Promotion and Teacher's Performance in Rivers State.

Oluoma, Amalala Neberi, Anele, Kinikawo Wordu, Steve

Submitted: 25-06-2021 Revised: 01-07-2021 Accepted: 03-07-2021

ABSTRACT

There is a prevailing impediment on teacher's promotion, which poses threat in the survival of the primary and secondary education sector in Nigeria. This problem propelled the researcher to examine the relationship between Promotion and Teachers Performance in public primary and secondary schools in Rivers State. The study adopted the Adam J. Stacey theory of equity; A Cross-sectional research design was adopted. A sample size of 393 was used for the study, derived from the Taro Yemen simplified formula, and 271 questionnaires was found to be valid in data collection when analyzed. The respondents comprised of Staff of Rivers State Senior Secondary Schools Board and Rivers State Universal Basic Education Board and are the likes of teachers in Rivers State. Promotion Stagnation, and Teachers Output, Teachers Absenteeism, instrument was used. The instrument was validated by expert and senior lecturers in social sciences, the reliability of the instrument was established using the Cronbach's alpha reliability test indices to determine the reliability of the instrument. Data obtained was from 271 copies of questionnaire analyzed using the Spearman Rank Correlation statistic. The result revealed that "Promotion Stagnation, has a significant relationship with Teachers output to Work and Teachers Absenteeism in primary/secondary schools in Rivers State. The study recommends that the government should ensure that Teachers' Promotion become a top priority to the educational development for effective performance, because these variables are catalyst to "stagnation", which the education sector is plagued with today. Also, these government taken measures consideration would help to cushion the effect on teachers as to enhance their performance, commitment and getting satisfied with their jobs by discharging quality service in their respective

schools. **Keywords:** Promotion, Teachers' performance, Teachers Output, Teachers Absenteeism

I. INTRODUCTION

Education is the foundation of a society's growth, and one of the main sectors driving the economy of a country. Teachers' instrumentality in updating instructional objectives is unavoidable. Therefore, employers can promote teacher promotion as a motivating mechanism to facilitate the efficient delivery of education programs in Nigerian public schools. This would bring benefit to society in the long term. Thus, promotion may be described as an upward progression of an employee to another position in a company that would command better pay/wages, status/prestige, higher opportunities, challenges and responsibilities, a better atmosphere, work hours and facilities. Nevertheless, deflation promotion has become a pattern problem in the primary and secondary school sectors, which have undermined Nigerian teaching career.

Stakeholders and governments at all levels (Federal, State and Local Governments) must work synergistically to curb the prevailing pattern. Amaka (2013) states that promotional stagnation is the absence of progression from a lower to a higher stage in the careers of employees, combined with stagnating wages, allowances, qualifications and experience. In the past, teachers were highly regarded, esteemed and frequently seen as role models and elites in the front line, whose positions in building nations were pivotal. Obanya (2009) stated that stagnation in the promotion of teaching and inspiration has led to recent setbacks in Nigeria. Currently, the word teaching is an allcomers profession, where all sorts of individuals see career prospects as the last choice because of their low society image and wage structure (lawal 2000). In addition, unlike their counterparts elsewhere in the world, Nigerian teachers are the worst paying of all professionals despite the country's indispensability for teachers (Victory, 2012). Teachers have greater impact on the futures of the nation's young people than any other specialist community. In order to maximize



Volume 3, Issue 7 July 2021, pp: 487-496 www.ijaem.net ISSN: 2395-5252

efficiency and results, teacher wellbeing packages can therefore be improved.

Owusu (2004) noted that the teaching profession in Nigeria was weakened because of the lack of promotion, and he further said that the government no longer considers teachers in promotional matters. In the same vein, the 1999 Nigeria National Constitution as amended (2010) is in accordance with Adelabu (2008) who made it plain that, in every 3 years, all Nigerians, working in any recognized institution should be evaluated to improve results. However, for over ten years, the job situation of teaching profession in primary and secondary schools in Rivers state has been abysmally bad and adverse to overall result.

Without the teachers' participation, the education sector cannot succeed. The incompetence of labor employers, particularly of the state government in supporting teachers and paying entitlements, greatly contributed to Nigeria's declining education level in elementary and secondary schools. This further degenerates into numerous unethical habits of public school teachers in Nigeria, including bad job attitudes, lack of patriotism, absenteeism, early departure from hours, and examination working violence. Consequently, pupils and university students in internal and external exams have been adversely affected by these questions, including the regular promotional tests such as the First School Leaving Certificate (FLSC), the West African Examination Council (WAEC), the National Examination Council (NECO). The research also conducted by Baru (2008), Adelabu (2008), and Salami (2010) on the impact of no promotion on public servants, in particular teachers, suggested steps for ending such threats. Amaka (2013), Obanya (1989) and Itubo (2018) attributed cause stagnation promotion to governmental authorities' failure to prioritize teacher welfare, high private class sponsorship to the detriment of primary and secondary public schools.

Looking at the conclusions and suggestions of the above researchers, the researcher noted that the problems of stagnation in the promotion of teachers remain unresolved. The researcher also noticed that the above scholars used quantitative research to analyze their study, and this made it indebted for further studies and allows the researcher to fill a void by adopting strategic variables to prevent promotional stagnation which other scholars did not pay due consideration togave the reason to investigated teacher stagnation of promotion as it affects both primary and secondary schools in Rivers state.

The aim of the study is to determine the relationship between promotion and teachers performance in Rivers State. The specific objectives of the study are to:

- Examine the relationship between promotion stagnation and teacher's output to work in Rivers State.
- ii. Examine the relationship between promotion stagnation and teacher's absenteeism to work in Rivers State.

This research would be essential for governmental authorities, industry and institutional management in Nigeria. The research provides an understanding about how promotion can be used to inspire and enhance employees to serve in organizations. It is therefore helpful for public authorities, individuals, organizations, teachers, researchers, etc. to be equipped for the unforeseen existence of the world in which we work.

The study includes promotion and teachers' performance in Rivers state. Promotion and teachers performance were analyzed from promoting stagnation, poor pay and work output for teachers and absenteeism. The research also discussed teacher health facts at primary and secondary levels and how such problems impact success in the state of Rivers. The analysis was carried out in an operational capacity utilizing Rivers State Senior Secondary Schools Board (RSSSB) and Rivers State Universal Basic Education teachers (RSUBEB).

II. LITERATURE REVIEW

At present, both the employer and employees in the Nigerian educational sector face difficulties in promoting teachers. Employers face the challenge of evaluating competitive processes involving multiple workers, while employees face the challenge that is not advertised (Jean, 2014). Today most systems in the company have evolved from what they used to be. The organization of work and important personnel appear to have affected various factors: one of these is "stagnation." Promoting job stagnation is a lack of improvement in career progress and a reduction of the rate of education that leads to a feeling of depression and loss Needle (2000). In the same vein, Dessler (2008) suggested that the lack of accountability, honesty, unfairness, arbitrariness and confidentiality would lessen the efficiency of teaching.

Theoretical Framework

There are motivational theories that can be applied at both human and organizational levels. The research, though, followed the principle of

Volume 3, Issue 7 July 2021, pp: 487-496 www.ijaem.net ISSN: 2395-5252

equity (Adams J. Stacey, 1963 and Victor Vroom's Expectancy theory) and adopted the theory of equity in Adam Stacey with limited use.

III. METHODOLOGY

The design of this analysis is the crosssectional examination of the quasi-experimental design, because the test aspect is not controlled by the researcher. It is an example of how the relationship between numbers of variables is examined (Baridam, 2001, Anyawu 2000). This thesis looked at the relationship between teaching and promotion in the state of Rivers. Questionnaire was used as a measurement tool conducted directly. The thesis centered on elementary and high schools in the state of Rivers. The study has consisted of two boards, the Rivers State Senior Secondary Schools Board (RSSSB) and the State Universal Basic Education Commission (RSUBEB). The field of research is located in Rivers state to assess the relationship between promotion and teachers in the state of Rivers.

The research population was based on university employees of the two boards of the State Ministry of Education of Rivers. Currently, each board has its own employees. The National Universal Basic Education Board of the Rivers has 15,954 teachers, while the RSSSB has 7,619 teaching personnel (2019). The cumulative number is 23,573 employees. (Teacher promotion however has a harrowing effect on the learning and success of students).

The sample size (393) was taken from 23,573 people. The research employed a basic random sampling method, the samples therefore consisted of two (2) departments each drawing from the study population of the Rivers State Ministry of Education's two separate boards. The sample size (393) was taken from the population using the formulation Taro-Yamane (1987).

It is mentioned as:

Where n = sample dimensions

e = degree of meaning

N = scale of population

The sample size for the analysis is then determined using the Taro Yamane Formula (393).

Data Collection Method

The research data is obtained from primary and secondary sources.

Primary Source

The researcher provided the main source of knowledge by giving the respondents the questionnaire to obtain vital information that would be useful to the analysis.

Secondary Sources

The secondary sources of information are, however, journals on the related analysis of the promotional and teacher results, and details from the Rivers State Senior Schools Board (RSSSB) and the Rivers State Universal Basic Education Board (RSUBEB) PH Rivers State preparation, studies, and statistics department. The explanation and reasoning for this decision is that the RSSSSB/SUBEB boards set up the database for primary and secondary education programs in the State of Rivers Nigeria.

Instrument for datacollection

The thesis aimed to establish the relationship between promotion and teacher performance in the state of Rivers. The Researcher developed and administered a self-administered questionnaire to teachers in their respective schools, updated by 4-point Likert ranking ranging from 4 = Strong agreement, 3 = agreement, 2 = strong disagree and 1 = disagree, and divided this tool into three parts A, B and C. Section A would include demographic considerations, while Section B will include four questions and Section C would also include four questions to clarify the partnership between promotion and teachers in Rivers state.

Validity of the Research Instrument

Validity is a very critical concept for evaluating the instruments of study (Baridam, 2008). Validity, otherwise known as relevance, is described as the measurement of what the test tests. The validity and durability of the measurement device are assessed by its selection certification. Following a deliberate collection of objects, versions of the questionnaire were submitted to supervisors and other social scientist specialists to examine the material to determine if it tests what it needs to test. The specialists and managers have dulv incorporated contributions improvements into the final edition of the instrument.

Reliability of the Research Instrument

The alpha co-efficient test method for reliability measurement of the Cronbach was implemented in this research. Even, if the value of the measuring device is above 0.7, the measuring device indicates that it is accurate. Nunally (1987).

Methods of Data Analysis

Volume 3, Issue 7 July 2021, pp: 487-496 www.ijaem.net ISSN: 2395-5252

The statistics package for the social sciences used to analyze the relationship between predictor and criterion variables in this analysis (SPSS). The Spearman Rank Order Correlation Coefficient (SPSS) is often used to evaluate the studied variables. This analysis is suitable because the instrument includes a parametric study which tests the relationship between the predictor and criterion variables and the researcher has no effect on the study variables. The instrument has been arranged in a standard way, justifying the usage of the above-mentioned statistical methodology.

The method for Ranking Coefficient (Rho) strategies of the spearman is

Where, r=Rho, to calculate the correlation coefficient

d1 = pair rank differences n = Number of cases 1 = Constant theoretical

IV. RESULTS AND DISCUSSION Hypothesis Test

The hypotheses were checked first with primary data from respondents. In order to create ties between the dependent and independent variable, the assumptions described previously in chapter one are recapped.

Test of Hypotheses One

Ho₁: Promotion Stagnation does not have significant effect on teacher's output to work in Rivers State.

Table 1: Correlation Analysis on the relationship between Promotion Stagnation and Teacher's Output to Work.

Correlations				
			Promotion	Teacher'
			Stagnation	s output
Spearman's rho	Promotion Stagnation	Correlation Coefficient	1.000	.653**
		Sig. (2-tailed)	.002	.002
		N	271	271
	Teacher's low output		.153**	1.000
		Sig. (2-tailed)	.002	
		N	271	271
**. Correlation is s	ignificant at the 0.05 level	(2-tailed).		

This hypothesis has shown that the promotion stagnation corresponds to the poor productivity of the teacher in (.653) where the P value is 0.002 < 0.05. This shows a strong and meaningful friendship. The research denied therefore the zero hypothesis (1) that promotions of stagnation had no major impact on the poor performance of teachers and concluded, supporting

the alternative hypothesis, that there was a strong relationship between promotion stagnation and low-performance teachers in Rivers State.

Test of Hypotheses Two

Ho₂:Promotion Stagnation does not have significant effect on Teachers' Absenteeism to work in Rivers State

Table 2. Correlation analysis on the relationship betweenPromotion Stagnation and Teachers' Absenteeism to work.

Correlations							
			Promotion Stagnation	Teacher			
				s'			
				Absente			
				eism			
Spearman's rho		Correlation Coefficient	1.00				
	Promotion Stagnation			.605**			
		Sig. (2-tailed)	.002	.002			
		N	271	271			
	Teachers'	Correlation Coefficient	.605**	1.00			
	Absenteeism	Sig. (2-tailed)	.002	.002			
		N	271	271			
**. Correlation is significant at the 0.05 level (2-tailed).							



Volume 3, Issue 7 July 2021, pp: 487-496 www.ijaem.net ISSN: 2395-5252

The finding from hypotheses two has shown that Promotion stagnation coincides with teacher absenteeism where the p-value =0 .002 < 0.05 works in rho (.605). This shows a strong and meaningful friendship. The research thus denies the null hypothesis that there is no meaningful relationship between promotional stagnation and

teachers' absenteeism and that the association between promotional stagnation and teacher absenteeism to function has been significant. Summary of the hypotheses tested.

Table 3 below contains a list of the hypotheses investigated to best explain the hypotheses tested.

Table 3: Summary of Findings and Interpretation of the Tested Hypotheses.

Statement of Hypotheses	value)	P-value Results	Interpretation	Decision
H0 ₁	.653**	P-value 0.02 < 0.05	Strong Relationship	Rejected Ho
H0 ₂	.605**	P-value 0.02 < 0.05	Strong Relationship	Rejected Ho

Source: Research data, (2020).

V. DISCUSSION OF FINDINGS

The analysis of data gathered for this research gave some insight into the purpose of the study to identify the relationship between promotion and teacher success in primary and secondary schools at Rivers. The study comprises a sample of (393) respondents comprising teachers, departmental heads in Rivers State primary and secondary schools on promotion and teacher performance issues, Stagnation in the promotion of teachers is a detrimental factor in performance. This explains why the opinion of the respondents suggests that lack of advancement decreases the success of teachers in their institutions. It also illustrates the important relationship between stagnation promotion and teacher output. More than (85 per cent) of respondents believe that the productivity of teachers is ensured by the degree of motivation and promotion. The respondent also acknowledged that they are de-satisfied with the progression stage, reducing their passion for work and declining performance. Stagnation does not only decreases the performance of students, but also leads to absenteeism, attrition and lowmorality jobs.

The second hypothesis is that absenteeism is one of the causes which may trigger any organization to fail and no company will exist without its employees (teachers). Absenteeism not only leads to a breakdown within an organization but also influences the standard of success of the respondent in their overall test, such as the WAEC, etc (2007). Who studied 4th-grade Student Success in North Carolina in State Mathematics, finding that the student outcome was negatively influenced by the absenteeism of teachers from universities. It also reflects Mashaba and Mallie (2018), reasons

that led to the absence of teachers at school, and data examined about absenteeism, which show that teachers' absenteeism is induced by inflation, no advancement, no benefits and low compensation for those teachers who influence their efficiency.

VI. CONCLUSION AND RECOMMENDATIONS

Conclusion

The research study examined the relationship between the development and success of teachers in primary and secondary schools in Rivers, Nigeria. The study observed that the relationship between promotion and teacher achievement in primary and secondary schools in Rivers State depends on many variables including stagnation promotion, poor wages and other variables.

Recommendations

The results of the data review would show a great deal to boost teacher learning in elementary and secondary schools in Rivers State and in schools in Nigeria in general.

- 1. Stagnation in promotion should be provided sufficient consideration for this is a major factor in damping the moral of teachers to function and can impair success of teachers.
- 2. The government should still consider the prospect of teacher careers, for the teachers are the founders of any prospective occupation as their profession means. When job prospects are stagnating, it results in employees' nonchalant attitudes, which ultimately contributes to absenteeism and change.
- 3. The government and school leaders can cultivate the practice of empowering teachers by giving them well-paid packages and shocked packages



Volume 3, Issue 7 July 2021, pp: 487-496 www.ijaem.net ISSN: 2395-5252

like fringe benefit, soft loans, free teacher medical insurance, provide staff free accommodation and other allowances to encourage teachers to function efficiently..

REFERENCES

- [1]. Abbasi S. M, Hollman, K.W, & Hayes, R.D, (2008). Bad bosses and how not to be one.
- [2]. Abiodun, A.A (2012). Job satisfaction status of primary school Teacher in OTA, Nigeria. Europaen of Educational Studies
- [3]. Adelabu M.A (2003).Motivation and Communication Strategies and their Application in Primary School Supervision. In Ajayi, D.T and Olayisada, A (ed). Education quality assurance, Ekiti State SPEB initiative.
- [4]. Adelabu M.A. (2008); Teacher motivation and incentives in Nigeria.
- [5]. Adeyemo A.R, Oladipupo, A.&Omisore, A.O (2013). Teachers' Motivation and Students Performance in Mathematics Government Secondary Schools, Makudi Local Government Area. International Journal of Humanities and Social Sciences intervention.
- [6]. Akiri, A.A., &Ugborugbo, N.M. (2009). Teachers effectiveness and student's academic performance in public secondary schools in delta state, Nigeria. Studies on home and community science, 3(2),107-113.doi:10.1080/097737189.2009.11885284
- [7]. Akram, A.A, (2012). Impact of financial Reward on Employees motivation and satisfaction
- [8]. Akubia, L, (2011). The effect of motivation on performance of teachers in the Ghana Educational service. A case study of Obuasi municipality. Institute of Distance Learning, Kwame Nkuruma University of Service and Technology, Kumasi.
- [9]. Amaka S.O (2013) Teacher's perception of the factors affecting job satisfaction. An international multi-disciplinary journal Etopia vol.7(4)
- [10]. Amstrong . M (2009). Hand book of human resources management practice, 10th ed, Kogan page London.
- [11]. Andrew Clark, A.O, (1996). Is Job Satisfaction U Shape in age? Journal of occupational and
- [12]. Armstrong, M. (2001). A Handbook of Human Resources Management Practice (8thed)London.

- [13]. Armstrong, M. (2006).A Handbook of Human Resources Management Practice (8thed) London.Asia Education paper. Retrieved from w.w.w.dfd.gov.uk
- [14]. Balfanz, k, & Byrnes, V. (2012). The importance of being in school: A report on absenteeism in the nation's public schools. John Hopkins University Center for school organisation of school Baltimore.
- [15]. Bardwick J.M. (1980). The season of a women's life in D. mebuigan (ed), women lives: New Theory Research and Policy. The University of Michigan.
- [16]. Bardwick J.M. (1998). The Plateauing Trap. Bantam books Toronto.
- [17]. Bello O.W.&Adelabu A.A. (2014), Reward system and employees performance in Lagos State. (A study of selected public secondary schools).
- [18]. Bennel, P, &Akyeamapong, K, (2007). Teachers Motivation in sub Saharan African and south
- [19]. Benneth N (1075). Problems of financing the Thai educational system in the 1960 and 1970, IIEP,PARIS, 1975.
- [20]. Bently, R.R & Rempel, A.M, (1980). manual for the Purdue Teacher Opinionative. West Lafayette,
- [21]. Bodden D, (2008). Management : An Introduction Forth Edition, Prince Hall.
- [22]. Bradler C, Dur R, Neckerrman S (2013) Non A. Reward expectancy and performance. A field experiment. Mires,2013. capital for the 21stcentury . VOL 1 Green wood publishing Group.
- [23]. Briones, E.T, (2010). Job satisfaction of secondary school Teachers. Effect of Demographic and
- [24]. Carraher, R, Gibson, A. &Bucjley, R, (2006), Compensation in the Baltic and the USA. Baltic Journal of Management vol. 1
- [25]. Chapin, J (2014). A Practical guide to Secondary School Studies, Bestori; Pearson Higher Education.
- [26]. Chiboiwa, W.M, Samuel, M.O, & Chipunza, J. (2010). An examination of employee Retention
- [27]. Clotfelter, C. T., H. F & J: L. Vigdor, (2006). Teachers credentials and students achievement: Longitudinal analysis with students fixed effects. Economics of Education Review.
- [28]. Cole. G.A (1997).Management Theory and Practice 5th (ed).London Martins the Printer Limited..



- [29]. Collins J.J., Base C., Sharda C. et al (2005). The assessment of chronic health conditions on work performance, absence, and total economic impact for employers.
- [30]. Desler ,G. (2008). Human Resources Management, (11th ed) New- Lorsey Pearson Prentice Hall.
- [31]. Dessler, D.K (2008) Human Resources Management 11th edition persons
- [32]. Doltin, P & W. Vander Klaauw (1999), The turnover of teachers: A competing risk explanation. Review of Economics and Statistics.
- [33]. Doltin, P. & W. Vander Klaauw , (1995). Learning teaching in the UK: A duration analysis Economic Journal.
- [34]. Evans, l.(1998). Teachers morale, Job Satisfaction and Motivation. London, England:
- [35]. Fadeyi, T, Abayomi O.S, & Rotimi A.G(2005), Influence of teacher welfare scheme on job performance in Selected Kwara State Secondary schools. Asian Pacific Journal of Education, Arts and Sciences.
- [36]. Fajara S. (2012). Human Resources Management, "An introduction, Lagos. Labofiu and Company.
- [37]. Farazmand, A. (2007). Strategic personal administration: Building and managing human
- [38]. Feldman, D.C & Weitz, B.A. (1991). From the invisible hand to the glad hand:Understating a Careerist Orientation to Work. HRM.
- [39]. Ference, T.P, (1978) Managing the Career Stagnation, Academy of Management review.
- [40]. Finlayson, M. (2009). The impact of Teachers Absenteeism on Student Performance. The Case of the Cobb County School district. Digital Commons Kennesaw.
- [41]. Fletcher .R. (1984) Education in Society: The Watson and Vincy limited
- [42]. Francis, D. & Le Rovix, A (2011). Teaching for Social Justice Education. South African Journal of Education.
- [43]. Freeman, R.M. (1999). Public Organization and Management. Public Policy Challenges, Behaviour and Structure. Boston: Butterworth – Heinermann
- [44]. Folayson ,M (2003) . Improving the wellbeing of teachers in Scotland. Representation to the symposium on

- teachers well-being —Northern Ireland, Teacher Support Scotland April 2003.
- [45]. Garland, B (2002). Staff Burn Out: Consequences, Causes and Prevention Public Service Today, Vol 64.
- [46]. Gasabo District, Rwanda. Journal of education and training.
- [47]. Gatsinzi, P, Jesse, R. &Makewa, L.N.(2014). Work Related variables in teacher motivation
- [48]. Gershewson, S (2016) Linking teacher quality, student attendance, and and student achievement. Education finance and policy.
- [49]. Gokyer, N. (2012) OrtaogretimOkuilarindakiDevarnsizlikNede nlerinLiskinOgrence.
- [50]. Guarigha, alexsandra, and Byung-Yeon Kim, (2004). 'Earnings uncertainty, precautionary savings and moonlighting in Russia' Journal of population Economics. Vol. 17
- [51]. Gupta, B. D (2009), Intelligence , Adjustment and Personality needs of effective Teachers in Science and Arts.
- [52]. Habib Ahmed, K.A. (2010). Relationship between Job Satisfaction, Job Performance, Attitude T Toward work and Organizational Commitment. European Journal of Social Sciences.
- [53]. Hackman, J.R, & Oldman, G.R. (1980). Work redesign and motivational professional psychology.
- [54]. Hall, D.T (1996) Protean career of the 21st century.The Academy of Management review, 37
- [55]. Henderson, J.L, &Nieto R.D(1991)Moral Level of first year Agricultural Education Teacher in
- [56]. Hills, S.A (2002).Stock of Theft. Management studies, Vol 46. http://OCD Observer.org/news/Printpage.fhp/aid/431/
- [57]. Hubbell, C. (2008). Reducing Teachers Absenteeism. WASB Report.(Wiscosin Association Of Schools Board). Wiscosin
- [58]. Huyman, J. (2008). Rural Teachers Satisfaction. An analysis of Beliefs and Attitude of Rural IBIS/NNED (2010). An Asssessment of teachers Absenteeism on quality teaching and learning in public primary schools in Northern Ghana. A TAP Peer Review workshop, Washington DC.
- [59]. Idio (2008). The Impact of substandard investment in education, workforce training, and implication on school transformation and economic development in Akwaibom State, Educational Leadership. in



- Pharmaceutical Industry Pakistan. Global Journal of Management and Business Research. Indiana, The University Book Store. Information Management journal.
- [60]. Ingersoll, R.M. (2002). The Teacher Shortage: A case of wrong Diagnosis and wrong perception. NASSP Bulletin, 86.Interdisciplinary Journal of Contemporary Research in Business.
- [61]. Itubo (2018) Nigeria daily times punch Newspaper on Promotional issues of Rivers State.
- [62]. Jean B, Peter K.N, James K., & Robert David N. (2014), Factors Influencing career progression among graduate teacher in public secondary school in makonada district-nairobi, Kenya.
- [63]. Kadzamira, E. (2005) Where has all the Education gone in Malawi. Brithian: Institute of Development Studies.
- [64]. Khan M.R, Ziauddiri, Jam F.A &Ramay M.I. (2010). The impact of Organization Commitment on Employee Job Performance. European Journal of Social Sciences.
- [65]. KimmaanyaKyebankuza Division.
- [66]. Kratner, R.M. (1983). The change master: Innovation for productivity in the America corporation. New York: Simon &Schuster.
- [67]. Kyambalaza, H (19998). The key to success in management. England .Aslgate Publishing Company.
- [68]. Lambert E. & Hogan, N.(2009). The importance of job satisfaction and organisational commitment,
- [69]. Librarians in Zimbabwe. Journal of business administration and education vol.4
- [70]. Longitudinal Evidence from one Urban School district. NBER Working Paper.
- [71]. Longman Advanced Dictionary Pearson Education Limited (2009).
- [72]. Luthans F (2005) Organization behavior $(10^{th} \text{ edition})$: Mc Grow Hill / Irwin.
- [73]. Maduabum, C. (2006). Reforming Government Bureacractes in Nigeria. The journey so far, Lagos: ASSCAN
- [74]. MaicibiN:A (2003). Permanent issues in employees management: human resources and educational management. Kanupala. Net Media Monitor Publishers.
- [75]. Martin, M.J. (2011) Influence of Human Resources Practice on Employee Intention to Quit.,
- [76]. Mary, A. (2016), Motivation and Performance of secondary school. Teacher in Uganda. A case of

- [77]. Mashaba, E.K; &Maile, S. (2018). Factors underlying teachers Absenteeism in Selected Schools.
- [78]. Mathis, Robert L, and John H. Jackson (2012). Human Resources Management. (11th ed).Manson, O H: Thomson / South-Wester.
- [79]. Matoke, Y.K, W. B &Nyawango.D.N (2015), Determinant of Teacher Motivation in Public Secondary Schools in Masabu South Sub County, Kenya. international Journal of Economics, Commerce and Management.
- [80]. Mayasari, L. Managing (2010) Career Plateau Professionally Organization Setting. University of ParamadiriaJakarda.
- [81]. Mbah, S, & Ikemefuna, C. (2011). Job satisfaction and Employee Turnover intention in Total
- [82]. MC, J.B, Ssekakubo, Lwanga F,&Ndiwalana, G. (2014), Employee Motivation, Job Satisfaction and Organizational Performance in Uganda's oil sub sector. Global Advance Research Journal of Business Studies.
- [83]. Mc.doff, J. L; & Abraham, K.G (1980). Experience, performance and Quarterly Journal of Economics, 95 (4)
- [84]. Mendel, P.C. (1987) An investigation of factors that influences Teachers morale and Satisfaction
- [85]. Miller, R.T, Murnan, R.J &Wilelt J.B. (2007). Do Teachers absences Impact student achievement?
- [86]. Miller, w.c (1981). Staff moral, climate, and educational productivity. Educational leadership.
- [87]. Muhamed Rafiq, M.J.(2012). Effect of Reward on Job Satisfaction. Evidence from Pakistan.
- [88]. Mullins, J.L (1999). Management and Organization Behaviour. Edinburg England prentice Hall.
- [89]. Mulyasa, (2005). Being a Professional Teacher Creating Fun and Creative Learning New York.
- [90]. Nadel, Simon J. (2000)Pluteaude employee. Too halt stagnation workers must be challenged, stimulated. http://.Docpoteer.com/art-plaeauedhtml.
- [91]. Nakpodia, E.D.(2006) the role of education Administration in the promotion in service Teacher education of secondary School Teachers in Nigeria in current issues in education management in Nigeria Edited: M.A Nwagwu et al Benin city Nigeria,



- NAEAP. National policy on education (2004).
- [92]. National Education department (2000). Evaluating Employees Behaviour on their Worklife.
- [93]. National Union of Teachers Newletter (2004). Vol 2.
- [94]. Nelson B (2003). Money is not the root of all motivation. Health Care Registrar. Nigeria plc Lagos international Journal of Humanities and Social sciences. Nigerian Primary Education Commission (1998).
- [95]. Nkara, J. L. (2005). Emerging issues in education management in developing countries in 21st century, Kampala; Marsah Publishers.
- [96]. Noe, R. Hollenbeck, J, Gerhart, B & Wright P.M. (1996) Human Resources View.
- [97]. Nunnally, J. (1987). Psychometric Theory, New York: McGraw-Hill.
- [98]. Nyamubarawa, W.(2013). I am considering leaving soon. Turnover intention of academic
- [99]. Obanya. P.A (1999): 10 Questions Nigerians want answer about Universal Basic Education (UBE). Punch Newspaper. December 4.
- [100]. Odulnami I. B., & Mathew, A.O (2014) Composition management and employees performance in the manufacturing sector. A case study of a reputable organization in the food and beverages industry. Iternational Journal of managerial studies.
- [101]. Ogundele J.O (2000). Relationship between Motivation and Teachers' Effectiveness. Unpublished m.ed dissertation university of ado Ekiti. Ohio. Journal of Agricultural Education.
- [102]. Oketch, M. &Ngware, M.W(eds.)(2012). Urbanization and education in East Africa, African population and Health Research center, ISBN.
- [103]. Okonkwo, M.C & Obindi S.A. (2011). The Role of Councelling in Promoting Good Leadership: A Journal that act Across all Behavioral Issues, vol. 3
- [104]. Ololobou, N.P (2004). Professionalism: An institutional Approach to Teachers job Effectiveness in Nigeria schools Paper presented at the seventh international LL in E conference, September2004.
- [105]. Ololobou, N.P (2005) Bench making Motivational competencies academically qualified teachers in Nigeria Secondary Schools. The African Symposium, Vol. 5.

- [106]. Ombuya. H.N. (2015), Influence of Motivation on Teachers' Job Performance in Public Secondary Schools in Rachuonya South Sub County, Homba County, Kenyatta University.
- [107]. Onyene V.E. (2000). Issues in Incentive Administration for Effective Workforce Retention: A Study of some primary school teacher in Aguata Council Area.
- [108]. Organizational psychology.
- [109]. Orodho, A.J., Waweru, P.N., Getange, K.N & Miriti, J.M. (2013).
- [110]. Owusu (2004). The punch Newspaper April 11.
- [111]. Oyoro, K.(2008). Education –Kenya: Students Poor in, Teachers Drain away; Inter press Service news Agency. Retrieved April 18 ,2011. From http://ipsnews.net/Arica/nota.asp?idnews
- [112]. Papny, J.p.& M.A; Kraft 2015. Productivity Returns to Experience in the . Teacher Labour market: Methodological challenges and New Evidence on Long-Term Career Improvement. Journal of Public Economics. Paul Chapman.
- [113]. Perlmaro, Richard. (1996) 'Observations on overtime and moonlighting Souther Economics Journal, Vol. 33
- [114]. Perry S. (2006), The social creativity; The Role of Social Relationship in Facilitating Individual Creativity Academic Management Journal,49.
- [115]. Perry-smith J. (2008), Society quest for creativity: The role of society relationship in facilitating individual creativity. Academic of management journal, 49.
- [116]. Porter, L W, & Lawler, E.E (1986) managerial attitude and performance. Homewood, I.L Irwin and Dorsey-press.
- [117]. Progress towards education attainment for all (EFA) among nomadic pastoralist; Do home- based variables make a different in Kenya? Research in Humanities and Social Science Vol.3.psycho social factors. The colegio official de psicologos de Madrid.
- [118]. Purcell, J, Kinnie, N, Hutchinson, S, Rayton, B &SwartJ.(2003). Understanding the People and Performance Link: Unlocking the Black –Box. Research Report, CIPA, London.
- [119]. Reld, K.(2010). Teaches Plead Against Cutbacks.
- [120]. Renna Francesco and Ronald L. Oaxaca, (2006), The economics of Dual Holding A Job portfolio model of labour supply. IZA Discussion paper No 1915



- [121]. Rice, J.k (2003). Teacher Quality: understanding the effectiveness of Teacher Attributes Washington ,D.C. Economic Policy Institute.
- [122]. Rivkin, S.G & E. A,,Hanushek and J.F Kain (2005). Teachers, schools and academic achievement. Econometrica.
- [123]. Robbins, (2003), Organizational Behaviour. (10th Ed), Practice Hall of India New Delhi.
- [124]. Robbinson S.P. Judge, T.A &Saughi, S (2008).Organizational behaviour, 12th edition Pearson.
- [125]. Robbinson, M.C(2008). Teachers Absenteeism. It relationship with student Performance of state assessment in English Language Art in Grades.
- [126]. Robbinson, S.P. (2003) Organization Behaviour New Jersey: Practice Hall.
- [127]. Robertson, I. & Cooper, C., (2011). Wellbeing. Doi:
- [128]. Robinson, Helen and Jonathan wor978023306738dsworth, (2007).impact of the minimum wage on the incidence of second job Holdingin Britain. Scotish journal of political economy, vol. 54
- [129]. Rockoff, J. E, (2004). The impact of individual teacher on student achievement evidence from panel dada. The American Economic Review.
- [130]. Salami, S.O. (2010)" Career Plateauing and work Attitude Moderating Effect of Monitoring other with Nigerian Employees. Europe's Journal of Psychology
- [131]. Samuel, O. & Chipunza, C.(2009), Employee Retention and Turnover, using Motivational Variables as a Panacea. African Journal of Business Management.
- [132]. Santiago, P(2001) Teachers Shortage Observer OECD. Retrieved shaping Turnover intent. A Test of a casual model. Criminal justice review.
- [133]. Smith, A. (2010). Teachers Union FWCS Board spar over Salaries: FWEA: Transparency needed:
- [134]. Strategy in a Private Organization in Zimbabwe. African journal of Business management.

- [135]. Summer ,L.H, (2014), US economic prospect. Secular stagnation, hysteresis and the zero lower bound. Business economics.Teacher Shortage.html.
- [136]. Tao, S. (2013) Why are teachers Absent? Utilising capability approach and critical realism to explain teachers performance in Tanzania. International Journal of Education Development.
- [137]. Teachers Job Satisfaction. The Rural Educator. Teachers morale low.
- [138]. Turkkhraman, M (2012). The role of education in societal development. Journal of Education and Institutional Studies.
- [139]. UNESCO, E (2007). Global monitoring report, 2008: Education for all by 2015, will we mare it? UNESCO PRESS: Oxford Press.
- [140]. Urwick,J., Mapuru, P.&NK Nkhoboti, M(2005), Teachers Motivation and Incentives in Lesotho, Maseu; Lesotho Collage of Education.
- [141]. Ven der heiijden, H. R.M. A., Geldens, J.J.Beijaard, D., &Popeijus, H.L. (2015) Characteristics of teachers as change agents. Teachers and Teaching, 21 (6) 681-699. Doi:10.1080/1354060.2015.1044328.
- [142]. Vroom ,V (1964). Work and Motivation, New York: Wiley.
- [143]. Wadesango, N. &Machingambi, S, (2011). Causes and Structural effect of student Absenteeism. A case study of three South African University.
- [144]. Watson, S. (2002) Lesson in Training Management: Journal of Management vol. 46
- [145]. Wilson (1962), Victory U.D (2012), The role of teacher in school and society.
- [146]. Wiswill, M; (2013)The dynamics of teacher quality. Journal of Public Economics. With work condition. Dissertation abstract international. Vol 26.
- [147]. Xaba, M (2005). Managing turnover, South Journal of Education, 23(4)