercantile house.

According to him, only the editors and their immediate assistants could afford to own a bicycle. Even, Mr. Ernest Okoli, the most brilliant and the most formidable of them all, did not own one; he could not afford it. These challenges poor remuneration of journalists as highlighted by Chief Obafemi Aowlowo are still very much with Nigerian journalist till today.

Idowu (2018) cited in Popoola (2019) lamented that the media industry has never been well paid. He stated that the matter is compounded when the low pay is not forthcoming. Popoola (2019) further averred that early newspaper proprietors exploited many journalists under the guise of patriotism and nationalism. He pointed out that many of them were forced to put in extra-long working hours; some were confronted with the challenges of trekking long distances and running into miles on foot to cover assignments.

Atoyebi (2012) cited in Alabi (2016) linked the problem of remuneration of journalists to the popular notion of “he who pays the piper calls the tune.” Alabi (2016) posits that in 1999, *Daily Times of Nigeria* owed its employees nine months’ salaries despite the fact that the staff were only receiving peanuts as monthly take home. According to him, poor remuneration has, however, considerably affected the professional performance of journalists.

Adebiyi, Salaudeen & Sanni (2018) noted that when journalists are poorly paid and even sometimes wait for months for their take home, there is a high likelihood of ethical breaches. The journalists on the field are the ears and

noses of the media management. They are the first gatekeepers. It is whatever they turn in that the editors work on. The experience of Bonnie Iwuoha, a participant at a workshop organised by the Nigerian Union of Journalists, reported in Adejola and Bello (2014, p. 109) best illustrates the experience of an average Nigerian journalist he said:

Journalists are made to serve under hazardous conditions with poor and yet irregular salaries. In some media organisations, journalists are owed salaries for upwards 12 months. Some employers exhibit tendencies that are inimical to healthy industrial nature, yet they expect journalists to perform maximally at all times. Most proprietors of media outfits pay little or no attention to the welfare of their workers.

In the heat of the mounting salary debt owed civil servants by almost all the states of the federation in Nigeria and well covered by the Nigerian media in 2016, there emerged a list of about nine media organisations who owed their workers' salaries ranging from 6 to 17 months. The list of the owing media organisations according to Nigeria Labour Congress, as reported by Odogwu (2015) cited in Adebisi *et al.* (2018) is presented in the table below:

A list of media houses owing workers as at 2018

S/N	MEDIA HOUSE	MONTHS OWED
1	Thisday Newspapers	9 Months
2	Africa Independent Television (AIT)	17 Months
3	Daily Independent	9 Months
4	Tell Magazine	7 Months
5	National Mirror and Newswatch Daily	7 Months
6	The News/PM News	9 Months
7	Hallmark Newspapers	8 Months
8	Daily Champion	18 months
9	Daily Times	6 months

Source: Odogwu (2018)

This table presents media houses and months of salaries owed to their staff as of 2016. It is strongly believed that the figures in the table would have changed by now as new figures have not emerged.

Assay (2019, p. 11) also observed that “in addition to not being adequately remunerated, journalists in most news organizations have to

endure long periods without salaries because their employers simply cannot find the money to meet obligations.

The implication of this is that investigative journalists may resort to various kinds of mischief to make ends meet. Olaniyan (2008) cited in Ajaegbu (2015) stated that only 4 of 14 national newspapers pay their journalists regularly, while the remaining 10 owe their staff at any point in time anything between two and eight months in salary arrears. Out of the 4 which pay regularly, only two pay well above what the federal government pays its civil servants. With this kind of situation described above, there is bound to arise mobility of capable hands to other lucrative sectors (Adeyemi, 2009, p. 57 cited in Ajaegbu, 2015).

Remuneration and Performance of Journalists

Remuneration reflects the incentive given to the worker for his efforts and services in an organization. According to Assay (2009) cited in Ajaegbu *et al.* (2015), staff remuneration is the payment made to journalists in exchange for their services. Journalists must be well compensated in order to be truthful, impartial, committed, and fair in their news reporting.

Staff remuneration exists in the form of incentives offered to workers for the job they accomplish. If compensation is not distributed proportionally, performance cannot be attained at its highest level. Ajaegbu, Akintayo & Temple-Ubani (2015) posit that the remuneration package represents the reward given to the workforce for their efforts and contributions to an organization.

Assay (2009) cited in Ajaegbu *et al.* (2015) remuneration is the consideration given to the journalist for the services they render. For the journalist to be truthful, objective, committed and fair with their news reporting they need to be adequately remunerated.

Nwachukwu & Balas (2004) cited in Ajaegbu (2015) affirmed that remuneration exists in form of incentives given to workers for the job they do and it is financial. This could be in form of staff allowances, costume/dressing allowances, entertainment allowances etc. It exists in form of money given to the employer. One of the best ways to motivate journalists is by giving them financial incentives when due. Other incentives include fringe benefits like annual leave, decent office, an official vehicle with a driver, commendations and awards given to performing workers, and involvement of staff in some crucial policy formulation etc.

According to Akinyele (2010) cited in Ajaegbu (2015) notes that the performance of a corporate organization like the media outfit is highly

dependent on the perception of the workers (journalists) on their remunerations.

The staff remuneration package is a propeller that drives the activities and performance of journalists. The productivity of the journalist is equally determined by their remuneration package.

For journalists to discharge the load of expectations placed on them by the public, they have to be adequately remunerated. The public expects that the media should do more investigative journalism in order to expose acts of corruption (Akinfeleye, 2003, p. 25 cited in Ajaegbu, 2015). The media is expected to make elected leaders account for their electoral promises while closely monitoring the political processes in such a way that people can make informed choices at election time. Also expected from the media is greater attention to the basic needs of the people for jobs, food, security, healthcare, education etc. The public expects the media to set agenda for accountability, transparency, openness and good governance (Ambe and Ikonie, 2004, p. 8 cited in Ajaegbu, 2015). These expectations will not be met unless journalists are well paid and encouraged to be able to do their work unhindered.

Olaniyan (2008), cited in Ajaegbu (2015) highlighted the challenges journalists face in the course of duty despite the poor pay; "the investigative journalist usually takes great risks to which many lose their lives in the process." It should be noted that poor or non-payment of remuneration portends two things for journalist. One, a journalist can back out of any investigation that has high implications for the person being investigated if offered money since he knows that he may not get his salary. Secondly, he may refuse to follow a lead in a story when he realizes that there is danger and if anything goes wrong, he will not have or leave any tangible legacy for his family (Olaniyan, 2008 p. 136 cited in Ajaegbu, 2015).

Theoretical Review

This study was anchored on the Social Theory of Journalism as propounded by Dennis McQuail in 2013. The theory examines the goals, rights, responsibilities, and social duties of journalists. The Social Theory of Journalism, like other normative theories, is based on "guiding principles" and "views of what journalism ought to or should not do" (McQuail, 2013, p. 10 cited in Obateru, 2017, p. 40). It claims that journalism adheres to a specific ideal type of purpose and practice that varies only in time and place. "The status granted to journalism in the wider community rests on the ideals it subscribes to and how effectively it lives up to them," it claims (McQuail, 2013, p. 10) cited in Obateru (2017, p. 40) The idea goes on to say that important issues including reporting independence, quality, goals, and the obstacles created by evolving media systems are universal. Unlike some other normative theories of the press, which primarily focus on the interactions between journalists and various sectors of society and their impact on the

journalism profession, this one focuses on the interaction between journalists and other parts of society.

This theory is relevant because it focuses on the issues that journalists face in the course of their work. This makes it one of the ideas that support the study's philosophy in several ways. How is society ensuring that journalists have the necessary environment to fulfill their expected role in society, from the perspective of the public's responsibility to journalism?

Equity Theory

John Adam first proposed this theory in 1963. It asserts that employees should aim to strike a balance between what they provide to the organization and what they receive from it, and that the organization should reward employees based on their efforts. People's opinions of the fairness of their work outcomes in relation to, or in proportion to, their work inputs are the focus of this motivation theory. "When compared to other people, individuals desire to be appropriately compensated for their services," according to Redmond (2015), cited in Ajaegbu (2015) (the outcomes they experience match their inputs). The way a person thinks about what is and isn't fair might influence their motivation, attitudes, and behaviours. The equity theory is a good fit for the topic of this research. Journalists frequently compare themselves to their peers and other employees at various companies. The performance of journalists is substantially influenced by this wage contrast.

Methodology

The study employed the survey method. The study's participants include all professional journalists in Osun State who are members of the Nigeria Union of Journalists (NUJ). As of September 2019, official figures obtained from the NUJ's state secretariat in Osogbo revealed that there were 156 registered members, including employees of the Osun State Broadcasting Corporation (OSBC), Gold FM, Rave FM, Crown FM, Unique FM, Orisun FM, Timsed FM, African Independent Television (AIT), Nigerian Television Authority (NTA), Correspondents Chapel (Print and Electronic), and Federated Chapel. As a result, the sampling frame for this study was made up of a total of 156 members who were drawn from both print and broadcast media.

The total population of registered members of the Nigerian Union of Journalists, Osun State Chapter is 156 (Osun NUJ Secretariat). The paper then adopted 156 journalists from both print and electronic media as the sample size. In most cases, this is impracticable according to Joann (2014) but where it is possible, the term 'Census' is used to refer to the complete count of the

population. However, according to Lavraska (2011) a census is an attempt to list all elements in a group and to measure one or more characteristics of those elements. This formed the basis of this study to use the entire population as the sample size of this study. To ensure that participants were drawn from journalists across the media organisations in the state, figures of registered journalists of each of the media establishments cutting across radio and television stations as well as correspondent chapels were collected: 104.5 – Living Spring FM, Ile-Awiye, Oke Baale, Osogbo (OSBC)- 59, NTA, Osogbo, Channel 42 UHF-7, AIT, Osogbo-5, 95.5 – Gold FM, Iloko-Ijesa road, Ilesa-5, 91.7 – Rave FM, Oroki Estate, Osogbo-12, 103.1 – Unique FM, Okesa, Ilesa-10, 101.5 – Crown FM, Eleyele, Ile Ife-8, 94.1 – Timsed FM, Oke Agboja, Ijebu-Jesha Osun State-4, Correspondent Chapel-24 and Federated Chapel-20. The data was analysed in descriptive statistics, percentage, regression, correlation using IBM SPSS.

Findings show that 26.2% of 42 journalists sampled for this study collect ₦51,000 – ₦70,000-as monthly salaries, which 41.7% of the respondents are not really satisfied with it. The data shows that 42% of the respondents earn less than ₦50,000 as their monthly salary. Data revealed that 59.6 % of them are not satisfied with this amount as their take home.

According to the findings, the satisfaction level of the sampled journalists is low considering the items employed to measure the satisfaction and benefits being paid to them by their employers. Based on the data, 43.3% of 30 journalists who indicated that they are enjoying a pension scheme are satisfied to some extent while over 33% of those who reported a health insurance scheme are equally satisfied to some extent. The same percentage is equally attained for those who are satisfied. Forty percent of the samples are dissatisfied with the soft loan being given by the employers and 55.6% out of 9 journalists who indicated disengagement as part of the benefits being enjoyed from their employers are very much dissatisfied. For the retirement benefit, a significant number (80 out of 156) are not satisfied with the benefit. Overall, one can argue that the majority of the studied journalists are not satisfied with the non-cash benefits being given by their employers.

It could be deduced from the data that 41.7 % of the respondents believed the mode of payment of their remuneration is not encouraging, while 44.7% of journalists in Osun State did not bother about how their remuneration is paid as the majority of them did not express any opinion towards it. This revelation is surprising as one would expect journalists to be more interested in how and when their remuneration is paid. However, the analysis here reveals that those who are not bothered about how their remuneration is paid outnumbered those who are dissatisfied with the way their salaries are paid compared to those who felt badly about the way their remuneration is paid. Despite this view, 12.6% of journalists in Osun still felt that the mode of payment of remuneration is encouraging.

Data indicate that only 4.9% of the journalists out of 102 sampled for this study expressed contentment (Very much satisfaction with their remuneration) with the remuneration offered by their organisations. 21.4% of them felt that their remuneration is still satisfactory and they were satisfied with it. 29.1% of the respondents were satisfied to some extent with their remuneration. 23.3% of the journalists were dissatisfied with what their establishments are paying them. The analysis also shows that 21.4% of the journalists under study were very much dissatisfied with what their organisations are offering them as remuneration. This means that majority of the respondents were not content with the remuneration paid to them.

From the data, it was discovered that the sampled journalists believe that high salaries and increases in salary have an impact on performance ($t=9.135$, $P<.000$, $MD=1.088$). The data also established that the sampled journalists are satisfied with promotional bonuses in their respective organisation ($t=-2.348$, $P<.021$, $MD=-.314$). Despite this, they are not satisfied with the salaries and allowances and approaches used by the employers in paying them. It is also evolved from the data that the studied journalists are satisfied with the reward system and compensations for good performance by the employers.

Table 8: Cash-Based Remuneration

	t	df	Sig. (2-tailed)	Mean Difference
Higher salary and pay raise affect professional performance	9.135	101	.000	1.088
Satisfied with the salaries and allowances received from the organization	-1.567	101	.120	-.216
Satisfied with the way salaries and allowances are paid by the organisation	-1.976	101	.051	-.255
Satisfied with promotional bonuses in the organization	-2.348	101	.021	-.314
Satisfied with compensations for recognition of good performance	.633	101	.528	.088
Satisfied with the reward system for contribution to the organization	-1.901	101	.060	-.265

The major inference that can be drawn from the data presented in this table is that remuneration or salary and the way it is paid really affect the performance of journalists. Giving the level of significance of the relationship between the variables ($t=9.135$, $P<.000$, $MD=1.088$). The data also revealed that journalists

may be satisfied or encouraged with other incentives or bonuses but satisfaction with their actual salaries impact their job performance.

The most striking result discovered is that there is a connection between the journalists' views on the impact on performance and cash-based remuneration practices of the media establishments they are working for ($B=12.901$, $t=9.194$, $P<.000$). In spite of this, the data indicates that the journalists are divided in their view about the influence of remuneration on performance. This is clearly established from their response to remuneration not affecting performance of journalists to a large extent (Standardised Coefficient Beta=.304, $t=2.842$, $P<.005$) and remuneration greatly affects performance of journalists (Standardised Coefficient Beta=.213, $t=2.038$, $P<.044$).

These results could be further understood from their view that the kind of remuneration they are collecting does not lead to perceived fulfilment (Standardised Coefficient Beta=-.114, $t=-1.106$, $P>.272$) and seen as one of the factors for accepting all sorts of challenges (Standardised Coefficient Beta=-.115, $t=-1.063$, $P>.272$), and be concerned about the success of their establishments (Standardised Coefficient Beta=-.005, $t=-0.42$, $P>.966$).

Analysis reveals that one percent of the aggregated views that remuneration greatly affects performance of journalists. This increases the views about the non-cash-based remuneration incentives provided by the media owners by 19.7% (Standardised Coefficient Beta=.197, $t=1.811$, $P>.073$).

Data that established the factors sampled journalists considered as the main reasons that are responsible for the payment of their salaries by media establishments they are working with. According to the data, prevailing wage rate in the country is considered most by the owners ($t=3.805$, $P<.000$, $MD=.529$) followed by the ability to pay ($t=2.331$, $P<.022$, $MD=.339$), which could be linked with the extent to which the media houses generated revenue from advertisements and other services. Organisation's business strategy or business model ($t=.199$, $P>.843$, $MD=.029$), cost of living ($t=.679$, $P>.499$, $MD=.098$), government regulation ($t=1.495$, $P>.141$, $MD=.216$) and trade union's influence ($t=1.033$, $P>.304$, $MD=.157$) are not significant factors.

Discussion of Findings

The study reveals that journalists in Osun State are not handsomely remunerated as majority of them (46.1 %) earn less than ₦50000 as monthly salary. This is in line with the positions of Adebisi, Salaudeen and Sanni (2018) who noted that journalists are poorly paid. Similarly, the findings are also in tandem with the submission Akabogu (2005) that generally, journalists are not well paid. The report further shows that the respondents are satisfied with their promotional benefits, a good number of them (29.4%), on the five scale points, were very dissatisfied with their remuneration while majority of them said they were not encouraged with the way their remuneration was being

paid. This confirms the findings of another study by Popoola (2019) who posited that media men received ridiculously low salaries, and some were not even paid as and when due. Toyosi (2018) also noted that media companies paid poor salaries to their workers and owed them months of backlogs of salaries.

The data also established that the sampled journalists are satisfied with promotional bonuses in their respective organisation ($t=-2.348$, $P<.021$, $MD=-.314$). Despite this, they are not satisfied with the salaries and allowances and approaches used by the employers in paying them. It is also evolved from the data that the studied journalists are satisfied with the reward system and compensations for good performance by the employers.

Research question two is the extent to which remuneration impacts the performance of journalists. Here, the study considered the relationship between cash remuneration and its impact on performance using a correlation coefficient, the result revealed that there is a connection between performance and cash-based remuneration practices of the media establishments they are working with ($B=12.901$, $t=9.194$, $P<.000$). This result is confirmed by the finding of Houran (2010) cited in Ringo (2014) when he noted that both employees and employers view money as the fundamental incentive to job performance. In spite of this, the finding indicates that journalists are divided in their view about the influence of remuneration on performance. This was clearly established from their response to remuneration does not affect performance of journalists to a large extent (Standardised Coefficient $Beta=.304$, $t=2.842$, $P<.005$) and remuneration greatly affects performance of journalists (Standardised Coefficient $Beta=.213$, $t=2.038$, $P<.044$).

It was also revealed that remuneration is imperative in their decision to cover or report happenings for their media establishments ($t=2.462$, $P<.015$, $MD=.373$). In addition, it was discovered that remuneration affects editorial independence and ability to uphold the journalism code of ethics ($t=6.345$, $P<.000$, $MD=.814$) and contributes to the falling standard of journalism practice ($t=3.196$, $P<.002$, $MD=.471$). The data also reveals that failure to offer adequate remuneration could lead to moonlighting and taking gratification ($t=4.154$, $P<.000$, $MD=.569$). These findings are in consonance with the position of Professor Yemi Osinbajo when he said that when journalists receive low salaries and allowances, it impacts negatively not only their welfare and well-being but also the quality of journalism that is produced for public consumption. He said low wages tempt journalists to engage in unethical practices that allow them to supplement their incomes so they can feed their families, clothe them, and provide accommodation.

Conclusion and Recommendations

The paper concluded that remuneration impacts the performance of journalists in four ways out of six areas that were measured. It was equally concluded that staff remuneration affects their editorial independence and ability to uphold the ethics of journalism. It was established that remunerations and other benefits determine to a large extent, how journalists perform their professional functions and obey the guiding principles of their profession.

The media establishments should work out different types of remunerations and other benefits for their staff (both cash and non-cash based) and should be paid as and when due. To upscale the performance of journalists, media organisations should ensure that journalists are well remunerated to carry out their functions satisfactorily.

Since there is a strong connection between remuneration and the performance of journalists, it is also recommended that media organisations should ensure that the remunerations of journalists are reviewed upwardly from time to time.

Media owners should ensure that there is no delay in the payment of remunerations of journalists while journalists should also assist their organisations in the areas of revenue generation through good reports that enhance the credibility of the establishments and a good rating for advert placement.

Media houses should ensure that they pay at least, the prevailing minimum wage rate (₦30,000) while government should develop a wage monitoring mechanism across the sectors in order to forbid media owners from exploiting their staff. While media employers should always be willing to reward the efforts of their employees.

Media organisations and professional bodies should ensure that there is strict enforcement of the journalism code of ethics to deter journalists from compromising their editorial decision, ethics of media profession as well as indulging in taking gratifications.

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