

The Impact of promotion on the Job Satisfaction: A Study on Private University Teachers in Bangladesh

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Abstract

The present study aimed at assessing the relation between level of job satisfaction and promotion among university faculty members in private universities of Bangladesh. The sample of the study comprised of 384 faculty members are selected from 22 private universities of Dhaka, Bangladesh by using non-probability convenient sampling technique. As hypotheses, linear regression results indicated that there is a positive weak relationship between promotion and job satisfaction. However, Researchers suggested some recommendations to enhance high satisfaction among faculty members in order to retain their best talents for the betterment of the university.

Key Words: Promotion, Job Satisfaction, Teachers, Private University, Bangladesh

Introduction

In Bangladesh, more universities, both public and private, were established to meet the growing or exploring the demand for higher education. Today, there are 42 public Universities, 103 private universities (95 are operational) and two foreign universities (UGC of Bangladesh, January, 2019) offering services for the potential faculty members. The role of faculty members is very vital to the university in raising quality education and producing first-rate graduates. But, the ability to hire and retain effective faculty remains a serious problem for

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institutions of higher education (Wong and Heng, 2009). Academicians have their own professional, occupational and personal interests in relation to their universities, including autonomy, recognition, work-life balance, pay, promotion and so on (Noraani, M. & Zaizura C.Z., 2013). These all issues are directly or indirectly linked with the job satisfaction which has significance impact on the performance of faculty members. Wood (1976) asserts, “*the health of an educational institution depends on the job satisfaction of its employees*” (p. 58). Typically, job satisfaction is conceptualized as a general attitude toward the job. Locke (1976, p. 1300) defined job satisfaction as “*a pleasurable or positive emotional state, resulting from the appraisal of one's job experiences*”. Weiss (2002, p. 175) defined job satisfaction as “*a positive (or negative) evaluative judgment one makes about one's job or situation*”.

The basic purpose of the human resource management is to improve the employee's satisfaction towards job in a well manner. The employees are supposed to be satisfied when they feel happiness in their jobs (Malik et al., 2012). So, it can be argued that a happier workforce can have a productive contribution in any organization (Bowles et al., 2001). On the other hand, we know that job dissatisfaction leads employees toward absenteeism, low morale, job turnover etc. That's why job satisfaction of employee is very important aspect for any institution or concern to stay alive and prosper (Bellemare et al., 2006).

Many researchers investigate the association between job satisfaction and its affecting aspects as an important area of research. In the past large number of such studies have carried out (Bartel, A.P. 1981).

As we know, job satisfaction is influenced by a lot of variables. Promotion is one of the important aspects of employee's life and which is one of the key parameter of success for employees (Silver, Dennis, and Spikes 1988). Markham, Harlan, and Hackett (1987, p. 226) note that “*viewed from a human resources management perspective, promotion enhances human capital and deploys it more effectively, thereby improving job performance and increasing satisfaction and commitment*”.

Simply, Promotion is a upgrading of employee for a job of higher position and higher compensation. Edward P. (1986) defines promotion as “*The movement of an employee upward in the hierarchy of the organization, typically that leads to enhancement of responsibility and rank and an improved compensation package.*” Another definition of promotion is “*the reassignment of an employee to a higher-rank of job* (Mc Causland et al., 2005).”

Locke explains the relation between job satisfaction & promotion in a unique way as “*Satisfaction with promotions can he viewed . . . as a*

function of the frequency of promotion in relation to what is desired and the importance of promotion to the individual" (Locke 1976, p. 1323).

Different organizations use promotion as a rewarding tool for high productivity to bring out the best efforts from the employees (Malik et al., 2012). Moreover, Promotion is such a arrangements which can contribute to retaining, motivating employees to perform thus helps to reduce costs of recruiting, training, and turnover (Becker, 1975; Doeringer & Piore, 1971; Stinchcombe, 1983; Williamson, 1975). Consequences of promotion for a individual employee included increased wages, training opportunity, supervisory responsibilities, and increased job satisfaction (Michael R. P. and Jonathan R. V., p.581)

It is such a way of rewarding employees which serves as a mean of synchronizing organizational goals with personal goals (Lazear & Rosen, 1981). So, above arguments clearly showed the evidence the strong relationship between job satisfaction and promotion. However, there were few studies carried in Bangladesh regarding the overall job satisfaction state of university teachers. But, there is no such particular research was carried which showed the relationship of job satisfaction with any particular variable/factor(s), particularly promotion. Promotion is often an important issue in Bangladeshi private universities as it is observed that, promotion is often denied, delayed and conditional in many cases in most of the private universities. It leads spontaneous job turnover, low morale, low commitment and unexpected performance. Despite all these important aspects, still there is gap of such research in Bangladesh. But; such research has immense significance to both academicians and practitioners. Thus study aims at to show the relationship between promotion and job satisfaction in the field of private universities in Bangladesh.

Literature Review

Many researchers have pointed out that, there is a direct positive association between promotion and job satisfaction (McCausland et al., 2005). The reliance of the positive correlation between promotion and job satisfaction is on perceived justice by employees.

Researches by groups of researchers (Zainuddin, A., Junaidah H. A. & Nazmi, M. Z, 2010; Danish, R. Q. & Usman, A., 2010; Ssesanga, K., & Garrett, R., 2005; Santhapparaj, A. S., 2005) found a positive significant relationship between opportunities for promotion and job satisfaction.

As the study of Khalid, S. & Irshad, M. Z. & Mahmood, B. (2011) indicated that faculty members of private universities were more satisfied with promotion than the faculty members of public university.

Wan, H., Sulaiman, M., & Omar, A. (2012) argued that if employees perceived promotion decisions as fair are more likely to be more

committed, satisfied, high morale and have a lower intention to leave. Now days, many faculty members are leaving the institutions because of having unequal promotion opportunities as offered by the university.

Malik, Danish, & Munir (2012), indicated that the job satisfaction of university faculty members (N = 200) is affected by promotion opportunities faculty members of private universities were more satisfied with promotion. But, promotion had comparatively less impact with other factors on job satisfaction.

Noraani, M. & Zaizura C.Z., (2013) conducted a study to determine the impact of promotion on job satisfaction among 320 lecturers in four public universities in Kelantan, Malaysia. The result indicated that there was a positive significant relationship between promotion and job satisfaction.

Zaman et al. (2014), conducted a research regarding overall level of job satisfaction of private university teachers of Bangladesh, where one question was on promotion out of 18 questions. They found that, respondent had agreed the positive relationship between promotion and job satisfaction. 70% respondents were satisfied with promotion.

Impact of job promotion and job advancement on job satisfaction in universities of KPK province of Pakistan

Zahid N., Aman U. K., Imran N. (2015) “conducted a study to determine the impact of promotion and job advancement on job satisfaction in universities of KPK province of Pakistan. The study selected 94 faculty members from 10 universities including 5 each from private and public sector universities and revealed that, there was a positive relation between promotion and job satisfaction.

Petros W. F. & Dawit T.B. (2016) lamented that, there is a positive relationship exists between job satisfaction and promotion although the relationship is small compared to the other variables considered in that study.

Asan & Wirba, (2017) conducted a study on faculty members (N = 30) from different universities in the Eastern Province of Saudi Arabia. They tested almost thirteen variables including promotion to examine the association with job satisfaction. The study reveals that, there is a positive relationship between job satisfactions with promotion.

Based on the review of literature, it directs that, there is a positive relationship between faculty job satisfaction and promotion opportunity.

So, therefore this study proposes that:

Ha: There is positive relationship between promotion opportunity and job satisfaction.

Table 1: Summarized literature review

SL No.	Study	Population	Samples	Results
1.	Ssesanga & Garrett, (2005)	Lecturers of Universities in Uganda	N = 182	Promotion have Positive significant relationship
2.	Santhapparaj, A. S., (2005)	Academic staff in private universities in Malaysia	N = 173	Promotion have positive effect on job satisfaction
3.	Khalid, S. & Irshad, M. Z. & Mahmood, B. (2011)	academicians in selected universities of Province Punjab, Pakistan	N = 108	Promotion have positive effect on job satisfaction
4.	Malik, Danish, & Munir, (2012)	Educational staff in public and private universities in Punjab, Pakistan	N = 200	Promotion had comparatively less impact on job satisfaction
5.	Noraani, M. & Zaizura C.Z., (2013)	Faculty members from four public universities in Kelantan, Malaysia	N= 320	Positive significant relationship between promotion and job satisfaction.
6.	Zaman et al. (2014),	Full time faculties of 9 private universities of Bangladesh	N= 60	Positive significant relationship between promotion and job satisfaction.
7.	Zahid N., Aman U. K., Imran N. (2015)	Faculty members from 10 universities including 5 each from private and public sector of KPK province of Pakistan	N = 94	Positive relation between rewards and job satisfaction.
8.	Petros W. F. & Dawit T.B. (2016)	Public Institutions of Higher Education,	N = 96	Relationship is small compared to the other variables considered in that

		Eritrea		study.
9.	Asan & Wirba, (2017)	Academic staff from different institutions in the Eastern Province of Saudi Arabia	N = 30	have positive impact on job satisfaction

Objectives of the Study

The general objective of the study is to identify the impact of promotion on job satisfaction of private university teachers in Bangladesh. The study is also ascertain the overall job and variation of job satisfaction of private university teachers in terms of promotion and suggesting some policies to improve the level of satisfaction of university teachers with promotion.

Research Methodology

The study is descriptive in nature. Both primary and secondary sources of data have been used to administer the study. The sample size was 384 respondents from 22 private universities who have their campus in different areas of Dhaka City.

Sample size determination

The sample size is based on statistical formula; provided that the total population is greater than 10,000. For such purpose we will use a sound statistical formula for two strata as stated below:

$$n = \frac{z^2 pq}{d^2}$$

Where, n = the desired sample size

z=the standard normal deviate, usually set at 1.96, which corresponds to the 95 percent confidence level.

p=the proportion in the target population estimated to have a particular characteristics. If there is no reasonable estimate, then can be used 50 percent (0.50)

$$q = 1 - p$$

d= degree of accuracy desired, usually set at 0.05.

So, the sample size is **384** $[1.96^2 (0.50) (0.50) / (0.05)^2]$.

Table 02: Summarized population and Sampling Plan

Target Population	Elements	Individual faculty members of private universities in Bangladesh especially in Dhaka City.
	Sampling Unit	The faculties from different levels of private universities

	Extent	Selected different campuses of private universities in Dhaka city.
	Time	March- April, 2017
Research tools	A Structured questionnaire comprises 3 sections of 9 questions.	
Sampling Technique	Non probability convenience sampling procedure was used for selecting different level of faculties.	
Scaling technique	Multiple choice questions	
Data Used	Primary and secondary	
Sample Size	384	

Data collection Method and Instrument

Survey of questionnaire has used for collecting primary data. Questionnaire consisted of three sections: first section was related to Personal profile comprised of 7 demographic variables which include gender, age, marital status, university, designation, number of dependents & job tenure in particular institution; the second section was consisted of a questions related number of promotion; third section addresses a question regarding the level of job satisfaction.

Statistical Tools used for the Data Analysis and Reporting

The researchers have used different types of statistical tools such as – SPSS, Microsoft Excel and Microsoft Word. Data are analyzed through proper quantitative and qualitative techniques. The linear regression analysis is a suitable method in investigating the correlation among a dependent variable and independent variables having a purpose to explain a dependent value, described by using known values of independent variable. Researchers also use Pearson correlation to show the exact correlation between dependent and independent variable. And, Simple linear regression has used to justify the hypothesis.

Limitations and future research

This study has some limitations. Firstly, only promotion factor of job satisfaction are examined for university academics in this study. Thus, more job satisfaction factors could be included in future studies. Secondly, this study can be extended to include the academics of public universities. Thirdly, the present study is conducted in only 22 private universities situated in Dhaka. Fourthly, respondents of this study are mostly new comers (Lecturers) for whom promotion is not urgent hygiene need as salary and job itself. As a result, it may be difficult to generalize the findings of this study. For future research, a larger number

of private universities and other establishments should be included in and out of Dhaka to better represent the private sector of Bangladesh.

Analysis and Findings

To meet the objectives of the study, the impact of promotion on the job satisfaction private university teachers in Bangladesh the following analysis is administered by the researchers.

- a. Identification of the profile of the respondents
- b. Overall job satisfaction level of faculty members
- c. Determining the impact of independent variable on dependent variable through regression analysis

Profile of Respondents

Table 3 below summarizes the profiles of the respondents. The profile characteristics include gender, age limit, marital status, designation, length of service and number of promotions in their current institution.

Table 03: Profiles of Respondents

Particulars	Variables	Frequency	Percent
Gender	Male	246	64.1
	Female	138	35.9
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Age Limit	26 – 30	231	60.2
	30 - 35	110	28.6
	35 – 40	28	7.3
	40 – 50	11	2.9
	More than 50	4	1.0
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Marital Status	Single	159	41.4
	Married	218	56.8
	Divorced/Separated	7	1.8
	Widow	-	-
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Designation	Professor	06	1.6
	Associate Professor	12	3.1
	Assistant Professor	73	19
	Senior Lecturer	29	7.6
	Lecturer	264	68.8

Length of Service (Existing Organization)	1 – 3 Years	274	71.4
	3 – 7 Years	92	24.0
	7 – 12 Years	12	3.1
	More than 12	6	1.6

According to table 03, it can be observed that 64 percent of the respondents were male teachers and rest of the 36 percent were female teachers who were conducted the survey for the data collection. Most of them are in the age limit of 26 to 30 and least was more than 50 years old; the figures were 60 percent and 1 percent respectively. Among the sample 56.8 percent respondents were married whereas 41.4 percent were single. Surprisingly only 1.8 percent were either divorced or separated. To enlighten the designation of the respondents it is seen that 68.8 percent were Lecturer, 19 percent of them were Assistant Professor and only 1.6 percent were professor. The respondents were asked regarding the length of service in their current organization and it is seen that 71.4 percent of them were serving from 1 to 3 years whereas only 1.6 percent were serving for more than 12 years.

Overall Job Satisfaction level of Faculty Members

The following table shows the status of cross tabulated relationship between faculty member's designation and their overall level of job satisfaction considering all the selected of the respondents.

Table: 04 Job Satisfaction and Designations of the Respondents: Cross tabulation

		Designations of the Respondents					Total
		Lecturer	Senior Lecturer	Assistant Professor	Associate Professor	Professor	
Job Satisfaction	Never	1	0	3	0	0	4
		.4%	.0%	4.1%	.0%	.0%	1.0%
	Seldom	11	0	1	0	2	14
		4.2%	.0%	1.4%	.0%	28.6%	3.6%
	Occasionally	52	9	11	1	2	75
		19.8%	31.0%	15.1%	8.3%	28.6%	19.5%
	About half of the time	64	1	6	1	1	73
		24.3%	3.4%	8.2%	8.3%	14.3%	19.0%
	A good deal	70	8	30	7	2	117

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	of the time	26.6%	27.6%	41.1%	58.3%	28.6%	30.5%
	Most of the time	55	10	21	2	0	88
		20.9%	34.5%	28.8%	16.7%	.0%	22.9%
	All the time	10	1	1	1	0	13
		3.8%	3.4%	1.4%	8.3%	.0%	3.4%
	Total	263	29	73	12	7	384
100.0%		100.0%	100.0%	100.0%	100.0%	100.0%	

The above table shows that there are three designated teachers such as Senior Lecturer, Associate Professor and Professor where there is nobody who never satisfied. However, 0.4 percent of Lecturer and 4.1 percent of Assistant Professor agreed that they never satisfied with their job. The table also shows that almost all the designated teachers are stated that they are satisfied at a good deal of time. The reason behind such type of statement is that there are obvious some other factors affecting the job satisfaction.

Impact of promotion on job satisfaction

Correlation analysis

The Sig. (2-Tailed) value in our example is .010. This value is less than .05. Because of this, we can conclude that there is a statistically significant correlation between promotion and job satisfaction. And, Pearson correlation value is .131 which indicates that there is positive but weak relationship between promotion and job satisfaction. That means, when the faculty member gets promotion, the job satisfaction level is not significantly increased as we normally perceive.

		Promotion	Level of Job satisfaction
Promotion	Pearson Correlation	1	.131*
	Sig. (2-tailed)		.010
	N	384	384
Level of Job Satisfaction	Pearson Correlation	.131*	1
	Sig. (2-tailed)	.010	
	N	384	384
*. Correlation is significant at the 0.05 level (2-tailed).			

Linear regression analysis

Linear regression analysis is used to examine the correlation between the independent variable (promotion) and dependent variable (job satisfaction). Promotion as independent variable is incorporated in the theoretical proposition; this will use for the examination of association between the job satisfaction as dependent variable and independent variables (promotion).

Model Summary								
Model	R	R Square	Adjusted R Square		Std. Error of the Estimate			
1	.131 ^a	.017	.015		1.274			
a. Predictors: (Constant), Promotion								
ANOVA								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	10.817	1	10.817	6.670	.010 ^b		
	Residual	619.555	382	1.622				
	Total	630.372	383					
a. Dependent Variable: Satisfaction level								
b. Predictors: (Constant), Promotion								
Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	4.250	.138		30.720	.000	3.978	4.522
	Promotion	.202	.078	.131	2.583	.010	.048	.356
a. Dependent Variable: Satisfaction level								

The R value in model summary table above represents the simple correlation and it is 0.131 which indicates a positive but weak correlation. The 'R square' value indicates how much of the total variation in the dependent variable, Job satisfaction can be explained by the independent variable, Promotion. In this case, 17% can be explained, which is somewhat healthy with comparing other variables. The results show that the independent variable 'promotion' has significance influence upon job

satisfaction (dependent Variable) of faculty members with the P value of .010 ($P < .05$). So, the hypothesis has accepted.

Summary of findings

- There is positive but weak relationship between promotion and job satisfaction. That means, when the faculty member gets promotion, the job satisfaction level is not significantly increased as we normally perceive.
- It may happen as job satisfaction is a complex that and need to contribute numerous variables to influence. That means other issues like working environment, working conditions, Compensation package, relationship with colleagues, work-life balance and so on are contributing for job satisfaction.
- Another point is, teaching is a profession which is satisfactory itself (job itself) for many. When someone gets the long awaited passionate job, it's like fulfilling the dream. So, in that case promotion has a bit impact on job satisfaction of such faculty members.

The results concluded in my research paper are supported by these researches: Kosteas, V. D., (2011); Pergamit and Veum (1999); De Souza, (2002); Sharma and Sharma, (1989); Kumara and Koichi, (1989); Gellerman, (1968); Litwin and Stringer, (1968); Prichard and Karasick, (1973). Kosteas,(2011) found a positive relationship job satisfaction and promotional policies. Pergamit and Veum (1999); De Souza, (2002) and Petros W. F. & Dawit T.B. (2016) also find that employees job satisfaction has positive impact of promotion.

Recommendations

Based on the findings of the study, following recommendations have been appended for improving the promotion system and eventually teacher's job satisfaction of private universities in Bangladesh:

- The study clearly showed that, only promotion doesn't influence the job satisfaction solely and significantly. So, organization should care of other issues as working environment, Compensation package, working conditions, relationship with colleagues, work-life balance and so on.
- Perhaps, the extents of compensation, responsibility, work-life balance etc are not properly adjusted with the promotion. These issues are asking a balance, need to ensure.
- To enhance the satisfaction of employees there is need of timely promotion; justice and equality should be ensured during promotion.

- Accurate promotional policies should adopt with removing unnecessary conditions.

Contribution of the Study

This study focuses on the promotion opportunity as causal factor in influencing satisfaction. In terms of theory, the study has contributed to the body of knowledge by plugging one variable in a framework of the study. To the practice, organizations and policy makers may use this variable as mechanism to promote a longer stay among employees in their organization since the promotion opportunity is a kind of hygiene rewards every employees waiting for.

Conclusion

This study focused on the relationship between promotion opportunities against job satisfaction among private university teachers. This study found that, the promotion opportunity has a positive correlation with job satisfaction. High daily expenditure requires teachers to find other alternatives in making more income. The more severe impact to the university is that the teachers will look for other work opportunities outside. Promotion can also be thought of as the affirmation of self-worth and as a reward for work well done. Therefore all organizations especially education sectors should consider promotion opportunities whenever the academics meet the criteria that qualified to be promoted to higher position with a higher remuneration package. Since this element is the main focus of all teachers, organizations may use the variable as mechanism to enhance satisfaction, and to retain their best talents.

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