Effect of Promotion on Job Satisfaction: A Study of Tertiary Institutions in Sokoto State, Nigeria

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Abstract: In most third world countries of the world, people always consider not from their brains but stomach, because of the higher rate of unemployment and dwindling nature of the economy, coupled with the over reliance on government for employment, the major source of job satisfaction in the third world countries is promotion. This study determines the effects of promotion on job satisfaction in tertiary institutions in Sokoto State, Nigeria. Non-probability random sampling technique and multiple regression analysis were applied and 205 questionnaires were administered to the sample respondents to collect data for the study, the questionnaire was structured based on 5-points Likert scale. A purposive selection of two tertiary institutions was made, one federal institution and one state institution. Result shows that promotion has positive influence on job satisfaction and organizational goal attainment. The study recommends that promotion opportunity should be carried out objectively and offered to competent staff at the right time as that can improve job satisfaction in the work place.

Keywords: Human resource, promotion, Job roles, Job satisfaction.

Introduction

Human resources are significance for human being as they are active and dominant every organizational activity. In any organization, human elements serve as determinant role and planners in achieving organizational goals and objectives as well as determine whether the organization is developed or underdeveloped. Human resource is different from other factors of production because humans have feelings, thoughts desires and heterogeneous background, thus, human need is defined as everything he has accomplished it, and enjoyed, therefore man compelled to do activities with the work. Job satisfaction is an evaluation that describes someone on gesture feeling happy or unhappy, satisfied or unsatisfied at work. Thus, job satisfaction is basically something individual, because every individual has a level of satisfaction varies according to the value system that applies to one.

However, inappropriate promotion will affect job satisfaction which will in turn affects the level of the labour productivity of an employee. In organization, morale has a significant role, because the development level of the organization is determined by the level of motivation or spirit of the employee. Organizations should therefore, strive to improve employee morale, improve their skills and quality in managing the organization. As if the employee satisfaction is better, it will directly impact on the achievement and attainment of organizational goals. Likewise, if the employee’s job satisfaction is not achieved, it will give a negative image of the government. Realizing this, employees therefore, needs to be developed or nurtured on an ongoing basis so that they can consistently contribute in accordance with the professional level expected as well as more reliable behavior, but if this continues then it is likely to reduce the level of morale as a result of dissatisfaction of employee in work.

Based on the above background, the paper intends to examine the impact of promotion on job satisfaction with particular reference to state and federal institution in Sokoto State, Nigeria.

Concept and Nature of Promotion

Promotion to refer to upward movement of an employee from current job to another accompanied with higher pay, increased responsibilities and/or organizational level and better working conditions to the promoted staff (Rao 2014). Sharma, et al. (2012) viewed promotion from two points of view, from the point of view of the employee, and from the point of view of the employing authority. The former viewed promotion as an advancement from a lower grade or class of the service to a higher one carrying a larger salary and higher duties and responsibilities, while from the later point of view, it means filling up the higher posts by the fittest employee from within the service. As a matter of principle, public interest rather than the interest of individual employees
should be the major consideration in making promotion. However, care has to be taken that promotion made should not leave an impression of injustice or unfairness among the employees, for that too is destructive to the attainment of organizational goal.

Promotion according to Bhagwan & Bhushan (2010) is different from upgradation which means elevating the place of the job in the organizational hierarchy or including the job in higher grade (minor enhancement in pay in tune a particular grade). A transfer according to Bhagwan & Bhushan (2010) implies horizontal movement of an employee to another job at the same level, hence, there is no increase in pay, authority or status, and cannot act as a motivational tool. Promotion, on the other hand, has an in-built motivational value, as it elevates the status and power of an employee within an organizational setting (Saharuddin, 2015). Thus, the paper view promotion as an increase of a labour of employee compared with the previous responsibility, accompanied with high status, demands proficiency and addition of wages or salaries as well as other allowances.

Laxmikanth, (2014) highlights five basic elements of promotion as thus;

1. Change of position, that is, from lower position to higher position
2. Change of duties, from less difficult type of work to more difficult type of work
3. Change of responsibility, from lesser responsibility to greater responsibility
4. Change of pay, from lower salary scale to higher salary scale.
5. Change of title, from lower designation to higher designation.

To sum it up promotion from the employer’s angle, implies filling up the vacant higher posts with suitable and experienced persons from within the public service. In this respect, promotion can also be called ‘indirect recruitment’ or ‘recruitment from within the organization’ (Laxmikanth, 2014).

Fundamentals of Promotion

There are three principles of promotion as argued by Laxmikanth, (2014), this principles include;

1. **Seniority Principle:** Seniority principle is the oldest and still predominant principle of promotion. Seniority means, the duration of service of an employee. According to this principle the order of precedence in making promotion is determined by the duration of service of the employees. For example, if employee X has longer service to his credit than employee Y in a given position, then X is eligible for promotion.

2. **Merit Principle:** Implies that the most meritorious employee should be promoted. According to this principle, promotion is determined by qualifications and achievements of employees, irrespective of the length of service. The following methods are used to test and judge the merit of the candidate seeking for promotion.
   a) Personal judgment of the head of the department i.e. promotion-making authority.
   b) Promotional examination, either written, oral or both.
   c) Efficiency rating i.e. service ratings.

3. **The Security-cum-Merit principle:** This principle provides that promotion should be determined on the basis of both, the length of service as well as qualification and achievement of the employees.

Concept of Job Satisfaction

Job satisfaction has been defined by many scholars and practitioners from different perspective. According to Noe (2006) job satisfaction is a pleasant feeling as a result of the perception that the work meets and the work values that are important. Job satisfaction refers to the following indicators according to Davis (2014), the indicators are as follows: (1) Turnover, (2) Attendance of employment, (3) age, (4) level of employment, (5) the size of the organization. Job satisfaction is thus, a pleasurable or positive emotional state, resulting from the appraisal of one's job experience (Cadsby, et al 2007). It entails that optimistic feeling about work and environment around job lead someone towards satisfaction. Satisfaction is the contentment of a desire which come true or to achieve sacred
fulfillment from a wish. Different factors have different effect on job satisfaction proven by the previous studies. Female employees feel less satisfaction regarding their pay and promotion, so it provides evidence for an observation about their lesser happiness related to their pay, promotion and generally satisfaction regarding job (Drago, Saul & Mark, 1992). Sexual characteristic (Gender) was a noteworthy interpreter of an employee’s job satisfaction. Managerial employees felt more satisfied compared to employees of non managerial positions and managerial position has positive effect on job satisfaction (Geddes & John 2003). After reviewing the literature it becomes true that that some individual factors also influence job satisfaction in a positive way. If work is appealing or special then from the standpoint of employee’s job satisfaction increases when an employee is allowed to be more innovative and when managers are encouraging and treat their subordinate with kind behavior and when satisfactory pay and societal benefits are provided on the job to employees (Muhammad, Rizwan & Munir, 2012).

In sum, job satisfaction, depends upon employee and varies from one person to another some like equality at work, some like benefits provided by their job, while others satisfied with the degree to which they have power to take initiatives at their workplace during the job. In this research we will study the effect promotion upon employee’s satisfaction.

**Correlation between Promotion and Job Satisfaction**

Promotion is a Shifting of employee for a job of higher significance and higher compensation (Lazear, 2000). The movement of an employee upward in the hierarchy of the organization, typically that leads to enhancement of responsibility and rank and an improved compensation package is a promotion (Lazear, 1986). Many researchers give their opinion that job satisfaction is strongly correlated with promotion opportunities and there is a direct and positive association between promotional opportunities and job satisfaction (McCausland, Pouliakas & Theodossiou, 2005). The reliance of the positive correlation between promotion and job satisfaction is on perceived justice by workers.

A significant face 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 & Mulvey, 2000). Pay satisfaction and satisfaction related to job security both are most significant categories of job satisfaction for ascertaining give-ups regarding future, whereas satisfaction with regard to promotion opportunities is not a major factor (Moen & Asa, 2005).

Dissatisfaction in regard to opportunities for training and promotion is strongly influenced by the purposes for give-up as compared to dissatisfaction regarding workload or pay by employing data of cross-sectional nature. Merely a small number of papers are assessing the influence of promotions on satisfaction of job on the whole (Oettinger, 2001). 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 satisfied with opportunities regarding promotion and have more expectations for future promotion (Paarsch & Bruce, 2000). From the above literature a hypothesis is formulated to guide the research.

H1: Promotion has significant and positive association with job satisfaction of employees

**METHODOLOGY**

The independent variable in this study is promotion, while the dependent variable is job satisfaction. This research adopted quantitative method using structured questionnaire based on five Likert scale to collect data for the study, the questionnaire consisted of three sections: first section was related to Personal profile of the respondents comprised of 6 demographic variables which include gender, age, marital status, rank, department and job tenure in particular institution; the second section consisted of 4 questions related job satisfaction and third section addresses 4 questions regarding promotion. The population of the study comprises all the academic staff of public tertiary institutions in Sokoto State. Available records obtained from these tertiary institutions as at 2020, stands at 2725, out of which Usman DanFodiyo University Sokoto, has 1269 staff, Sokoto State University has 214, Shehu Shagari College of Education has 809, School of Health Technology Gwadabawa 124, College of Basic Studies 43 College of Nursing Sciences 63, School of Nursing Usman DanFodiyo University Teaching Hospital Sokoto, 35 School of Midwifery Sokoto 16 School of Health Information Management 15 School of Community Health 10, College of Agriculture Wurno 48 and Umaru Ali Polytechnic sokoto has 259 academic staff. Given that
these are many and there population is too large and difficult to cover within a limited time, two of these institutions that are only Universities were purposefully selected. These are Usmanu DanFodiyo University Sokoto, with a population of 1269 staff, and Sokoto State University with a population of 214, totalling 1483 sample. It is worthy to note that out of these number 1483 employees at both Usmanu DanFodiyo University, and Sokoto State University only 205 was selected as the required sample size based on Krejcie & Morgan table of determining sample size in a given research activities, as the table indicates that when the total population is 1500 a sample of 205 will be the required sample size, as the total population of Usmanu DanFodiyo University Sokoto staff and that of Sokoto State University staff was 1443 which is close to 1500, a sample of 205 is taken as the sample size of the study. After getting the required number of the sample size, the research proportionally allocates the 205 sample to study area. There after, participants were randomly selected from the list of universities staff made available to the researchers. A total of 205 copies of questionnaires were administered out of which 165 copies were filled and returned, out of which only 130 responses were useable and response rate was 65%.

Analysis and Findings

Demographic Characteristics

Frequency distributions were got for all the personal profile or demographic characteristics of the respondents. The frequencies for the number of individuals related to gender include 78 males and 52 females out of 130 respondents which become the percentage of 60% for male and 40% for female respectively. It has been seen that of about 52% of respondents belong to age group of 30-35 and only 5% respondents was representing the 51-60 interval of age class. Among them of about 96% respondents were married and 4% were single. Respondents related to federal universities were about 62% and that of state universities were about only 37% respectively. Among the six classes of job tenure 38% of respondents were fallen under the category of 3-5 interval of job tenure and about 8.5% respondents were falling under the job tenure of less than one year and 5-10 years respectively.

Findings

Multiple regression analysis is used to examine the correlation between the independent variable (promotion) and dependent variable (job satisfaction). The multiple regression analysis is suitable method in investigating the correlation among a dependent variable and numerous independent variables having a purpose to explain a dependent value, described by using known values of independent variables (Daniel, 1999). Promotion as independent variables is incorporated in the model. It will be use for the examination of association between the job satisfaction as dependent variable and independent variables (promotion). Multiple regression analysis results, also includes the beta coefficients are tabularized.

Discussion of Findings

The result shows that the independent variable promotion has an influence on dependent variable (job satisfaction) therefore, H1 is supported. Promotion has influence upon job satisfaction because the beta coefficient of these variables is 0.237 and 0.168 respectively. That is why promotion is directly related to job Satisfaction. The independent variable promotion explains the 11.2% variance in dependent variable, job satisfaction. So also the results also uncover that there are other factors like job security, work environment, fringe benefits and supervision etc. that has also influence upon job satisfaction.

Conclusion

This research examined the effects of promotion on job satisfaction, with particular reference to Usmanu Danfodiyo University, Sokoto, which is a federal university and Sokoto State University a state university all located in Sokoto State, Nigeria. The finding reveals that promotion has significant impact on the job satisfaction. Other factors such as job descriptions, motivation can also be useful in the research. This research investigated the influence promotion has upon job satisfaction at university level and limited to universities situated in Sokoto State, Nigeria. Further research can be conducted by including more universities in the country and by broadening sample size. In this research only one factor promotion was used, in future more influencing factors of job satisfaction can be studied like job security, fringe benefits, supervision, job description and design among others.
References