

THE NON-IMPLEMENTATION OF PROMOTION BENEFITS ON JOB PERFORMANCE OF ACADEMIC STAFF

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Abstract

This study explored the level of non-implementation of promotion benefits on the performance of academic staff of Niger State College of Education, Minna. The study utilized Descriptive survey research design. The population of the study was 342 Academic staff (Lecturers) of Niger State College of Education, Minna. Taro Yamane formula was used in the determining the sample size which was 184. The instrument used in data collection was a structured questionnaire titled: Impact of Non-implementation of Promotion Benefits on Employee Performance Questionnaire (INPBEPQ). Mean and standard deviation (SD) were utilized in data analysis in answering the research questions, while regression was utilized in testing the null hypotheses at 0.05 level of significance. Based on the findings, the study concluded that no-implementation of promotion benefits of Lecturers has significantly affected the performance of lecturers in Niger State College of Education, Minna. Non-implementation of promotion benefits was major factors responsible for persistent industrial strike which has significantly affected or disrupted academic programme in Niger State College of Education. The study also established a significant relationship between non-implementation of promotion benefits and persistent strike action in the study area. The study therefore, recommends that Niger State Government should allocate more funds to the education sector to settle the promotion benefits of academic staff in Niger State College of Education.

Keywords: *Academic Staff, College of Education, Job Performance, Niger State, Non-implementation, Promotion Benefits.*

Introduction

Employees are considered an important asset for the organization as it is not possible to experience productivity and efficiency without them. In order to ensure that the best employees are loyal to the organization, Job satisfaction is necessary. Job satisfaction will enable individuals to be more innovative and hardworking. There are various factors that can lead to job satisfaction, which include environmental and work-related such as pay, promotion, acknowledgement or recognition, job autonomy/support from a manager or a supervisor and the work itself. The impact of these factors depends on the individual regarding how much weight he/she gives to each factor and measures satisfaction level with each of these factors (Muhammad & Ahmed, 2017). Promotion means climbing the corporate ladder or in other words when an individual move from one designation level to a higher one. Promotion is also seen as movement towards an organization of one position of another that involves both wage and status increase (Abdul-Razak, Sarpan & Ramlan, 2018). For some people the key for job satisfaction is when the welfare or promotion benefits were paid at when due or at the right time. Promotion leads to job satisfaction, job satisfaction leads to high job performance, high job performance leads to maintenance of quality and standard. Therefore, the term “promotion” is one of the

key factors for the achievement of any organizational goals (Edino & Egot, 2019).

However, studies have revealed that non-implementation of promotion benefits demotivate and prevent employees from discharging their duties efficiently and effectively. For instance, the non-implementation of academic staff benefits in tertiary institutions in Nigeria is a major cause of poor job performance, industrial strike and other forms of conflicts (Abdulumuni, 2021; Fathoni, 2018). Non-implementation of promotion benefits can lead to job dissatisfaction, decreased motivation, and lower employee job performance (Porbari & Barinem, 2023). It was based on the above note that this research intends to examine the impact of non-implementation of promotion benefits of academic staff of Colleges of Education in Niger State.

Statement of the Problem

The importance of implementing promotion benefits to promoted employee cannot be overemphasized. Considering the role of promotion in employee development, employees will do anything humanly possible including work efforts called for to attain goals that will quench their promotion needs. However, the fact that promotions are been done every year in tertiary institutions in Niger State and promotion letters issued but with no financial benefits, that is to say no increment to salary and allowances, has been of a great concerned to academicians. This has negatively impacted on the performance of academic staff and achievement of organizational objectives. Whenever there is promotion exercise in Niger State College of Education, Minna for instance, 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 among academic staff in Niger State College of Education, Minna. A study conducted by Java (2021) has also revealed that majority of state governments in Nigeria offered paper promotion only with no monetary increment to salary of its employees. The study therefore intends to explore the impact of non-implementation of promotion benefits on the performance of academic staff in Niger State College of Education, Minna.

Specific Objectives of the Study

The specific aims of the study were stated as follows:

1. To determine the effect of non-implementation of promotion benefits on the performance of academic staff in Niger State Colleges of Education, Minna;
2. To establish the relationship between non-implementation of promotion benefits and persistent strike action by academic staff of Niger State Colleges of Education, Minna.

Research Questions

The following research questions guided the study.

Research Question 1: What is the negative effect of non-implementation of promotion benefits on the performance of academic staff in Niger State Colleges of Education, Minna?

Research Question 2: What is the relationship between non-implementation of promotion benefits and persistent strike action by academic staff of Niger State Colleges of Education, Minna?

Research Hypotheses

The following research hypotheses guided the study.

Research Hypothesis 1: There is no significant negative effect of non-implementation of promotion benefits on the performance of academic staff in Niger State Colleges of Education, Minna.

Research Hypothesis 2: There is no significant relationship between non-implementation of promotion benefits and persistent strike action by academic staff of Niger State College of Education, Minna.

Literature Review

Concept of Employees Job Performance

Employee job performance can be defined as the amount of work (output) produced by an employee in a specific period of time. As a manager, it's important to understand how long it takes

your teammates to complete specific tasks, and if there are any roadblocks or distractions along the way that you could help them overcome (Bárceñas, 2020). James (2024) defined employee performance as both the quality and quantity of work produced, as well as the efficiency with which tasks are completed. Employee performance may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work. Because much of the success of any organization relies upon the productivity of its workforce, employee productivity is an important consideration for businesses (Brown, 2017). Employee performance refers to how workers behave in the workplace and how well they perform the job duties obligated to them (Abdulummini, 2021). Employee performance may refer to work effectiveness, quality and efficiency at the task level.

Concept of Employees Promotion

Promotion is an increase of a labor or employee held 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 (Abdulummini, 2021). According to Gupta (2018) promotion refers to a higher post carrying greater responsibilities, higher status, and better salary. 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, facilities, higher status, demands proficiency is higher, and the addition of wages or salaries as well as other allowances (Abdulummini, 2021). Promotions refer to some indicators as follows: (1) Increased Responsibilities, (2) Increased Duties, (3) Enhancement Rights, (4) Improvement Authority (Hasibuan, 2019). Promotion is evidence of recognition of employee performance. Someone who is promoted will be considered to have a good performance on the job.

Employees Promotion means the ascension of an employee to higher ranks. It involves an increase in salary, position, responsibilities, status, and benefits. This aspect of the job drives employees the most the ultimate reward for dedication and loyalty towards an organization. In theory, a promotion requires more work and effort in a job. Based on organizational policies, these promotion-based decisions are taken on different aspects. These can be the length of service, experience, seniority, performance among others. Promotion can affect employee satisfaction. According to Kosteas (2017) hopes to be promoted to have a strong role. Employees who are aware that they will never be promoted will degrade its performance, until they think there will be opportunities to be promoted in the future.

Non-implementation of Promotion Benefits and Employees Job Performance

The non-implementation of promotion benefits can have a significant negative impact on employee performance. Several studies have found that promotion is a crucial factor influencing workers' overall performance and motivation. When employees are promoted to a higher position with greater responsibilities but do not receive the corresponding financial benefits, it leads to job dissatisfaction (Porbari & Barinem, 2023). Career stagnation and lack of promotion opportunities can also cause laziness and discontent among employees. Moreover, if the compensation received by employees does not match their positions, it poses a risk of employee dissatisfaction, which ultimately decreases work productivity. One of the major challenges associated with promotion in the Nigerian Civil Service is the delay in payment of financial benefits to officers (Porbari & Barinem, 2023). Many employees would consider leaving the organization where they work, if they did not have equal promotion opportunities as offered by other organizations or when promotion benefits were not effectively implemented to their satisfaction (Abdulummini, 2021). Non-payment of employee's promotion benefits lead to job dissatisfaction, increase in employee absenteeism and low productivity of employees. Non-payment of promotion benefits result in cessation of work which includes working at speed less than usual or with less than usual efficiency. Non-payment of promotion benefits demotivates and decreases productivity of employees thereby preventing organization from meeting its short and long term objectives (Gupta, 2018).

Methods

Research Design

The research was carried out in Niger State College of Education, Minna. The study utilized quantitative survey research design. Quantitative research designs are valuable in that this study empirically investigated the level of non-implementation of promotion benefits on the performance of academic staff and the relationship between non-implementation of promotion benefits and persistent strike action by academic staff of Niger State College of Education, Minna.

Population and Sampling Procedure

The population of the study was 342 Lecturers in Niger State College of Education, Minna. The Taro Yamane's formula was used in determining the sample size which was 184. Stratified random sampling procedure was used in selecting 184, representing 52% of the Lecturers who participated in the study.

Research Instrument

The instrument used in data collection was a structured questionnaire titled: Negative Effect of Non-implementation of Promotion Benefits on Employee Performance Questionnaire (NINPBEPQ).

Data Collection Instrument Validity and Reliability

Some copies of the instruments were made available to the three experts, two in business education and one in measurement and evaluation to ensure the face and content validity in terms of content, grammar and structure of the instrument. All the corrections were effected on the final draft of the instrument. 20 copies of the instruments were administered on academic staff of the Kogi State College of Education. The collected data were analyzed using Cronbach's alpha, which yielded a reliability coefficient value of 0.90.

Data Analysis

Mean (\bar{X}) and standard deviation (SD) were utilized to analyzed the research questions while regression was utilized to test the research hypotheses at 0.05 level of significance. If the calculated mean of the item is greater or equal to 2.50 was considered agree, while the mean of any item below 2.50 was considered disagree. The rule for testing the research hypothesis is based on a range of probability value lesser than or equal to .05, it is considered significant, that is, research hypothesis formed is accepted. When a range of probability value is higher than .05, it is considered not significant, that is, research hypothesis formed is rejected. Out of 178 questionnaires administered, 165 were retrieved for the data analysis.

Results

Research Question 1: What is the negative effect of non-implementation of promotion benefits on the performance of academic staff in Niger State Colleges of Education, Minna?

Table 1: Mean and standard deviation of the negative effect of non-implementation of promotion benefits on the performance of academic staff in Niger State Colleges of Education, Minna.

S/N	Items	\bar{X}	SD	Remarks
1	Non-payment of staff/lecturers promotion benefits result in inefficiency and low performance	3.22	0.62	SA
2	Non-payment of promotion benefits result in cessation of work which includes working at speed less than usual or with less than usual efficiency	3.27	0.65	A

3	Non-payment of promotion benefits demotivates and decreases staff/lecturers productivity which result in poor instruction delivery leading and poor academic performance of students	3.22	0.62	SA
4	End result of non-payment of staff/lecturers is industrial strike action which disrupts academic programme or curriculum activities.	3.22	0.62	SA
5	Non-payment of promotion benefits is a major factor responsible for corruption among lecturers who engages in extorting students	2.88	0.55	A
Grand Mean & Standard Deviation		3.29	1.14	

Note. \bar{X} = Mean, SD = Standard Deviation

Table 1 revealed that the entire respondent agreed to all the five items with mean ranges from 3.27 and 2.88. The table also shows a grand mean of 3.29 and 1.14 standard deviation on the ten items indicating that all the respondents shared the same opinion that non-implementation of promotion benefits has a significant effect on the performance academic staff in Niger State Colleges of Education, Minna.

Research Question 2: What is the relationship between non-implementation of promotion benefits and persistent strike action by academic staff of Niger State Colleges of Education, Minna?

Table 2: Perceived Relationship between Non-implementation of Promotion Benefits and Persistent Strike Action by Academic Staff in Colleges of Education in Niger State

S/N	Item Statement	\bar{X}	SD	Remarks
1	Persistent strike action by Academic Staff of Niger State Colleges of Education, Minna can be attributed to inability of Government to implement promotion benefits/minimum wages	3.22	0.62	SA
2	Inability of the union and government to reach agreement on matters related to staff welfare or benefits is responsible for persistent strike action by Academic Staff.	3.22	0.62	SA
3	Bad attitude of government in responding to the demands of the union regarding staff welfare or benefits is responsible for persistent strike action by Academic Staff.	2.88	0.55	A
4	Persistent strike action by Academic Staff of Niger State College of Education, Minna has no relationship with non-implementation of promotion benefits	2.22	0.41	SD
5	Virtually all the strike action embarked by Academic Staff of Niger State Colleges of Education, Minna was in relation to non-payment of welfare or promotion benefits of their members.	3.22	0.62	SA
Grand Mean & Standard Deviation		3.28	1.11	

Note. \bar{X} = Mean, SD = Standard Deviation

Table 2 revealed that the respondent agreed to four out the five items i.e. 1, 2, 3 and 5, while they disagreed with the item 4. The table recorded a mean ranges from 3.22 and 2.22, with a grand mean of 3.28 and 1.11 standard deviation on the five items indicating that all the respondents shared the same opinion that non-implementation of promotion benefits has a significant relationship with persistent strike action by academic staff in Niger State College of Education, Minna.

Hypotheses Testing

Research Hypothesis 1: There is no significant negative effect of non-implementation of promotion benefits on the performance of academic staff in Niger State Colleges of Education, Minna.

Table 3: Regression on the negative effect of non-implementation of promotion benefits on the performance of academic staff in Niger State Colleges of Education, Minna.

Model	R	R ²	Adj. R ²	SE
1	.522 ^a	.655	.223	1.00333

a. Predictors: (Constant), dependent_y

Table 3 is a summary of the model which shows relationship that exists between the studied variables which is non-payment of promotion benefits and performance of academic staff. The analysis shows a significant impact as $r = 0.655(65\%)$. This shows that non-payment of promotion benefits has a significant effect on the performance of academic staff of Niger State College of Education, Minna.

Table 4: ANOVA on the negative effect of non-implementation of promotion benefits on the performance of academic staff in Niger State Colleges of Education, Minna.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	5.823	2	5.823	5.876	.030 ^b
1 Residual	16.177	163	1.011		
Total	22000	165			

a. Dependent Variable: (Independent_x), b. Predictors: (Constant), (dependent_y).

Table 4 showed that the significant value or p value is 0.030 which is less than the alpha value of 0.05. This signifies that the model is significant as $F(1,16) = 5.777, p = 0.030$. This shows that non-payment of promotion benefits predicts performance of academic staff in the study area. Therefore, the null hypotheses which states that there is no significant effect of non-implementation of promotion benefits on the performance of academic staff of Niger State College of Education, Minna is rejected and the alternative hypothesis is accepted.

Research Hypothesis 2: There is no significant relationship between non-implementation of promotion benefits and persistent strike action by academic staff of Niger State College of Education, Minna.

Table 5: Regression on the relationship between non-implementation of promotion benefits and persistent strike action by academic staff of Niger State College of Education, Minna.

Model	R	R ²	Adj. R ²	SE
1	.522 ^a	.655	.223	1.00333

a. Predictors: (Constant), dependent_y

Table 5 is a summary of the model which shows relationship that exists between the studied variables which is non-payment of promotion benefits and persistent industrial action by academic staff. The analysis shows a significant impact as $r = 0.755(75\%)$. This shows that non-payment of promotion

benefits has a significant relationship with persistent industrial action by academic staff of College of Education, Minna.

Table 6: ANOVA on the relationship between non-implementation of promotion benefits and persistent strike action by academic staff of Niger State College of Education, Minna.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	5.823	2	5.823	5.876	.035 ^b
Residual	16.177	163	1.011		
Total	22000	165			

a. Dependent Variable: (Independent_x), b. Predictors: (Constant), (dependent_y).

Table 6 above shows that the significant value or p value is 0.035 which is less than the alpha value of 0.05. This signifies that the model is significant as $F(1,16) = 5.777$, $p = 0.035$. This shows that non-payment of promotion benefits predicts/result in industrial action in the study area. Therefore, the null hypotheses which states that there is no significant relationship between non-implementation of promotion benefits and persistent strike action by academic staff of Niger State College of Education, Minna is rejected and the alternative hypothesis is accepted.

Discussion

The interpretation of research question 1 revealed that non-payment of staff/lecturers promotion benefits result in inefficiency and low performance. Non-payment of promotion benefits result in cessation of work which includes working at speed less than usual or with less than usual efficiency. Non-payment of promotion benefits demotivates and decreases staff/lecturers productivity which result in poor instruction delivery leading and poor academic performance of students. End result of non-payment of staff/lecturers is industrial strike action which disrupts academic programme or curriculum activities. Non-payment of promotion benefits is a major factor responsible for corruption among lecturers who engages in extorting students.

The interpretation of research question 2 indicates that persistent strike action by Academic Staff of Niger State Colleges of Education, Minna can be attributed to inability of Government to implement promotion benefits/minimum wages. Inability of the union and government to reach agreement on matters related to staff welfare or benefits is responsible for persistent strike action by Academic Staff. Bad attitude of government in responding to the demands of the union regarding staff welfare or benefits is responsible for persistent strike action by Academic Staff. Persistent strike action by Academic Staff of Niger State College of Education, Minna has no relationship with non-implementation of promotion benefits. Virtually all the strike action embarked by Academic Staff of Niger State Colleges of Education, Minna was in relation to non-payment of welfare or promotion benefits of their members.

The finding corroborates with the finding of Abdulmumini (2021) which 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 finding also supported that of Porbari and Barinem, (2023) who concluded that delayed promotion negatively affects the performance of public secondary school teachers in Rivers State. The study also reveals that there is a significant relationship between promotion and academic staff development. The finding agreed with that of Tessema and Soeters (2016) who found that there is a positive association between promotion practices and employee performance. The study also agreed with that of Lumley et.al, (2011) who found that compensation or pay is linked with general satisfaction and more closely linked with pay satisfaction.

Conclusion

Implementation of promotion benefits plays a major role employee performance in an organization. Based on the finding, this study concluded that non-implementation of promotion benefit of

academic staff has a significant impact on the performance of Lecturers in Niger State College of Education, Minna. Non-implementation of promotion benefit of academic staff has significant relationship with persistent strike action in Niger State College of Education which has also disrupted academic programme in the College especially in 2020/2021 academic session.

Recommendations

The following recommendations were made based on the findings:

9. Niger State Government should endeavour to allocate more funds to the education sector to settle the promotion benefits of academic staff in Niger State College of Education. This can be achieved by allocating more funds to education budget.
10. The management of Niger State College of Education, Minna should endeavour to always forward the list of staff due for promotion at the appropriate time (i.e. at least two month before the time) to the state Government for immediate implementation of their benefits as at when due.
11. In order to prevent persistent strike action, Niger State Government should endeavour to ensure prompt payment of employee's promotion benefits. This will also stop disruption in academic programme/activities of the school.

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