



# Relationship between promotion and classroom teachers' job satisfaction in Senior Secondary Schools in Taraba State, Nigeria

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**Abstract:** *The purpose of this study is to examine the relationship between promotion and classroom teachers' job satisfaction in Senior Secondary Schools in Taraba State, Nigeria. 2 research questions and 1 hypothesis was formulated and tested at 0.05 level of significance. The population of the study was 3,093 teachers from various public senior secondary schools in the nine education zones in Taraba State A sample size for the study was 354 participants calculated using Taro Yamane's Formula. The data collected was analyzed using mean and standard deviation and Pearson product moment correlation was used to analyzed the hypothesis at 0.05 level of significance. Findings: There was a statistical significance strong relationship between promotion and classroom teachers job satisfaction in Senior Secondary Schools in Taraba State, Nigeria ( $r_{706} = 0.18, p < 0.05$ ). This study concluded that promotion is high with a grand mean of (3.76). Classroom teachers' job satisfaction is low in Senior Secondary Schools in Taraba state, Nigeria with a grand mean score (3.03). Recommendations: The Taraba State government should ensure regular promotion of teachers and implement payment of promoted teachers with their promotion status and other allowances.*

**Keywords:** *Promotion, Classroom, Teachers, Job, Satisfaction.*

## INTRODUCTION

The general notion that teachers are not properly taken care of in relation to promotion and implementation of their salary by the Nigerian government and private sector has put the state of job satisfaction of classroom teacher's question. The quest for teachers both graduates and non-graduates may not be discarded, but unfortunately the increasing distaste for the teaching profession is likely to hinder the progress of educational development. The teachers are usually disregarded; hence, they are called all sorts of names. The respect that teachers used to enjoy in the missionary days is no longer there, all these tend to inhibit the profession (Oyeniyan,2010). It is important to note that for any national aspirations to be met in the areas of education, the teacher factor may not be neglected. The teacher is the heart of the educational progress and also the main determinant of the educational system (Oyeniyan,2010). Teachers' job satisfaction has been subject of concern in educational organizations. The concept of job satisfaction rests on the assumption that a contented teacher is invariably an efficient and effective employee. Many studies equate job satisfaction with employee's attitude. Teachers' job satisfaction is not simply a matter of need fulfillment although a teacher's needs may be fulfilled; feelings of satisfaction will depend very much on whether the teacher thinks that comparing favorably with other people in similar jobs, positions or places. The teacher's perception of job situation will be directly related to the values which they place on the various aspects of job and its environment as, sources of satisfaction and dissatisfaction. Job

satisfaction refers to the accomplishment acquired by experiencing various job activities and rewards and satisfaction is resulting from the attainment of some desired goal.

The teacher's promotion could be termed as goal-directed behavior. The teacher's promotion influence an increase in salary packages are also concerned with the individual's desires, how they can be accomplished in teacher work situation. According to Luthans (2015) promotions are employed in motivating teachers for better job satisfaction when the addition grade level is fully implemented. These are good motivation for work in salary increment, gratuity, and regular promotion, ensuring job security, and establishing cordial relationship among teachers. In other words, the work satisfaction of teachers would dwindle. The trend would invariably affect the products of the educational system and the system in itself Promotion is a Shifting of employee for a job of higher significance and higher compensation (Lazear, 2007)..The movement of an employee upward in the hierarchy of the organization typically leads to enhancement of responsibility and rank and an improved salary package. Promotion is the reassignment of an employee to a higher-rank of job. Many researchers give their opinion that job satisfaction is strongly correlated with promotion opportunities and there is a direct and positive association between promotion in school and classroom job satisfaction (McCausland and Theodossiou, 2005). The reliance of the positive correlation between promotion and job satisfaction is on perceived justice by workers. A significant facet of career of an employee is promotion that affects other aspects of experience of work. They make up of a vital facet of mobility of labor related to workers, most frequently having considerable increment of wages (Miceli and Mulvey 2000). Job satisfaction is related to job security and most ascertaining give-ups regarding future, whereas satisfaction with regard to promotion opportunities is not a major factor (Moen and Asa, 2005). Few numbers of managers makes estimation about the impact of promotions on satisfaction of workers, by concentrating on satisfaction regarding promotion.

Managers who have been promoted feel more satisfy with opportunities regarding promotion and have more expectations for future promotion (Edward, 2010). Therefore salary difference exists between males and female managers. Female feel less satisfy towards their policy rules concerning to pay and promotion that point out low level of job satisfaction as match up to male bank manager that have high pay and satisfaction with job (Edward, 2010). The judgment of satisfaction related to job can be made with the help of wage and salary payment system. Different type of organizations adopts different types of payment system of wages. The teachers are low paid within a developing country like Nigeria don't for job satisfaction level and also different determinant of job satisfaction among the workers that exist in low salary and wages across the country (Hamermesh, 2004). Teachers' job satisfaction level is less in Nigeria employees receive less amount of pay compared to their counterpart who receive high salary and wages. Heywood, John and Lazear (2007)stated that better salary as a result of promotion of teachers in school is an imperative factor for job satisfaction, however other related factor are like oral praise, recognition, job involvement and commitment are also taken into account.

Federal Republic of Nigeria (2010) promised Nigerian teachers inclusive a new salary packages which recognized the 27.5%, the eighteen thousand naira minimum wage and the teachers' salary advancement (TSA). The implementation of these new packages like any other promise made by Nigerian Government inability to implement has attracted comments including by Nigerian civil servants. Over the years there has been total neglect of teachers' promotions by government, this promotion has completely been abandoned and as such teachers' became frustrated to the extent that some left the teaching profession to other sectors and mobility of labor. Therefore the need for government to encourage teachers' through promotions, payment of enhanced allowances as pointed out the lack of interest and low performance of students and causes teachers' job dissatisfaction. It is such a situation that prompted the researcher to conduct a study on the relationship between promotion and classroom teacher's job satisfaction in public Senior Secondary Schools in Taraba State, Nigeria

## **Research Method**

The following research models were raised to guide the study.

1. What is the extent of promotion in senior secondary schools in Taraba State, Nigeria.
2. What is the extent of teachers' job satisfaction in senior secondary schools in Taraba State, Nigeria.

**Hypotheses**

The following null hypothesis were formulated and will be tested at 0.05 level of significance.

Ho<sub>1</sub> There is no significant relationship between promotion and teachers' job satisfaction in Senior Secondary Schools in Taraba State, Nigeria.

**Participants**

The correlational research design was be used in carrying out this study. The study will be conducted in Taraba State; which is located in North-Eastern part of Nigeria. Taraba state lies roughly between latitude 6° 30 and 9°36 North and longitude 9°10" 50" East. It is bounded in North by Bauchi and Gombe States. Adamawa State on the East and Plateau state in the North West. The state is further bounded to the west by both Nasarawa and Benue state. While in the south, it is by international boundary Cameroun. The population of the study will comprise 3,093 teachers from various public senior secondary schools in the nine education zones in Taraba State. (post primary Education Management Boart, Jalingo 2018). The population is made up of teachers with education and those without education background.

A stratified simple random sampling technique was used to select four education zones out of nine education zones Hence simple random sampling by lucky dip was employed to select four zones. A sample size of 354 teachers was determined using Taro Yamane's formula for finite population.

**Data Collection Tool**

The instrument for the collection of data is questionnaire entitled: Teachers' incentives and teachers' job satisfaction questionnaire. The structured questionnaire was be used to collect relevant data. The Likert format response scale was used as follows: VHE - Very High Extent =5 HE High Extent =4 , ME- Moderately Extent 3, LE Low Extent 2. VLE - Very Low Extent 1

**Data Analysis**

Mean and standard deviation were used to answer research question, while inferential statistics of Pearson Product Moment Correlation was used in testing the null hypothesis at 0.05 level of significance.

**Findings**

**Research Question 1**

What is the extent of promotion in Senior Secondary Schools in Taraba State, Nigeria?

**' promotion**

S/N	ITEMS	N	Mean	Standard Deviation	Remark
1	Extent to which teachers are promoted	354	3.78	0.76	HE
2	Extent of fairness of the promotion process	354	3.77	0.76	HE
3	Extent to which teachers' promotion is based on merit	354	3.80	0.73	HE
4	Extent of positive impact of promotion on teachers	354	3.79	0.75	HE
5	Extent to which promotions improve teachers' job satisfaction	354	3.70	0.74	HE
	<b>Grand mean</b>			<b>3.76</b>	HE

Key: N=Valid number of participants, LE= Low Extent, HE=High Extent

Table 2 shows that promotion is high in senior secondary schools in Taraba State with a grand mean score of (3.76).

**Research Question 2**

What is the extent of teachers' job satisfaction in Senior Secondary Schools in Taraba State, Nigeria?

**Teachers' job satisfaction**

S/N	ITEMS	N	Mean	StandardDeviation	Remark
1	Extent to which teachers are satisfied with the care they received	354	3.90	0.24	HE
2	Extent to which teachers' income is inadequate for normal spending	354	3.91	0.47	HE
3	Extent to which teachers are comfortable with rewards given them for good work	354	3.94	0.36	HE
4	Extent to which teachers are satisfied with the good working conditions in the school	354	3.90	0.48	HE
5	Extent to which teachers are satisfied with the school locations	354	3.93	0.39	HE
<b>Grand Mean:</b>				<b>3.03</b>	<b>LE</b>

Key: N=Valid number of participants, LE= Low Extent, HE=High Extent

Table 2 shows that classroom teachers job satisfaction is low in senior secondary schools in Taraba State with a grand mean score (3.03).

**Correlation Analysis on promotion and Teachers' Job Satisfaction**

Variables	n= 354	$\bar{X}$	SD	df	r	Sig.	Remark
Promotion		3.78	0.74	706	0.18	0.001	Rejected
Teachers' Job Satisfaction		3.92	0.35				

Key: n=sample size,  $\bar{X}$ = Mean, SD = Standard Deviation, df = degree of freedom, r = Relationship in P.P.M.,C

Table 8 shows that the teachers' promotion relates with the teachers' job satisfaction as  $r_{706} = 0.18$ ,  $p < 0.05$ . The null hypothesis is therefore, rejected. This implies that there is a significant relationship between promotion of teachers and teachers' job satisfaction in Senior Secondary Schools in Taraba State, Nigeria.

This study established that, there is a statistical significance and strong relationship between promotion and teachers job satisfaction in in Senior Secondary Schools in Taraba state, Nigeria. ( $r_{706} = 0.18$ ,  $p < 0.05$ )

**Conclusion**

This study established that promotion is high and teachers' job satisfaction is low in Senior Secondary Schools in Taraba State, Nigeria

**Discussion and Conclusion**

Based on the outcome of the data analysis, the following recommendations will go a long way in improving the teachers' job satisfaction in senior secondary schools in Taraba Sate and Nigeria in general.

1. The government and school management should ensure regular promotion of teachers.
2. The government also should implement prompt payment of promoted teachers with their promotion status and other allowances in Senior Secondary Schools in Taraba State, Nigeria.

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