

Impact of Promotion on Academic Staff Development in the State Higher Educational Institutions of Borno State

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Abstract

Promotion may be considered as an employee's reward for good performance or for additional qualifications, that is, positive appraisal which boost individuals' moral and is a mark of recognition. The study explores the Impact of promotion on academic staff development in the State higher educational institutions of Borno State. The study raised one questions to determine: The impact of promotion on academic staff development. Hypotheses was formulated and tested in line with the objectives of the study. Related literatures were reviewed based on the stated objective. Survey method was employed for the study. The population of the study were all academic staffs of the State higher educational institutions (1410). The sample of the study comprised all academic staff from the four selected institutions (938) using closed questionnaires. The collected data was presented by the use of simple frequency and percentages, and later analysed using Chi-square statistical technique. The finding reveals that since 2015-to date the State government offer paper promotion with no monetary increment to salary to academic staff in the state higher education. The study also reveals that there is a significant relationship between promotion and academic staff development. The study concluded that promotion influence academic staff development. It is recommended that the state government should offer the academics the financial benefits of their promotions to boost morale and for effective and efficient performance.

Background to the Study

Promotion when and where ever it happens, it comes with two impressions the monetary aspect and change of position from lower to high in the organizational hierarchy. promotion is aimed at enhancing employee motivation and ultimately these lead to achieving organizational goals, this is to say that when employees are motivated their morale will be boosted and these result to high performance and productivity to a large extent boosting overall organizational performance level. The researcher looks at promotion as a motivator in relation to work behavior and satisfaction, the success of any org depends on its ability to create a conducive working environment where workers needs are taken care of, to boost employee morale for adequate performance. As usual promotions are done in the state every year and letters of promotions are issued to academics, some had two or even three promotion letters with no salary increment, this has been the practice in the state since 2015 to date, in the state higher education. Lack of salary increment after promotion means a lot despite the fact the state is in a very sound economy condition. This type of promotion with no impact on salary has now become a great issue of concerned to the academics in the state.

When employees are motivated, they become more productive, more efficient and willing to work towards the achievement of the organizational objectives than those with a low level of motivation and this is applicable to all organizational settings. Motivational factors including promotions and other non-financial benefits remains the key to the achievements of any organizational objectives. Promotion is one of those essential elements that facilitates the growth and developments of academics in institutions of higher learning or which can be equally termed a "morale booster." Though we now have new government which is over a year, but still the academics hope for change having seen some good developments on ground.

Statement of the Problem

Despite the fact that promotions are been done every year in all of the State higher educational institutions and promotion letters issued but with no financial benefits, that is to say no increment to salary, this taste like a soup without salt, and this has been of a great concerned to the academics which has a negative impact to the achievement of organizational objectives whenever there is promotion exercise in the state higher education terms like don't mind this type of their promotion or to hell with their promotion has become the common terms used to express dissatisfaction or a sign of frustration. The study explores the impact of promotion on academic staff development in the State higher educational Institutions of Borno State.

Objective of the Study

The study seeks to examine the implementation of the financial benefits of promotions to academic staff in the State high educational institutions.

Research Questions

Does academic staff enjoy the implementation of financial benefits of promotions in the State higher educational institutions?

Hypothesis

The study is guided by one research hypothesis:

- H₀. There no significant relationship between promotion and academic staff development in the state higher educational institutions.

Literature Review and Theoretical Framework

Promotion is an increase of a labor or employee at a field a better job, compared with the previous of the responsibility is greater, achievement, higher status, demands proficiency is higher, and the addition of wages or salaries as well as other allowances Fathoni, (2006). According to Gupta (2011) promotion refers to a higher post carrying greater responsibilities, higher status, and better salary. It is the upward movement of an employee in the organization's hierarchy. According to Sikula (2018) technically a promotion is a move in one position to another that involves both wages and status increases. According to Ardana et. al (2018) stressed that promotion is the move from one position to another which has a higher status and responsibility. Promotion according to Wikipedia.org "is the advancement of an employee's rank or position in an organizational hierarchy system". Mustaffa and Kamis (2007), assert that the most attractive reward perceived by the staff and that promotion will improve the staff objective and performance. Turk (2008) upholds that a good and well-functioning performance appraisal system would help the educators to make their mark in the organizational setting of their faculty.

Almost all higher educational institutions in Nigeria have adopted same procedures and criteria for promotion of academic staff. A call for promotion is usually done by the registrar of institutions to all departments to submit the names of those eligible for promotions, recommendation for promotion comes from heads of departments and deans then to promotion committee whose secretary is the registrar of the institution and headed by the head of the institution these can be Rector/Provost/V.C if finally approved then a letter of promotion will be issued to the individual lecturer concerned. The state institution of higher learning has adopted same procedure and criteria which is used nationwide in the promotion of its academic staff which is centred on three areas that is research, teaching, and service.

Criteria for the Promotion of Academic Staff in the State Higher Educational Institutions

- i. Loyalty to the institution and display of good character.
- ii. Certificate of conference presentation.
- iii. Effective teaching, service to the College
- iv. Progress or reports of research undertakings
- v. Publications in recognised journals
- vi. Seminar papers based on research;
- vii. Chapters in books relevant to the candidate's discipline;

A great damage has been done by the state government with non- implementation of the financial benefits of academic staff promotions in the state higher education. According

to Java (2021) the state government offered paper promotion only with no monetary increment to salary since 2015. The state government has directly or indirectly killed the morale of academic staff. According to Nwachukwu (2004), any organization that fails to provide a conducive work environment, compensate its workforce adequately, create room for proper training and career advancement is at risk of having a demotivated workforce. Any organization that ignores the needs of its employees will not achieve its objectives. Organizational success always rests on employees' commitments. According to Armstrong (2008), stressed that de-motivated employees exhibit signs of low morale, this can have destructive implications in the organization. In line with this view Snell (1999) also gave sign of de-motivation to include absenteeism, frequent lateness of arrival at work, poor performance, to name a few, are the results of de-motivated staff members in the workplace. The academics dissatisfaction and below performance always count on student's performance this point is stressed by Asiyai (2013), opined that the poor-quality delivery is responsible for the abysmal low performance of graduates of institutions of higher learning in Nigeria in their world of work and the alarming incidence of examination malpractice. Whenever there is promotion exercise in the state terms like 'don't mind them with their type of promotions'. or terms like 'to hell with their promotions' has become the common terms of the day and these are open signs of dissatisfaction or frustration. Unsatisfied employees with low morale cannot contribute meaningfully to the organizational development. A promotion that lacks its financial benefits, is of less importance, if any. This has to do with the type of bad policies adopted by the state government which doesn't favour its development. According to Onah (2008), without an adequate, skilled and well-motivated workforce operating within a sound human resource management program, development is not possible, and this is in line with the argument put forward by Budhwar and Debrah (2001), who revealed that many developing countries face unintentional barriers in the way of development due to outdated and unproductive human resource management (HRM) systems.

For achievements of any organizational objectives' creation of a conducive working environment is a necessity where employee's problems are look into and are addressed to boost employee's morale for adequate performance and maintenance of standard. Provisions of promotion to employees along with other benefits generate sense of belonging and cooperation in the organization and these will boost performance and prevent turnover.

However, some scholars have offered some actions to be taken to save organizations from having problems with their employees. According to Armstrong (2008), who stated that in order to curb these and other problems that can escalate into more serious crises in the organization, de-motivation should be detected early and necessary actions taken, these may include counseling of de-motivated employees, clearly explaining their 3 roles, responsibilities and rewards and ensuring their expectations match those of the organization.

Promotion leads to job satisfaction, job satisfaction leads to high performance, high performance leads to maintenance of quality and standard, therefore promotion is one of the key factors for the achievement of any organizational goals. Muchinsky (2005), stressed that Pay satisfaction leads to desirable behavior value, increases employee effort and decreases absenteeism and turnover. When employees are motivated, they remain part of the organization contributing to any length as the organization demands. According to Danish (2010), contends that human resources are the most important among all the resources an organization owns. To retain efficient and experienced workforce is very crucial on overall performance of an organization. Motivated employees can help make an organization competitively more value added and profitable. No human can work in an unfavourable environments. Haghighi (2005) also concur that human resources are vital for organizational excellence and they act as the main factor for achieving anticipated organizational objectives. Employees motivation remains the key to success particularly promotion it gives not only financial but psychological satisfaction.

According to Prasad (2010) Staff promotion with full remuneration will boost academic staff morale and this will help rescue the fallen quality of our graduates will push teachers to adopt a kind of students centre learning concentrating on making students understand better. Upon all motivating factors money leads, therefore withholding promotion increment to salary kills morale much more than other factors of motivation because money plays a great role in the satisfaction of employee needs. This point was supported by Kreitner and Kinicki (2006), who stated that Provision of compensation is something that must be considered seriously because the financial rewards are among the factors that resulted in employee satisfaction. The provision of financial and non- financial benefits keeps the employees highly motivated. Frey and Osterlob (2002), also stressed that maintaining highly motivated employees is a strategic move to keep employees committed to working hard and ultimately contributing their optimal capability towards achieving the organization's goals. Academics can perform better only and if the management creates a good working condition. Academics are the source of all developments. This was stressed by Peretomode (2007), higher education is the facilitator, the bed rock, the power house and the driving force for the strong socio-economic, political, cultural, healthier and industrial development of a nation. Based on these facts higher educational institutions need to be given a priority not only on promotion but also training, office and housing accommodation, salary and recruitment of well deserving individuals to boost qualitative performance.

Human Relation Theory

Leaving academics with paper promotions without its financial benefits is inhuman, we need to generate sense of human feeling for employees and for achievement of organizational objectives, in view of this the researcher adopted human relation theory to guide the study which was founded by Elton Mayo (1935-1950) an Australian interested in employee motivation and commitment and the relationship between workers and management. Human relation theorist are concern with people, workers of the

organization, worker's feelings, interest, opinions, creativity, cognition and emotion of workers. In accordance to the theory, the management of higher educational institutions should always leave their doors open to receive, act and share the problems of academics because problems of academics may count on Students performances. The state government or the managements of higher education should ensure that problems related to academic staff promotions are addressed for qualitative performance and to close the communication gap with the academics and looked into other related problems to get their morale booster for effective performance of their primary duties and for maintenance of quality and standard because according to Mayo (1945) better communication enhances employee motivation and performance. Academics are always prepared to work well if their problems are looked into or addressed. Human relation theory calls on employers to take up the problems of their employees and find an appropriate solution to it through good communication for the achievement of organizational objectives. The concept of Human Relations is generally defined as the capacity to interact and work well. One of the management principles of human relation theory is for the employers not only to show concerned but to work hard to overcome the problems of their employees. Promotion will boost their morale not only that but also increasing their freedom and responsibility as their capabilities enlarge.

Workplace relationships provide a source of employee motivation, which is important to maintaining productivity. George Elton Mayo, examined the effects of social relation, motivation and employee satisfaction on productivity. Offering paper promotion without its monetary benefits cannot go well as the employees have social and physiological needs to be handled by the money offered. Human relations theorists always advocates that managers should learn that employee's social needs were no less important than employees' economic needs and that the logic of cost efficiency should give some room to the logic of human sentiments

According to Mayo (1945) there is a good leader behind every successful task, and tool of every successful leader is good human relationship. An environment with healthy human relation will always remain prosperous, because all necessary measures has been taken to see to its success and all progress retarding factors eliminated. Workplace relationships provide a source of employee motivation, which is important to maintaining productivity. Creating the opportunity for professional development, establishing a communication line, showing them affection and sharing their concern will help boost their morale in any organizational settings, and this helps to achieve the organizational objectives. According to Mayo (1945) a successful manager listens to his employees, introduces them to their new companions, and tries to get them congenial work associates. Academics are the source of all knowledge and are the backbone of all sort of development denying them monetary part of their promotion kills morale and these can have negative impact on performance. Human relation theory believes that higher productivity could be gained by good communication and emotional connection between workers and management.

The primary objectives of any higher institution of learning is to have qualitative graduates which was stressed by Cashmore et. al (2009) state that the central aim of higher education institutions must be to provide high quality, inspiring teaching in order to enhance the student experience and the high-level graduate outcomes to which an excellent experience leads. According to Pekkola (2015) stated that higher educational institutions can be seen as engines for development. For example, a vehicle with sound engine can go to any length likewise a higher institution with trained and promoted academics in a conducive working environment can to any length of development, if well supported or can perform far beyond expectation. This can only be achieved only by having a good academic staff development programs. According to Asiyai and Oghuvbu (2009) who reported that lack of academic staff development programmes accounted for the decline in quality of tertiary education in Nigeria, Academic staff development programme which include promotion and training.

Muchinsky (2005), Pay satisfaction leads to desirable behavior value, increases employee effort and decreases absenteeism and turnover. Clark et al, (2001) stressed that more satisfied workers are less likely to leave their employer. In any favourable working environment the employees remain motivated and satisfied. In line with this view Prasad (2012) stated that job satisfaction affects job performance, employee turnover, and low absenteeism. High job satisfaction results in high work performance, less employee turnover and less absenteeism. Employees need to be satisfied for organizational goal to be achieved. According to Campbell (2007) motivation involves aligning employee goals and values with the organization's mission and vision in order to create and maintain high levels of performance.

Development of a good human relation and satisfaction of employees is what keeps any organization going. According to Vineet et.al. (2013) stated that Good relationships with managers helps in promoting commitment, high morale and confidence in the organization. It lays emphasis on performance, stability, growth and advancement of employees for improving an organization's competitive edge.

Empirical Review

Based on research conducted by Khan, Farooq, and Khan (2010) in Kohat, Pakistan to analyze the role of reward in motivating employees of commercial banks. The study aimed to identify the impact of payment, promotion, benefits, and recognition of employee motivation. The sample of study consist of 67 male and female employees of the commercial banks of Kohat, Pakistan. The research finding showed that promotion among most the important variables has the greatest effect on employee work motivation.

Geofrey (2010), conducted a study which investigated public universities academic staff performance with reference to the context of motivation using Makerere University in Uganda as a case study. It examined effect of motivational factors on lecturers, teaching, research activities, and community service. The findings revealed that, motivational factors i.e. promotion, training, significantly affected lecturers teaching and research

activities at Makerere University. A study by Victoria (2014) from Ghana assessed the promotional satisfaction among the workers of Cocoa Marketing Company Limited and found out that majority of staff were somewhat dissatisfied on the implementation of the promotion policy.

Taylor and Vest (1992), investigated the effect of financial incentives and its removal on worker's performance and productivity; it revealed that participants in the experimental group who received personal inducements performed better than those in the control group.

In research conducted by Winda (2015), The Influence of Compensation, Job Promotion, and Job Satisfaction on Employee Performance found that job promotion has a positive and significant influence on employee performance. According to Virginia (2015), found that job promotion influences performance. According to Suharni (2017), found that the promotion of position has a positive and significant influence on performance.

Chen et al (2006) in his study that aimed to evaluate employees' dissatisfaction based on various elements. The main factors that influenced the teacher job satisfaction were; work environment, pay and benefits, management systems, result feedback and motivation, respect and organization vision¹. The results showed that, academics interest and attention and was on high salaries and fair promotion systems. Olofu and Ironbar (2017) advocates the need to train employees. According to item "Training provides recognition, enhanced responsibility and possibility of increased pay and promotion" (Olofu and Ironbar, 2017).

Methodology

In this section, survey method and purposive sampling technique were adopted, a sample of each group needed from different area were taken for fair representation. The data collected were analyzed using simple inferential statistic converted to a frequency distribution and percentages involving the use of chi-square formula. A total number of nine hundred and thirty-eight (938) academic staff taken as sample out of one thousand four hundred and ten (1410) which constitute the entire population of academics in the nine State higher educational institutions as at February 2018 when the study was being conducted. The advantage of purposive sampling technique is that it ensured a fair representation of the target population and also enabled the researcher to gather data from respondents in all the Colleges under the study. In Borno state almost all State higher education were located within the State capital except three Waka-Biu college of education, Umar Ibrahim Ibn Elkanemi college education Bama, and Konduga College of Business and administrative studies even the latter is still considered as part of central district.

Table 1: Population and Sample of Academic staff of higher Educational Institutions of Borno State

Coll. Selected	Geo-pol. Zone	Academic staff pop.	Percent % Sample
Umar Ibrahim Ibn Ibrahim El-kanemi Coll. Of educ. Sc.& tech. Bama	Central	104	21
Waka-Biu College of Education.	South	120	24
Ramat polytechnic, Maid.	Central	447	89
Muhammad Goni college. Of legal & Islamic studies	Central	267	53
TOTAL		938	174

Source: Field survey 2018

Data Analysis

Data collected in the field were carefully analysed using simple percentage and Chi-square statistical tool to draw relevant inferences and conclusion

Table 2: Distribution of respondents' opinion on impact of promotion on academic staff development

Statement	A	SA	U	D	SD	TOTAL
Academic staff enjoy the implementations of promotion benefits in the state higher education			84(30.7)	80(29.2)	110(40.1)	274(100)

Source: Field Survey 2018

Discussion of Results

Items in the table reveal that 84(30.7) undecided, 80(29.2) disagreed, and 110(40.1) strongly disagree. None of the respondents nor strongly agreed that academic enjoy the implementation of their promotion benefits. This indicate that the majority of the respondents 110 or 40.1% have strongly disagreed with the statement that academic staff enjoy the implementation of promotion benefits in the State higher education.

Question: Academic staff in the state higher education enjoy the immediate implementation of promotion benefits.

H₀-Hypothesis

There is no significant relationship between promotion and academic staff development in the state higher education.

Table 3: Showing chi-square test for relationship

	Value	d	Asymp.sig(2-sided)
Chi-square	5.81	2	0.000
Likelihood ratio	3.09	2	0.000
Linear by linear Association	2.01	1	0.000
N of valid cases	274		

Finding

The result of Chi-square test conducted to assess the relationship between promotion and academic staff development. A Chi-square test value of 5.81 at 2 degree of freedom is significant at $p = 0.000$ that is $p > 0.05$. This indicates that there is significant relation between promotion and academic staff development. Therefore, null hypothesis is rejected. The study indicate that the state government does not pay the promotion benefits of academic staff in the state higher education and this has a significant impact on academic staff development in state higher educational institutions of Borno state.

Santhapparaj and Alam (2005) found that promotion has a positive and significant effect on job satisfaction. Promotion may be an employee's reward for good performance or for additional qualifications, that is, positive appraisal. In research conducted Septiani (2015), found that job promotion influences performance. According to Suharni (2017), found that the promotion of position has a positive and significant influence on performance. Tessema and Soeters (2006), concluded that there is a positive association between promotion practices and employee performance. Shahzad et al., (2008) have suggested that "there is a positive relationship of promotion practices with the university teachers" performance. Compensation or pay is linked with general satisfaction and more closely linked with pay satisfaction (Lumley et.al, 2011).

Recommendations

1. The State Government to allocate more funds to the education sector to the settle the promotion benefits of academic staff in the state higher education.
2. The state government should adopt policies that favour its development and give adequate attention to academic staff development programmes which include training, salary office and housing accommodations and recruitment of qualified academic staff for maintenance of quality and standard in the state higher education
3. The state government/managements of higher educational institutions should always leave their doors open to receive, act and share the problems of academics as human relation theory demands.

Conclusion

The study concluded that lack of investment into the educational sector for the provision of all promotion benefits for academic staff in the state higher education for the

maintenance of quality and standard will affect the brighter future of the state developments, and will force the academics to search for alternative work place instead of remaining to build the State.

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