

Teachers' Job Satisfaction and Productivity in Public Senior Secondary Schools in Ilorin Metropolis, Kwara State

MOHAMMED, OLANREWaju KOLAPO¹, ISSA, TAOFEEQ SAADU², IBRAHEEM ABDULRASAQ³

^{1, 2}Department of Curriculum Studies & Instruction, Kwara State College of Education, Oro

³Department of Educational Foundations, Kwara State College of Education, Oro

Abstract- Job satisfaction enables every teaching staff to enhance his or her job commitment to the teaching job. Therefore, this study examined between teachers' job satisfaction and productivity in public senior secondary schools in Ilorin Metropolis, Kwara State. The researcher adopted descriptive of correlational type. Proportional sampling technique was used to select 365 teachers for the study. A research questionnaire titled "Teachers' Job Satisfaction Questionnaire (TJSQ) and Productivity Questionnaire (PQ) were used to collect relevant data from the respondents. Two research questions were raised and answered using mean and standard deviation while one main and four research hypotheses were formulated and tested for this study using Pearson product moment correlation statistical method at 0.05 level of significance. The findings of the study revealed the dimensions of teachers' job satisfaction were high in Ilorin Metropolis, Kwara State. The level of productivity was moderate in Ilorin Metropolis, Kwara State. There was significant relationship between teachers' job satisfaction and productivity in Ilorin Metropolis, Kwara State. There was significant relationship between reward system and productivity in Ilorin Metropolis, Kwara State. There was significant relationship between promotion opportunities and productivity in Ilorin Metropolis, Kwara State. There was significant relationship between job safety and security and productivity in Ilorin Metropolis, Kwara State. There was significant relationship between working conditions and productivity in Ilorin Metropolis, Kwara State. Based on the findings, it was recommended that Kwara State government through TESCOM should improve on job satisfaction of teachers so that they could be improved on their productivity. Kwara State government through TESCOM should ensure that reward system are paid as at when due to school teachers so that they can be improved professionally and to be more productive in order to attain the set goals of the institution.

Keywords: Job Safety, Job Satisfaction, Productivity, Promotion opportunities, Reward system.

I. INTRODUCTION

Human resource is most vital asset for organizational development. It makes other resources useful and gets the best return out of them for the betterment of the organization. But getting best of human resource requires enormous moves by the organization towards the attainment of organizational goals. If the human resource or employees are happy and contented with the moves and actions of employer they do their best for the organization. But if human resources are not in the best position, the organization might not be able to attain the set goals of the organization. Thus managing human resource has become an art. Management always tries to use that art to satisfy their workforce. The greater the level of satisfaction of employees is, the higher will be returns for organization. And this has been realized by various researchers, scholars, academics, writers and leaders (Keung, 2016).

In the literature of organizational behaviour and organizational psychology, job satisfaction is considered the most extensively researched area (George & Jones, 2018). The different ways of satisfying the employees were found by the scholars to the human resource managers to attract, motivate and retained the most committed workforce. Job satisfaction has direct impact on level of commitment, performance and productivity. Job satisfaction improves the retention level of employees and reduces the cost of hiring new employees (Murray, 2019). The dissatisfaction of the employees has adverse effect on the efficiency of the organization. Job satisfaction varies and researchers have suggested that the prestige of the job improves satisfaction. Many workers however are satisfied in a prestigious job. That is, they

simply like what they do. In any case, job satisfaction makes ones feelings or state of minds.

This human component pervades the entire organization and because of this, it follows that the performance of the personnel, or at least an important part of it, devolves on all individuals and managers who in one way or another have responsibility for the performance of one or more subordinates in the organization. The management function of leading, directing and motivating are all personnel functions, which all management must perform. A manager who fails in any of these respects is also likely to fail in the performance of his/her primary responsibility even if such responsibility is for production, accounting or marketing. The fact that all managers perform personnel functions is however, not to imply that they are all personnel managers. In every organization, there is a distinct department or section that is specifically charged with the responsibility of initiating and formulating policy as well as providing advice, service and control of all personnel matters. The personnel manager usually applies his/her technical skills in dealing with issues that arise in the following major areas: employment, training and development, transfer, promotion and lay off, wage and salary administration, health and safety, discipline and discharge, industrial and labour relations, employee benefits and services, and personnel and behavioural research. The above, constitute staff conditions of service, which is the hub of personnel management and on which depends industrial peace, industrial expansion and the general well being of the staff and the organization (Abah, 2022).

Nanda and Brown (2017) have investigated the importance of employee performance indicators at the hiring stage. They concluded that level of job satisfaction and motivation affects the employee's productivity. The high performer demand attractive packages from the employers. And now it becomes predicament for the human resource experts to retain the performer. The low level of job satisfaction adversely effects on the employee commitment and sequentially effect the achievement of organizational objectives and performance (Meyer, 2019). From the background, this study investigated teachers' job satisfaction and productivity in Ilorin Metropolis, Kwara State.

Statement of the Problem

There has been a lot of concern for Nigeria and especially the educational system in the country due to the fact that most of the Nigerian teachers are not motivated by the government in order to appreciate and bold of their teaching profession. Therefore, educational institutions experience administrative problems that are affecting effective teaching and learning process in the schools. Both teachers and non teaching staff of secondary schools are not paid which that affect their motivation and morale, lack of conditions of service, lack of financial support, staff are under-valued by society, lack of promotion opportunities and lack of carrier structure. That is why teachers in schools are seeking lucrative jobs. Ozigi (2012) pointed out that staff in Nigeria was unhappy, frustrated, uninspired and unmotivated. Fagbamiye (2010) carried out research on staff condition of service, job satisfaction, attitude to work and Job performance in selected secondary schools in Lagos state. The study showed that there was a positive and significant relationship among condition of service, job satisfaction, attitude to work and Job satisfaction. As a result of this, this study examined teachers' job satisfaction and productivity in Ilorin Metropolis, Kwara State, Nigeria.

Objectives of the Study

1. To assess the relationship between reward system and productivity in public senior secondary schools Ilorin Metropolis, Kwara State;
2. To determine the relationship between promotion opportunities and productivity in public senior secondary schools in Ilorin Metropolis, Kwara State;
3. To examine the relationship between job safety and security and productivity in public senior secondary schools in Ilorin Metropolis, Kwara State and

Research Questions

The following research questions were raised to guide the conduct of the study:

1. What are the dimensions of teachers' job satisfaction in public senior secondary schools in Ilorin Metropolis, Kwara State?

2. What is the level of teachers' job satisfaction in public senior secondary schools in Ilorin Metropolis, Kwara State?
3. What is the level of productivity in public senior secondary schools in Ilorin Metropolis, Kwara State?

Research Hypotheses

The following research hypotheses were generated for the study:

H₀₁: There is no significant relationship between reward system and productivity in public senior secondary schools in Ilorin Metropolis, Kwara State

H₀₂: There is no significant relationship between promotion opportunities and productivity in public senior secondary schools in Ilorin Metropolis, Kwara State

H₀₃: There is no significant relationship between job safety and security and productivity in public senior secondary schools in Ilorin Metropolis, Kwara State

II. LITERATURE REVIEW

Concept of Job Satisfaction

Over years, employee satisfaction has been a key area of research among industrial and organizational psychologists. There are important reasons why companies should be concerned with employee job satisfaction, which can be classified according to the focus on the employee or the organization. First, the humanitarian perspective is that people deserve to be treated fairly and with respect. Job satisfaction is the reflection of a good treatment. It also can be considered as an indicator of emotional well-being or psychological health. Second, the utilitarian perspective is that job satisfaction can lead to behavior by an employee that affects organizational functioning. Furthermore, job satisfaction can be a reflection of organizational functioning. The assessment of job satisfaction is a common activity in many organizations where management feels that employee well-being is important (Spector, 2018).

Some people like to work and they find working an important part of their lives. Some people on the other hand find work unpleasant and work only because they have to. Job satisfaction tells how much people like

their jobs. Job satisfaction is the most studied field of organizational behaviour. Employee satisfaction is generally considered as the driver of the employee retention and employee productivity. Satisfied employees are a precondition for increasing productivity, responsiveness, quality, and customer service. (Kaplan & Norton, 2016).

The level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group and the degree to which individuals succeed or fail in their work. It is believed that the behavior that helps the firm to be successful is most likely to happen when the employees are well motivated and feel committed to the organization, and when the job gives them a high level of satisfaction. The research showed that the key factors affecting job satisfaction are career opportunities; job influence, teamwork and job challenge (Armstrong, 2016). Companies typically measure employee satisfaction with an annual survey, or a rolling survey in which a specified percentage of randomly chosen employees is surveyed each month. Interviews would give wider and better answers but they are time and money consuming, and questionnaires are easier to compose, deliver and analyze.

Concept of Productivity

Productivity is another concept that needs to be defined in this work and this means productivity is concerned with the overall effectiveness and efficiency in setting things done. Thus, when productivity is increasing the value of output is rising faster than the costs incurred on production. Oloko (2019) labour productivity is the volume of goods and services produced per worker within a specified unit of time. According to him productivity is a function of an individual's ability, knowledge and motivation. Ross (2020) noted that, managers that understand how productivity is tied to goods and services, standard of living and other factors are able to imitate planning, organizing and controlling practices that can aid the accomplishment of goals. Therefore, productivity has become a day concern for managers because it indicates the overall efficiency of any organization. In this regard, productivity gains mean a higher standard

of living, shorter working hours, longer vacations, bigger paychecks and more fringe benefits.

Various studies have established a direct positive correlation between teachers' motivation and school productivity. Oyediji (2012) asserts that teachers can be encouraged to produce more through effective communication, role assignment, better physical environment, adequate training, provision of recreational facilities and general welfare. According to Taiwo and Faogbamiye (2012), academic staff productivity are very with their lot (remuneration and condition and service) most of them are negatively disposed towards their job. Teachers can only be effective and productive when they are happy because productivity is a function of human frame of mind and motivation is a necessary requirement for effectiveness in the long run. Productivity is an effective reaction to one's job, and an attitude towards one's job. Many research studies have been conducted on different dimensions of productivity because; it has been costly linked with organizational phenomena such as leadership, morale, motivation, performance.

Teachers' Job Satisfaction and Productivity

Academic satisfaction is the aim of most managers. The contention is that a satisfied employee has a better attitude to work than a dissatisfied academic. It was once believed that satisfaction would lead to higher productivity. Research findings point to the fact that satisfied employee is not necessarily productive. Thus there is no consistent correlation between productivity and job satisfaction (Ivancevich, 2010). Studies show, however, that job satisfaction correlates negatively with increased absenteeism rate, labour turnover and poor morale. Commenting on the lack of correlation between employee satisfaction and productivity, Kahn observed that no significant relationships were discovered between any of the indexes of satisfaction and the productivity of the work group. In other words, employees in highly productive work groups were no more likely than employees in low producing group to be satisfied with their job and the company, or with their financial and status reward (Kahn, 2010).

The ability of an employee to perform his work up to expected standards influences job satisfaction. An academic who is capable of performing an assigned task derives intrinsic reward from it, as he is capable

of accomplishing something. He sees himself as having some control over his environment and may perceive himself as an achiever. This reward increases when the organization recognizes his contribution and gives him added incentive in the way of promotion or other privileges. If the employee believes that what he receives is equal to what other employees who have achieved level of productivity are entitled, he derives satisfaction. Extrinsic reward includes all forms of format recognition, promotion, advancement, pay, amenities, fringe benefits, and a pat on the back. These originate from the organization. Intrinsic reward is an inner feeling of satisfaction originating from work well done, achievement, personal growth, status or power possessed and informal recognition. This inner warmth a form of self gratification is very sustaining. Many employees will stay in the organization if they are denied extrinsic reward but possess intrinsic reward. Where the later is lacking, the employee is very likely to leave the organization, or become very lazy, play truancy and characteristically, show a very poor attitude to work. Satisfaction is very closely related to absenteeism and labour turnover (Nwachukwu, 2011). Job satisfaction affects staff turnover to an extent because turnover is also influenced by availability of alternative job opportunities. A dissatisfied employee does not resign his position unless another equally attractive position is available. Job performance can lead to job satisfaction. Job performance on the other hand, is a factor of other variables such as technology ability supervision and motivation.

Rewards/Pay on Job Satisfaction and Productivity

Job satisfaction is an outcome of different factors like pay, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions (Opkara, 2022). Out of these factors, pay is a very important factor. Frye (2014) found that there is positive relationship between equity based compensation and performance. It was further concluded that compensation plays vital role in human capital intensive firms to attract and retain expert workforce. Furthermore, the compensation has significant impact on the level of job satisfaction of employees. It was also found that flexible compensation has no effect on the level of job satisfaction (Igalens & Roussel, 2019). The

investigation about relationship among job satisfaction and pay was conducted and it was also found that job satisfaction is affected by the pay (Nguyen et al., 2013). Brudney and Coundry (2013) have explained different variables that influence performance of the employees in the organization. They included such as pay, organization commitment, relationship between pay and performance, etc. There are some empirical evidences that there is positive correlation between compensation and performance (Gardner et al., 2014).

Promotion on Job Satisfaction and Productivity

The researcher in their results found the influence of different determinants of job satisfaction. Several studies focus on the demographic factors while others link the job satisfaction with reference to working environment. The other factors such as fair promotion system, job autonomy, leadership behaviour, social relations are also the dominant in determining the level of job satisfaction (Dawson, 2017). Nguyen et al., (2013) concluded that job satisfaction is the result of promotion opportunities in the organization. Teseema and Soeters (2016) concluded that there is positive relationship between promotion practices and perceived performance of employee. If organizations want to accelerate performance of employees in the organization, fair promotional opportunities should be given to employees (Park et al., 2013).

Job Safety and Security on Job Satisfaction and Productivity

Various researcher conducted studies and found that job dissatisfaction is the outcome of insecurity among employees (Ashford & Bobko, 2019). Important factors like low job security, working conditions and the nature of work, low wages and lack of promotion, low job autonomy have adverse affect on the level of job satisfaction of employees (Silla et al., 2015). Rosow and Zager (2015) concluded that the job performance decreases due to insecurity of job. Iverson (2016) argued that job security has significant impact on the organizational commitment. Morris et al. (2013) concluded the same.

Theoretical Framework

The researcher reviewed few theories relevant to this study. They are Abraham Maslow's Needs Theory, Douglas Mc-Gregor and Frederick Herzberg.

Abraham Maslow's Needs Theory: Most people never reach the point where they no longer want more money. But there definitely comes a time when we begin to think that there is more to derive out of life than mere pay packets. Abraham Maslow (1970,p.35-50) has constructed a continuum of the human needs that motivate. This is popularly known as the Need hierarchy. These needs are:

- (a) Physical Needs: These needs are associated with man's strong drive towards self-preservation. They include shelter, food and water.
 - (b) Security Needs: The two types of security needs are physical and economic. In as much as physical security is important, people however lay greater emphasis on economic security. They want to be secure against loss of income, unemployment and lack of income in one's old age.
 - (c) Social Needs: people need to feel relevant and accepted in any group they are identified with. They also need to have some influence over other group members.
 - (d) Esteem Needs: These are highlighted in the fact that man needs recognition in whatever he does, status and prestige.
 - (e) Self-Actualization Needs: This is the need to do what one is best suited for. Some people aspire to be politicians, leaders and dictators and are consequently power-hungry. Such people believe they are best suited for these, in terms of their skill and ability.
- McGregor Theories X and Y:* From previous theories, several factors exist that motivate people. The manner, in which any of the theories is applied, will be determined by the concepts about man himself. McGregor (1960), come up with two theories in explaining man and motivation, which he calls Theory X and Theory Y.

Theory x Assumptions According to McGregor are:

- i. the average man dislikes work and will try to avoid it.
- ii. therefore most people have to be forced or threatened with punishment to get them to make the effort necessary to accomplish organizational goals.
- iii. the average individuals is basically passive and therefore prefers to be directed, rather than to assume any risk or responsibility. Above all else, he prefers security. A manager who fits into the theory X group leans towards an organizational climate of centralized authority, close control and automatic leadership.

The Theory Y Assumptions are:

- i. work is as natural to man as play or rest and therefore, cannot be avoided.
- ii. self-motivation and inherent satisfaction in work will be achieved in situations where the individual is committed to organizational goals. Hence, coercion is not the only form of influence that can be used to accomplish organizational goals.
- iii. commitment is a crucial factor in motivation, and it is a function of the rewards coming from it.
- iv. the average individual learns to accept and even seek responsibility given the proper environment.
- v. contrary to popular stereotypes, the ability to be creative and innovative in the solution of organizational problems is widely and not narrowly distributed in the population.
- vi. in modern business and organizations, human intellectual potentialities are only partially realized (Carol, 2005).

The is relevant to this study in the sense that if principals who operates on Theory Y feels that an effective organizational climate has greater decentralization of authority, relies less on coercion and control, has a democratic leadership style, and more participation in the decision process.

Herzberg Two Factors Theory: Herzberg conducted experiments on motivation, and drawing from the data collected, he identified two vital factor in every job.

First, there are certain elements in a job that he, called “maintenance factors” or hygiene factors, which include adequate salary, adequate working conditions, job security and fringe benefits. From Herzberg’s point of view, these things are necessary for the worker to even begin to be motivated. The “maintenance factors” are those which when not present, will cause dissatisfaction, and if present will prevent dissatisfaction, but will not motivate people to greater performance. This is relevant to this study because if all these factors whether motivator or hygiene are lacking by teachers in public secondary schools, positive attitude to work and motivation will not emerge.

III. METHODOLOGY

This study adopted a descriptive survey of correlational type. The population of this study comprised 5621 teachers in public senior secondary schools in Ilorin West, Ilorin East and Ilorin South in Kwara State. There are 45, 32 and 27 public senior secondary schools in Ilorin West, Ilorin East and Ilorin South in Kwara State respectively. Stratified random sampling technique and Proportional sampling technique using research –advisors (2006) sample size determination table was adopted to select 365 teachers for the study. Two instruments were used for the study entitled Teachers’ Job Satisfaction Questionnaire (TJSQ) and Productivity Questionnaire (PQ). Part A of Teachers’ Job Satisfaction Questionnaire (TJSQ) contained 20 items relating to the sub- variables that were generated on job satisfaction. Part B contained 10 items on productivity of school teachers.

Three experts in the Department of Educational Management and Counselling, Al-Hikmah University validate the instruments and their comments and criticisms were used to amend the instruments and before they were used for data collection. Test re-test method was used to determine the reliability and coefficient of 0.76 and 0.72 was obtained showing that the instrument was reliable. Out of 365 copies administered to teachers only 311 retrieved for data analysis which represented 85.2%. Decision rule implies that the mean ratings of any item that was 2.50 and above were accepted as the benchmark while any item below 2.50 was rejected for research question one and an average mean of below 2.5 and above 2.5 was

used in determining the levels in research question two and three for low and high respectively. Descriptive statistics of mean and standard deviation were used to answer research questions raised for the study while the formulated research hypotheses were tested using inferential statistics of Pearson Product-Moment Correlation statistic at 0.05 level of significance.

IV. RESULTS

Research Question 1: What are the dimensions of teachers' job satisfaction in public senior secondary schools in Ilorin Metropolis, Kwara State?

Table 1 *Dimensions of Teachers' Job Satisfaction in public senior secondary schools in Ilorin Metropolis, Kwara State*

S/N	Dimensions of Teachers' Job Satisfaction	Mean	SD	Decision
1	Reward system	7.49	.893	Accepted
2	Promotion opportunities	10.21	1.98	Accepted
3	Job safety and security	13.02	2.35	Accepted

Table 1 shows the mean ratings on the dimensions of teachers' job satisfaction in public senior secondary schools in Ilorin Metropolis, Kwara State. The dimensions of teachers' job satisfaction (reward system, promotion opportunities & job safety and security) have the mean ratings of 7.49, 10.21 and 13.02 respectively with the standard deviations of .893, 1.98 and 2.35 respectively. Findings indicate that, all the dimensions measures teachers' job satisfaction in public senior secondary schools in Ilorin Metropolis, Kwara State.

Research Question 2: What is the level of teachers' job satisfaction in public senior secondary schools in Ilorin Metropolis, Kwara State?

Table 2: *Dimensions of Teachers' Job Satisfaction in public senior secondary schools in Ilorin Metropolis, Kwara State*

S/N	Variables	Mean	SD
1	Reward system	2.50	.297
2	Promotion opportunities	3.40	.660
3	Job safety and security	4.34	.783
	Average Mean	3.41	

The mean ratings on the level of teachers' job satisfaction in public senior secondary schools in Ilorin Metropolis, Kwara State. The analysis implies that the average mean indicated that the level of teachers' job satisfaction in public senior secondary schools in Ilorin Metropolis, Kwara State was high.

Research Question 3: What is the level of productivity in public senior secondary schools in Ilorin Metropolis, Kwara State?

Table 3: *Level of Productivity in public senior secondary schools in Ilorin Metropolis, Kwara State*

Statement	Mean	SD	Decision
Staff are motivated for high level of productivity	2.71	0.67	High
Staff are exposed to in service training	3.03	0.78	High
Effective academic skills enhance performance of the school	2.62	0.35	High
Productivity determines the level of organizational goals	2.94	0.87	High
Each of the skills influence the organizational productivity	3.22	0.98	High

Effective job satisfaction improves staff productivity.	3.14	0.79	High
I improve my on academic activities	2.62	0.85	High
I plan for my lectures before going to the class	2.60	0.55	High
I am not encouraged to be productive by the school management	2.55	0.71	High
I participate in school activities	2.79	0.47	High
Average Mean	2.82	0.702	High

Table 3 indicates the level of productivity in Public Senior Secondary Schools in Ilorin Metropolis, Kwara State. Findings revealed that average mean of productivity were 2.82. This implies that the level of productivity was high in Ilorin Metropolis, Kwara State.

Hypotheses Testing

Ho₁: There is no significant relationship between reward system and productivity in Public Senior Secondary Schools in Ilorin Metropolis, Kwara State

Table 4: *Reward System and Productivity*

Variables	N	Mean	SD	Df	Cal. r-value	p-value	Decision
Reward System	311	7.49	.893				
				309	.401	0.02	Ho ₁ Rejected
Productivity	311	2.82	0.702				

$P < 0.05$

Table 4 shows that the p-value of 0.02 was less than the significant level at 0.05 for 309 degrees of freedom. Therefore, the null hypothesis which states that there is no significant relationship between reward system and productivity in Public Senior Secondary Schools in Ilorin Metropolis, Kwara State was rejected. This suggests that there was significant relationship between reward system and productivity in Public Senior Secondary Schools in Ilorin

Metropolis, Kwara State. This indicates that reward system has impact on public Senior Secondary schools teachers' productivity.

Ho₂: There is no significant relationship between promotion opportunities and productivity in Public Senior Secondary Schools in Ilorin Metropolis, Kwara State

Table 5 *Promotion Opportunities and Productivity*

Variables	N	Mean	SD	Df	Cal. r-value	p-value	Decision
Promotion Opportunities	311	10.21	1.98				
				309	.366	0.00	Ho ₂ Rejected

Productivity 311 2.82 0.702

$P < 0.05$

Table 5 indicates that the p-value of 0.00 was less than the significant level at 0.05 for 309 degrees of freedom. Therefore, the null hypothesis was rejected. This shows that there was significant relationship between promotion opportunities and productivity in Public Senior Secondary Schools in Ilorin Metropolis,

Kwara State. This implies that promotion opportunities determine the level of productivity.

Ho₃: There is no significant relationship between job safety and security and productivity in Public Senior Secondary Schools in Ilorin Metropolis, Kwara State

Table 6 *Job Safety and Security and Productivity*

Variables	N	Mean	SD	Df	Cal. r-value	p-value	Decision
Job Safety and Security	311	13.02	2.35	309	.366	0.00	Ho ₃ Rejected
Productivity	311	2.82	0.702				

Note: $P < 0.05$

Table 6 indicates that the p-value of 0.00 was less than the significant level at 0.05 for 309 degrees of freedom. Therefore, the null hypothesis was rejected. This shows that there was significant relationship between job safety and security and productivity in Public Senior Secondary Schools in Ilorin Metropolis, Kwara State. This implies that job safety and security determine the level of productivity.

V. DISCUSSION OF FINDINGS

Hypothesis one revealed that there was significant relationship between reward system and productivity in Public Senior Secondary Schools in Ilorin Metropolis, Kwara State. This is in line with Opkara (2022) who concluded that job satisfaction is an outcome of different factors like reward system, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions.

Hypothesis two revealed that there was significant relationship between promotion opportunities and productivity in Public Senior Secondary Schools in Ilorin Metropolis, Kwara State. Hughes and Ferret (2019) agreed with the findings that making sure that all of the aspects of safe, promotion and comfortable

work environment are in control and operating in a normal way will keep teachers morale, motivation and productivity at the high level. Teseema and Soeters (2016) concluded that there is positive relationship between promotion opportunities and perceived performance of productivity.

Hypothesis three revealed that there was significant relationship between job safety and security and productivity in Public Senior Secondary Schools in Ilorin Metropolis, Kwara State. Ashford and Bobko (2019) agrees that job dissatisfaction is the outcome of insecurity among teachers. Silla et al., (2015) agrees that important factors like low job security, working conditions and the nature of work, low wages and lack of promotion, low job autonomy have adverse affect on the level of job satisfaction of employees. Iverson (2016) argued that job security has significant impact on the organizational commitment.

VI. CONCLUSION

This study has shown that teachers' job satisfaction has a positive and significant relationship with productivity in Public Senior Secondary Schools in Ilorin Metropolis, Kwara State. This implies that

teachers' job satisfaction in terms of reward system, promotion opportunities, job safety and security and working conditions. In addition to that, effective and efficient of this result would productivity to be able to attain the set goals and objectives of secondary education at the end of the day.

VII. RECOMMENDATIONS

The following recommendations were made to enhance teachers' job satisfaction and to improve productivity in Public Senior Secondary Schools in Ilorin Metropolis, Kwara State:

1. Kwara State government through TESCOM should ensure that reward system are paid as at when due to school teachers so that they can be improved professionally and to be more productive in order to attain the set goals of the institution.
2. School teachers should be given promotion opportunities so that they could be effective and productive without any political affiliation.
3. School management should ensure the lives of students as well as teachers and properties need to be protected.

REFERENCES

- [1] Abah, N. C. (2022). *Public personnel administration Enugu*: Jeen Publishers
- [2] Armstrong, M. (2016). *A Handbook of Human Resource Management Practice* 10th edition, Cambridge, UK, University Press
- [3] Ashford, S. L. & Bobko, P. (2019). Content, causes, and consequences of job insecurity: A theory-based measure and substantive test. *Acad. Manage. Journal*, 1(3), 3-829
- [4] Brudney, J.L. & Coundrey, S.E. (2013). 'Pay for performance: Explaining the differences in managerial motivation. *Public Productivity Manage. Rev.*, 17(2),129-144.
- [5] Dawson, R. L. (2017). *Organization Theory and Design*, Ninth Edition. Thompson Higher Education, USA
- [6] Frye, M.B. (2014). Equity-based compensation for employees. Firm performance and determinants. *Journal. Finances*. 27(1),31-54.
- [7] Gardner, D.G, & Dyne L.V. (2014). The effects of pay level on organization based self-esteem and performance. A field study. *Journal. Occup. Organ. Psychol.*, 77: 307-322.
- [8] Herzberg, F. (1964): The Motivation Hygiene Concept and Problems of Manpower" Personnel Administration January-February
- [9] Hughes P., & Ferrett, E.D (2019). *Introduction to Health and Safety at Work*. Elvister Limited, Slovenia
- [10] Igalens, J, & Roussel P (2019). A Study of Relationships between Compensation Package. Work Motivation and Job Satisfaction. *Journal. Behaviour* : 1003-25.
- [11] Iverson, R. D. (2016). Employee acceptance of organizational change. The role of organizational commitment. *Int. Journal. Hum. Res. Manage.*, 7(1): 122-49.
- [12] Ivancevich, F. (2019). *Elements of Personnel Management*, in Pita Ejiofor (Ed)
- [13] Kahm, R. I. (2010). "Productivity and Job Satisfaction" *Personnel Psychology* Vol. 3, No., 13.
- [14] Kaplan, R. S., & Norton, D. P. (2016). The balanced scoreboard: translating strategy to action, USA
- [15] Keung, J.W. (2016). Job satisfaction of Hong Kong secondary school teachers. *Educ. Journal.*,24(2), 29-44.
- [16] Maslow, Abraham, (1970). *Motivation and Personality* 2nd Edition, New York, Henper and Row Publishers
- [17] Meyer, M. (2019). *Managing human resources development. An outcomes-based approach*. Durban Butterworth Publishers (Pvt) Ltd.
- [18] Morris, T, Lydka, H, O'Creevy M.F. (2013). Can commitment be managed? A longitudinal analysis of employee commitment and human resource policies. *Hum. Res. Manage. Journal.*, 3(3),21-42.
- [19] Murray, R. A. (2019). *Job Satisfaction of Professional and Paraprofessional Library Staff at Chapel Hill, North Carolina*. University of North Carolina at Chapel Hill.
- [20] Nanda, R. & Browne, J.J. (2017). Hours of work, job satisfaction and productivity. *Public Productivity Rev.*, 2. (3): 46-56.

- [21] Nwachukwu, C.C. (2011). *Management: Theory and Practice*, Onitsha: Africana Fep Publishers Limited
- [22] Oyediji, J.O. (2012). Personal characteristics as predictors of job satisfaction. An exploratory study of IT managers in a developing economy. *Inform. Technol. People*, 17(3): 327-338.
- [23] Oloko, O. (2017), "Incentives and Records for Effect Management in Nigeria Vol 15, No.5 June/July.
- [24] Opkara, J.O. (2022). The Impact of Salary Differential on Managerial Job Satisfaction. A Study Of The Gender Gap And Its Implications For Management Education And Practice In A Developing Economy. *J. Bus. Dev. Nation*, 65-92.
- [25] Park, H.J., Mitsuhashi H, Fey C.F, Bjorkman I (2013). The effect of human resource management practices on Japanese MNC subsidiary performance. A practical mediating model. *Int. J. Hum. Res. Manage.*, 14(8): 1391-1406.
- [26] Rai, S. (2014). *Motivational Theories and Incentives Approaches*. IBM Management Review.
- [27] Rosow, J.M., & Zager, R. (2015). The case for employment security. *Across Board*, 22: 34-41.
- [28] Silla I, Gracia F, & Peiro, J.M. (2015). Job insecurity and health-related outcomes among different types of temporary workers. *Econ. Ind. Democracy*, 26: 89–117.
- [29] Spector, P. (2018). *Industrial and Organizational Psychology. Research and Practice*, 5th ed., John Wiley & Sons, New York, NY.
- [30] Tessema, M, & Soeters J (2016). Challenges and prospects of HRM in developing countries. Testing the HRM-performance link in Eritrean civil service. *Int. J. Hum. Res. Manage.*, 17(1): 86-105.