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Research Paper

The role of salary on teacher performance in secondary school

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ABSTRACT

Objectives: The primary objective of this review paper is to examine the impact of salary on teacher performance in secondary schools.
Methodology: The research utilizes an in-depth analysis of existing literature to examine how teacher salaries impact their performance. It examines data from multiple sources to investigate the trends and results related to teacher pay in different educational settings.
Results: The results show a clear connection between fair teacher wages and enhanced performance. Educators who are fairly paid are more inspired, content, and dedicated to their duties, leading to superior educational results for students. In contrast, inadequate salaries lead to a significant turnover of teachers, especially in rural and less developed areas, which worsens educational inequalities.
Conclusion: The research indicates that teacher salaries play a crucial role in guaranteeing a high standard of education. Proper payment not only boosts the performance of teachers but also helps maintain the stability and efficiency of the education system.
Recommendations: It is recommended that educational policymakers prioritize competitive salary structures for teachers to enhance their performance and retention. Additionally, further empirical research should be conducted to explore the nuanced impacts of teacher pay on educational outcomes across different contexts.

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1. INTRODUCTION

1.1 Background of the Study

Education generally facilitates the development of individuals into more responsible members of society, enhances their prospects for higher-paying employment, and fosters a discernment between moral and immoral actions. Education is a pivotal aspect that has the potential to enhance the quality of people's lives [1]. The writers highlighted that individuals who get education possess the capacity, proficiency, and disposition to enhance the well-being of their family, communities, and country, therefore maturing in the process. All these features may be accomplished with contented teachers. Teachers have a crucial role in the education system, particularly in secondary schools. The quality of learning interactions between teachers and students is crucial, since it surpasses the significance of other components such as the curriculum, facilities, and prices [2]. The researcher emphasizes that the instructor plays a crucial role in the implementation of all other components, particularly the curriculum. Instructors are the primary and crucial asset in educational institutions since the effectiveness of an education system is directly influenced by the caliber of its instructors [3]. According to the report, school administrators and supervisors have difficulties in accessing data and observing teacher performance in the presence of children. In light of this, it is imperative that all educators be duly recognized for their worth. The majority of institutions prioritize their efforts in recruiting secondary teachers due to their expertise in teaching complex topics. Secondary teachers in states strive to demonstrate optimal performance not just during visits by administrators or supervisors, but also in their planning and execution of student instruction. The effectiveness of educational administration mostly depends on the teacher's level of preparedness in facilitating student learning via instructional activities. Thereupon, Salary plays important role on teacher performance through the world.

1.2 The influence of Salary on Teacher Turnover

Teachers' turnover is a global challenge and, by its very nature, is an extremely complex phenomenon [4]. According to other studies, Secondary teachers transfer from schools with high minority enrollment, low income, and low achievement to those with higher enrollment, greater economic advantage, and less diversity [5]. A recent study in Teacher Salary showed that the rate of teacher turnover in secondary schools was 5.5% of 363 in 2014, 10.2% of 343 in 2015, and 11.5% of 400 in 2016, as per the annual report and educational data from the [6]. Another study done by Garcia [2] claim that there is growing concern over the high number of newly hired teachers quitting the workforce, especially in light of the fact that nearly half of newly hired teachers quit the teaching profession and that an estimated one-third of new teachers quit after only three years [6]. The study assert that teacher attrition is a| large part of the problem, and that attrition is particularly high among teachers during their first years of teaching. For instance, In Australia, England, Scotland, and Sweden, as well as in the United States, large numbers of experienced teachers leave before retirement [7]. Turkey is reportedly seeing a teacher turnover from east to west and from rural to urban areas and Eastern and South-Eastern Regions, as well as the rural parts of the Eastern Black Sea Region, are experiencing a severe teacher shortage, which negatively impacts the quality of education [8]. According to the researcher mentioned above, low pay is one of the main reasons for teacher turnover, which is why the country's teacher turnover rate has remained high.

The problem teacher turnover had almost reached a catastrophic stage especially in sub-Saharan countries like Zambia, Nigeria, Kenya, Central African Republic and South Africa [7]. In South-Africa Teacher resignation in South Africa is on a rise [9]. The alarming rate of turnover appears to be having an impact on the delivery of the curriculum as the teacher-learner ratio is rising to disturbing figures. This may further plunge the country into a situation of shortages of teachers as more than 50, 000 teachers are recorded to have left the profession between 2011 and 2020 [10]. Low pay is one of the many variables that the research typically identifies as having the ability to contribute to teacher attrition and turnover. The issue of teacher turnover in Somalia is identical to that of Sub-Saharan Africa. As a result, a lot of teachers have started quitting their jobs due to this low pay.

1.3 Teacher Quality and Salary

The quality of education depends on the teachers as reflected in the performance of their duties and over time students' academic performance in both internal and external examinations had been used to determine excellence in teachers and teaching [9]. It further detailed teachers have been shown to have an important influence on students' academic achievement and they also play a crucial role in educational attainment because the teacher is ultimately responsible for translating policy into action and principles based on practice during interaction with the student. Under this view point, both teaching and learning depends on teachers no wonder an effective teacher has been conceptualized as one who produces desired results in the course of his duty as a teacher. Today every organization emphasizes how to enhance organization's product. In human capital theory, every good performance is under satisfactory or sufficient pay. In educational institution especially Secondary schools, is the most important factory for mankind, thus, anyone who serves for it must be given what he deserves, Job performance is the target. Job performance of teachers has been a matter of concern throughout history [9]. For instance, The Foster Education Act in 1870 in the UK set up School Boards for effective supervision of the performance of teachers [3]. Since the 1940s, when UNESCO was established, it has monitored the performance of teachers assessing trends and developments in education and educational policies affecting their performance.

1.4 Value of Teacher in Terms of Salary in Developed Countries

In many regions, especially in industrialized nations, teachers are granted their entitlements and get the recognition they deserve. The issue of teacher salaries has been a subject of ongoing discussion in the United States. In 1996, the National Commission on Teaching and America's Future (NCTAF) proposed a reform of the teacher remuneration system. The idea was to compensate teachers for their expertise and abilities, as proven via the acquisition of National Board certificates or licenses in several subject areas [11]. In recent times, there has been a renewed focus on performance-based compensation that is tied to student progress. This has been driven by the accountability measures introduced by the No Child Left behind Act of 2001. Each year, the U.S. Department of Education allocates over $100 million to the Teacher Incentive Fund (TIF) in order to reward secondary teachers and principals for improving student success. This funding is distributed to districts, states, and nonprofit organizations via a competitive process [11]. The report further clarified that the sum rose to $200 million in 2009 and $400 million in 2010. Currently, the United States of America is distinguished by its progress in the fields of education and economy, which has been achieved through the recognition and appreciation of its instructors. Similar situations occur in several nations on the Asian continent. The level of teachers' enthusiasm and efficiency might also differ based on their remuneration. Students hailing from Hong Kong, Singapore, and Taiwan exhibit exceptional performance on global assessments like the Trends in International Mathematics and Science Study (TIMSS) [12]. The above descriptions indicate that teachers have the major role in schools.

2. RELATED WORK

2.1 Relationship Between Teacher Salary and Student Performance

During the learning process, the teacher has the most direct interaction with the students; the performance of a competent teacher can result in optimal learning outcomes [13]. Teacher's performances are the most significant contribution in educational process and eventually the teacher has to interpret and implement these policies through teaching learning process. Salary is a significant aspect in instructors' success [14]. The importance of teacher salaries in student performance; as a school system raises teacher salaries in order to attract and retain highly competent teachers, student outcomes improve [4] in terms of the efficiency wage theory, better paid teachers are likely to work harder in order to increase the chances of retaining their more valuable jobs [15]. Teachers' contributions can occasionally vary depending on how they view the institution. This statement supported by Equity theory which explores that how much a person feels their job relationship is worth depends on how they see what they give to the company (School), what they receive in return, and how their return-to contribution ratio is calculated [16]. The use of effective theory and enhanced teacher attributes is most likely to result in significant improvements in

students' performance [17]. An effort to improve organizational commitment and overall result, modifications in organizational variables including pay scales, employee participation in policy making, and work environments could be implemented in accordance with a proposed theory of motivation [18]**.** As a result of this theory, any organization (Educational institution) should consider its workforce (teachers).

However, a teacher's integrity, behavior and attitude can have a significant impact on a student's performance in their school. There are theories named Factor-Approach Theories which include the "Rational, Norm Based and Affective motives. Rational-motives are concerned with self-driven-interests, like what makes an individual love what they do (teaching) [19]. Norm-based motives encourage behaviors oriented to the public good. While Affective motives concern willingness to help other people. For the sake of Factor approach theories, most of the scholar agree that hygiene, principal attitude and student's conduct are influential parts after salary. Numerous academic studies confirm the long-held belief that teacher quality, specifically teacher Salary is one of the greatest determinants of student achievement [20]. In contrast, theoretically, the absence of a salary for teachers can have a significant impact on various aspects of their profession, including their punctuality and consistency in attending school, their attitude towards lesson planning, and ultimately the academic performance of their students [21]. As stated by this theory, the salary of teachers plays a crucial role in the process of teaching and learning. Moreover, Teachers' compensation is believed to have a significant impact on the effectiveness of their instruction and the overall educational experience of students.

2.2 Teacher Performance Pay

Education policymakers globally have displayed an increasing inclination towards the direct assessment and incentives of schools and educators, contingent upon the achievement of students' educational attainments [22]. Teacher pay for performance programs, commonly referred to as incentive systems, compensation plans, merit pay, or bonus and reward schemes, and aim to incentivize and inspire teachers to exert increased effort and exhibit improved performance in exchange for designated rewards [23]. Student outcomes can be enhanced through the implementation of incentive-based payment systems for educators [24]. Incentive theory, while basic incentive theory suggests that teacher incentives on the basis of improved test scores should have a positive impact on test scores [25]. It noted the purpose of providing payment based on teachers' performance is to address the challenge of motivating employees to achieve high-performance levels, as well as attracting and retaining competent teachers in situations where their effort or ability cannot be easily assessed [26]. Several schools have implemented a system of performance-based pay. It was discovered that numerous educational systems lack sufficient accountability and propose motivating teachers by connecting their salary to their individual endeavors or their students' educational progress [27].

One potential method to increase student achievement and improve the quality of individuals selecting teaching as a profession is to provide teachers with financial incentives based on student achievement [28]. Today, numerous countries and local initiatives have emerged to promote the growth of programs that provide incentives based on performance [29]. Accordingly, numerous countries have been applying the concept of Performance pay for teachers, performance-related pay for teachers is being introduced in many countries in the world [30]. For instance, in 2018 in China, China's State Council released the Guidelines for the Implementation of Performance Pay in Compulsory Schools and these guidelines require K-9 schools to integrate a teacher performance pay system [31]. After two years of introducing performance-based salary, some research findings indicated that a significant number of teachers who were surveyed expressed trust in performance pay and were content with how the implementation plans were carried out.

In America, it proved Policy makers in the United States are hopeful about the adoption of performance-based compensation. This optimism arises from their observation of significant enhancements in educational achievements in some countries due to the utilization of performance pay [23]. The data released by CENTRE stated, In Austria, Chile, the Czech Republic, Denmark, England, Estonia, Hungary, the Netherlands, Poland, the Slovak Republic, Slovenia, Turkey and the United States reward teachers with good performance by using outstanding teaching performance as a means of recognition.

There are two possible outcomes of performance-related pay: sorting, which attracts and retains highly skilled teachers who expect to benefit from performance-based compensation systems, and incentive, which enhances the drive and dedication of current teachers who strive to increase their earnings [32]. Regrettably, the field of education is burdened with a negative reputation among the public, diminished societal standing, and insufficient acknowledgment. Moreover, individuals involved in this profession, namely teachers, are perceived as inferior citizens, enduring unfavorable work environments, limited career progression due to a scarcity of opportunities, and an ineffective system for advancement [33].

2.3 Teacher Satisfaction in Education System

In most cases, job satisfaction is closely intertwined with both productivity levels and an individual's overall well-being and behavior [27]. In education system, according to a particular theory, it is proposed teachers who experience satisfaction in their profession also tend to experience improved wellbeing, resulting in the cultivation of students who excel academically [34]. This theory emphasizes the significance of teacher contentment in fostering positive academic outcomes for their students. Teachers' job satisfaction primarily revolves around their professional attitudes, dedication towards the art of teaching, and their level of enthusiasm towards their w work - all of which play a crucial role in shaping the overall educational system [4]. Undoubtedly, the teaching profession holds a highly esteemed position within society, as educators are responsible for molding young minds and nurturing them into responsible individuals who can actively contribute towards building a brighter future for their nation [21]. This shows us that teachers play a key role in determining the future prospects of their students. “Work and school conditions of teachers that show a positive relationship with their job satisfaction relate to, among others, autonomy or professional space of teachers, healthy collaborative relationships with colleagues, good relationships with management and parents, opportunities for professional development, perceived future prospects, a school culture in which knowledge and experiences are shared and teachers collaborate, and agreement in norms and values in school [35]. Teacher must possess a remarkable level of professional competence and derive great satisfaction in fulfilling his responsibilities [32]. According to teacher satisfaction, teachers' job satisfaction has come to the forefront in recent years with the effect of addressing this issue in international education evaluation studies and endeavors are being made to increase teachers' job satisfaction [21]. A worker's job satisfaction is greatly influenced by having enough work tools, resources, and opportunities for teaching, as well as a manageable workload [36].

The first step in developing a high-quality education is to understand the factors associated with teaching quality and retention and one of the important factors is job satisfaction, which has been studied widely by organizational researchers and has been linked to organizational commitment as well as to organizational performance [37]. Every country needs effective and motivated teachers as they are an essential element in educational processes [17]. He added the teachers who are satisfied with their jobs are more inclined to be enthusiastic about enhancing their teaching methods and abilities. In order to achieve educational objectives, both experienced teachers and aspiring teachers should have positive expectations. Expectancy theory assumes that individuals have specific expectations regarding their needs, motivations, and past experiences when they decide to join an organization [38]. This theory is applicable to teacher satisfaction as teachers typically evaluate whether their needs will be met before entering the education sector. Positive teachers’ attitudes and perceptions are fundamental for effective teaching. Effective teaching is implemented by confident teacher [7] Efficacy theory suggests that person’s judgment of his or her own abilities to compose and execute the tasks to achieve optimal performance [39]. For instance, the theory clarifies that the teacher’s satisfaction can determine his own accomplishment toward organization [38].

3. METHODOLOGY

The study employed a qualitative approach, focusing on the systematic collection and analysis of existing literature. This article was structured using the literature review method, encompassing the introduction, research methods, discussion, and conclusion. The primary aim of the literature review is to

enhance understanding and provide insights into the research topic or issue under consideration, which in this case is the examination of the role of salary on teachers' job performance.

The research process involves an extensive search for relevant literature using key terms such as “relationship between teacher pay performance” and “student outcomes.” The databases and platforms utilized for this search include Google Scholar, Academia, Research Gate, and the Human Resource Journal, among others. By leveraging these sources, the study sought to gather a comprehensive collection of articles and publications that provide valuable perspectives on the impact of salary on teachers' job performance.

In addition to searching international sources, the review also involves a thorough examination of publications that focus specifically on the keyword’s “salary” and “teacher performance” through Google Scholar. This dual approach ensures that the study incorporates a wide range of perspectives and findings from various contexts and regions. To maintain the relevance and currency of the research, the literature review primarily includes journal articles and publications from the past ten years. This time frame is chosen to capture the most recent developments and trends in the field. However, in instances where older research sources are deemed crucial for a comprehensive understanding of the topic, they are also included and discussed within the study. Through this meticulous literature review, the research aims to synthesize existing knowledge on the relationship between teacher salary and job performance, providing a nuanced and informed analysis of how compensation influences educational outcomes.

4. RESULTS AND DISCUSSION

This study has reviewed the role of salary on teacher performance. The research found that the presence of teachers in schools play a paramount role in the educational journey, surpassing any policies that may be established. Ultimately, it is the teacher's responsibility to comprehend and apply these policies by means of the teaching and learning process. The researcher of this study noticed under existing literature that the salary is the most important factor for improving teachers’ effectiveness. In efficiency wage theory, the efficiency wage theory suggests that higher salaries for teachers can motivate them to put in more effort in their work [15]. Another scholar similarly confirmed: an essential contributor to the effectiveness of teachers is their salary [20]. It was found during the investigation of this salary’s role on the teacher’s performance, if the teachers’ salary is under satisfaction, they would be more inclined to work harder in order to secure their well-paid positions. On the hand, when a school offers higher salaries to its teachers, it has the potential to attract and retain highly skilled teachers which leads to improved student outcomes. The relationship between teachers’ salary and student outcome proved a researcher: the level of compensation for teachers plays a crucial role in determining the academic achievement of students. As previously stated, the majority of researchers concur that an influential factor in enhancing teacher performance lies in the salary teachers receive. Presently, across the globe, particularly in African nations, it is commonplace to hear that educators are abandoning their schools due to inadequate pay. Yet, it is evident that an increment in salary has a favorable influence on teacher performance, which is often assessed based on the academic achievements of their students.

It is imperative that teachers who consistently fulfill their responsibilities is duly recognized and acknowledged for their dedication and success. “Motivate teachers to work harder, or better, in return for certain specified rewards [18]. One potential method to increase student achievement and improve the quality of individuals selecting teaching as a profession is to provide financial incentives based on student achievement, based on researcher’s analysis and perspective regarding Teacher Performance Pay, it is crucial to acknowledge and incentivize teachers when they display exemplary performance [6]. A mechanism employed by certain educational institutions is referred to as teacher performance pay, which aims to recognize and reward teachers based on their performance. In addition to that, when teachers feel satisfied and fulfilled in their roles, they are more likely to be enthusiastic, dedicated, and involved in their work, which ultimately benefits their performance.

4.1 Discussion

The aim of this paper was to investigate the role of Salary on Teacher Performance. The roles were mentioned in the literature review as being suggestions by scholars which underline that the salary amount play a key role on teacher's effectiveness to teaching profession. Most of researchers proved that salary of teachers is low compared to other professions since the teacher are those who trained and educated them. Additionally, higher salaries can incentivize teachers to pursue professional development opportunities, which can enhance their skills and knowledge, ultimately benefiting their performance in the classroom. When teachers feel valued and financially secure, they may be more likely to invest time and effort into their teaching practices.

5. CONCLUSION

Based on the existing literature that has been done in this research, it turns out that teacher salaries are very influential on teacher performance. It can be interpreted that the greater the teacher's salary, Productivity and performance of teachers is increasing. The evaluation of teacher effectiveness is critical for upholding and improving academic standards. Schools can encourage professional development while also providing high-quality education to children by implementing a fair and comprehensive performance assessment. Continuous feedback and support may help teachers thrive, which benefits the entire learning community. Many honoree teachers have to find side jobs to meet the needs of their families. Therefore, the performance of teachers is not entirely to meet the time in school but must work outside as additional money and salaries that they earn.

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Author Contributions Statement

Name of Author	C	M	So	Va	Fo	I	R	D	O	E	Vi	Su	P	Fu
Adanweli Abdullahi Ahmed	✓	✓	✓	✓		✓		✓	✓	✓	✓			

C : **C**onceptualization
M : **M**ethodology
So : **So**ftware
Va : **Va**lidation
Fo : **Fo**rmal analysis
I : **I**nvestigation
R : **R**esources
D : **D**ata Curation
O : Writing - **O**riginal Draft
E : Writing - Review & **E**diting
Vi : **Vi**sualization
Su : **Su**pervision
P : **P**roject administration
Fu : **Fu**nding acquisition

Conflict of Interest Statement

The authors declare that there are no conflicts of interest regarding the publication of this paper.

Informed Consent

All participants were informed about the purpose of the study, and their voluntary consent was obtained prior to data collection.

Ethical Approval

Not Applicable.

Data Availability

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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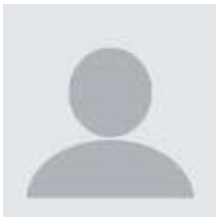
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