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## **Welfare Package and Job Satisfaction among Senior Secondary School Teachers in Rivers State**

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### **Abstract**

The study investigated welfare package and job satisfaction among secondary school teachers in Rivers State. A correlational research design was adopted for the study. Three research questions and three hypotheses guided the study. The population consisted of (6600) teachers from twelve Local Government Areas in Rivers State. Stratified sampling technique was used to select the respondents from twelve Local Government Areas. The sample size was (377) teachers, using Taro Yamane scientific method to determine the sample size. The instruments for data collection were self-structured questionnaire title "Welfare package Scale (WPS)" and Job Satisfaction among Senior Secondary School Teachers (JSSSST)". The instruments were validated by two experts in Department of Educational psychology, Guidance and Counselling. The reliability of the instruments was estimated using the Cronbach Alpha reliability method for internal consistency of the items which yielded 0.80 and 0.83 for (WPS) and (JSSSST) respectively. Data collected were analyzed using Pearson's Product Moment Correlation to answer the research questions and test of hypotheses at 0.05 significant level. The findings of the research revealed that there is significant relationship between salary increment, prompt promotion, housing scheme and job satisfaction of senior secondary school teachers. Based on the findings the following recommendations were made: Teachers should be promoted as at when due as it serves as a tool of reinforcement for job satisfaction. Government should ensure that teachers' salaries are paid as at when due as it boosts their moral for effective teaching and learning in secondary schools. Government should provide housing scheme hence it reliefs burden of accommodation of teachers and enable them work successfully in school environment.

**Keywords:** Welfare packages and Job satisfaction

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### **INTRODUCTION**

When a worker is satisfied he/she will be happy to discharged duties effectively in the work environment and reverse will be the case if he/she is not satisfied. It is based on the benefits that the workers get from the work that enable their day to day performance of tasks within the organization. To a greater extent, it helps them to put all their effort in order to achieve effective service delivery (Shawal, 2014).

Attah et al., (2020) noted that welfare package is a form of motivation carried out by the employers on their employees in any human organizations that enable workers to put extra effort in discharging their duties and also make them to become more efficient in their attitude towards work and relationship that exist between fellow workers. Satisfaction derive from a given service to some extent is hinged on the welfare package which comes intermittently or in its right time among

workers. Many believed that in any organizations where welfare package for workers are considered and put in its right perspective, there is unhindered discharged of duties. Mental health specialists and sociologists believed that welfare package has an effect on everyone and tends to create other positive bodily reactions within an individual which also radiate to influence general behavioural attitude at the place of work. The good mental attitude demonstrated by many workers, psychologists and health experts affirm that it is as a result of their wellbeing that is considered and maintained as a watchword by the employers, triggering an unprecedented gladness in the psychological pathways (Imoudu, 2013)

However, Shubin (2019) sees welfare package as additional incentives given to employees by management to augment their wages. Ejiafor (2016) perceives employee welfare package from monetary and non-monetary perspectives when he defines it as something of value, apart from agreed regular monetary payments of salaries and wages given by an employer to an employee.

Ushie (2019) sees welfare package as direct and indirect compensations given by an organization to persons or groups of persons in return for a job well-done, services or an input made towards the achievement of organizational set of goals. Jyoti and Sharma (2020) documented that welfare package is a form of encouragement giving to workers so as to aid their performance at work, and also to reduce dependency level upon organizational resources. This simply means that work organization or employers of labour decisively put in programmes or packages so as to help workers within the establishment realize their individual goal. Derek (2013) acknowledged that it is a set of valuables that are awarded to individuals or group of individuals based on past performance that was seen to be good and in line with the predetermined goals in an organization. *International Labor Organization (2021), explained that employee welfare should be understood as such service, facilities and amenities which may be well-known in or in the surrounding area of undertakings to allow the persons employed to perform their work in healthy and peaceful surroundings and to avail of facilities which improve their health and bring high morale.*

Job satisfaction has remained an imperative point to ponder in most nations and organizations. Worker satisfaction has always been a flash point of discussion among researchers and scholars for a long period of time (Newstroom & Davis, 2017). This critical issue has gained enthusiastic attention of researchers around the world given that is not only applies to industries but also to every organization. Priti (2019) reported that job satisfaction is the favourable or unfavourable subjective feeling with which employees view their work. It results when there is congruence between job requirement, demands and expectations of employees. It expresses the extent of match between employees, expectation of the job and the reward that the job provides. The factors of physical conditions and social nature affect job satisfaction and productivity. Pinder (2019) also added that job satisfaction is a relative term which could be defined in various ways. It is the inner pleasure, fulfilment, approval, contentment, agreement, happiness, likings, and an undying spirit that someone has towards the performance of a given payable task or effort demonstrated in the cause of doing something. When the inner self is yearning to perform a task on a daily basis due to the benefits derived from it, mental health is balance and ready to accept any level of conditions presented by the work since its end result will be more beneficial.

Arham et al., (2020) reported that job satisfaction is a pleasurable or positive emotional state that results from the appraisal of one's job experience of which the result must be positively oriented. Job satisfaction is assumed to result from the nature of the job or the working conditions. Thus, it represents the effects of situational forces on workers' job attitudes, assuming to be associated with employees' perceptions that the organization is functioning in their best interest, for instance, by creating favourable physical working conditions, recognizing and rewarding desirable performance or providing reward equity (Edwards et al., 2020). Job satisfaction is synonymous with pleasure, happiness, fulfilment, contentment, agreement and likes, as opposed to dislikes and displeasure etc gotten from a given service within a human endeavour (Odeku & Odeku, 2015).

Job satisfaction results from interplay of cognition and affective or put differently; thoughts and feelings. A person with a high level of job satisfaction holds positive feelings towards the job while a person who is dissatisfied with his or her job holds negative feelings towards it. However, job satisfaction is a result of the overall reaction towards a job. It is seen in terms of the discrepancy between what one expects and what one actually gets in the work environment.

Welfare package helps in improving industrial relations. The signal sent from teachers in the daily discharge of their duties when there is effective welfare package could be promptness to duty, appropriate daily discharge of duty, adequate record keeping to the extent that teachers and supervisors are in good terms. Co-workers too tend to benefit immensely from good interpersonal relationship that takes place within the school environment. Good interaction among fellow workers also encourages increase in the general efficiency of workers when there is effective welfare package. Teachers also shows sign to the teaching profession and display a high level of job satisfaction when welfare package is considered in the most effective way, but reverse is the case in its absence (Okpara et al., 2015).

Positive change in the outlook of employee is one of the visible signs that indicate a level of job satisfaction. This satisfaction is not sole but hinged on the premises that what is achieved from the work done greatly commensurate the worker's efforts. It has been noted that welfare package can come in various forms and degrees such as extra payment, promotion, housing scheme, free medical services and other tangible or visible derivations (Agada et al., 2020).

One major reason why people work is to earn income in monetary terms. This is necessary to meet some personal and domestic needs such as, clothing, feeding, payment of rent, payment of school fees and so on, as salaries have a large motivating tendency in them. Regular payment of salary matters a lot to teachers as well as other workers in an organization. Muogbo (2020) noted that salary payment constitutes an integral part of the success of any organization and motivates employees to put in more effort in their services in the organization and this in turn reflects positively on the efficiency and productivity of the organization. Obanya (2019) found that salary payment significantly influences the working condition of teachers. He added that poor payment of salaries dissatisfies working conditions of teachers. This could reflect in low wages when compared with other professionals, low status in the society, inadequate fringe benefits and irregular payment of teacher's salaries most often. Bayasgalan (2020) also supported that there is positive relationship between prompt salary payment and work attitude of employees. He recorded that poor salary payment reduces work effectiveness of employees in an establishment because they are not satisfied.

Again, workers place premium on variables such as salary, time and mode of payment of salaries, fringe benefits, and work environment as determinants of job satisfaction, which in turn influence productivity in a work place.

Promotion can make a significant increase in the salary of an employee as well as in the span of authority and control. It helps the competitors to identify the most productive employees in the business world at the same time the employees are being recognized by their own organization (Bowles et al., 2020). Promotion can be used as an incentive tool. It is a way of rewarding the employees for meeting the organizational goals, thus it serves as a means of synchronizing organizational goals with personal goal. Tuwei, et al., (2020) documented that Promotion is important due to the fact that it comes with significant change in the wage package of an employee. Thus, a raise in salary indicates the value of promotion (Lee & Wilbur, 2014).

Naveed (2020) found significant relationship between prompt promotion and job satisfaction of teachers. He recorded that prompt promotion serves as a tool that reinforces teachers to have a positive perception of teaching profession and get pleased on the job. Promotion tends to put a new life in the individual teachers and activate their knowledge, skills and their level of commitment in schools. Pregamit and Vecim (2018) also found positive relationship between promotion and working attitude of teachers in secondary school of their own study. They concluded that promotion

may take a variety of different forms and are generally accompanied by different rewards. But if on the other hands, the individuals within an organization are deprived their promotions, they would become disconnected and consequently leads to labour turnover. It follows therefore that workers will strive to perform effectively in their job if they are assured that by doing so, will increase their chances of being promoted. Therefore, receiving a desired promotion at the right time will no doubt increase the extent to which a worker is urged to carry out his work effectively. In collaboration De-Souza (2018) documented that employees who are aware that they will never be promoted will degrade their performance. In addition, job satisfaction is also determined by satisfaction with the promotion.

Housing challenges have remained one of the greatest threats to virtually every worker in Nigeria of which secondary school teachers are not exempted. The challenges have taken such forms as inaccessibility, non-affordability, insecurity and unfavourable/inconvenient housing proximity to workplaces. World Bank and the United Nations have demonstrated that the inability of people to enjoy housing or improve their productivity could be related to the nature of housing problems they face (Ademiluyi, 2020).

Mustapha (2016) found significant relationship between housing scheme as a welfare package and job satisfaction of secondary school teachers hence housing scheme relief the burden of accommodation for teachers and enable them work successfully in school environment. Ademiluyi (2020) supported that accommodation anxiety is reduced whenever Government provide an apartment for civil servants which in turn yields to high productivity of job satisfaction. This is probably because housing scheme is one of the welfare packages that motivate civil servants to put up their best.

Emerole (2020) also found significant influence of housing scheme as a welfare package on job satisfaction of teachers in secondary schools. He documented that sound working environment is essential for teachers to achieve the set goals of school. This is because new zeal is created in teachers as they are committed to their job as a result of satisfaction from the welfare package.

Positive change in the outlook of employee is an integral part of a satisfied work life. This goes to some extent in speaking volumes about one's job and the ability of the workers to have the workers at heart through the provision of welfare package (Mullins, 2016). Job satisfaction cannot come if measures are not put in place by the employers or organizational heads. Generally, schools will not operate smoothly and cannot achieve their objectives and goals if the teachers are not satisfied in their job. Therefore, there is need to carry out this study on welfare package and job satisfaction among senior secondary school teachers in Rivers State.

### **Research Questions**

To guide the study, the following research questions were formulated:

1. To what extent does salary increment relate to job satisfaction among senior secondary school teachers in Rivers State?
2. To what extent does prompt promotion relate to job satisfaction among senior secondary school teachers in Rivers State?
3. To what extent does provision of housing scheme relates to job satisfaction among senior secondary school teachers in Rivers State?

### **Hypotheses**

The following null hypotheses were formulated to guide the study at 0.05 level of significance.

**H<sub>01</sub>:** There is no significant relationship between salary increment and job satisfaction among senior secondary school teachers in Rivers State.

**H<sub>02</sub>:** There is no significant relationship between prompt promotion and job satisfaction among senior secondary school teachers in Rivers State.

**H<sub>03</sub>:** There is no significant relationship between provision of housing scheme and job satisfaction among senior secondary school teachers in Rivers State.

## METHODOLOGY

The study adopted a correlational research design. Creswell (2015) noted that Correlational research design helps to determine the extent or degree of relationship existing between two or more variables and to use such relationship to make future predictions. Nwankwo (2013) also noted that Correlation research can also be used to estimate the accuracy of such predictions or direction of relationship. The population of the study consisted of teachers in public senior secondary school in twelve L.G.A of Rivers State, which is made up (6600) teachers. Stratified sampling technique was used to draw a sample of 377 senior secondary teachers, using Taro Yamane method to determine the sample size. The instruments for data collection were self-structured questionnaire titled "Welfare package Scale (WPS)" and Job Satisfaction among Senior Secondary School Teachers (JSSSST)". The instruments were categorized into three sections (A B C). Section 'A' dealt with demographic data of the respondents, section 'B' was used to elicit information on variables of welfare package which was sub-divided into sections, while section 'C' elicited information on job satisfaction. The instruments were designed on modified Likert four-point rating scale of Very High Extent (VHE) = 4, High Extent (HE) =3, Low Extent (LE) =2 and Very Low Extent (VLE) =1 respectively.

These instruments were validated by two experts in department of educational psychology, Guidance and counselling. The reliability of the instruments was estimated using the Cronbach Alpha reliability method for internal consistency of the items. The sample for determination of the Cronbach Alpha was 40 senior secondary school teachers. A reliability co-efficient of (0.80) and (0.83) were obtained for (WPS) and (JSSSST) respectively. Pearson's Product Moment Correlation was used to answer the research questions and test of null hypotheses at 0.05 level of significant.

## Presentation of Results

**Research Question One:** To what extent does salary increment relates to job satisfaction among senior secondary school teachers in Rivers State?

**Hypothesis One:** There is no significant relationship between salary increment and job satisfaction among senior secondary school teachers in Rivers State.

**Table 1.1: Pearson's Product Moment Correlation Results of Salary Increment and Job Satisfaction among Senior Secondary School Teachers in Rivers State**

Variables	N	$\alpha$	r-value	2-tail (p-value)	Decision
<b>Salary Increment</b>	377	0.05	0.800	0.001	<b>Significant</b>
<b>Job satisfaction</b>					

Table 1.1 of Pearson's Product Moment Correlation results reveal that r-value of 0.800 with its corresponding p-value of  $0.001 < 0.05$  (which is less than) the chosen level of significant was obtained. This shows a strong positive relationship between salary increment and job satisfaction among senior secondary school teachers in Rivers State. Since the p-value is less than the chosen level of significant, the null hypothesis **is rejected**. It therefore indicates that there is a significant

relationship between salary increment and job satisfaction among senior secondary school teachers in Rivers State.

**Research Question Two:** To what extent does prompt promotion relates to job satisfaction among senior secondary school teachers in Rivers State?

**Hypothesis Two:** There is no significant relationship between prompt promotion and job satisfaction among senior secondary school teachers in Rivers State.

**Table 1.2: Pearson's Product Moment Correlation Results of Prompt Promotion and Job Satisfaction among Senior Secondary School Teachers in Rivers State**

Variables	N	$\alpha$	r-value	2-tail (p-value)	Decision
<b>Prompt promotion</b>					
	377	0.05	0.788	0.013	<b>Significant</b>
<b>Job satisfaction</b>					

Table 1.2 of Pearson's Product Moment Correlation result reveals that r-value of 0.788 with its corresponding p-value of  $0.013 < 0.05$  (which is less than) the chosen level of significant was gotten. This shows a strong positive relationship between prompt promotion and job satisfaction of teachers among senior secondary school teachers in Rivers State. Since the p-value is less than the chosen level of significant, the null hypothesis **is rejected**. It therefore indicates that there is a significant relationship between prompt promotion and job satisfaction among senior secondary school teachers in Rivers State

**Research Question Three:** To what extent does provision of housing scheme relates to job satisfaction among senior secondary school teachers in Rivers State?

**Hypothesis Three:** There is no significant relationship between provision of housing scheme and job satisfaction among senior secondary school teachers in Rivers State.

**Table 1.3: Pearson's Product Moment Correlation Results of Housing Scheme and Job Satisfaction among Senior Secondary School Teachers in Rivers State**

Variables	N	$\alpha$	r-value	2-tail (p-value)	Decision
<b>Housing scheme</b>					
	377	0.05	0.736	0.018	<b>Significant</b>
<b>Job satisfaction</b>					

Table 1.3 of Pearson's Product Moment Correlation results reveal that r-value of 0.736 with its corresponding p-value of  $0.018 < 0.05$  (which is less than) the chosen level of significant was gotten. This shows a strong positive relationship between housing scheme and job satisfaction of teachers in secondary schools. Since the p-value is less than the chosen level of significant, the null hypothesis **is rejected**. It therefore indicates that there is a significant relationship between housing scheme and job satisfaction among senior secondary school teachers in Rivers State

## DISCUSSION

Table 1.1 which found significant relationship between salary increment and job satisfaction among senior secondary school teachers in Rivers State, is in agreement with the studies of Obanya (2019)

who found that salary payment significantly influences the working condition of teachers. He added that poor payment of salaries dissatisfies working conditions of teachers. This could reflect in low wages when compared with other professionals, low status in the society, inadequate fringe benefits and irregular payment of teacher's salaries most often.

Bayasgalan (2020) supported that there is positive relationship between prompt salary payment and work attitude of employees. He recorded that poor salary payment reduces work effectiveness of employees in an establishment because they are not satisfied. Again, workers place premium on variables such as salary, time and mode of payment of salaries, fringe benefits, and work environment as determinants of job satisfaction, which in turn influence productivity in a work place.

This is also in harmony with the studies of Agburu (2020) who found significant relationship between increase in salary pay as a welfare package and job satisfaction of workers. He sees salary increment as a factor which motivates workers to achieve desired performance and improve morale and complies with labour contract of Governmental regulations. Salary increment is a major factor in attracting individuals to an organization, persuading them to remain and inducing them to contribute positively to achieve corporate goals. This is probably because salary payment is an important aspect of human resource management practice that can make employees satisfied with their jobs. It plays social, economic, growth, political and psychological roles to employees. Payment of salary has a motivational value; consequent increment in payment often leads to increase in performance. Therefore, there is relationship between increment in salary and job satisfaction of secondary schools teachers.

Table 1.2 which found significant relationship between prompt promotion and job satisfaction among senior secondary school teachers in Rivers State is in accordance with the studies of Naveed (2020) who found significant relationship between prompt promotion and job satisfaction of teachers. He recorded that prompt promotion serves as a tool that reinforces teachers to have a positive perception of teaching profession and get pleased on the job. Promotion tends to put a new life in the individual teachers and activate their knowledge, skills and their level of commitment in schools. This is probably because promotions provide opportunities for personal growth, increased responsibility, and increased social status as teacher are satisfied as result of prompt promotion as a welfare package.

Pregamit and Vecim (2018) also supported when they found positive relationship between promotion and working attitude of teachers in secondary school of their own study. They concluded that promotion may take a variety of different forms and are generally accompanied by different rewards. But if on the other hands, the individuals within an organization are deprived their promotions, they would become disconnected and consequently leads to labour turnover. It follows therefore that workers will strive to perform effectively in their job if they are assured that by doing so, will increase their chances of being promoted. Therefore, receiving a desired promotion at the right time will no doubt increase the extent to which a worker is urged to carry out his work effectively.

In collaboration De-Souza (2018) documented that employees who are aware that they will never be promoted will degrade their performance. In addition, job satisfaction is also determined by satisfaction with the promotion. One way to overcome the problem of morale and job dissatisfaction in order to improve the productivity of employees is promotion and compensation. This is because promotion is an effective mechanism for eliciting greater effort as workers also place significant value on the promotion itself for job satisfaction.

Table 1.3 which found significant relationship between housing scheme and job satisfaction among senior secondary school teachers in Rivers State, is in line with the studies of Mustapha

(2016) found significant relationship between housing scheme as a welfare package and job satisfaction of secondary school teachers hence housing scheme relief the burden of accommodation for teachers and enable them work successfully in school environment.

Ademiluyi (2020) supported that accommodation anxiety is reduced whenever Government provide an apartment for civil servants which in turn yields to high productivity of job satisfaction. This is probably because housing scheme is one of the welfare packages that motivate civil servants to put up their best.

This is also in agreement with the studies of Emerole (2020) who found significant influence of housing scheme as a welfare package on job satisfaction of teachers in secondary schools. He documented that sound working environment is essential for teachers to achieve the set goals of school. This is because new zeal is created in teachers as they are committed to their job as a result of satisfaction from the welfare package.

## **CONCLUSION**

When an employee enjoys the work environment and the various tasks that characterized his/her job situation, it is expected that such a worker would have a strong desire to come to work and perform assigned duties diligently. But the contrary is the case with some teachers in secondary school as a lot of negative work attitude such as lateness, absenteeism, lack of zeal in carrying out assigned tasks, engaging in gossip in school instead of entering the class room to teach the students, running private businesses, trading in the school premises on a daily basis, aggressive behaviour towards colleagues and students and withdrawal from the work as a result of work dissatisfaction.

Welfare package have been an indispensable parts of someone's work life and in organizations where efficiency is the watchword. This negative attitude to work seems to suggest that these teachers are greatly dissatisfied with their job. Reasons have been that teachers' salaries are not paid as at when due, no salary increment, no prompt promotion, no health services, absent of enumeration and incentive that will motivate teachers to work effectively. These negative results lead to poor quality teaching, student's academic achievement are affected as they are not interested in their studies; as truancy, lateness, absenteeism, noise making in the class among others are exhibited.

## **RECOMMENDATIONS**

1. Teachers should be meant to derive job satisfaction as this motivates them to yield positive results in school.
2. Teachers should be promoted as at when due as it serves as a tool of reinforcement for job satisfaction.
3. Government should ensure that teachers' salaries are paid as at when due as it boosts their moral for effective teaching and learning in secondary schools.
4. Government should provide housing scheme hence it reliefs burden of accommodation of teachers and enable them work successfully in school environment.

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