



## ASSESSMENT OF JOB SATISFACTION AMONG EMPLOYEES OF ANIMAL CARE SERVICES KONSULT LIMITED, OGERE REMO, OGUN STATE, NIGERIA

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### ABSTRACT

This study assessed job satisfaction among employees of Animal Care Services Konsult Limited, Ogere Remo, Ogun State, Nigeria. Multistage sampling procedure was used to select 73 respondents through structured questionnaire. Data were collected on personal characteristics, promotion criteria and job satisfaction of the employees. Data were also analysed using descriptive and inferential statistics. Results revealed that mean age, monthly income and years of experience were 32.3years, 79,901.2 naira and 5.8years respectively. The findings also revealed that more than half of the respondents were male (54.8%) and married (53.4%) respectively. Excellent on-the-job performance ( $\bar{x}=4.59$ ), good attitudes toward work ( $\bar{x}=4.58$ ), and work-related skills and competencies ( $\bar{x}=4.51$ ) were the major identified promotion criteria used. While relationship with peers ( $\bar{x}= 4.64$ ), job security ( $\bar{x}= 4.52$ ) and responsibility ( $\bar{x}= 4.41$ ) were respondents' major job satisfaction indicators identified. However, educational qualification ( $\bar{x}= 2.25$ ), favouritism ( $\bar{x}= 2.15$ ) and financial status of the organisation ( $\bar{x}= 2.12$ ) were challenges affecting promotion criteria. Significant relationship existed between sex ( $\chi^2=0.443$ ), age ( $r=0.282$ ), income ( $r= 0.113$ ), promotion criteria (0.371) and employee's job satisfaction. This study concluded that most employees demonstrated good attitude towards their job which enhanced their satisfaction. Therefore, self-development through additional higher certificate and training for employees are highly recommended. This study specifically describes the personal characteristics of the respondents, identify various promotion criteria and determine employee's job satisfaction among the respondents in the study location..

**Keywords:** Promotion Criteria, Employee, Job Satisfaction, Work-Related Skills, Competences

### INTRODUCTION

An organisation becomes interesting when employee is satisfied with their job. Job satisfaction is a pleasurable positive emotional state or feeling resulting from the appraisal of one's job experiences. It is the level of contentment that employees feel or display with their job as a result of one's evaluation on the job. That is, job satisfaction describes how happy employees are with their jobs and the feelings that they have towards the various aspects of the jobs (Priya and Eshwar, 2014). There is no way an organisation will protect their image in term of goods and services if the employee is not satisfied with organisational promotion package. One of the ways by which employee can be satisfied and remain committed to the goals and objectives of their organization is through promotion. Since there is a synergy between promotion and satisfaction it is therefore, important for any image driven organisation to pay more attention to promotion criteria packages in order to increase employee's job satisfaction. One of the ways by which an employee can be satisfied is when promotion is given at appropriate time. This step is one of the key ways by which human resources can be influenced to get committed to their duties.

Human resources are believed to be the most important assets of every organisation especially in most of the image driven organisation. That is the success or image protection of any organisation depends on for the effective and efficient contributions of its workforce (Abiona *et al.*, 2017). Therefore, most of the competitive business environment and global workplace have developed several strategies among which is the promotion of staff that will help to attract competent, skilled and qualified employees at the same time retain top talent, and maintain a highly motivated and satisfied workforce (Nadia *et al.*, 2011; Mujtaba and Shuaib,

2010 and Wekesa and Nyaroo, 2013). According to Abiona *et al.*, (2020), promotion is said to be the movement of workforce within an organization which influences the behavior of individuals in the organisation and also stimulates them to greater abilities to move ahead in their pre-chosen career (Parry and Kelliher, 2009). Job promotion is used as a reward or an inducement to better the life or work performance of an employee's which could invariably lead to satisfaction (Pearce, 2011 and Poulston, 2008). Khalid *et al.*, (2011) also asserted that promotion is an exchange of commitment to service between employees and employers. Hence, the promotion offered by employers has been reported to significantly improved employees' motivation towards their job and consequently protect the image of the organisation (Negash, *et al.*, 2014; Khalid *et al.*, 2011; Rafikul and Ahmad, 2008; Milne, 2007). More so, Lazear (2000) defines promotion as the movement of an employee upward in the hierarchy within the organisation, which leads to increase in responsibility and rank. Studies have shown that promotion is also one of the most important factors that increased employees' job satisfaction (Parvin and Kabir, 2011; Muhammad, *et al.*, 2012). Also, for an employee to be promoted, there are some criteria that needs to be fulfilled. These criteria are the prerequisite that an employee must fulfill before promotion is awarded, that is most of the promotion assessment are based on job values, job design management, job satisfaction, pay system and employees' benefit. Promotion criteria is one of the ways of rewarding most qualified and dutiful employees in relation to job responsibilities in any image driven organisation. Fulfilling these criteria will automatically advance the qualified staff which could lead to more commitment toward the aims and objectives of the organisation. Based on this background, this

study assessed job satisfaction among employees in Animal Care Services Konsult Limited, Ogere Remo, Ogun State, Nigeria. The study significantly considered the relationship between promotion criteria and employees job satisfaction.

### Literature review

Abiona (2020) defines job satisfaction as the extent to which people love being at their jobs, doing their work with maximum cooperation as well as being rewarded for their efforts (Kabir, 2011). Ellickson and Logsdon (2002) also defined job satisfaction as the extent to which employees like (satisfaction) or dislike (dissatisfaction) their work in their various work places. This concept has a central focal point that is directly related to total overall satisfaction with a specific work that anyone is involved in. In addition, Locke (1976) also defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. The implication of this definition is that there is always an emotional attachment to any job that an individual may be involved in when such job brings satisfaction, either in current state or those job that they have participated in the past. Similarly, Job satisfaction has to do with an individual's perception and evaluation of their job, this perception may be influenced by unique circumstances such as needs, values and expectations (Buitendach and De Witte, 2005 and Wang, 2005). In other word, Job satisfaction may be directly related to attitude that emanated from employees' perceptions of their jobs or work environments that may further serve as proof whether such a person likes his/her job (Meyer *et al.*, 2002). Mafini and Dlodlo (2014) in his definition describe job satisfaction as the feelings, attitudes or preferences of individuals regarding work. Considering various contributions from different authors to this subject matter, job satisfaction is central to the work lives of employees because it enables them to be more effective and efficient in the discharge of their duties and key responsibilities targeted towards the achievement of organizational goals (Koeske *et al.*, 1994; Sarwar and Aburge 2013). Job satisfaction can also be a pull or attractive factor to an employee. Ramayah *et al.*, (2001) stated that job satisfaction is a construct that explains the reason why people want to come to work, i.e what makes them happy about their job and what makes them not to quit their job. In essence, job satisfaction is a concept that indicates the degree to which the expectations in employees' psychological contract are fulfilled (Jiskani *et al.*, 2011). Previous studies by Amabile *et al.*, (1994), Sarwar and Aburge (2013), and Delic *et al.*, (2014) revealed that employees who showed a high level of job satisfaction in their work, place might have been motivated by rewards in their various work places. Thus, this commitment by their organization is a reflection of the importance that job satisfaction cannot be overemphasized in organizational behavior in work organizations, since it relate to general attitudes of employees towards their jobs and other job facets (Ferratt, 2001; Moore, 2002; Yee, *et al.*, 2010; Agarwal; Jessen, 2011).

## MATERIAL AND METHODS

### The Study Area

The study was carried out in Animal Care Services Konsult (NIG) Ltd, Ogun State, Nigeria. Animal Care was established in 1979. The organisation is an indigenous Nigerian Company mainly in the business of commercial poultry production, commercial livestock feed milling, aquaculture, and manufacturing, procurement and distribution of animal health products and technical laboratory services.

Animal Care Services Konsult has grown over the years to become a leading operator in the Nigerian Livestock industry with regional branches and feed milling plants in Kano (North) and Asaba (East) with the head office in Ogere (West). Animal Care's presence has cut across the length and breadth of this country with sales representatives and agents nationwide. The company is also involved in extension services to educate farmers (prospective and practicing) on the most viable husbandry practices.

The population of the study comprise of employees of Animal Care Services Konsult Limited, Ogere Remo, Ogun State, Nigeria. Out of 104 employees in the study area, 70% of the staff were selected through multistage random technique and a total of 73 respondents were interviewed for the study. The data for the study were obtained using structured questionnaire. The questionnaire was structured into sections to generate information about the personal characteristics and challenges faced by the employees in the study area. Promotion criteria and employee's job satisfaction was measured using 5 points Likert typed rating scale of: strongly agree =5, agree =4, undecided =3, disagree = 2 and strongly disagree =1 and this was further categorized into two level of satisfaction as high and low. Data were also analysed using frequency, percentage, mean, standard deviation Chi-square and Pearson Product Moment Correlation.

## RESULTS AND DISCUSSION

### Personal Characteristics of Respondents

The mean age of the respondents was 32.3years. Almost (83.6%) of the respondents were less or equal to 40 years of age. It could be inferred from the findings that, majority of the respondents in the study area were still in their active and productive age. The results is in line with the finding of Isaac (2011); Abiona (2015) and Abiona *et al.*, (2018) who reported that most of the agricultural employees in south west Nigeria are in their active age who can still cope with various agricultural activities. Also more than half (54.8%) of the respondents were male while, 45.2% were female. This result is in agreement with Banmeke (2010) who found that in southwest of Nigeria, male employee were more than female in most of the agricultural institute. More so, more than half (53.4 %) of the respondents were married and 46.6% were single. This observation implies that respondents' level of responsibilities will increase due to dual responsibilities posed by being a working father or mother thereby increasing their level of commitment to job. This result is supported with the findings of Oladejo *et al.*,( 2008) who found out that marriage confers some level of responsibilities and commitment on people. Also, most (82.2%) of the respondents were Christians while, 17.8% were Muslims. This is an indication that most of the employees in the study area share one faith or the other. The results in table 1 show employee's academic qualification in the study area. Based on this, majority (76.7%) of the respondents had OND/HND/B.Sc. degree while, 23.3% had Master's degree (M.Sc.). This implies that respondents in the study area had one form of tertiary education certificate or the other which could lead to high level of job satisfaction at work. This result corroborates the findings of Amangala, (2013); Abiona (2014) and Adeogun (2017) who opined that higher educational qualification could lead to better promotion and more responsibilities. Furthermore, the mean income of the respondents was ₦79,901.2 per month. The findings indicated that 74.0% of the respondents earned between ₦100,000 and below per month while, 26.0% earned above ₦100,000. It could be inferred from the findings that employees are earning above the minimum wage and this

could influence their satisfaction and commitment to work. It was also discovered that more than half (58.9%) of the respondents were senior staff while 41.1% were junior staff. This result is an indication that most of the respondents are area managers who are in charge of agricultural operation in the study area. The mean years of working experience was 5.8 years that is, almost (86.3%) of the respondents had below 11 years of work experience and 13.7% had between 11-15

years of work experience. This result is an indication that most of the employees had been working with the organization for some period of time which invariably still have reasonable years to serve the organisation. This result is supported by the findings of Adeniji, (2010) who reported that majority of the workers in agricultural Institute have less than 10 years of experience.

**Table 1: Frequency Distribution of Respondents Personal Characteristics**

Variables	Freq.	%	$\bar{x}$	Std. d
<b>Age</b>			<b>32.3</b>	<b>6.6</b>
≤30	38	52.1		
31-40	23	31.5		
41-50	12	16.4		
<b>Sex</b>				
Male	40	54.8		
Female	33	45.2		
<b>Marital status</b>				
Single	34	46.6		
Married	39	53.4		
<b>Religion</b>				
Christianity	60	82.2		
Islam	13	17.8		
<b>Educational level</b>				
OND/HND/BSC	56	76.7		
MSc	17	23.3		
<b>Monthly Income</b>			<b>79901.2</b>	<b>33895.5</b>
≤₦50,000	23	31.5		
₦50,001-100,000	31	42.5		
above ₦100,000	19	26		
<b>Rank</b>				
Junior staff	30	41.1		
Senior staff	43	58.9		
<b>Years of work experience</b>			<b>5.8</b>	<b>4.0</b>
≤5	38	52.1		
6-10	25	34.2		
11-15	10	13.7		

Source: Field Survey Data, 2021

#### Perceived Promotion Criteria used in the Study Area

Table 2 shows various promotion criteria used in the study area. Promotion is one of the ways by which an employer's appreciate their employee who are diligent and committed to work. Based on this, major promotion criteria identified by respondents were: excellent on-the-job performance ( $\bar{x}=4.59$ ) and good attitudes toward work ( $\bar{x}=4.58$ ). This result is in line with findings of Armstrong and Taylor (2014), who stated that fair and transparent job promotions criteria encourage employees to do their best in their respective duties as their job performance will be rewarded. Other criteria noted were work related skills and competencies ( $\bar{x}=4.51$ ). This result is supported by the assertion of Sangaran and Jeetesh (2015) who opined that promotion of employees should be based on factors such as education, performance and expertise that is, this will prevent employees from engaging in politics to exert

pressure on managers for rewards and job promotions. Also, academic qualification ( $\bar{x}=4.47$ ) and leadership ability ( $\bar{x}=4.42$ ) were also noted as one of promotion criteria used in the study area. Working experience ( $\bar{x}=4.40$ ), professional certification ( $\bar{x}=4.23$ ) and attendance/punctuality at work ( $\bar{x}=4.18$ ) were identified as one of the major criteria for promoting staff in the study area. This result is also in line with the assertion of Parry and Kelliher (2009) who asserted that job promotion possibilities influence the behaviour of individuals in the organization and stimulate individuals to greater abilities to move ahead and contribute positively to organizational goals. Mujtaba and Shuaib(2010) also opined that effective, appropriate, timely and market-driven promotional rewards tend to motivate both the employee which could lead to job satisfaction.

**Table 2: Distribution of Respondents by Perceived Promotion Criteria**

Perceived Promotion Criteria	SA	A	U	D	SD	$\bar{x}$	Std. d
Excellent on-the-job performance	46(63)	24(32.9)	3(4.1)	-	-	4.59	0.57
Good attitudes toward work	45(61.6)	25(34.2)	3(4.1)	-	-	4.58	0.58
Work related skills and competencies	46(63)	21(28.8)	3(4.1)	3(4.1)	-	4.51	0.77
Academic qualification	37(50.7)	33(45.2)	3(4.1)	-	-	4.47	0.58

Leadership ability	37(50.7)	30(41.1)	6(8.2)	-	-	4.42	0.64
Work experience	37(50.7)	31(42.5)	2(2.7)	3(4.1)	-	4.40	0.74
Professional Certifications	32(43.8)	28(38.4)	11(15.1)	2(2.7)	-	4.23	0.81
Attendance/Employees' punctuality	31(42.5)	33(45.2)	3(4.1)	3(4.1)	3(4.1)	4.18	0.99
Organisational culture	29(39.7)	32(43.8)	6(8.2)	6(8.2)	-	4.15	0.89
Year of service with the organization	26(35.6)	36(49.3)	8(11)	-	3(4.1)	4.12	0.91
Experience on the job/Tenure	32(43.8)	26(35.6)	6(8.2)	6(8.2)	3(4.1)	4.07	1.11
Willingness for change in responsibilities	26(35.6)	27(37)	14(19.2)	6(8.2)	-	4.00	0.94

Source: Field Survey Data, 2021

SA= Strongly Agree, A= Agree, U= Undecided, D= Disagree, SD= Strongly Disagree,

$\bar{x}$ = Mean, S.D=Standard Deviation.

Figures in parenthesis are in percentage

### Employees' Job Satisfaction

Table 3 presents level of employees' job satisfaction in the study area. Major satisfaction indicators identified were: relationship with peers ( $\bar{x}$ =4.64), saved working environment ( $\bar{x}$ =4.52), trust in their supervisor ( $\bar{x}$ =4.32), organisational policy and administration ( $\bar{x}$ =4.07). These notable results imply that good relationship with colleagues coupled with safe and comfortable work environment will increase positively employee's job satisfaction. This result is in line with the report of Huang, (2012) who asserted that working environment and good relations among co-workers increase the satisfaction level of employees at work.

Other factors that increase employees' job satisfaction were identified: most of the employees feel that their job is meaningful ( $\bar{x}$  =4.42) which meet their experience and abilities ( $\bar{x}$ =4.16). Other notable factors were advancement on the job ( $\bar{x}$ =3.96), recognition ( $\bar{x}$ =3.96), growth, ( $\bar{x}$ =3.63),

achievement ( $\bar{x}$ =3.56) and job complexity ( $\bar{x}$ =2.93). These results are in line with the findings of Hollinger *et al.*, (2015) who argued that one of the important factors that create satisfaction among employees was career progression. Also, Rafiq *et al.*, (2012) and Ahmed *et al.*, (2012) supported the earlier results on recognition as one of the powerful determinants of job satisfaction and also a source of increasing the well-being of employees in their work place. Table 3 further shows the level of job satisfaction in the organization as almost (87.7%) of the respondents were highly satisfied with their job while, few (12.3%) had low level of job satisfaction. This result is supported by the assertion of Abiona *et al.*, (2020) who was of the opinion that employees will be satisfied if their work environment is safe and the job is secured.

**Table 3: Employees' Job Satisfaction**

Satisfaction indicators	VS	S	N	D	VD	$\bar{x}$	Std. d
<b>Extrinsic (hygiene) factors</b>						<b>4.11</b>	
<b>Relationship with peers</b> - I have good relationships with my colleagues.	52(71.2)	16(21.9)	5(6.8)	-	-	4.64	0.61
<b>Security</b> - Safe and comfortable working environment is created in my organisation.	46(63)	19(26)	8(11)	-	-	4.52	0.69
<b>Relationship with supervisor</b> - I have trust in my supervisor.	37(50.7)	28(38.4)	2(2.7)	6(8.2)	-	4.32	0.88
<b>Organisation policy and administration</b> - A clear strategy and direction is set and aligned with organisation vision and values.	23(31.5)	32(43.8)	18(24.7)	-	-	4.07	0.75
<b>Quality of supervision</b> - I do not have trust in organisation leadership.	11(15.1)	43(58.9)	14(19.2)	5(6.8)	-	3.82	0.77
<b>Personal life</b> - My work load is manageable.	15(20.5)	35(47.9)	17(23.3)	6(8.2)	-	3.81	0.86
<b>Salary</b> - I am getting paid enough for my job.	14(19.2)	24(32.9)	27(37)	5(6.8)	3(4.1)	3.56	1.01
<b>Intrinsic (motivator) factors</b>						<b>3.80</b>	
<b>Responsibility</b> - My job feels meaningful.	42(57.5)	23(31.5)	5(6.8)	3(4.1)	-	4.42	0.80
<b>Work itself</b> - My job meets my experience and abilities.	30(41.1)	28(38.4)	12(16.4)	3(4.1)	-	4.16	0.85
<b>Advancement</b> - I have career opportunities in my organisation.	23(31.5)	29(39.7)	16(21.9)	5(6.8)	-	3.96	0.90
<b>Recognition</b> - I feel that I and my efforts are valued.	28(38.4)	23(31.5)	13(17.8)	9(12.3)	-	3.96	1.03
<b>Growth</b> - I do not have opportunities for personal growth in my organisation.	9(12.3)	38(52.1)	18(24.7)	6(8.2)	2(2.7)	3.63	0.91
<b>Achievement</b> - I cannot realize my ideas and potential.	17(23.3)	28(38.4)	12(16.4)	11(15.1)	5(6.8)	3.56	1.20
<b>Job complexity</b> - My job is not intellectually challenging.	2(2.7)	27(37)	20(27.4)	12(16.4)	12(16.4)	2.93	1.15

Source: Field Survey Data, 2021

Very Satisfied=VS, satisfied=S, "Neutral (Neither Satisfied nor Dissatisfied) = N, Dissatisfied = D, Very Dissatisfied = VD,

 $\bar{x}$ = Mean, S.D=Standard Deviation. Figures in parenthesis are in percentage

**Table 4: Level of Job Satisfaction**

Level	Frequency	Percent
Low (14-42)	9	12.3
High (43-70)	64	87.7

**Challenges Affecting Employees Job Satisfaction**

Major challenges affecting employee's job satisfaction were identified during the course of study. Notable challenges affecting employee's job satisfaction in the study area were: advancement in education ( $\bar{x}$ = 2.25), favouritism ( $\bar{x}$ = 2.15), financial status of the organisation ( $\bar{x}$ = 2.12), poor promotion methods ( $\bar{x}$ = 2.04) and employees work on contract ( $\bar{x}$ = 2.03). This finding is in agreement with Pearce (2011) and

Armstrong and Taylor (2014) who opined that employee will work better if promotion criteria are not based on favouritism and godfatherism. He further pointed out that most of the organisation are collapsing because of favouritism among the employees, which has given resultant effects on most of the firms in Nigeria not thriving

**Table 5: Challenges Affecting Promotion Criteria**

Statements				$\bar{x}$	Std. d
	Very severe	severe	Not too severe		
Level of education	35(47.9)	21(28.8)	17(23.3)	2.25	0.81
Favouritism	26(35.6)	32(43.8)	15(20.5)	2.15	0.74
Financial status of the organization	29(39.7)	24(32.9)	20(27.4)	2.12	0.82
Poor promotion methods	31(42.5)	14(19.2)	28(38.4)	2.04	0.90
Employees work on contract	24(32.9)	27(37)	22(30.1)	2.03	0.80
Unfairness in the selection procedure	23(31.5)	21(28.8)	29(39.7)	1.92	0.85
High competition	22(30.1)	21(28.8)	30(41.1)	1.89	0.84
No reasonable cause	13(17.8)	25(34.2)	35(47.9)	1.70	0.76
Political influence	17(23.3)	14(19.2)	42(57.5)	1.66	0.84
Tribalism	11(15.1)	14(19.2)	48(65.8)	1.49	0.75

Source: Field Survey Data, 2021

**Hypotheses Testing****Test of Association between Personal Characteristics of Respondents and Job Satisfaction**

The hypotheses were tested using Chi-square analysis and Pearson Product Moment Correlation. The personal characteristics considered were age, sex, marital status, religion, educational level, rank, income and work experience. In addition the significance of the relationship was tested at 5% level of significance. Table 6 shows Chi-square analysis results and significant ( $p < 0.05$ ) association between sex ( $\chi^2 = 0.34$ ,  $p < 0.005$ ), rank ( $\chi^2 = 3.76$ ,  $p < 0.05$ ) and job satisfaction. The significance of sex was an indication that both male and female staff were placed on uniform promotion criteria. The significance of rank may be due to employees' certificate which may later increase their responsibilities and pay that may further enhance their satisfaction with their job. This is in line with observation of Ng and Feldman (2009), who asserted that rank is related to employee job satisfaction. Also, more so, results of Pearson Product Moment Correlation (PPMC) and employee's job satisfaction were presented in Table 6. Findings showed that there was significant ( $p < 0.05$ ) relationship between age ( $r = 0.28$ ) and job satisfaction. This implies that the age of the employees is very significant when it comes to commitment and satisfaction. Similarly, significant relationship ( $p < 0.05$ ) existed between perceived

promotion criteria ( $r = 0.37$ ) and job satisfaction. It can be inferred from the results that promotion criteria is related to employee's job satisfaction. However, the relationship between the two variables is an indication that employees will be satisfied if their promotion is given at the appropriate time. This result is in line with the assertion of Gomez (2002); Zaini, et al., (2009); Furham, et al., (2009) who found significant correlation between opportunities for promotion and job satisfaction. Also, for organisation to accelerate the commitment and performance of their employees, fair promotion opportunities should be given to their staff (Samuel and Chipunza, 2009 and Park et al., 2012). This finding is also in tandem with the studies of Abayomi and Ziska (2014) who in their study confirmed that there is a statistically significant relationship between promotion and satisfaction. (Mokaya et al., 2015; Danish and Usman, 2010; Yaseen, 2013; Mutiat and Sikalieh, 2013 and Vijayakumar and Subha, 2013). Also, this result is supported by the assertion of Abdullah and wan (2013), who established that when employees are well acknowledge in terms of promotion, their working capacity and job satisfaction of such staff will increase. In addition, Chepkwony and Oloko (2014) and Muhamad and Akhoter (2014) showed that the level of job satisfaction of employees increases when employees get an unexpected promotion (Wekesa and Nyawo, 2013)

**Table 6: Test of Relationship between Personal Characteristics of Respondents and Job Satisfaction using Chi-square and PPMC**

Variables	r	$\chi^2$	df	P-value	Decision
Age	0.282			0.02	S
Work experience	0.163			0.04	S
Sex		0.447	1	0.01	S
Rank		3.761	2	0.05	S
Promotion criteria	0.372			0.00	S

Source: Field Survey Data, 2021

**CONCLUSION**

The study concluded that promotion have a positive effect on employees' job satisfaction in the study area. This study concluded that most employees demonstrated good attitude towards their job which enhanced their satisfaction. Also, it was identified that excellent on-the-job performance; good attitudes toward work, work related skills and competencies were the major promotion criteria that enhance employee's job satisfaction in the study area. More so, the study concluded that level of education and favouritism were the major challenges faced by the employees. The study finally concludes that fair promotion criteria had greatly influenced their satisfaction level in the study area.

**RECOMMENDATIONS**

- i. In order to guarantee quality job satisfaction, management should implement policies that will enhance career development.
- ii. Organization should develop good working condition that will encourage employees to do their work effectively in attainment of organizational goals.
- iii. Management should develop good relationship among employees through which job satisfaction of employees will be enhanced.
- iv. Management should eliminate favouritism that could demoralize employee's job delivery.

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