

Job promotion and Employee Commitment of Public Hospitals in Rivers State, Nigeria

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ABSTRACT

This study examined the relationship between job promotion and employee commitment of Public Hospitals in Rivers State. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The population for the study was two hundred and eighty (280) employees of twelve (12) Hospitals in Rivers State. The sample size of 162 was determined using the Krejcie and Morgan (1970) table for corresponding determination of sample size for a given population. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The study findings revealed that there is a positive significant relationship between job promotion and workers commitment of public hospitals in Rivers State. Consequently, all previous hypotheses are rejected as the evidence indicates significant level of relationships in all instances. The study recommends that Public Hospitals in Rivers State, Nigeria should stimulate job promotion of their employees in order to ensure employees' affective commitment.

Keywords: *Job promotion, Employee Commitment, Affective Commitment, Normative Commitment, Continuance Commitment*

INTRODUCTION

Employee commitment is highly valuable in workplace globally. Studies have highlighted that commitment has a great impact on the successful performance of an organization. A committed employee has a stronger desire to belong to an organization and will be willing to display greater organizational citizenship behavior that is, a willingness to go over and beyond their required jobs duties. To satisfy the organization he/she is working for and if human resources are said to be an organizations greatest assets, then committed human resources should be regarded as an organizations competitive advantage.

Commitment employees who are highly motivated to contribute their time and energy to the pursuit of organizational goals and objectives are increasingly acknowledged to be the primary asset available to an organization (Hunjra, Chani, Aslam, Azam&Rehman, 2010). They provide the intellectual capital, which for many organizations has become their most critical asset. With committed employees, there would be low absenteeism, productivity would be high and employees are unlikely to leave their jobs (decrease in turnover rate). Commitment is a belief, which reflects "the potency of an employee's bonding to an organization". The concept of employee commitment

has been examined and established to be a consequence of human resource management (HRM) practices in many studies (Decotiis & Summers, 1987, Mathieu & Zajac, 1990). It is therefore important for organizations to know the aspects of human resources management practices that play important roles or have greater impact in boosting the commitment of their employees. One of such boosters of commitment is job promotion.

Movement within an organization to a position in which responsibilities and presumably prestige are increased is ordinarily labeled as job promotion. Job promotion possibilities influence the behavior of individuals in the organization and stimulate individuals to greater abilities to move ahead (Parry & Kelliher, 2009). Job promotion is used as a reward and an inducement to better work performance and other organizationally approved forms of behaviors. People will work harder if they feel this will lead to job promotion. They have little motivation if they feel that better jobs are reserved for outsiders (Pearce, 2011; Poulston, 2008). The system of job promotion permits organizations to match its need for competent personnel with the employees desire to apply the skills they have developed (Gomez, 2002). There is a significant correlation between opportunities for advancement and high level of job satisfactions. An effective system of job promotion can result to greater organizational efficiency and high level of employees' morale (Gomez, 2002; Prasad, 2001). According to Armstrong (2006) the aim of job promotion procedure of a company should be to enable management to obtain the best talent available within the company to fill more senior posts and to provide employees with the opportunity to advance their careers within the company, in accordance with the opportunity available and their own abilities. Most people have a need for high evaluation of themselves and feel that what they do should be recognized by others concerned (Richard & Johnson, 2001). Job promotion is an employee development strategy and also considered as a reward for good performance and a recognition of an employee capabilities (Samuel & Chipunza, 2009). It carries a high value in employee retention as a clear succession plan keeps the employee motivated to keep up a good performance and long term commitment with the company. Job promotion also creates a sense of security among the existing employees

Job promotion is source of satisfaction for employees and satisfied employees are more loyal to the company (Gomez, 2002). During the evaluation of an employee performance for job promotion, an effective communication process should be established so as to know where the employee who might not be eligible for a job promotion is lacking and what can be done to achieve results (Prasad, 2001). Regular feedback regarding employee performance would provide the direction for the employee to improve his/her performance and gain a job promotion. This assures the employees that the firm is interested in their advancement (Gomez, 2002; Sangaran & Jeetesh, 2015). Promoting employees should also be based on factors such as education, performance and expertise and should be justified so as to prevent employees from engaging in politics to exert pressure on managers for rewards and job promotions. Armstrong (2006), state that justified job promotions encourage employees to do their best knowing that good performance will be rewarded. In cases where employees feel that job promotions given in company are not justified and a dubious means such as favoritism is used to promote employees, employees are likely to look for jobs in other firms that promote their employees based on justified and genuine results.

Employers should also give ear to employee concerns and ideas regarding job promotion to increase their commitment and loyalty (Gomez, 2002).

This study therefore examines the relationship between job promotion and employee commitment of public hospitals in Rivers State, Nigeria. Furthermore, this study will also be guided by the following research questions:

- i. What the relationship between job promotion and employee's affective commitment of public hospitals in Rivers State, Nigeria?
- ii. What the relationship between job promotion and employee's normative commitment of public hospitals in Rivers State, Nigeria?
- iii. What the relationship between job promotion and employee's continuance commitment of public hospitals in Rivers State, Nigeria?

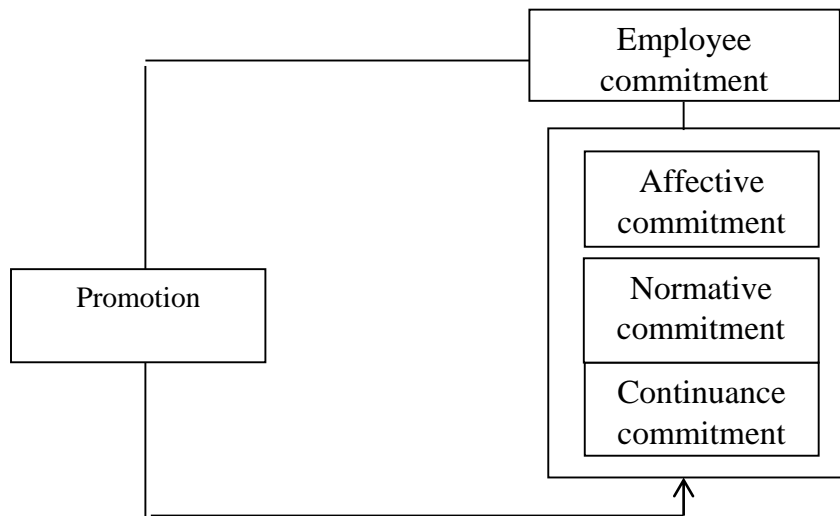


Fig.1 Conceptual Framework for the relationship between job promotion and employee commitment

Source: Author's Desk Research, 2019

LITERATURE REVIEW

Theoretical Foundation

Two Factor Theories

Among the content theories of motivation, Herzberg (1959) theory emphasizing the motivator-hygiene factors sought to explain satisfaction and motivation in the organization. The theory focuses on outcomes of satisfaction and dissatisfaction. The theory further found that certain aspects of a job cause satisfaction and therefore motivation, but certain aspects caused job dissatisfaction. Herzberg explained that the factors that lead to satisfaction or to dissatisfaction are different. Accordingly, he states "that the opposite of job satisfaction is not job dissatisfaction but,

rather, no satisfaction; and the opposite of job dissatisfaction is not job satisfaction but no satisfaction” (Herzberg, 2003). This theory states that job satisfaction and dissatisfaction is a product of different factors - motivation and hygiene respectively. Motivation is seen as an inner force that drives individuals to attain personal and organizational goals. Motivational factors are those aspects of the job that make people want to perform and provide people with satisfaction. Hygiene factors include aspects of the working environment like working conditions, interpersonal matters, organizational policies and so on (Hackman & Oldham, 1976). Factors that relate to job satisfaction are therefore called satisfiers or motivators. Job satisfaction has been defined in several ways and a definitive designation for the term is unlikely to materialize. A simple or general way to define it therefore is that it is an attitudinal variable. That is to say that job satisfaction is simply about how people feel about different aspects of their jobs. It is the extent to which people are satisfied or dissatisfied with their jobs (Spector, 1997). Job satisfaction is one criterion for determining the health of an organization, rendering effective services largely depends on the human side of an organization (Fitzgerald *et al.*, 1994) and job satisfaction experienced by employees will affect the quality of service they render to their organizations.

Affective Event Theory

According to Thompson & Phua (2001) the affective event theory was developed by Psychologist Howard M. Weiss and Russell Cropanzano to explain how emotions and moods influence job satisfaction. The theory explains the linkages between employees’ internal influences - cognitions, emotions, mental states etc. and their reactions to incidents that occur in their work environment that affect their performance, organizational commitment, and job satisfaction (Wegge, van Dick, Fisher, West & Dawson, 2006). The theory further proposes that affective work behaviours are explained by employee mood and emotions, while cognitive-based behaviours are the best predictors of job satisfaction. In addition, the affective events theory emphasized that positive-inducing and negative-inducing emotional incidents at work are distinguishable and have a significant psychological impact upon workers’ job satisfaction.

Job promotion

Job promotion is said to happen when an employee makes a shift in the upward direction in organizational hierarchy and moves to a place of greater responsibility (Dessler, 2009). Job promotion can make a significant increase in the salary of an employee as well as in his/her span of authority and control. It will help the competitors to identify the most productive employees in the business world at the same time the employees are being recognized by their own organizations. The employees themselves feel like an effective contributor and thus will be more satisfied with their job.

Nguyen *et al.* (2003) concluded that job satisfaction can occur as a result of job promotion opportunities in the organization. Teseema and Soeters (2006) concluded that there is positive relationship between job promotion practices and perceived performance of employees. If organizations want to accelerate performance of employees and commitment in the organization, fair job promotional opportunities should be given to employees (Park *et al.*, 2012). Job promotion can be used as an incentive tool. It is a way of rewarding the employees for meeting the

organizational goals and it serves as a mean of synchronizing organizational goals with personal goals (Lazear&Rosen, 1981).

According to Rosen (1986) the deciding factor for the position of any individual in the hierarchy is his talent, the higher the level of talent in any individual the higher will be his position in the hierarchy. Job promotion has its importance due to the fact that it carries with it a significant change in the wage package of an employee (Murphy, 1992).

The objectives of job promotion include:

1. Job promotion helps the competing firms to trace the most productive participant of one organization to be worth hiring for another organization.
2. Job promotion highlights an employee in the external environment and realizes his worth in the internal environment.
3. Job promotion enhances the yield of an organization when an employee climbs a job promotion ladder on the basis of his seniority and resultantly he gets an increased wage rate.

However, according to Baker *et al.* (1988), job promotion is not considered be an incentive device, thus the optimal results cannot be generated by promoting the employee in the organization. Pergamit&Veum (1999) established that the greater the chances of job promotion, the higher will be the head of job satisfaction of employees. Apart from job satisfaction the employee commitment is determined by satisfaction with job promotion. When employees perceive that there are golden chances for job promotion they feel satisfied for the respective place in the organization (De Souza, 2002). Promoting employees to improve job satisfaction can be tricky unless there is justification that job promotions will actually resolve issues pertaining to job satisfaction.

The reasons underlying job dissatisfaction vary; some employees are simply bored in their current positions or they believe the company is not utilizing their talent; other employees are dissatisfied due to overall working conditions or poor relationships with their supervisors. Depending on the circumstances, job promotion can be a workable solution for improving job satisfaction.

Measures and Concept of Employee Commitment

An organization with good employer-employee relationship will sure achieve their objectives without any loss out of their business. Employee commitment plays a vital role in the development of each and every organization all over the world. Employee commitment refers to the psychological attachment of employees to their workplaces. Commitment to organizations is positively related to such desirable outcomes as job satisfaction and negatively related to such outcomes as absenteeism and turnover. Employee commitment is the loyalty and support of the workforce towards the goals of an organization. Armstrong (2014), posits that commitment denotes an individual's strength of identification and involvement in an organization, and it plays an important part in Human Resource Management (HRM) philosophy. Employee commitment is the extent to which employee's identify with the organization's work ethic, co-operate with its goals and objectives and contribute to corporate performance. Beer *et al.*, (1984) acknowledged commitment in their concept of Job Satisfaction as a key element because it "can result not only in more loyalty and better performance for the firm, but also in self-esteem, self-respect, mental

involvement, and identity for the individual”. Commitment is related with how the individual feels about the organization he/she works for.

The degree to which employees are committed to their work, job and employer can be inferred from their feelings, attitudes, behavior and actions whilst at work. Employee commitment has been defined more pragmatically as follows:

1. A willingness of employees to exert high levels of effort on behalf of the organization.
2. A strong desire to remain in the organization.
3. An acceptance of the organizations major goals and values (Porter, 1968).

The findings of Ponnu and Chuah (2010) suggested that employees’ commitment with an organization could be significantly increased by enhancing organizational fairness, particularly procedural justice which would consequently reduce employees’ intention to leave. It is not in contention that many Nigerian organizations especially public hospitals have witnessed dwindling fortunes because of lack of committed workers. Having workers that are uncommitted to their jobs is tantamount to having no worker. When employees are uncommitted, it results in job errors, absenteeism, low productivity, and high turnover intention. No organization can be effective under these conditions. Organizational commitment is of two prominent concepts in social works. Namely: the loyalty of employees towards the organization and an employee’s determination to remain with the organization. According to Armstrong (2014), commitment refers to attachment and loyalty.

According to Kanter (1968), there are three (3) types of employee commitment namely continuance, cohesion and control commitment; while Meyer & Allen (1997) also identified three (3) components of commitment namely affective, normative and continuance commitment.

Affective Commitment

Affective Commitment is the employees’ positive emotion to the organization. An employee, who is committed affectively, identifies firmly with the objectives of the organization and tends to stay with the organization (Kanter, 1984; Mowday *et al.*, 1982). Affective commitment refers to the employees’ emotional attachment to, identification with the organization and participation in the organization based on positive feelings or emotions towards the organization. The antecedents for affective commitment comprise of perceived job features (task autonomy, task significance, task identity, skill variety and managerial response), administrative reliability (the degree to which an individual trust the organization that they can take care of their welfares), and supposed involved management (the degree to which employees feel they have a say in decision making in the workplace and other issues that concerns them).

Normative Commitment

Meyer & Allen (1997), assert that normative commitment is the employees’ commitment to the firm due to their feelings of responsibility or obligation. Normative commitment could be derived

from several sources. For instance, an organization may have invested resources in training the employees who then feel an ethical responsibility to expend effort on their work and remain with the organization. Meyer & Allen (1997) maintained that these components are not mutually exclusive. Employees could at same time be committed to an organization in an affective, continuance, and normative ways at varying levels of intensity. Employees could at any point in time have a commitment profile that reflects high or low levels of all components (Meyer *et al.*, 2002). These different profiles of commitment would eventually lead to different effects on workplace behavior.

Continuance Commitment Continuance Commitment refers to employees' commitment to the firm due to their perceived great cost of losing affiliation with the organization. It comprises of loss of monetary costs such as pension accumulations and social costs (friendship ties with co-workers). Possible antecedents of continuance commitment comprises of age, tenure, career fulfillment and intent to leave. Age and tenure can act as the predictors of continuance commitment, mainly, because of their roles as substitute methods of investment in the firm (Meyer & Allen, 1997).

Tenure is indicative of non-negotiable investments (good working rapport with colleagues, retirement investments and special services to the particular firm). Age can as well be adversely connected to the sum of accessible substitute business opportunities. Job fulfilment makes available a more undeviating measures of job associated investments that could be a threat if the employee is dismiss from the firm, whatsoever the employees observe as ruined cost, as a result of departing from the firm, are the antecedents of continuance commitment. As a result, the employees remain with the firm because it is necessary.

Relationship between Job Promotion and Employee Commitment

Job promotion is an essential practice of human resource management which can have a considerable impact on employee commitment. Akintoye (2011) found the influence of different determinants of employee commitment. Several studies focus on the demographic factors, while others link the employee commitment with reference to job promotion. The other factors such as fair job autonomy, leadership behavior, and social relations are also the dominant in determining the level of employee commitment (Dawson, 1992). Katcher and Snyder (2003), asserts that employees are an asset to the organization thus; they ought to be promoted as at when due to encourage commitment. Nguyen *et al.* (2003) concluded that employee commitment is the result of job promotion opportunities in the organization. Teseem and Soeters (2006) concluded that there is positive relationship between job promotion practices and perceived commitment of employee. If organizations want to accelerate commitment of employees in the organization, fair job promotional opportunities should be given to employees (Park *ci at.*, 2003).

From the foregoing point of view, the study thus hereby hypothesized that:

- H₀₁** There is no significant relationship between job promotion and employee's affective commitment of public hospitals in Rivers State, Nigeria.
- H₀₂:** There is no significant relationship between job promotion and employee's normative commitment of public hospitals in Rivers State, Nigeria.
- H₀₃:** There is no significant relationship between job promotion and employee's continuous commitment of public hospitals in Rivers State, Nigeria

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The population for the study was two hundred and eighty (280) employees of twelve (12) Hospitals in Rivers State. The sample size of 162 was determined using the Krejcie and Morgan (1970) table for corresponding determination of sample size for a given population. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

Test of Research Hypothesis One (Association between Job promotion and Affective Commitment).

H₀₁: There is no significant relationship between job promotion and affective commitment of Public Hospitals in Rivers State, Nigeria.

Table 1: Correlation Result for Timely Job promotion and Affective Commitment

		RS	AC
Job promotion	Pearson correlation	1	.601**
	Sig. (2-tailed)		.000
	N	140	140
Affective commitment	Pearson correlation	.601**	1
	Sig. (2-tailed)	.000	
	N	140	140

***.Correlation is significant at the 0.01 level (2-tailed)

Source: SPSS 21.0 Data Output, 2019.

Interpretation

In addition to the correlation result obtained for the fourth hypothesis, table 1 also gives the result of statistical test of the significance (p-value), which aided the researcher to answer the research question and generalize the findings to the population of the study. The result of the correlation in table 1 shows that, there is a positive relationship between job promotion and affective commitment. Job promotion correlates with affective commitment ($r = 0.601$, $p = 0.000 < 0.01$ and 0.05) this represents a moderate correlation indicating a substantial relationship.

Decision

Since the standard for rejecting hypotheses is $r(\text{value}) > 0.2$. From our result obtained, the stated null hypothesis was rejected and the alternate hypothesis was accepted which means that there is a

significant relationship between job promotion and affective commitment of Public Hospitals in Rivers State, Nigeria.

Test of Research Hypothesis Two (Association between Job promotion and Normative Commitment)

H₀₂: There is no significant relationship between job promotion and normative commitment of Public Hospitals in Rivers State, Nigeria.

Table 2: Correlation Result for Job promotion and Normative Commitment

		RS	AC
Job promotion	Pearson correlation	1	.430**
	Sig. (2-tailed)		.000
	N	140	140
Normative commitment	Pearson correlation	.430**	1
	Sig. (2-tailed)	.000	
	N	140	140

***.Correlation is significant at the 0.01 level (2-tailed)

Source: SPSS 21.0 Data Output, 2019.

Interpretation

In addition to the correlation result obtained for the fifth hypothesis, table 2 also gives the result of statistical test of the significance (p-value), which aided the researcher to answer the research question and generalize the findings to the population of the study. The result of the correlation in table 2 shows that, there is a positive relationship between job promotion and normative commitment. Job promotion correlates with normative commitment ($r = 0.430$, $p = 0.000 < 0.01$ and 0.05) this represents a moderate correlation indicating a substantial relationship.

Decision

Since the standard for rejecting hypotheses is r (value) > 0.2 . From our result obtained, the stated null hypothesis was rejected and the alternate hypothesis was accepted which means that there is a significant relationship between job promotion and normative commitment of Public Hospitals in Rivers State, Nigeria.

Test of Research Hypothesis Three (Association between Job promotion and Continuance Commitment)

H₀₃: There is no significant relationship between job promotion and continuous commitment of Public Hospitals in Rivers State, Nigeria.

Table 3: Correlation Result for Job promotion and Continuance Commitment

		RS	AC
Job promotion	Pearson correlation	1	.252**
	Sig. (2-tailed)		.000
	N	140	140
Continuance commitment	Pearson correlation	.252**	1
	Sig. (2-tailed)	.000	
	N	140	140

***. *Correlation is significant at the 0.01 level (2-tailed)*

Source: SPSS 21.0 Data Output, 2019.

Interpretation

In addition to the correlation result obtained for the sixth hypothesis, table 3 also gives the result of statistical test of the significance (p-value), which aided the researcher to answer the research question and generalize the findings to the population of the study. The result of the correlation in table 3 shows that, there is a positive relationship between job promotion and continuance commitment. Job promotion correlates with continuance commitment ($r = 0.252$, $p = 0.000 < 0.01$ and 0.05) this represents a low correlation indicating a definite but small relationship.

Decision

Since the standard for rejecting hypotheses is $r \text{ (value)} > 0.2$. From our result obtained, the stated null hypothesis was rejected and the alternate hypothesis was accepted which means that there is a significant relationship between job promotion and continuance commitment of Public Hospitals in Rivers State, Nigeria.

DISCUSSION OF FINDINGS

It was empirically revealed from this research that job promotion influences affective commitment with r value of 0.601. This means that there is a significant relationship between job promotion and affective commitment. It was empirically revealed from this research that job promotion influences normative commitment with r value of 0.430. This means that there is a significant relationship between job promotion and normative commitment.

It was empirically revealed from this research that job promotion influences affective commitment with r value of 0.601. This means that there is a significant relationship between job promotion and affective commitment. Again, it was empirically revealed from this research that job promotion influences normative commitment with r value of 0.430. This means that there is a significant relationship between job promotion and normative commitment. Also, it was empirically revealed from this research that job promotion influences continuance commitment with r value of 0.252. This means that there is a significant relationship between job promotion and continuance commitment. This outcome is in line with the assertion of Katche and Snyder (2003),

asserts that employees are an asset to the organization thus: they ought to be promoted as at when due to encourage commitment. The outcome was also backed with the view of Nguyen et al., (2003) they concluded that employee commitment is the result of job promotion opportunities in the organization. Teseema and Soeters (2006) also concluded that there is positive relationship between job promotion practices and perceived commitment of employee. If organizations want to accelerate commitment of employees in the organization, fair job promotional opportunities should be given to employees (Park *et al.*, 2003).

CONCLUSION AND RECOMMENDATION

In conclusion, job promotion had a significant influence on employee commitment and job satisfaction leads to employees' commitment. Therefore, management of the twelve (12) functioning Public Hospitals in Rivers State, Nigeria should take into consideration the impact of good job promotion on employee commitment and in order to guarantee quality job satisfaction, management of Public Hospitals should implement policies promoting worthy job satisfaction practices such as job promotion in the various Health centres and Public Hospitals in Rivers State, Nigeria. Therefore, this study concludes that job promotions significantly influences employee commitment of Public Hospitals in Rivers State, Nigeria.

.From the findings of the study, the following were recommended:

- i. Public Hospitals in Rivers State, Nigeria should stimulate job promotion of their employees in order to ensure employees' affective commitment.
- ii. Public Hospitals in Rivers State, Nigeria should inspire job promotion of their employees in order to guarantee their normative commitment.
- iii. Public Hospitals in Rivers State, Nigeria should inspire job promotion of their employees in order to guarantee continuance commitment.

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