

STAFF ATTITUDE AND GOAL ATTAINMENT OF SECONDARY SCHOOLS IN IBADAN NORTH LOCAL GOVERNMENT AREA OF OYO STATE.

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ABSTRACT

Goal attainment of institutions is significantly influenced by the attitude and behaviour of the employees. A positive attitude among teachers and administrators in the school system can result in improved job performance, staff teamwork, and a conducive learning environment for students. This study examined the influence of staff attitude on secondary schools' goal attainment in Ibadan North Local Government Area (LGA) of Oyo State. Two research questions and three hypotheses guided the study. Descriptive research design was employed for the study. The population of the study comprised all 1036 teachers in the 36 public secondary schools in Ibadan North Local Government Area. The multi-stage sampling procedure was adopted. Simple random technique was used to select 18 secondary schools, while 262 teachers were selected using proportionate sampling technique. The data were analyzed using descriptive statistics of mean and standard deviation for the research questions and inferential statistics of linear regression used to test the hypotheses at 0.05 level of significance. The findings of the study showed that the level of goal attainment in the secondary schools is high and the level of staff attitude practiced in the secondary schools is moderate. The study also revealed there is a significant influence of staff job satisfaction on goal attainment of the Secondary schools, there is a significant influence of staff organisational commitment on goal attainment of Secondary schools and there is a significant influence of staff organizational engagement on goal attainment of the secondary schools in Ibadan North LGA of Oyo State. Based on the findings, the study concluded that government should develop strategies that would improve positive attitude of staff which will enhance the attainment of the stated goals. The researchers recommended that government should organize periodic trainings or workshops focused on maintaining positive attitude to work in order to boost

productivity as well as device means of meeting teachers' demand on time to avoid job dissatisfaction which will may have a negative impact on the performance of employees and the organisation as a whole.

Keywords: *Staff Attitude, Goal Attainment, Secondary Schools, Ibadan North LGA, Oyo State.*

INTRODUCTION

Secondary schools are set up to work towards accomplishing predetermined goals and objectives. Consequently, any secondary school's aims and objectives act as the benchmark for evaluating its efficacy. Therefore, expectations are set by society and interested parties for institutions or organizations based on the aims and objectives they want to achieve. As a result, managers and employees alike depend on the attainment of institutional goals. Therefore, the primary objective of secondary schools worldwide is to produce high-quality students who are prepared for higher education and can live productive lives. Accordingly, the National Policy on school of the Federal Government of Nigeria (2013) outlined the general aims and objectives of the country's secondary school system.

However, despite the multiplication or proliferation of secondary schools in Nigeria, these noble goals and objectives seem not to be achieved as expected because the quality of secondary school students has constantly been criticized of lacking the requisite skills and capacity to contribute meaningfully to national education. Research has shown that the quality of students from secondary schools is declining rapidly. This indicates that Nigerian secondary schools have not been able to achieve some of the stated goals. The seeming inability of Nigerian secondary schools to train the right mix and quality of students could be attributed to poor attitude and other related factors among the secondary school teachers in their day to day responsibilities within the school system.

Liao, (2012) et al defined job attitude as a set of behaviour and judgments to work, and such behaviours and thoughts are redirected in form of work involvement and organizational commitment. Based on this definition, therefore job attitude can be viewed as actions and inactions of employee towards their work. Susanty, Miradipta and Jie (2013) on their part defined job attitude as a conviction or predisposition to behave in a certain way at the workplace as a result of an individual experience as well as personality. The way people behave in the workplace seldom relies on how an employee feels about his/her job which implies that understanding the work attitude of an employee is determined by the behaviour in workplace. Talei and Amirreza (2002) in their book "Job Attitudes" mentioned that work attitudes are evaluations of an employee's job and work environment.

Job attitude plays an important role in manipulating the work performances of employees in organizations. The way people behave in the workplace often relies on how an employee feels about his or her job which implies that understanding the work attitude of an employee is determined by one's behaviour in workplace. Invariably, this ignites the necessity to recognise, measure, and boost employee attitude towards work. Job attitude is a conviction or predisposition to behave in a certain way at the workplace as a result of an individual experience as well as personality. Organizations, like individuals, can be characterized and observed as rigid, welcoming, earnest, inventive, traditional or otherwise (George and Jayan, 2013). Such qualities can also serve as aspects to envisage attitude and behaviour of the people within these organizations. However, work attitude is a set of behaviour and judgements to work, and such behaviour and thoughts are redirected in form of job satisfaction, work involvement, employee engagement and organizational commitment. It is the actions and inactions of employee towards their work that determines performance and productivity.

The term job satisfaction is an individual's general attitude towards his or her job. A person with a high level of job satisfaction holds positive attitudes about his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. When people speak of employee's attitude, more often mean job satisfaction. While analyzing various determinants of job satisfaction, it is necessary to keep in mind that all individuals do not receive the same degree of satisfaction though they perform the same job in the same job environment and at the same time. Therefore, it appears that besides the nature of job and job environment, there are individual variables which affect job satisfaction. Thus, all those factors which provide a fit among individual variables, nature of job and situational variables determine the degree of job satisfaction. Job satisfaction has a variety of effects. The effects may be seen in the context of an individual's physical and mental health, productivity, absenteeism, and turnover. The degree of job satisfaction affects an individual's physical and mental health. Since, job satisfaction is a type of mental feeling, its favourableness or unfavourableness affects the individual psychologically. Job satisfaction plays a significant role in the organization. Therefore, concrete steps are required to improve the level of job satisfaction. These steps may be in the form of job redesigning to make the job more interesting and challenging, improving quality of work life, linking rewards with performance, and improving overall organizational climate.

The term job involvement is a more recent addition to the literature while there isn't complete agreement over what the term means. A workable definition states that job involvement measures the degree to which a person identifies with his or her job and considers his or her perceived performance level important to self-worth. Employees with a high level of job involvement strongly identify with and really care about the kind of work they do. Commitment involves willingness of employees to exert higher efforts on behalf of the organization, a strong desire to

stay in the organization, and accept major goals and values of the organization. The willingness of doing something on own accord without being instructed, on behalf of the management reflects the attitude of commitment among the workers. This will also motivate them to remain in the organization and be ready to accept higher goals and synchronize with the values of the secondary school. Commitment as the willingness of social actors to give energy and loyalty to the secondary school as an institution. The attitude of showing willingness will result in doing a job with full energy and being loyal to the secondary school even in times where the management is undergoing any sort of financial crisis or hardship.

The engagement of employees has key importance in organizational success. The true meanings of employee engagement as their involvement in the decision making, organizational missions and objectives, and most importantly their satisfaction with the job. So, all these concepts of employee's engagement in organizational business are very important as many types of research had found the employee's engagement crucial for organizational success. Employee Engagement is arguably the most critical metric for organizations in the 21st Century. Employee engagement is directly influenced by growth of the organization, value addition experienced by employees and employee perception of the organization. HR practitioners believe that the engagement challenge has a lot to do with how employee feels about the about work experience and how he or she is treated in the organization. It has a lot to do with emotions which are fundamentally related to drive bottom line success in an organisation since employee engagement initiative has a direct impact on the organization's productivity.

STATEMENT OF THE PROBLEM

Nigerian secondary schools have been berated overtime for many uncanny reasons by the press, parents, opinion leaders and the general public. Prominent among the criticisms is the issue of the seemingly noticeable failure of secondary schools to achieve its goals in terms of producing the right mix and quality of students needed for useful living and preparation for higher education. The seeming failure to achieve the objectives and goals of secondary school education is assuming an alarming proportion thereby sparking loud public outcry that most secondary schools' students in Oyo State can neither read nor write effectively. This is worrisome given that the poor quality of students is capable of crippling a nation's education. These issues have been attributed to negative attitude of staff towards the attainment of the stated goals of secondary schools.

It is in the bid to check low level of secondary schools' goal attainment (as a result of negative staff attitude) among the members of staff that this study sought to examine the influence of staff attitude on goal attainment of secondary schools in Ibadan North Local Government Area of Oyo State, Nigeria.

PURPOSE OF THE STUDY

The main purpose of the study is to examine the influence of staff attitude on secondary schools' goal attainment in Ibadan North Local Government Area of Oyo State.

Specifically, the study sought to:

- i. examine the level of goal attainment of secondary schools in Ibadan North Local Government Area of Oyo State.
- ii. determine the level of staff attitude (job satisfaction, job commitment and job engagement) in Secondary schools in Ibadan North Local Government Area of Oyo State;

RESEARCH QUESTIONS

1. What is the level of goal attainment of secondary schools in Ibadan North Local Government Area of Oyo State?
2. What is the level of staff attitude (job satisfaction, job commitment and job engagement) practiced in Secondary schools in Ibadan North Local Government Area of Oyo State?

HYPOTHESES

H₀₁: There is no significant influence of staff job satisfaction on goal attainment in Secondary schools in Ibadan North Local Government Area of Oyo State.

H₀₂: There is no significant influence of staff organisational commitment on goal attainment in Secondary schools in Ibadan North Local Government Area of Oyo State.

H₀₃: There is no significant influence of staff organisational engagement on goal attainment Secondary schools in Ibadan North Local Government Area of Oyo State.

METHODOLOGY

The descriptive survey design was adopted for the study. The population of this study consisted of all 1036 teachers in the public senior secondary schools in Ibadan North Local Government in 2023. The multi-stage sampling procedure was adopted. At the first stage, eighteen (18) secondary schools were randomly selected from the thirty-six (36) public senior secondary schools in Ibadan North LGA of Oyo State. At the second stage, a proportional sampling technique was used to select 262 teachers. Data were collected using questionnaire titled: Influence of Staff Attitude on Secondary schools' Goal Attainment Questionnaire (ISASSGAQ). The questionnaire contains three sections, Section A consists of three (3) items to elicit the demographic details of the respondents, Section B consists of fifteen (15) items to that is structurally raised on staff attitude and Section C consists of fifteen (15) items that is raised on secondary school goal attainment which is the dependent variable. The questionnaire is designed in Likert scale of "Very High" (VH), "High" (H), "Moderate" (M) and "Low" (L). The data collected was analyzed using

descriptive and inferential statistics. Hypotheses were tested at 0.05 level of significant.

RESULTS

Answering Research Question 1: What is the level of goal attainment of Secondary schools in Ibadan North Local Government Area of Oyo State?

Table 1: Mean and Standard Deviation for the level of Goal Attainment

S/N	Variables	VH	H	M	L	Mean	SD	Decision
A. Punctuality								
1.	Arrival of teacher to school appropriate time	98 37.4%	118 45.0%	42 16.0%	4 1.5%	3.18	.751	High
2.	Meeting of target assigned to the teachers	89 34.0%	110 42.0%	54 20.6%	9 3.0%	3.06	.826	High
3.	Organisation of classroom tasks within stipulated time	94 35.9%	96 36.6%	64 24.4%	8 3.1%	3.05	.852	High
4.	Completion of syllabus within the stipulated time	76 29.0%	117 44.7%	44 16.8%	25 9.5%	2.93	.916	Moderate
5.	Teachers arrive in the classroom on time	42 16.0%	50 19.1%	64 24.4%	106 40.5%	2.11	1.109	Moderate
6.	Teachers arrived official duty at appropriate time	89 34.0%	129 49.2%	37 14.1%	7 2.7%	3.15	.754	High
Weighted Mean						2.91	.868	
B. Instructional Delivery								
1.	Managing student behavior during teaching/learning process	97 37.0%	131 50.0%	34 13.0%	-	3.24	.666	High
2.	Ability to promote students emotional, social skills	80 30.5%	129 49.2%	47 17.9%	6 2.3%	3.08	.756	High
3.	Ability to reinforce student behaviour	79 30.2%	124 47.3%	56 21.4%	3 1.1%	3.06	.748	High
4.	Ability to criticize student's behavior	70 26.7%	109 41.6%	66 25.2%	17 6.5%	2.89	.877	Moderate
Weighted Mean						3.07	.761	High

C,	Classroom Management	VH	H	M	L	Mean	Std	
5.	Employs the use of appropriate teaching methodology	115 43.9%	111 42.4%	31 11.8%	5 1.9%	3.28	.746	High
6.	Deep knowledge of subject matter	130 49.6%	102 38.9%	29 11.8%	1 .4%	3.38	.694	High
7.	Effective communication skills	136 51.9%	88 33.6%	36 13.7%	2 .8%	3.37	.745	High
8.	Receives feedback from the students	78 29.8%	110 42.0%	61 23.3%	13 5.0%	2.97	.855	Moderate
9.	The use of appropriate lesson plan	138 52.7%	98 37.4%	25 9.5%	1 .4%	3.42	.678	High
Weighted Mean						3.20	.744	
Overall Mean		Weighted				3.08	.798	

Source: Field Work (2023)

From the table 1 above, the level of secondary schools' goal attainment in Ibadan North Local Government Area of Oyo State is high with overall weighted mean = 3.08 and standard deviation of 0.798) which is greater than the mean value 2.5 (threshold) of the 4-point Likert scale.

Answering Research Question 2: What is the level of staff attitude practiced in Secondary schools in Ibadan North Local Government Area of Oyo State?

Table 2: Mean and Standard Deviation level of staff attitude practices in Secondary schools in Ibadan North Local Government Area of Oyo State?

S/N	Variables	VH	H	M	L	Mean	Std	Decision
A. Job Satisfaction								
1.	The nature of work provides for the staff the satisfaction towards dis charging their duties in line with the organisational goals and objectives.	68 26.0%	103 39.5%	70 26.1%	21 8.0%	2.83	.907	Moderate
2.	Fringe benefits and other incentives for teachers	37 14.1%	69 26.3%	83 31.7%	73 27.9%	2.27	1.020	Moderate
3.	Promotions, r ecognition for staff that make them satisfy with their job.	55 21.0%	78 29.8%	89 34.0	40 15.3%	2.56	.987	Moderate

4.	Adequate supervision of school staff	75 28.6%	112 42.7%	64 24.4%	11 4.2%	2.96	.836	Moderate
5.	Prompt payment of staff salaries to act as motivation	159 60.7%	62 23.7%	31 11.8%	10 3.8%	3.41	.843	Moderate
Weighted Mean						2.81	.917	
B.	Organisational Commitment	VH	H	M	L	Mean	Std	Decision
6.	Personal value that make teachers feel committed to their job	59 22.5%	115 43.9%	75 28.6%	13 5.0%	2.84	.829	Moderate
7.	Institutional managers are committed to high levels of goal attainment.	40 15.3%	116 44.3%	93 35.5%	13 5.0%	2.70	.786	Moderate
8.	Encouragement of staff to be creative and innovative in the process of discharging their duties	57 21.8%	100 38.2%	81 30.9%	24 9.2%	2.73	.906	Moderate
9.	Good condition of service for teachers	39 14.9%	55 21.0%	110 42.0%	58 22.1%	2.29	.974	Moderate
10.	Effective policies that makes teacher committed towards their outcome.	32 12.2%	88 33.6%	91 34.7%	51 19.5%	2.39	.935	Moderate
Weighted Mean						2.59	.886	
	Employee's Engagement	VH	H	M	L	Mean	Std	Decision
11.	Encouraging teacher give input and innovative ideas to move the organization forward.	63 24.0%	104 39.7%	69 26.3%	26 9.9%	2.78	.925	Moderate
12.	Involving teacher during decision making.	43 16.4%	80 30.5%	80 30.5%	59 22.5%	2.41	1.012	Moderate
13.	Provision of organizational culture which is a significant driver of teachers' engagement	35 13.4%	71 27.1%	121 46.2%	35 13.4%	2.40	.882	Moderate
14.	Teachers initiative and pursuing learning relevant for goal attainment	40 15.3%	106 40.5%	99 37.8%	17 6.5%	2.65	.816	Moderate
15.	Involving employee in decision making to enhance their performances.	51 19.5%	69 26.3%	84 32.1%	58 22.1%	2.43	1.040	Moderate
Weighted Mean						2.54	.935	
Overall Weighted Mean						2.45	.853	

Key: 1.00 – 2.00 (Low), 2.01 – 3.01 (Moderate), 3.02 – 4.02 (High)

Source: Field Work (2023)

Table 2 showed the level of staff attitude practiced in secondary schools of Ibadan North Local Government Area. This table revealed that the level of staff attitude practiced in the secondary schools of Ibadan North Local Government Area of Oyo State is moderate with overall weighted mean of 2.45 and standard deviation of 0.853 which is lesser than the mean value of 2.5 (threshold) of the 4-point Likert scale.

Hypotheses Testing

H0₁: There is no significant influence of staff job satisfaction on goal attainment of the Secondary schools in Ibadan North Local Government Area of Oyo State.

Table 3: Linear Regression of the significant influence of staff job satisfaction on goal attainment of Secondary schools in Ibadan North Local Government Area of Oyo State.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	11.014	1	11.014	51.932	.000
Residual	55.143	260	.212		
Total	66.157	261			

R = .408 R Square = 0.166 Adjusted R Square = 0.163 Std. Error of the Estimate = .46053
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Source: Field Work (2023)

Table 3 showed the linear regression analysis of staff job satisfaction on goal attainment of Secondary schools in Ibadan North Local Government Area of Oyo State.. Finding shows that model summary job satisfaction on goal attainment (R Square = 0.166; p<0.05). This implies that 16.6% of the total variations in goal attainment of secondary schools in Ibadan North accounted for change in staff job satisfaction. The linear predictor (job satisfaction) variable was found to have (F(1, 260) = 540.18); p = .000<0.05). Since the probability value of .000 is less than 0.05 set as level of significance for testing the hypothesis, it means that the null hypothesis which stated that; there is no significant influence of staff job satisfaction on goal attainment was therefore rejected. This implies that there is a significant influence of staff job satisfaction on goal attainment of the Secondary schools in Ibadan North Local Government Area of Oyo State.

H0₂: There is no significant influence of staff organisational commitment on goal attainment of Secondary schools in Ibadan North Local Government Area of Oyo State.

Table 4: Linear Regression of the significant influence of staff organizational commitment on goal attainment of Secondary schools in Ibadan North Local Government Area of Oyo State.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	10.163	1	10.163	47.191	.000
Residual	55.994	260	.215		
Total	66.157	261			

R= .392
 R Square = .154
 Adjusted R Square = .150
 Std. Error of the Estimate = .46407

Source: Field Work (2023)

Table 4 shows the linear regression analysis of staff organizational commitment on goal attainment of Secondary schools in Ibadan North Local Government Area of Oyo State. Finding shows the model summary (R Square = .154; $p < 0.05$). This implies that 15.4% of the total variations in goal attainment in secondary schools in Ibadan North accounted for change in staff organization commitment. The linear predictor (organizational commitment) variable was found to have ($F(1, 260) = 47.191$); $p = .000 < 0.05$). Since the probability value of .000 is less than 0.05 set as level of significance for testing the hypothesis, it means that the null hypothesis which stated that; there is no significant influence of staff organizational commitment on goal attainment was therefore rejected. This confirmed that, there is a significant influence of staff organisational commitment on goal attainment of Secondary schools in Ibadan North Local Government Area of Oyo State.

H₀₃: There is no significant influence of staff organisational engagement on goal attainment of Secondary schools in Ibadan North Local Government Area of Oyo State.

Table 5: Linear Regression of the significant influence of staff organizational engagement on goal attainment of Secondary schools in Ibadan North Local Government Area of Oyo State.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	10.623	1	10.623	49.737	.000
Residual	55.533	260	.214		
Total	66.157	261			

R= .401
 R Square = .161
 Adjusted R Square = .157
 Std. Error of the Estimate = .46216

Source: Field Work (2023)

Table 5 revealed the linear regression analysis of staff organizational engagement on goal attainment of Secondary schools in Ibadan North Local Government Area of Oyo State. Findings showed the coefficient determination of (R Square = .161; $p < 0.05$). This implies that 16.1% of the total variations on goal attainment of secondary schools in Ibadan North accounted for change in staff organizational engagement. The linear predictor (staff organizational engagement) variable was found to have ($F(1, 260) = 49.737$); $p = .000 < 0.05$). Since the probability value of .000 is less than 0.05 set as level of significance for testing the hypothesis, it means that the null hypothesis which stated that; there is no significant influence of staff organizational engagement on goal attainment was therefore rejected. This affirmed that, there is a significant influence of staff organizational engagement on goal attainment of secondary schools in Ibadan North Local Government Area of Oyo State.

DISCUSSION OF FINDINGS

The findings of this study were discussed in terms of level of goal attainment in secondary schools, level of staff attitude in practice, staff job satisfaction on goal attainment and staff organisational engagement on goal attainment of secondary schools in Ibadan North LGA of Oyo State. The findings of this study revealed that the level of goal attainment of secondary schools in Ibadan North LGA of Oyo State was high with Overall Weighted Mean = 3.08; Std .798 which is greater than the mean value 2.5 of the 4-point Likert scale. The findings debunked the claims of Mustapha, Adedayo, Yusuf and Lawal (2020), whose study revealed that the levels of goal achievement were to some extent average as a result of certain retention factors.

The findings of this study also indicated that the level of staff attitudes practiced in secondary schools in Ibadan North Local Government Area of Oyo State was high with Weighted Mean = 2.64; Std = .853, which is above 2.5 benchmark mean of the 4-point Linkert Scale. The findings agreed with Alao (2021) who submitted that employee commitment is thus very important to attainment of the organization goals as the success or failure of the organization is tied to the extent of the committed effort of the employee.

In terms of staff job satisfaction, the findings of this study showed that there is a significant influence of staff job satisfaction on goal attainment of secondary schools in Ibadan North Local Government Area of Oyo State with ($F = 540.18$); $p = .000 < 0.05$). This result supported the findings of Akpan (2013) who found that job satisfaction jointly had a significant effect on organizational commitment of secondary school teachers and that job satisfaction of academic staff should be improved in order to enhance goal attainment. Furthermore, the study supported the findings of Srivastava (2013) which found that job satisfaction is positively related to organizational productivity with an implication for a need for managers

to understand the managerial effectiveness from the personality traits of employees.

This study's findings also indicated that there is a significant influence of staff organizational commitment on goal attainment of Secondary schools in Ibadan North LGA of Oyo State with ($F(1, 260) = 47.191$); $p = .000 < 0.05$). The study supported the findings of Alao (2021) which revealed that employee commitment significantly has influence on job satisfaction. The result further showed a strong link between employee commitment, productivity and organization performance attributable to good working conditions, job content, proactive response of managers and innovativeness which turn enhance goal attainment. This study's findings also aligned with Olivia, James and Rajeshkhar (2014), who asserted that there is a significant relationship between organizational commitment and goal attainments. In addition to the findings, three components of organizational commitment, performance goal is only related to affective commitment. Although affective and normative commitment are both related to job satisfaction, only the former is linked to employees' performance.

Furthermore, the findings of the study affirmed that there is a significant influence of staff organizational engagement on goal attainment of Secondary schools in Ibadan North Local Government Area of Oyo State ($F(1, 260) = 49.737$); $p = .000 < 0.05$). This study's findings also supported the findings of Chandra (2013) which revealed that high levels of employee engagement will lead to improved employee commitment and involvement towards job and thus creating a motivated workforce, that will work together to achieve the common goals of the organization. Furthermore, skilled workforce is just not enough in today's changing economy like ours; instead a lot needs to be done to retain, involve and make them committed to the organization and its goals. The study further showed that employee engagement initiative has a direct impact on the organization's goal attainment which aligned with Nicholas and Erakovich (2013) which indicated that leaders that are authentic influence on employees to make or maintain their companies' profitability, business therefore, leaders must work hard to engage employees. In furtherance to the result, improved employee engagement is a byproduct of leaders who have a direct relationship with employees for the attainment of stated goals as it agreed with the study of Scrita and Mohamed (2017) that revealed the bond between leaders and employees as an essential element for engaging employees, which in turn increased organizational profitability as well as Salanova, (2005) who found a positive relationship between organization resources, work engagement and goal attainment.

CONCLUSION

The findings of this study showed that teachers' job satisfaction is a powerful determinant factor that may be leveraged to improve goal attainment of secondary schools in Ibadan North Local Government Area of Oyo State. There is also a

significant influence of staff organisational commitment on goal attainment as well as a significant influence of staff organizational engagement on goal attainment in the aforementioned secondary schools. The fulfillment of the objectives for which secondary schools were established can be specifically attributed to the creation of a stimulating work environment for academic and non-academic staff.

RECOMMENDATIONS

In consideration of the significant findings, this study recommends the following:

- i. In order to prevent job dissatisfaction, which would negatively affect employee performance and the organization as a whole, government or school management should regularly devise a way to ensure that teachers' demands can be fulfilled on time;
- ii. Enabling work environment should be prioritized in order to improve teachers' morale and help the institutions to achieve their goals.
- iii. Promotion opportunities should be timely and impartial in order to improve teachers' perceptions of their own growth and career advancement.
- iv. For the secondary schools education to be managed effectively and achieve its predetermined goals, community leaders and the Parents Teachers Association (PTA) should be part of their management team.
- v. Periodic trainings, seminars and workshops should be organized by government for schools' members of staff focused on improving and maintaining positive attitude to work in order to boost productivity.

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