

# How do Pay and Promotion Influence Job Satisfaction in Tertiary Institutions? Perspectives of Academic Staff in Northern Region of Ghana

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## Abstract

Remuneration and promotion of employees are essential elements in public and private organisational structures. However, there is very little information about how these elements can influence job satisfaction of employees in educational institutions, especially at the tertiary level in many parts of Sub-Saharan Africa, particularly Ghana. This study was undertaken to examine the perspectives of lecturers about how pay and promotion influence job satisfaction in tertiary institutions in Ghana. The study used descriptive design and a mixed method research approach for the data collection and analysis. Survey questionnaires and interview protocols were used for the data collection involving 270 participants selected from five tertiary institutions in the Northern Region of Ghana. A logistic regression was used to establish the relationship between academic staff pay and promotion and job satisfaction. The key findings from the study indicated that pay and promotion independently have significant positive influence on job satisfaction of academic staff in tertiary institutions in Ghana. The finding of the study also suggest that Hygiene factors are as important as Motivation factors in determining employee job satisfaction at the tertiary institutions. Policy geared towards annual review of salaries and effective promotion system of academic staff of higher educational institutions are important strategies to help generate the desired job satisfaction.

**Keywords:** job satisfaction, remuneration, promotion, tertiary education

## 1. Introduction

According to Islam and Hossain (2018), job satisfaction is normally used as a variable to measure how an employee is satisfied with his/her job. Employees are seen as a very important component of any organization to the extent that even technology can do little to replace human skills (ibid). In the opinion of Shah et al (2015), it is easier for institutions to hire the services of people and yet very difficult to make them stay with the organization. It is argued that it is also very essential to hire employees who are competent in order that an institution may gain a competitive advantage over other competing institutions (ibid). However, Haider et al. (2015) emphasised that adopting practices that could lead to the employee being satisfied on the job are very crucial more than hiring the employee. Economics in recent years have underscored the need for job satisfaction due to the relationship that exist between job satisfaction and employee behaviour. Accordingly, it is hypothesised that more satisfied employees are less likely to exit their place of work (Islam and Hossain, 2018).

Tertiary education is the backbone to providing the human capacity for industry and lecturers in higher institution of learning are so significant to sustaining the continuity of higher education. Tertiary education has a crucial role to play to augment knowledge-driven economic growth strategies of any government. This is due to the fact that tertiary education aid in the improvement of training and capabilities and the provision of responsible professionals to manage and maintain sound macro-economic growth. Again, tertiary institutions constitute the backbone of a country's information infrastructure, the values, attitudes and ethical code that tertiary institution imparts to students are the very foundation of the social capital necessary for the construction of a healthy and civil society to ensure good governance (Zainuddin, 2017).

Similarly, it is argued by McMahan and Oketch, (2013) that high level of education results in a lot of benefits such as improved cognitive development in children, improved health, greater longevity, reduced family size and these benefits are likely to contribute to the productivity of the individuals and by extension to the economic growth of the entire nation. It is suggested that tertiary institutions are adequately resourced with competent academic teaching staff to ensure quality and sound teaching and learning (Zainuddin, 2017). In line with this paradigm therefore, putting policies and strategies such as good condition of service in place to provide conducive environment for teaching and learning will to a large extent ensure that staff are satisfied on their jobs.

Many studies have been conducted in both public and private tertiary institutions in Ghana but few have concentrated on public tertiary institutions in the northern region of Ghana, hence the focus on public tertiary institutions in the northern region. For instance, Akafo and Boateng (2015) conducted a study to assess the relationship between reward and work motivation and job satisfaction in a private tertiary institution in Ghana using descriptive survey design and extrapolated data from 157 academic staff from seven private tertiary institutions. The findings of the study suggested rewards had a positive impact on work

motivation but no significant relationship existed between reward and job satisfaction.

Sarfo et al (2021) carried out a research on the effects of intrinsic and extrinsic motivation on staff retention in public universities in Ghana using eighty (80) study participants. The study findings indicated that salary/wages, job security, accommodation and transport were the most important variables encouraging staff extrinsically to remain in their job.

However, very little information is available in the context of Ghana especially in the Northern region to really examine the nexus between pay, promotion and job satisfaction in higher learning institutions although the pay structure for all the public tertiary institutions in Ghana are pretty much the same and even the private universities who are paying well, are paying based on the public sector pay structure. Moreover, few of these studies have also utilised the mixed method approach to examine the relationship between pay and promotion on job satisfaction of academic staff in the Ghanaian context. This study therefore seeks to address the empirical and methodological gaps in previous studies. The objective of this research is to examine the effects of promotion and employee pay on job satisfaction among academic staff of some selected academic institutions in the Northern Region of Ghana.

## **2. Literature Review on Pay and Promotion and Job Satisfaction**

### *2.1 The Relationship Between Pay (Remuneration Packages) and Promotion (Opportunities for Advancement) and Job Satisfaction*

Tam (2017) argued that Job satisfaction is very essential for lecturers to remain happy, work hard and remain loyal to their institutions even in the worst-case scenario. They do not work out of compulsion but they work tirelessly to get their institution to a certain level. Lecturers need to be passionate about their job and this is only possible if lecturers are satisfied with their job. A plethora of benefits have been identified when lecturers are satisfied with their job. Examples of these benefits include job retention, higher revenue for the institution, finding convenient to cope with changing times to adjust more to pressure with ease as compared to frustrated ones among other benefits. Unsatisfied lecturers understandably, will find problems with every small issue and will do everything possible to find an excuse and exit (ibid).

Subsequently, Ghazi (2013) recommends that one of the strategies to sustain these lecturers in higher institutions of learning is pay (remuneration packages) and job promotion (opportunities for advancement). In order to do this, five measures for job satisfaction are identified; pay, promotion and promotion opportunities, co-workers, supervision and the work itself. Factors such as salary, promotion, co-workers, fringe benefits, supervision, rewards and nature of the work among others lead to job satisfaction (ibid).

Many studies have been conducted in many parts of the world on the determinants of level of satisfaction of employees in institutions such as the telecom industry, banking sector and other corporate organisations. For example, in a study conducted by Noor et al (2015) on the impact of job progression on job satisfaction in Pakistan's University using PhD and non-PhD faculty members in both public and private sector Universities. The findings of the study indicated that job promotion and job advancement have positive relationship with job satisfaction. Based on the findings, the researchers recommended flexible promotion policies,

job advancement schemes among other things to increase employee satisfaction (ibid).

Bahri et al (2017) also carried a study entitled 'Job satisfaction as a benchmark of higher education leadership for lecturer performance in Indonesia' using quantitative method and random sampling technique. The research work concluded that leadership based individual satisfaction particularly focuses on the aspects of salary is able to encourage the improvement of lecturers' satisfaction and performance in several Indonesian Universities.

A study conducted by Saira et al (2016) using a descriptive design in his research, observed a positive relationship between performance and higher salary of employees. They also observed in addition that the most important motivational factor was annual salary progression in a public sector institution.

Tambajong et al (2018) recently carried out a study on the determinants of employee retention at Sintesa Peninsula Hotel Manabo in the hospitality industry using a confirmatory factor analysis. The study found that employee performance influences their retention at Sintesa Peninsula Hotel Manado. Additional factors that were also reported to have some level of influence on the retention of employees at the enterprise were compensation, working environment, organizational values, organizational commitment, promotion, organizational justice and skill recognition.

Gallus and Frey (2016) studied how awards can enhance employees' motivation and corporate performance in the corporate world. They established in their study that awards can aid in retaining valuable employees. However, they cautioned that awards may be a good servant but a bad master because they provoke envy among co-workers.

Islam and Hossain (2018) carried out a study on Job Satisfaction of Academic Staff; on Selected Private Educational Institute at Dhaka City Corporation. The findings of the study suggested that, the key factors that contribute to job satisfaction were promotion, pay, fairness and working conditions.

Ajibade et al (2019) conducted a study to investigate the relationship between job satisfaction and turnover intentions of police officers in rural communities in Dekina Local Government Area of Kogi State, Nigeria using descriptive research with quantitative approach and multi-stage sampling design. The results indicated that respondents in the sampled area had low level of job satisfaction due to combination of factors such as poor compensation package (salary and fringe benefit inclusive), irregular promotion and work load among other factors.

Similarly, a recent study conducted by Kadiri-Eneh et al (2018) on the assessment of potential retention of primary health care workers in Rivers State' in Nigeria using a cross-sectional descriptive study design concluded that salary, promotion and capacity building were significant factors that influenced workers' retention at the health facility.

Iqbal et al (2018) undertook a study on the influence of salary packages and promotion opportunities on job satisfaction in the retail sector in Pakistan. The study considered two independent variables (that is pay and promotion) and their impact on the dependent variable (job satisfaction) using data from 30 respondents. The results of the research indicated that

there was a significant impact of pay and promotion opportunities on job satisfaction. The study in addition found that other factors such as medical facility, education facility, children and insurance policies provided by the institution also exert considerable impact on employee job satisfaction.

Seniwoliba (2015) conducted a study to assess Equitable Pay as an Antecedent of Work Performance and Job Satisfaction: Experience from University for Development Studies in Ghana. The study utilised the qualitative research strategy and employed sixty study participants. The study results indicated that equitable pay will make employees happy and encourage them to work extra hard, serves as a morale booster, reduce injustice and prevent suspicion and gossip among employees in the university.

In a study by Emmanuel and Akonnor (2017) titled Factors Affecting Employee Job Satisfaction in Private Universities in Sub-Saharan Africa: The Case of Ghana, it was found out that remuneration is the most significant factor stimulating overall job satisfaction of staff in the selected private universities.

However, Amos et al (2015) carried out a comparative study to determine factors influencing male and female job satisfaction in higher institutions of learning in Ghana. The study employed simple random sampling to recruit 163 study participants from four public universities in Ghana. The study revealed that other factors such as relationship with colleagues and organisational commitment rather than remuneration and promotion determines employees job satisfaction.

## *2.2 Hypotheses of the Study*

In the light of the revelations from the literature review, the study therefore, hypothesised that:

**H<sub>1</sub>:** The relationship between pay (remuneration packages) and job satisfaction is statistically significant

**H<sub>2</sub>:** The relationship between promotion (opportunities for advancement) and job satisfaction is statistically significant.

## *2.3 Conceptual Framework for Job Satisfaction*

Every study should be guided by a conceptual framework. In line with this assertion, this study made an attempt to assess some framework in connection with job satisfaction in terms of basic psychological theories. There are several theoretical positions that could be adopted relative to job satisfaction in an organisation. This study will, however, examined one major theory which is, in all aspect connected to this study: the two factor-theory propounded by Herzberg.

Herzberg identified two factors: Hygiene and motivation which have some level of influence on job satisfaction. Hygiene factors on one hand consists of policy and administration, supervision, interpersonal relationships, salary (pay), working conditions, personal life, status and security. The motivation factors on the other hand are opportunities for advancement

(promotion), achievement, responsibility, and recognition, growth and value of work itself (Ghazi, 2013). Employee job satisfaction in this study is measured using both the Hygiene and motivation factors.

#### 2.4 Herzberg's Two-Factor Theory

Job satisfaction in this paper is conceptualised from the view point of Herzberg's two-factor theory (that is motivation-hygiene theory) which has been employed by a plethora of researchers to assess job satisfaction in the view of Temple, (2013). According to Alfayd and Arif (2017), the factors which influence job satisfaction has been grouped into motivation and hygiene factors. Factors such as recognition, achievement, promotion, growth and work itself are categorised under motivation. The hygiene factors also comprise organisation policy, pay, supervision, working condition, job security and relationship with co-workers among others (ibid). In the opinion of Herzberg (1959) as quoted in Alfayd and Arif (2017), the hygiene factors may result in job dissatisfaction but may not decrease the level of job satisfaction whereas the motivation factors could result in job satisfaction but do not reduce the level of job dissatisfaction. According to Herzberg's analysis, employee job satisfaction has a stronger correlation with motivation factors (intrinsic motivation) than hygiene factors (extrinsic) (See Figure 1).

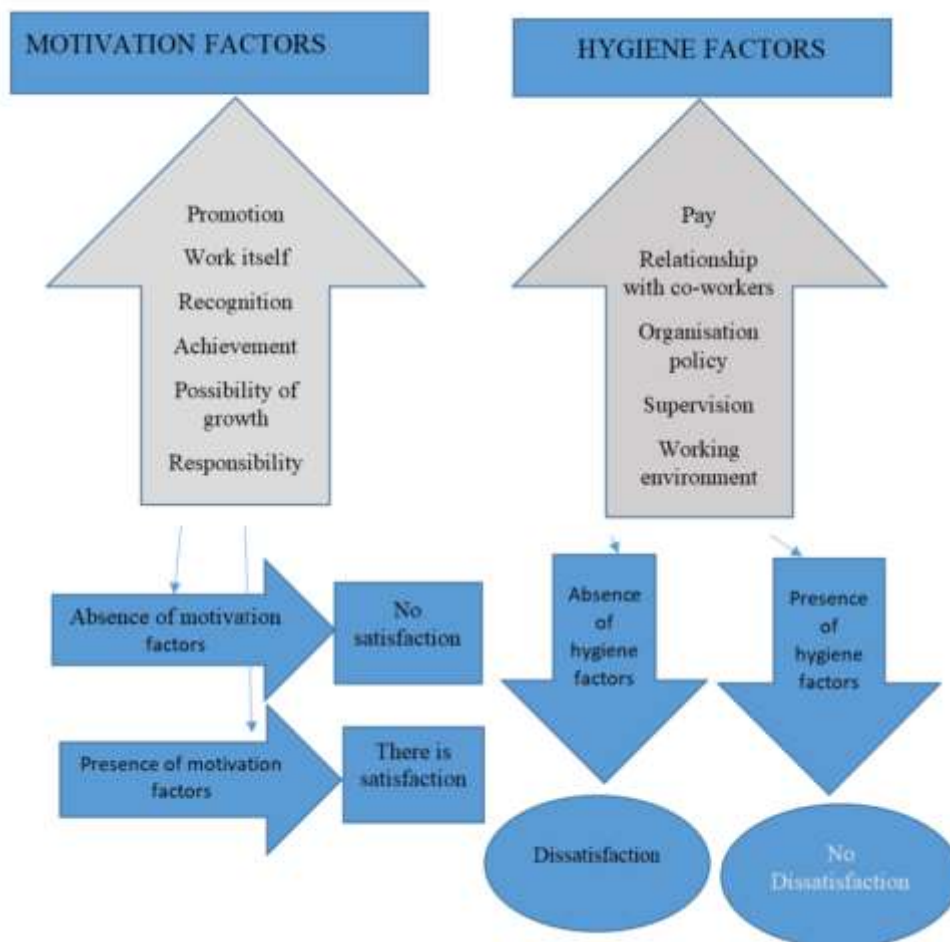


Figure 1. Conceptual Framework for the Study: Herzberg's Two-Factor Theory

Source: Adopted and adapted from Al-Shamemri et al, (2017).

In a study to examine job satisfaction and dissatisfaction factors of government employees in Myanmar applying the Herzberg two-factor theory using a sample of 226 public employees in the ministry of Border affairs, Thant et al (2021), found out that interpersonal relationships, factors in personal life, work itself and recognition were major determinants of job satisfaction and working condition, interpersonal relations, factors in personal life, supervision-technical and recognition, all influenced job dissatisfaction.

Alshmermri et al (2017) carried out a study using literature review to unravel the controversy surrounding Herzberg's two factor theory using references such as Dion, 2006; Kacel et al, 2005; Mitchell, 2009 and Jones, 2011. The outcome of the study corroborates Herzberg's motivation-hygiene theory and noted that hygiene factors are less important to job satisfaction while motivation factors are the most important and could result in job satisfaction.

Alfayad and Arif (2017) also studied employee voice and job satisfaction: an application of Herzberg's Two-Factor Theory using a cross-sectional design and confirmatory factor analysis in the largest private organisation in Jordan. The study used the structural equation model to test the hypothesis of the study. The findings suggest a positive relationship between employee voice and job satisfaction. They further asserted that the result of the study is an indication that when the voice of the employee is listened to, it creates a motivational environment which goes a long way to improve job satisfaction levels. They therefore, concluded that organisations need to support free expressions of ideas in their organisations.

Anderson, (2017) in a related cross-cultural study in the US and Japan emphasised that his result generally is consistent with the two-factor theory. He however, indicated that factors of job satisfaction may be more complex and suggested further qualitative research be conducted to provide additional insight into the subject.

In a study to debunk the assertion that the two-factor theory lacks substantial influence to explain employee motivation, Yousaf (2020), studied the underlying factors that can influence employee job satisfaction directly by surveying the frontline employees in a telecommunication industry in Pakistan. The findings of the study indicated a positive and direct relationship of five of the underlying factors (money, relationship with peers, relationship with supervisor, work itself and recognition) with job satisfaction.

### **3. Study Setting, Methods and Procedure**

#### *3.1 The Tamale Metropolis (TAMA)*

The Tamale Metropolitan Assembly is located at the centre of the Northern Region. It is one of the 20 districts in the Northern Region (TAMA, 2010). The Tamale Metropolis occupies approximately 750 square kilometres which is 13% of the total area of the Northern Region. The current population of the Metropolis is 371,351 which shows an increase of 77470 from the year 2000 (GSS, 2012). With an urban population of 274, 022, the Metropolis could be a growth pole for the three northern regions attracting both population and economic

development in the area (GSS, 2012). The Tamale Metropolis is home to a lot of educational institutions; basic, second cycle and tertiary institutions and it is referred to as the pride of the north. The Metropolis is home to a total of seven hundred and forty-two (742) educational institutions comprising ninety-four (94) Kindergarten, three hundred and four (304) Primary, one hundred and twelve (112) Junior High Schools, fourteen (14) Senior High Schools, one Nursing Training College, two (2) Colleges of Education, one (1) Technical University, one Traditional University and one Private University.

### **3.2 Study Design**

The study adopted the descriptive research design. Kothari (2014) emphasised that the descriptive research can aid in accurately describing a situation, a cohort or an individual. Best and Khan (2015) added that the descriptive research design normally will like to look for detail information about a phenomenon and will usually make generalisation based on the relationships such as attitudes, condition and practices. In line with this assertion, the study employed this descriptive research design and utilised the mixed method approach for data collection and analysis. The mixed method approach was appropriate as it made it possible for both qualitative and quantitative methods to complement each other as Johnson et al (2007) argued that at the research design stage, quantitative data can assist the qualitative component by identifying representative sample members, as well as outlying cases. Conversely, at the design stage, qualitative data can assist the quantitative component of a study by helping with conceptual and instrument development. This design also enabled the researchers to examine the relationship between promotion and pay and level of employee job satisfaction.

### **3.4 Sampling Techniques**

The target population for the study were the lecturers in the tertiary institutions within the Tamale Metropolis. These institutions are: University for Development Studies (UDS), Tamale Technical University (TTU), Tamale College of Education (TACE), Bagabaga College of Education (BACE) and Tamale Nursing Training College (TNTC). These institutions were purposively selected for the study because they fall under the remit of the Ghana Tertiary Education Council that is G-TEC (a body mandated to be in-charge of all tertiary institutions in Ghana) and see to it that there is equity in the pay structure of the public tertiary institutions. According to Fair Wages and Salary Commission (2013), in order to ensure equity in pay structure of public sector workers including university teachers, an act of parliament (Act 737, 2007) established the Fair Wages and Salary Commission (FWSC) and mandated them to ensure fair, transparent and systematic implementation of government's public service pay policy dubbed 'Single Spine Salary Structure' (SSSS). The policy was to among other things reduce disparities, discrepancies and distortions in salaries of public sector workers including lecturers in the tertiary institutions.

According to Bah et al (2016), purposive sampling aids in sampling participants with a specific type of knowledge regarding the issue under investigation.

Therefore, these five institutions were chosen for this study because they were the only



government public tertiary institutions in the Northern region of Ghana. The study also selected only public institutions because the lecturers in these institutions earn a little more than those in the private tertiary institutions though the pay structure and promotion policies are the same. These public institutions have in addition, embarked on consistent and persistent strike action over their conditions of service over the years. The private universities in the Northern region and by extension in Ghana are really struggling with issues of students' enrolment. These therefore, affect remuneration of teaching staff in those institutions. Even the few private universities that are paying well, are doing so, based on the pay structure of the public universities. It was therefore, prudent for the study to use public tertiary institutions whose remuneration is comparatively far better than their counterparts in the private tertiary institutions. For instance, Kwegyir-Aggrey (2016) in his research on the causes of staff turnover and job satisfaction in private universities in Ghana realised that lecturers and top administrators in the private universities were poorly paid and recommended improvement of condition of service of lectures and the establishment of research fund to motivate lecturers to increase their research output.

The study sample was 270 Lecturers and Tutors. This sample size was made up of 20 heads of various departments (that is 4 participants from each of the five tertiary institutions under consideration) in the selected institutions (n=20) who were purposively selected to be key informants for the study. The rest included lecturers from UDS (n=50), lecturers from TTUG (n=50), TACE (n=50), BACE (n=50) and TNTC (n=50). These participants in the study were sampled using the accidental/convenience sampling technique for lack of sampling frame. Henn et al (2015) observed that convenience sampling is where a researcher has a study population in mind. Babbie (2010) noted that convenience sampling uses criteria such as willingness to participate in a study, proximity and reliability of data or individuals as respondents (See Table 1)

Table 1. Category of Participants and Criteria for Inclusion

Category of Respondents	Sample Size	Sampling technique	Criteria for Selection
UDS lecturers	50	Accidental sampling	Teaching in UDS
TNTC Tutora	50	Accidental sampling	Teaching in TNTC
YACE Tutors	50	Accidental sampling	Teaching at TACE
4 participants (HoDs) from the five institutions	20	purposive sampling	Heads of Departments in the various institutions
TTUG	50	Purposive sampling	Lectures at TTUG
BACE	50	Accidental sampling	Tutors at BACE -

Source: Author's own construct (2022)

### *3.5 Methods and Tools of Data Collection*

#### **3.5.1 Quantitative Method of Data Collection**

##### **3.5.1.1 Questionnaires**

According to Bryman (2014), questionnaire has a lot of merits compared to other study protocols and therefore, used frequently at the expense of other instruments. Questionnaire is also cost effective and easily facilitates data gathering. Bryman maintained that, questionnaire have pre-determined responses which enable study participants to make their choices and does not require the physical presence of the researcher (Bryman, 2014).

Questionnaires were accordingly used for this survey. The instrument was administered face-to-face to all respondents either in their homes or at their work places. The questionnaire covered issues such as job satisfaction, opportunities for carrier progression and the frustrations if any, remuneration packages; salaries, fringe benefits, awards, bonuses, allowances and incentives. All the items in the questionnaire were rated on a 5point Likert scale, where 5 stand for strongly agree and 1 for strongly disagree. A total of 270 questionnaires were given out and self-administered out of which 264 were received and the response rate almost 99.9%. All questions were asked using the English language as medium of communication because all the respondents were educated enough to respond in the English language by virtue of them been lecturers and Tutors and teaching in higher institutions of learning. On questions that had to do with participants' promotion, salaries, whether participants will want to change job or were satisfied with the current job, what informed their decision etc., ethical approval was sought for and all protocol concerning the study were duly observed. All rules and regulations to ensure confidentiality of information were duly followed. Written consent was given to participants to fill and sign them willingly.

#### **3.5.2 Qualitative Method of Data Collection**

##### **3.5.2.1 Interview**

In the opinion of Freebody (2015), interview can be defined as a method of gathering data that involves the interviewer and the interviewee communicating with each other. When this method is employed accordingly, it enables the study participants to have the freedom to express themselves freely concerning the subject. The study used interview protocols for the In-depth interviews (IDI) and key informant interviews (KII). The interviews were conducted at locations convenient to the participants which included their homes and offices (workplaces) in case participants were on official duties and places devoid of any intrusion by a third party. The interviews sought to solicit information on the number of years respondents have been working, whether respondents have been promoted before, their present salaries as compared to when they were not promoted, whether respondents were satisfied with current working place, etc. The interview guides contained open-ended questions which were meant to solicit in-depth explanations from participants. The responses from the interviews were recorded using tape-recorder and sometimes mobile phones with the consent of the participants and subsequently transcribed for data analysis.

### *3.6 Measurement of Variables*

Job satisfaction was measured using AlFayd and Arif (2017) that the factors which influence job satisfaction has been grouped into motivation and hygiene factors. Factors such as recognition, achievement, promotion, growth and work itself are categorised under motivation. The hygiene factors also comprise organisation policy, pay, supervision, working condition, job security and relationship with co-workers among others (ibid). In-depth interview (IDI) and key informant interviews (KII) were also used in measuring job satisfaction because it gives more accurate, in-depth and more informed results. With regards to promotion, sample questions asked were: You are satisfied with your promotion level; you are satisfied with the promotion policy of the institution. Concerning employee's salary, one of the questions asked was; indicate the level of satisfaction with regards to pay and the services provided. Indicate the level of satisfaction with regards to allowances, gratuity and pension and the services provided. Indicate the level of satisfaction with regards to gratuity and pension and the services provided. Indicate the level of satisfaction with regards to pension and the services provided. A Likert scale of 1 (extremely dissatisfied) to 5 (extremely satisfied) was used for the respondents.

### **3.7 Reliability and Validity of Data**

The validity of a research instrument is about ensuring that the survey accurately measures what it is intended to measure, i.e. how pay and promotion influence job satisfaction in Tertiary Institutions (Cohen et al, 2003). In the opinion of Seidu (2011) reliability and validity are inevitable in scientific research such as this current one. Reliability test ensures that the survey instruments produce the same measurement results in the same population.

To ensure reliability of the questionnaire and interview guides, the study conducted a pre-test followed by a validity test for responses obtained from the questionnaire using Cronbach's Alpha ( $\alpha$ ). Raqab et al (2018) emphasised that the reliability coefficient is approximately 0.9 for excellent, 0.8 for good, 0.7 for adequate, 0.6 for questionable, 0.5 for poor and less than 0.5 for unacceptable. To determine the suitability of the test items for analysis, reliability statistics were conducted and the results was 0.8, meaning that all items that were used for the analysis were statistically fit for the analysis. Consequently, changes were effected based on the observation of the piloted survey. Additionally, questionnaires were cross-checked and verified for consistency by senior research fellows. Furthermore, responses to questions by respondents were examined through repetition of the question to the respondents to check consistency in the response. Furthermore, study participants were visited again after data collection to reconcile some of their responses with the previous one.

### **3.8 Data Analysis**

The data from the questionnaire were examined, cleansed, organised and coded and entered into statistical package for social sciences (SPSS), version 21.0. Descriptive statistics were generated from the quantitative data and the result presented in tables and charts after coding. Hypotheses were tested using logistic regression and Pearson's correlation Coefficients was used to test association between promotion and pay as independent variables and job

satisfaction as a dependent variable. The qualitative data was analysed using direct quotes from respondents and comparative analysis. The audio records and field notes were transcribed to make meanings out of the emerging issues. Finally, summary of each transcript was examined and the study results were presented in words.

## 4. Results and Discussions

### 4.1 Demographic Characteristics of Study Participants

The results of the study revealed that 207 participants representing (78.4%) were males while 57 participants representing (21.6%) were females. In terms of religious affiliations, the study found that (31.8%) and (63.3%) of the participants were Christians and Muslims respectively while (3.0%) were traditionalist and (1.0%) do not belong to any religion. The results also indicated that (67.0%) and (16.7%) of the participants were married and singled respectively while (7.2%) were widowed and (9.1%) were divorced. The findings of the study also showed that (56.0%) of the participants were tutors and were earning below ₵3000, (22.0%) were assistant lecturers and were also earning between ₵3000-4000, (16.3%) were lecturers and also earn around ₵4000-5000, (4.2%) were senior lecturers who were also earning between ₵5000 - 6000 while (0.8%) were professors earning above ₵6000 Ghana cedis (Refer to Table 2).

<b>Table 2. Demographic Characteristics of study Participants</b>		
<b>Socio-economic Characteristics</b>	<b>Frequency</b>	<b>Percentages</b>
<b>Age</b>		
35	62	20.5
35-40	43	14.2
41-45	97	32.7
46-50	45	14.9
50-55	36	11.9
56+	19	6.3
<b>Sex</b>		
Male	207	78.4
Female	57	21.6
<b>Marital status</b>		
Single	44	16.7
Married	177	67.0
Divorced	24	9.1
Widowed	19	6.3
<b>Academic Rank</b>		
Tutor	150	56.8
Assistant lecturer	58	22.0
Lecturer	43	16.3
Senior Lecturer	11	3.6
Professor	2	0.8
<b>Religion</b>		
Christianity	84	31.8
Islam	167	63.3
Traditional	8	3.0
No religion	5	1.9
<b>Educational Status</b>		

No formal education	-	-
Masters	203	76.9
PhD	61	23.1
<b>Monthly Income</b>		
Below ₦3000.00	150	56.8
₦3000-4000	58	22.0
₦4000-5000	43	16.3
₦5000-6000	11	3.6
₦6000+	2	0.8

Source: Field Survey, (2022)

## 4.2 Hypotheses Testing

4.2.1  $H_1$ : the Relationship Between Pay (Remuneration Packages) and job satisfaction is statistically significant

In order to understand the participant's level of satisfaction with their salary, a question was asked 'you are satisfied with your current salary' and Likert scale ranging from 1-agree to 5-strongly disagree was used and participants were asked to choose appropriately. The results indicated that 50 participants (18.9%) and 44 participants (16.7%) agreed and strongly agreed with the statement respectively. Furthermore, the results also showed that 7 participants (2.7%) neither agreed nor disagreed while 72 participants representing (27.3%) and 91 participants representing (34.5%) disagreed and strongly disagreed respectively. This means that majority of the study participants, 163 (61.8%) were not satisfied with their current salary (that is 27.3% plus 34.5%).

The study further sought to find out whether lecturers who were not satisfied with their current salary, were also not satisfied with their jobs (establish relationship between salary and job satisfaction) by testing the hypothesis.

**$H_1$ :** *The relationship between pay (remuneration packages) and job satisfaction is statistically significant*

The result of the regression model has established a significant relationship between pay (remuneration packages) and job satisfaction that is  $p=0.000$  at 0.05. It means the relationship between salary and job satisfaction is statistically significant (See Table 3).

Table 3. Analysis of Variance (ANOVA)

Model	Sum of squares	df	Mean Square	F	Sig.
Regression	64.602	2	32.301	21.917	.000
1 Residual	384.656	261	1.474		
Total	449.258	263			

- a. Dependent Variable: you are satisfied with your current job
- b. Predicators: (constant), you are satisfied with your current salary, you are satisfied with promotion level.

Source: Field Survey, (2022).

This indicates that there is a relationship between salary and job satisfaction. But the study examined further to identify whether the relationship between salary and job satisfaction is positive and strong by using the Pearson's Correlation Coefficient. Guildford's rule of thumb says that, a 'B' Coefficient is statistically significant when the p-value is smaller than 0.05. Therefore,  $r = 0.05$ ,  $p = 0.000$  (Where  $r$  - correlation and  $p$  - probability).

The result of the regression model is  $p=0.000$  at 0.05 which indicates strong positive significant correlation between pay and job satisfaction (See Table 4).

Table 4. Regression Coefficients<sup>a</sup>

Model	Unstandardized coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta		
(constant)					
You satisfied with your promotion level	2.491	.272		9.152	.000
You are satisfied with your current salary	.220	.053	.248	4.164	.000
	.210	.056	.225	3.771	.000

a. Dependent Variable: you are satisfied with your current job

b. Source: Field Survey, (2022)

The implication of these results is that lecturers who were not satisfied with their salary, were also not likely to be satisfied with their jobs and vice versa. This also means that higher salary is a predictor of higher job satisfaction among lecturers in tertiary institutions. Therefore, an increase in job pay is most likely to lead to an increase in job satisfaction and vice versa.

The results of the study were triangulated using the qualitative method. In order to understand participants' views on the topic, several remuneration related questions were asked on salaries, allowances, bonuses, gratuities and pension scheme and participants' responses were recorded with tape recorder and transcribed. The study participants brought to light that their salaries do not commensurate with the prescribed job and services they were rendering. Most of them intimated that they were not satisfied with their salaries and for that matter the job itself and given the option of other job that can offer higher salaries comparatively, they will exit their institutions. According to some of them they can never be satisfied with their jobs when they are giving just peanut as salary. In some interactions with some participants at their various houses at different locations in the Tamale Metropolis, they asserted that they will exit their jobs if nothing is done about their salaries;

*'I will offer my services to the highest bidder. If I have the opportunity of another job with a better pay, I will not wait for a second to accept such an offer* (Male participant, 39 years old, Russia Bangalow, Tamale).

*'I may quit my job if nothing is done about the salary. It is the foundation of our job and without it, we cannot survive because it is our security* (Male respondents, 47 years old,

Lamashiegu, Tamale).

The results suggest that salary has an effect on job satisfaction. This result supports the research findings of Bahri et al (2017) in Indonesia which concluded that leadership based individual satisfaction particularly focuses on the aspects of salary is able to encourage the improvement of lecturers' satisfaction and performance in several Indonesian Universities. Similarly, the result is also consistent with findings by Saira et al (2016) which observed that the most important motivational factor to satisfy an employee was annual salary progression in a public sector institution.

4.2.2 H<sub>2</sub>: The relationship between promotion (opportunities for advancement) and job satisfaction is statistically significant

In order to find out whether participants were satisfied with their promotion level or not. A statement 'you are satisfied with your promotion level' was made and participants were provided with 5point Likert scale ranging from 1-agree to 5- strongly disagree and were asked to tick appropriately. The result indicated that (42) participants representing (15.9%) agreed, 30 participants representing (11.4%) strongly agreed, 17 participants representing (6.4%) neither agreed nor disagreed, while 76 and 99 participants representing (28.8%) and (37.5%) participants disagreed and strongly disagreed respectively. This indicates that majority of the participants, 66.3% (that is 28.8% plus 37.5%) were not satisfied with their promotion level.

Again, in order to understand whether there is a relationship between promotion level and job satisfaction, the study proceeded further to identify if lecturers who were not satisfied with their promotion level, were also not satisfied with their jobs by testing the second hypothesis using regression:

**H<sub>2</sub>:** *The relationship between promotion (opportunities for carrier advancement) and job satisfaction is statistically significant.*

The result of the regression model is  $p= 0.000$  at 0.05 which exhibits that the relationship between promotion and job satisfaction is statistically significant (Refer to Table 3).

This means that there is a relationship between promotion and job satisfaction. The study investigated further to establish if the relationship between promotion level and job satisfaction is positive and strong using the Pearson's Correlation Coefficient. Again, applying the principle of Rule of Thumb, the result  $p= 0.000$  at 0.05 indicates strong positive significant correlation between promotion level and job satisfaction (Refer to Table 3). This result implies that lecturers who were not satisfied with their promotion level, were most likely not to be satisfied with their jobs and vice versa. The result also show that lecturers are likely to be more satisfied with their jobs when they have carrier progression or there is the opportunity for carrier advancement in their institutions probably because in academia, salary levels are linked to promotion level. This also suggests that higher promotion level is a predicator of higher job satisfaction. The implication of the results is that an increase in job progression will lead to an increase in job satisfaction and vice versa.

The B coefficients in table 4 gives information on how many units of satisfaction increases for a single unit increase in each predictor. Therefore, 1 point increase in employee salary, corresponds to 0.21 points increase in job satisfaction and 1 point increase in employee promotion level will correspond to 0.22 points increase in promotion level. Therefore, we can predict job satisfaction by constructing this mathematical equation:

$$\text{Job satisfaction} = 2.49 + (0.21 * \text{salary}) + (0.22 * \text{promotion level})$$

(Refer to Table 4)

The Beta coefficients in table 4 enables the comparison of the relative strength of the predictors that is which of the two independent variables (predictors) has a stronger effect on the dependable variable and is much more likely to cause a change in the dependable variable than the other. In this case promotion level (24.8%) has a better effect and is likely to bring change in job satisfaction than salary (22.5%). This is probably because job progression at the tertiary institutions and its associate salary differences has higher probability of job satisfaction than monthly salary (Refer to Table 3).

The results were triangulated qualitatively. Responses from participants indicated that promotion as in career progression is very important in determining their level of job satisfaction. According to participants from the traditional and technical universities, promotion offers you the opportunity to move gradually but progressively on the academic ladder and promotion comes with huge salary increment and makes them duly satisfied with their job. The result of the study indicated that in the traditional and the technical universities, promotion policies were already in place and that it spelt out what a candidate due for promotion should do as one key informant narrated in an interview at Choggu, a suburb of Tamale.

*'a person who has taught in the university for more than four years, must have four publications in credible journals (the publications may be more than four in other universities) and must have certain community services too though the process can be frustrating sometimes but the procedure does work and work effectively. The promotions at the university level comes with a huge pay gap between a junior and a senior lecturer, senior lecturer and an associate professor and full professors. Sometimes the differences in salary can be more than C1000 Ghana cedis, in some cases without the promotion a lecturer cannot assume the position of head of department which also comes with it another huge monthly allowance which is more than C2000.00 per month (Male participant, 51 years old, Lamashiegu, Tamale).*

However, the study findings revealed that this was not the case at the colleges of education and the nursing training as one participant in one of the colleges of education lamented that they are not satisfied with their jobs because the promotion policy is not even clear and when you apply, you do not even get it. Study participants at the colleges of education claim not to be satisfied with the way and manner their promotion were been handled which does not open any opportunity of job progression for them. Some participants observed in in-depth interviews at their school premises that;

*'Even though there is a policy on promotion but the process is cumbersome and not clear. All*



*promotions documents should be channelled through the council to the appropriate quarters. But some people have satisfied all the requirements and applied and for more than two years now, their promotion assessments are yet to come and this is frustrating, that not even a single person has been promoted (Male participant, 36 years old, education Ridge, Tamale).*

*'The promotion process here is waste of time and resources. There no clear timelines for submission. You only over worked and over stretch yourself for nothing. For more than three years, some tutors have applied without any response (Female participant, 37 years old, Ridge, Tamale).*

The study findings on both salary and promotion level are in agreement with findings of Islam and Hossain (2018) who concluded that promotion, fairness and working conditions were the key factors determining employees job satisfaction. The results also confirm previous studies by Parvin and Kabir (2011) who found that pay and promotion, working condition, job security, inter-personal relations and supervisor's attitudes were the main factors determining employee job satisfaction.

#### *4.3 Employee job Satisfaction*

The study sought to examine the level of job satisfaction of participants by making a statement 'you are satisfied with your current job' and provided a Likert scale ranging from 1-dissatisfied to 5-extremely satisfied and asking participant to tick appropriately. The results show that 31 participants representing (11.7%) were dissatisfied, 126 participants representing (47.7%) indicated they were extremely dissatisfied, 18 participants representing (6.8%) were neither satisfied nor dissatisfied, 48 participants representing (18.2%) were rather satisfied and 41 participants representing (15.5%) were extremely satisfied with their current job. This therefore, indicates that most of the participants (59.4%) in the study were not satisfied with their jobs (47.7% plus 11.7%).

#### *4.4 Participants Perception on what Constitute Job Satisfaction*

The study was carried out to examine perspectives of academic staff on the influence of pay and promotion on job satisfaction in the selected Tertiary institutions within the Tamale Metropolis. The study sought to find out from the participants their perception on what constitutes job satisfaction by asking the question 'what constitutes job satisfaction? It was realised from their responses that Job satisfaction is a combination of factors and is relative (that is what constitute job satisfaction for one person may not be the same for the other person). Some participants claim that job satisfaction is the availability of materials to work with to make the lecturer as efficient as possible, the enabling working environment such as cordial working relationship with colleagues, monetary considerations in terms of reasonable monthly salary that can assist a person to sort out their problems and still be comfortable. Some others also suggested that job satisfaction has everything to do with outcome of your service that is whatever lecturers are able to achieve out of their services which gives them job fulfilment and job accomplishment such as lecturers become very happy and excited when their students pass their examinations. Others also claim that job satisfaction is getting realistic and reasonable enhanced salaries, allowances, bonuses, gratuities, motivation in the

form of prizes and awards that commensurate with the services provided and promotion (job advancement or carrier progression). These came to light at the interaction with some lecturers at the premises of their institutions. Some participants noted that;

*'Job satisfaction is about the pleasure in seeing that I have achieved my goals at my work place. Job satisfaction is about the peaceful environment and cordial working relationship with colleagues at work place. Salary and other allowances and bonuses that accompany it are key fundamentals to achieving job satisfaction (Male respondent, 38 years old, Tamale).*

*'Job satisfaction is when the condition of service is good, when salary is comparatively better, when you have opportunity for further education through sponsorship, carrier progression and the salary increment that comes with it, enabling environment and no threat' (Female participant, 36 years old, Education Ridge, Tamale).*

The results of the study support the observations of Kadiri-Eneh et al (2018) that salary, promotion and capacity building were significant factors that influenced workers retention at the health facility. The findings of the study are also in agreement with the findings of Noor et al (2015) on the impact of job promotion and advancement on job which revealed that job promotion and job advancement have positive relationship with job satisfaction. Similarly, the findings of the study also tally with the findings of Bahri et al (2017) which suggested there are five measures of job satisfaction; salary, promotion, co-workers, fringe benefits, and rewards.

#### *4.5 Why Some Participants Were not Satisfied With Their Jobs*

The study outcome indicated quite categorically that some of the participants interviewed were not satisfied with their job as the quantitative results indicated and that given the option they would have opted for a different institution with a better package. Most of these participants were from the selected Colleges of Education and the Nursing Training in the Tamale Metropolis. They attributed their dissatisfaction to both internal and external factors. Their argument was premised on the fact all the 46 colleges of education were converted into a tertiary institution to award diploma certificate since 2005 and parliamentary act converting them into colleges of education from the then training colleges was passed by parliament in 2012. This migration or upgrading into tertiary institution understandably should be accompanied by certain conditions of service to commensurate with the polytechnics who have also been upgraded into technical universities and were performing the same duties and having the same qualifications as tutors of the colleges of education. However, they were discriminated against and treated unfairly by their employer, the government of Ghana. This was brought to light in an interview with thirteen (13) respondents at the selected colleges of education premises. A participant argued in a key informant interview in one of the colleges that:

*'It is discouraging to teach at the colleges of education in Ghana today with Mphil and PhD degrees. Governments upon government have overlooked the concern to have a second look at our conditions (Male participant, 44 years old, Education Ridge, Tamale).*

*'I am not satisfied with the kind of job we do here which does not recognise equal pay for*

*equal work. Why should we have the same qualification and the same work description with our colleagues in the universities and receive lower pay’ (Female participant, 41 years old, Educational Ridge Tamale).*

*‘Why should we be considered as secondclass citizens and not duly placed where we are supposed to be. Our employer, the government does not respect us (Male participant, 45 years old, Educational Ridge, Tamale).*

On the internal factors, participants claim that even though they have a document called the harmonised condition of service for tutors at the colleges of education yet their administrators are not implementing it. A participant observed in an interaction at her home at Choggu, a suburb of Tamale that;

*‘There is nothing motivating a tutor at the college of education to stay and even give up their best. Tutors are so discouraged and dissatisfied so much so that tutors are always writing application upon application praying to move to the traditional universities even as assistant Lecturers (Female participant, 41 years old, Choggu, Tamale).*

This result support the outcome of a research work by Ajibade et al (2019) on police officers in Kogi state and reported that respondents had low level of job satisfaction because of many factors such as poor remuneration package, unsteady promotion and the quantum of work.

#### *4.6 Why Some Participants Were Satisfied With Their Jobs*

Comparatively, some lecturers at the selected traditional and technical universities and the Tamale Nursing Training were of the view that even though there were still some avenues for improvement of their working conditions, but as it stands, they were comfortable with their job because there are avenues for job progression which is well stipulated, documented and implemented accordingly. Though, they bemoaned that there were some frustrations in the system such as administrative bureaucracy, provided they satisfy the requirements, they are promoted. The promotion also come with huge salary adjustments and enticing allowances for heads of departments and lecturers with other responsibilities. Some participants shared their views on the issue in key informant and in-depth interviews at the premises of the universities:

*‘University lecturers are among the highest paid workers in Ghana aside from politicians and some high profiled personalities of corporate organisations and that alone should make us appreciate the situation (Male participant, 55 years old, Tamale).*

*‘Even though the current economic challenges are exerting enormous burden on the average Ghanaian worker, yet I can say without any shred of equivocation that university lecturers are reaping the fruit of their labour’ (Female participant, 41 years old, Tamale).*

Generally, the finding of the study indicated that pay and promotion are very significant in determining the job satisfaction level of staff of tertiary institutions in the northern region of Ghana. This revelation suggests that both Hygiene and motivation factors are considered as imperative in influencing employee job satisfaction because pay increment at the tertiary

institutions in Ghana and indeed worldwide is associated with promotional level. Hence, the two variables work together to achieve one objective. This result is quite inconsistent with Herzberg's contention that Motivation factors are more important to university teachers at the expense of Hygiene factors as contain in the conceptual framework of the study. This result is in tandem with Ghazi et al (2013) findings that indicated that both Hygiene and Motivation factors are considered significant when it comes to employee job satisfaction in the tertiary institutions.

## **5. Policy Recommendations**

Based on the findings, the study recommends that stakeholders in education must ensure that, the appropriate polices are implemented to ensure the policy of equal work and equal pay is executed to its logical conclusion. The policy of equal work and equal pay as referenced in the current Single Spine Salary Structure (SSSS) pay policy was implemented in 2010 to regulate the payment of public service workers, especially those under Article 190 of the 1992 constitution of the Republic of Ghana for a period of a five-year period in phases.

The study further recommends the implementation of tertiary conditions of service in institution such as the colleges of education, annual review of salaries of lecturers in the tertiary institutions in response to the economic conditions. Government must implement financial policy to bridge the salary gap between tutors at the colleges and their counterparts at the traditional and technical universities, ensure that promotion processes are made less cumbersome and more effective. Government must ensure that commensurate salaries are paid according to qualifications and job description since it is a tertiary institution. In fact as at August 2024, Tutors at the 46 Colleges of Education in Ghana were on strike to demand their migration unto the university pay structure to ensure equity, equal work and equal pay.

Management of the colleges of education in consultation with government should adhere to the harmonized conditions of service for tutors in the colleges of education. Building research and teaching capacities of lecturers and tutors at the colleges of education with some workshops and conferences. These systems were still in process as the tutors of the colleges were on strike to demand the implementation of the harmonised conditions of service and salaries to commensurate with that of the analogue and technical universities.

## **6. Conclusion**

The study was conducted to investigate how pay and promotion influenced job satisfaction of lecturers at the tertiary institutions. The objective was to examine the relationship between pay and promotion and job satisfaction using the mixed method approach (triangulation). The study concludes based on the results that pay and promotion have significant relationship with job satisfaction. The study findings also attested to the fact that both Hygiene and Motivation factors are very important to the staff of the tertiary institutions which quite contradict Heizberg's initial assertion that Motivation factors are the most important factors to university teachers as contain in the conceptual framework.

### *6.1 Limitation of the Study*

The study is limited by the fact that only a section of the lecturers and tutors at the Universities and the Colleges respectively were sampled and interviewed. Additionally, the study was conducted within a time frame and conditions are likely change after the result of the study are published. Furthermore, the researchers were constrained in terms of finance as and personnel there was no source of funding or the research and the researchers had to depend on the little resources at their disposal to ensure timely completion of the study.

### *6.2 Future Prospects of the Study*

Despite the limitations of the study, the current study will be useful to stakeholders in education especially the tertiary institution as findings of the study will further vindicate their positions that the conditions of service of staff of the tertiary institutions is nothing to write-home-about as compared to other workers with same qualification and job description especially politicians. Furthermore, the findings of this current study will assist the government in understanding the human and financial challenges at the tertiary level education and design policies to address them accordingly.

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### **Competing interest**

Authors declare no competing interest

### **Ethical approval**

The ethical issues were seriously taken into consideration in the course of conducting this research. Participants were provided with consent form to fill voluntarily and anybody who decided not to be part of the study was not coerced to do so. Anonymity and confidentiality of information given by participants was also duly ensured.

### **Conflict of Interest**

Authors declare no conflict of interest

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