

**RELATIONSHIP BETWEEN JOB SATISFACTION AND  
PERFORMANCE OF BUSINESS EDUCATORS IN COLLEGES OF  
EDUCATION IN LAGOS STATE**

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**ABSTRACT**

The study investigated the relationship between job satisfaction and performance of business educators in colleges of education in Lagos State. Four research questions were raised to guide the study. One null hypothesis was formulated and tested at 0.05 level of significance. The study adopted correlational survey research design. The population of the study comprised all business educators in colleges of education in Lagos State numbering 71 business educators. The instrument used was a questionnaire titled 'Job Satisfaction and Performance Questionnaire (JSPQ)'. The instrument was validated by two experts. The Cronbach Alpha was used to ascertain the reliability of the instrument and it yielded a reliability coefficient of 0.75 and 0.86 for job satisfaction and job performance scale respectively after administering the instrument to 20 business educators. The data collected from the respondents were analyzed using Pearson Product Moment Correlation Coefficient and Multiple regression analysis. The findings revealed that there exist a relationship among job satisfaction variables used in the study (Promotion, Salary and work environment) and business educators' job performance in colleges of education in Lagos State. Based on the findings it was recommended that Management of colleges of education should make deliberate efforts to make necessary job satisfaction factors such as promotion, salary and good working condition available in colleges to enhance job performance of business educators.

**Introduction**

Any nation's ability to develop is mostly influenced by how much money is invested in education. Not simply education, but tertiary education an institution of higher learning. Knowledge providers are essential to the success of post-secondary education institutions. Education from tertiary institutions is essential to the development of a knowledge economy and society as a whole (Anho, 2019). It is now necessary that these information carriers or suppliers be content with their positions. This is due to the fact that the country's success is largely

dependent on its students, whose success is inextricably linked to that of the knowledge suppliers. This research is very significant since employment happiness is important to institutions.

Spector (2020) considered job satisfaction as the extent to which employees like their jobs. Hee, Mark and Rosemary (2020) defined job satisfaction as feelings about career of an individual or about specific aspects of job that may impact productivity and job performance of the organization. He also said job satisfaction as positive or negative evaluative judgment one makes about one's job. Simply put, job satisfaction describes how pleased an employee is with his or her position of employment. According to Nkoro and Ibrahim (2012), inability to meet lecturers' needs has direct effect and consequence on their job performance.

According to Grace, Atah and Ititim (2020), described job performance as how effective employees carry out tasks that make up their job. They also considered job performance as the capability of a worker to combine appropriate behaviors towards the realization of organizational goals and objectives. Haastrup and Olabisi (2020) observed that employee tend to be more productive when they are satisfied and happy because an unhappy worker may not be productive. Therefore, in order to increase job performance of business educators there is need to satisfy them through Promotion, training opportunities, good working environment and regular payment of salaries.

Promotion serves as a mark of recognition of individual's qualification, experience and performance over time. Perhaps, promotion could be seen as an award for workers who have worked hard, obtained higher qualification and have performed well over time (Jolly, 2020). It is a fact that promotion tends to put a new life in the individuals and activate their knowledge, skills and their level of commitment to the organization goals. Promotion attracts financial benefit which leads to increment of salary.

Salary has a large motivating tendency in it. It is not the increase in salaries, wages that only matters, but also, prompt and regular payment of it. Salary can be described as the money that an employee receives for doing his job (Obikoya, 2016). Money is believed to have a great tendency of bringing out a higher performance in employee when he is adequately paid. It is believed that man is an economic being, whose attitude to work can only be influenced by money.

Wages and salaries paid to workers are important because with money, people can satisfy the needs for status, security, recognition and affiliation. Salary may be supported with good working environment to increase productivity.

Working environment is the social and professional environment in which a person is supposed to interact with a number of people (Christian, 2015). The office design may encourage employees to work in a certain way that will have direct impact on their job performance.

### **Statement of the Problem**

Management of Colleges of Education have not taken their good time to focus their thoughts on business educators' job satisfaction. This ugly scenario has forced this group of intellectuals to continue to be working with dis-satisfaction. Thus, lack of job satisfaction among business educators has led most of them to continue to be jumping and navigating from one institution to another. Again, lack of job satisfaction has also forced some business educators to remain unsettled with their employment. This unfortunate experience has further caused the disengagements of experienced business educators in colleges of education. It has equally resulted to untimely decay of good business education programmes designed for implementation in colleges of education. More so, because of dissatisfaction of business educators, many experienced experts have decided to withdraw their service without notice to their employers. Thus, frustrating the smooth operation of business education instruction and learning in colleges of education. It is on the premise therefore, that formed the researcher urge to embark on this study.

### **Purpose of the Study**

The main purpose of this study was to examine the relationship between job satisfaction and job Performance of business educators in colleges of education in Lagos State. Specifically, the study seeks to examine:

1. the relationship between promotion and job performance of business educator in colleges of education in Lagos State.
2. the relationship between salaries and job performance of business educator in colleges of education in Lagos State.
3. the relationship between working environment and job performance of business educator in colleges of education in Lagos State.

4. the relative contribution of promotion, salary and working environment to job performance of business educators in colleges of education in Lagos State.

### **Research Question**

The following research questions were raised to guide the study.

1. What is the relationship between promotion and job performance of business educator in colleges of education in Lagos State?
2. What is the relationship between salaries and job performance of business educator in colleges of education in Lagos State?
3. What is the relationship between working environment and job performance of business educator in colleges of education in Lagos State?
4. What is the relative contribution of promotion, salary and working environment to job performance of business educators in colleges of education in Lagos State?

### **Hypotheses**

One null hypothesis was formulated and tested at 0.05 level of significance:

Ho: Promotion, salary and working environment do not significantly predict job performance of business educators in colleges of education in Lagos State.

### **Methodology**

The study employed a correlational research design. A correlational research design measures two or more relevant variables and assess the relationship between or among variables, and to allow the prediction of future events from the present knowledge. This design was therefore suitable for this study in which it is fundamentally meant to explain the extent to which Job satisfaction variables predicted business educators Job performance. Four research questions were raised and one null hypothesis was formulated and tested at 0.05 alpha level of significance. The population of the study consisted of 71 (Seventy-one) business educators in all colleges of education in Lagos State. The study adopted census sampling technique. The instrument used for data collection was a structured questionnaire titled “Job satisfaction and Job Performance questionnaire (JSJPQ)”. The questionnaire was segmented into two parts. Part A measured the demographic characteristics of respondents which comprises of (age, gender, and sex). Part B was segmented into two sections. Section 1 measured the relevant variables of Business educators Job satisfaction while Section 2 measured the relevant variables of job performance. All items of the questionnaire were measured on a four –point rating scale ranging

from strongly Agree (4), Agree (3), Disagree, (2) and strongly Disagree (1). The reliability of the instrument was determined through a pilot test and data collected was analyzed using Cronbach Alpha statistics. To achieve this, 20 copies of the questionnaire were administered to twenty (20) business educators from Federal College of Education, Osiele, Abeokuta, Ogun State, who were not part of the study’s sample. The Job satisfaction and Job performance scale reported a Cronbach Alpha value of 0.75 and 0.86 respectively which shows that the items in scale measured are all reliable. The research instrument was validated by two experts from Business education department, Bamidele Olumilua University of Education, Science and Technology, Ikere-Ekiti, Ekiti State. Data collected from the respondents were analyzed using Pearson Product Moment Correlation Coefficient and multiple regression analysis. The Pearson r was used to answer the research questions 1-3 and Multiple regression analysis was used to answer research question 4 and to test hypotheses at 0.05 level of significance. Decision rule was based on r- value where any calculated r-value between 0 and 0.20 was regarded as very low correlation, 0.21 and 0.40 was regarded as low correlation, 0.41 and 0.60 was regarded as moderate correlation, 0.61 and 0.80 was regarded as high correlation and 0.81 and 1.00 was regarded as very high correlation (Uzoagulu, 2011). For the hypothesis, the probability value (p) was used. If p value was less than or equal to 0.05, the null hypothesis was rejected, but if p value was greater than 0.05, the null hypothesis was retained.

**Results**

**Research Question 1**

What is the relationship between Promotion and Job Performance of Business Educators in Colleges of Education in Lagos State?

**Table 1: Pearson’s r promotion and Job performance of Business Educators**

Variables	N	Pearson’s r	Decision
Promotion	71	0.68	high
Job performance			Relationship

Source- Researcher’s field work (2024), Key : 0 -19= very low, 0.20-0.39= low, 0.40-0.59 = moderate , 0.60-0.80= high, 0.80 and above = very high.

Table 1 shows a Pearson’s r of 0.68 which is falls under the category of high relationship. Therefore, the relationship between promotion and job performance of business Educators in colleges of education in Lagos State is a high relationship.

**Research Question 2**

What is the relationship between salary and job performance of Business Educators in Colleges of Education in Lagos State?

**Table 2: Pearson’s r r Salary and Job performance for Business Educators**

Variables	N	Pearson’s r	Decision
Salary	71	0.54	Moderate positive
Job performance			Relationship

Key : 0 -19= very low r 0.20-0.39= low, Relationship 0.40-0.59 = moderate, 0.60-0.80 = high, 0.80 and above = very high.

Table 2 shows a Pearson’s r of 0.54 which is falls under the category of moderate relationship. Therefore, the relationship between salary and job performance of business educators in colleges of education in Lagos State is a moderate relationship.

**Research Question 3**

What is the relationship between work environment and Job performance of Business Educators in Colleges of Education in Lagos State?

**Table 3: Pearson’s r of Work environment and Job performance of business educators**

Variables	N	Pearson’s r	Decision
Work environment	71	0.60	high
Job performance			Relationship

Key : 0 - 19= very low, 0.20 - 0.39= low, Relationship 0.40-0.59 = moderate, 0.60 -0.80 = high, 0.80 and above = very high relationship.

Table 3 shows a Pearson’s r of 0.60, which falls under the category of high relationship. Therefore, the relationship between work Environment and job performance of business educators in colleges of education in Lagos State is a high relationship.

**Research Question 4**

What is the relative contribution of promotion, salary and working environment to job performance of Business Educators in Colleges of Education in Lagos State?

**Table 4: Coefficients of contributory variables to job performance of business educators**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	.511	.588		.869	.405
	Salary	.009	.007	.323	1.209	.254
	promotion	.069	.033	.743	2.105	.062
	Working Environment	.075	.018	.523	4.151	.002

a. Dependent Variable: Job performance.

From Table 4 above, it can be observed from the “Standardized Coefficient Beta” that the highest contributor to job performance among the variables is “promotion” (.74), the next is “Working Environment” (.52) and followed by “salary” (.32). All the variables jointly contributed to job performance.

**Research Hypothesis**

Promotion, salary and working environment do not significantly predict job performance of Business Educators in Colleges of Education in Lagos State.

**Table 5: ANOVA Model summary of promotion, salary and working environment**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.555	4	9.389	45.903	.000 <sup>b</sup>
	Residual	2.045	10	.205		
	Total	39.600	14			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), , salary, promotion, working environment

From table 5 with p-value of 0.000 which is less than 0.05, shows that salary, promotion and working environment significantly predict job performance of Business Educators in Colleges of Education in Lagos State.

### **Discussion of Findings**

Findings from research question one revealed that there was a positive relationship between promotion and job performance of business educator in colleges of education in Lagos State. The finding is in agreement with Bell (2017) who found that promotion influences job performance of employees. When business educators in colleges of education in Lagos State are promoted as at when due it will enhance their job performance. The finding is also in harmony with jolly (2020) who stated that there is a significant relationship between promotion and employees' job performance

The findings from research question two revealed that there was positive relationship between salary and job performance of business educator in colleges of education in Lagos State. This is in line with Obikoya (2016) who stated that there is significant relationship between teachers' salary and job performance. Salary is very important to employees and when employees are satisfied with their salaries, it may have an impact on their job performance. Business educators job performance in colleges of education will increase when there is prompt payment of wages and salaries as at when due. The study is also in consonance with Haastrup and Olabisi who from their studies concluded that a significant relationship existed between remuneration and job performance.

The findings in research question three revealed that there was positive relationship between working environment and job performance of business educators in colleges of education in Lagos State. This in line with Chukwurah and Atah (2019) who affirmed that business educator's job performance will increase when there is conducive working environment. This study also corroborates that of Atah and Bessong (2018), who stated that there is positive relationship between working environment and job performance. They argued that organization cannot afford to neglect good working environment of their employees in order for them to improve on their job performance.

The result in findings of research question four shows a major finding that the combination of promotion, salary and working environment contributes to job performance. This is in agreement with Lucia and Sonya (2014) that there is a significant relationship between job satisfaction variables such as salary, group support, promotion and job performance. Business educators want sufficient salary that can meet their needs, they want their promotion as at when



due and want to work in an environment that provides them with all they need to perform their job effectively and efficiently. This means that the combination of these satisfaction elements in colleges of education will increase their job performance.

The findings from hypothesis 1 shows that salary, promotion and working environment significantly predict job performance of business educators in colleges of education in Lagos State. The findings revealed that job satisfaction of business educators in colleges of education in Lagos State is hinged on job performance. Satisfaction with salary, promotion and working environment are what will make business educators to improve on their job performance. The findings is in agreement with Hamzeh and Hossein (2014) who said that facets of job satisfaction (salary, nature of work, promotion working environment) significantly predict job performance of teachers in secondary schools.

### **Conclusion**

Based on the findings of this study, it was concluded that job satisfaction is related to job performance. In other words, job satisfaction elements such as promotion, salary and working environment collectively and independently relate to job performance of business educators in Colleges of Education. When all these elements of job satisfaction are available, Business Educators job performance will be enhanced.

### **Recommendations**

From the findings of the study, the following recommendations were made:

1. The top-level management of Colleges of Education should frequently put into consideration the feelings of the academic staff towards their job, in order to know strategies to put in place that enhance their productivity and increases job satisfaction
2. Colleges of Education should make conscious effort to ensure that promotion process is fair and biased free since promotion from the findings of the study is the best predictor of job performance.
3. Salary of Business Educator should be paid promptly to enable them to concentrate on their job for effective delivery.
4. Management of Colleges of Education should ensure that business educators' career progressions are encouraged through regular promotions, sponsorship to conferences,

workshops, and seminars, as well as equal growth opportunities to everyone to make teaching and learning of business courses meaningful.

5. Management and government in Colleges of Education should provide comfortable and conducive working environment to Business Educators in order to improve their job performance.
6. Management of Colleges of Education should make deliberate efforts to make available necessary job satisfaction factors such as promotion, salary and good working condition in Colleges to enhance job performance of business educators.

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