

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Employee Promotion and Employee Satisfaction in Kenya Commercial Banks

Vitalis Wekesa Sikuku

Master's Student, Department of Business Administration and Management,
Kibabii University, Kenya

Dr. Joshua Abuya Olang'o

Senior Lecturer, Department of Business Administration and Management,
Kibabii University, Kenya

Dr. Laura Catherine Mamuli

Lecturer, Department of Business Administration and Management,
Kibabii University, Kenya

Abstract:

The relationship between employee promotion and employee satisfaction in commercial banks has been a controversial issue. Commercial banks in Kenya play an increasingly important role in economic and social development and hence any element of employee empowerment should be strategically done for enhanced benefits to its clientele. However, research reveals that staff satisfaction in Kenya commercial bank is at 37%. This shows that employee work motivation is still low despite existence of this extrinsic reward programme. The main purpose of this study was to investigate how employee promotion affects employee satisfaction among Kenya Commercial Banks Branches in Bungoma County, Kenya. The study adopted a descriptive survey research design to establish the relationship between extrinsic rewards and employee satisfaction in KCB bank Bungoma Branches. The study targeted a total of 185 staff from the three branches of KCB Bungoma branches. Random, proportionate sampling techniques were used to select and apportion 126 respondents from the 185 targeted population. The questionnaires were used as data collection instruments. Content validity was evaluated through the opinion of scholars and experts in strategy implementation as well as through a pilot test which was carried out in a different county to check the reliability of the research instruments. Reliability of the questionnaire was evaluated using the Cronbach alpha test, which provided an acceptable threshold. Data analysis and interpretation was based on descriptive statistics as well as inferential statistics mainly multi-linear regressions and factor analysis using SPSS version 22. Analyzed data was presented using APA tables. The relationship between employee promotion and employee satisfaction was analyzed. As indicated in the results, the study showed that there was a linear positive and statistically significant relationship between employee promotion and employee satisfaction. The relationship was found to be positive and significant. This implied that employee promotion though present in KCB bank, its effect on employee satisfaction is positive and significant. The study recommends that the Central Bank of Kenya should develop legislation on staff promotion for all commercial banks in Kenya. Banks should endeavour to prioritize motivation for their staff to ensure employee satisfaction. Finally bank staff ought to work with diligence and utmost commitment as a show of gratitude for the banks efforts in motivating them.

Keywords: Employee promotion, employee satisfaction, Kenya commercial banks and Bungoma County

1. Introduction

Rewards are incentives given to an employee with the aim of motivating them towards working well. Malhotra (2017) define rewards as what the employee receives in return for the services rendered in an organization. It can be monetary or non-monetary or other benefits. Rewards have been used by various companies as strategies to woo employees to work smart and ultimately improve the performance of the organizations. Research has indicated that there is a casual relationship between rewards and employee performance. Rewards/incentives do increase the morale of the labour force and this consequently improves the performance of the firms. Therefore, there is need to develop policies and procedures to ensure uniformity in the manner of rewarding of employees to minimize complaints and capitalize on performance (Hafiza, 2011). More often than not, management of the firms stress more on financial rewards more than no-monetary rewards when indeed these rewards play a vital role in motivating employees and increasing his performance. Employees' expectations are high after completion of assigned tasks.

According to Armstrong (2016), an extrinsic reward refers to something visible and that can be felt given to an employee for accomplishment of tasks assigned. These can be monetary or non-monetary. Similarly, Malhotra (2017) gave a definition for the extrinsic rewards, rewards or other incentives — like praise, fame, or money — are used as motivation for specific activities. Unlike intrinsic motivation, external factors drive this form of motivation. Extrinsic rewards can be

basic pay, employee benefit and contingent pay. Other forms of enhancing performance include tasks that motivate intrinsically and stand chances of or inherently satisfying the workforce. It is also evident that such tasks tend to be interesting and enjoyable. Extrinsic rewards that were reviewed in this study will include employee salaries, employee promotions and employee bonuses with organizational culture as the moderating variable.

Employee satisfaction according to Weiss (2012) is a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. In the words of Spector (2010), employee satisfaction or job satisfaction refers to the satisfaction of employees with their jobs/tasks. Employee satisfaction is typically measured using an employee satisfaction survey. Employee satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviors. Spector (2010) was of the opinion that assessment of employee satisfaction takes place in organizations where the labour force is highly regarded by the management. Employees derive a lot of satisfaction in their work. Where organizations hold employees in high esteem such organizations experience high employee retention. In this study its employee satisfaction is measured by staff turnover and employee satisfaction levels.

An international study by Jacob (2015) conducting a study on the banking sector in Ghana reported that the banks reward system should be perceived by employees as reinforcing the notion that most employees are good performers and there should be a linkage between reward and employees are most motivated when they feel strongly connected to and valued by organization. There is a positive association among work outcomes, public employees' motivation and performance related pay designs whereas and a positive relationship between the availability of extrinsic rewards and organization. A regional study according to Hafiza, (2011), in a study on extrinsic rewards and employee satisfaction in Tanzania noted that extrinsic rewards and employee job performance were correlated. The survey also shows that the employees were satisfied with extrinsic factors, such as working environment, their co-workers and the professional work climate, benefits, job securities and flexible or normal work hours.

A local study performed by Odhiambo, (2013) in Kenya, showed that extrinsic rewards were positive for employees occupying simple jobs and negative for employees having jobs that were difficult and challenging. Companies operate individual performance related pay schemes and a large growth in the incidence of skill and team-based pay. The findings further showed that remuneration determinants had been analyzed and the research results showed that the wage levels of employees were generally growing, but many problems remained in the primary distribution of these rewards. In effect, there is no evident on adequate research that has been conducted on how the influence of reward system affects levels of satisfaction and hence performance within a research institution context and more particularly in Africa.

Kenya Commercial Bank (KCB) Limited is a financial services provider headquartered in Nairobi, Kenya. It is licensed as a commercial bank, by the Central Bank of Kenya, the national banking regulator. The bank has also been running agency banking model. KCB views employees as a critical resource and organizational culture as one of the key determinants of employee commitment and employee satisfaction. This is evidenced by the HR strategic objectives of the company, namely: to attract and develop competent employees in order to be an employer of choice, to create a positive work environment enabled by the KCB values and enabling leadership and to be a performance driven organization. KCB culture is perhaps summarized best in its five core values: putting the customer first, working as a team, being professional in everything we do, a willingness to change and caring for the community. This study sought to examine the effect of extrinsic rewards on employee satisfaction in KCBs with a close review of salaries, promotion and bonuses as the measures of extrinsic rewards for KCB staff.

1.1. Statement of the Problem

Extrinsic reward Programs have been put in place to improve Employee satisfaction through employee satisfaction (Erdogan, 2012). Employee satisfaction is critical for Employee satisfaction (Fletcher, 2011). Extrinsic reward programs have been put in place in several banks as motivation measures. The banking sector is one key industry that considers its performance as highly dependent on employee satisfaction. However, a survey by Kenya Association of Bankers (KAB) of 2018 reveals that staff satisfaction in KCB is at 37%. This shows that employee work motivation in KCB is still low despite existence of this extrinsic reward program and efforts to improve employee satisfaction through staff development, rewards and even recognition programs (KAB Annual Report, 2018). In addition, the general staff satisfaction in Commercial banks in Kenya stands at 47% despite the intense efforts by banks to motivate their respective employees through both intrinsic and extrinsic rewards. Commercial banks employees have also been spending much of their time at work yet their productivity is not effective as shown through their low profitability indices and liquidity ratios (KAB Annual Report, 2018). The same survey puts the national banking industry customer satisfaction index for the years 2016, 2017 and 2018 at 33%, 35% and 31% respectively which is relatively low and an indication that most of the clients of bankers seem not to be satisfied with the current services provision (KAB Annual Report, 2018). This study therefore sought to investigate the effect of extrinsic rewards on employee satisfaction in KCB Bank, Bungoma County, Kenya.

2. Theoretical Framework

This study was anchored on Maslow's Hierarchy of Needs Theory and Herzberg's Two-Factor Theory.

2.1. Maslow's Hierarchy of Needs Theory

The psychologist Abraham Maslow in 1943 came up with commonly referred to as Maslow's Hierarchy of Needs. This was the main theory of the study. This theory explains the need for motivating employees in an organization

continuously since human needs are insatiable. The next higher level of need has to be activated in order to motivate the individual. Organizations including the commercial bank of Kenya should endeavor to motivate its employees towards morale and performance.

Drawing chiefly on his clinical experience, he thought that a person's motivational needs could be arranged in a hierarchical manner. In essence, he believed that once a given level of need is satisfied, it no longer serves to motivate the individual. The needs hierarchy is Maslow's theory of motivation, which is based on levels in 'the hierarchy of needs' model. They are (1) physiological or basic needs, (2) safety needs; (3) love needs (social) needs; (4) esteem needs, and (5) self-actualization needs. His theory is based on three major assumptions. Firstly, people's needs are arranged in order of importance (hierarchy), going from basic needs (physiological) to more complex needs (self-actualization). Secondly, people will not be motivated to satisfy a higher-level need unless the lower-level need(s) have been at least minimally satisfied. Thirdly, or intermediate level of needs loosely corresponds to affection and affiliation needs. This level would be appropriately described as 'social' or 'belonging'. After establishing safety, people look for love, friendship, acceptance, and affection. The esteem level represents the higher needs of humans. The needs for power, achievement, and status can be considered part of this level. In this stage, the individual focuses on ego, status, self-respect, autonomy, recognition for accomplishments, attention, a feeling of self-confidence and prestige. Lastly, is self-actualization. People who have become self-actualized are self-fulfilled and develop their full potential. Self-actualization is closely related to the self-concept. In effect, self-actualization is the person's motivation to transform the perception of self into reality.

2.2. Herzberg's Two-Factor Theory

This theory was accredited to works by Frederick Herzberg (1959). Herzberg called two sets of factors - Hygiene factors and - motivational factor. The hygiene factors support mental health and are potent dissatisfies. They are necessary to avoid dissatisfaction just as hygiene prevents sickness. Examples of these are company policy and administration, salary, working conditions, security of service, co-operation, and supervision. The motivational factors or those leading to high job satisfaction and strong motivation, include those related to achievement, progress, recognition, reward, possibility of development, employee promotion, advancement, and responsibility. These factors are integral in addressing employee rewards in commercial banks since staff would always push for further motivation.

The Two Factor Theory or Herzberg's Theory of Motivation is still to this day, holding to the test of time. The criticism of the theory include: the theory lacks in the understanding of the inter-relations between some of the motivators. For example, one might receive adequate job recognition, but he or she may not be satisfied with the level of responsibility. As a result, I would question the internal motivational value of job recognition for the individual. Utilizing the same, research focused on the inter-relations between the hygiene factors and the motivators. Even within the hygiene or motivator categories, one dependent upon his or her professional level might be more or less sensitive to one or the other of the factors. Thus, incorporating the expectancy theory of Motivation from Victor Vroom or similar within Herzberg's Theory of Motivation very well could result in a more complementary model. It may be that this would lead to the ability of future managers to predict the motivational value of their decisions.

2.3. Empirical Literature of Employee Promotion and Employee Satisfaction

A study conducted in Sri Lanka on WLB and performance of employees with reference to telecommunication Eisenberger and Armeli (2017) in a study on employee information dissemination in the USA using descriptive survey design. It was argued that promotion could communicate vital information to employees on creativity and employee performance. Results of the research indicated that employees' creativity and their performance were highly correlated. It was concluded and recommended that promotion is something given in recognition of individuals competence, attempts to engage in creative activity and their creative accomplishments. Employees should become more involved in successful outcomes where they are appreciated and recognized. The promotions boost the performance, commitment and motivate the employees to continue with high level of productivity and creativity. This study was not conducted in KCB branches in Bungoma County which is likely to give differing results.

A research was carried out on extrinsic rewards in Ministry of Health in Ghana by Duberg and Mollen (2010). Research sought to generate knowledge on both reward systems in health and geriatric care. Qualitative data was obtained where a sample of six those who took part in research from private and public firms where two (2) those who took part in research were from in geriatric care and four (4) in the health care. Outcomes of the research demonstrated that working conditions were key determinants of reward system though were found limited due to the lack of resources. When employees are given incentives, workplace becomes jovial and employees perform better than if incentives were not given. This study was conducted in the Ministry of Health and not in the banking sector hence differing results were expected.

Johari and Ali (2012) did a study on how reward programs influenced employee motivation and satisfaction in Tanzania. Descriptive survey research design was adopted and quantitative data was obtained from a sample size of 768 employees from soap making firms using the questionnaires. Results revealed a positive association of promotion and work satisfaction as well as motivation. It was concluded that reward programs influenced employee motivation and satisfaction among soap making firms in Tanzania. It was suggested that studies for further research be conducted on the effect of reward and recognition on motivation and satisfaction for diverse groups of people in different sectors to ascertain whether similar results could be sought. This research was not undertaken in the banking sector hence a study in the banking sector was thought to give differing results.

A study conducted by Nahum (2015) looked at the association between the working environment and satisfaction of employees. The study was conducted in the Kenyan commercial banks in Machakos town. Descriptive research design was used and quantitative data was obtained from eight commercial banks involving 288 respondents. Outcomes of the

study illustrated that good policy on health and safety brought about satisfaction of employees in the commercial banks. Furthermore, an association was established between these study constructs.

3. Methods

Descriptive survey design was adopted. Research was conducted in the Kenya Commercial Banks in Bungoma County, Kenya. The target population comprised of a total of 185 staff from the three (3) branches of KCB in Bungoma County of Bungoma Town, Kimilili town and Webuye town consisting of 23 Managerial staff, 128 Clerical staff and 34 Support staff was used. Stratified random sampling was used to categorise 23 Managerial staff, 128 Clerical staff and 34 Support staff population which was not homogeneous (Orodho, 2003). Proportionate sampling was then used to apportion 126 to staff (16), clerical staff (87) and support staff (23). This enabled simple random sampling which gave every member in the target population equal chance to be selected, forming the sample. Primary data (quantitative data) was collected with the use of the structured questionnaires. Reliability analysis was conducted to test for reliability of the questionnaire items. Cronbach's alpha coefficients of all the constructs were found to be above 0.7 (alpha coefficient =0.798), therefore, the test items were retained and used in this study hence considered reliable. The study used criterion validity, construct validity and content validity. Data analysis used both descriptive and inferential statistics where inferential statistics tested the following research hypothesis at p-value of 5% (0.05) at confidence interval of 95%: H_0 There is no significant influence of employee promotion on employee satisfaction in KCB branches in Bungoma County.

4. Findings and Discussions

The objective of this study was to establish the influence of employee promotion on the employee satisfaction in KCB branches in Bungoma County. This was made possible by asking those who took part in the study to give their opinions based on the Likert scale of 1-5, where 1= Strongly Disagree (SD), 2= Disagree (D), 3= Undecided (U), 4= Agree (A), 5= Strongly Agree (SA).

Description	N	SD	D	U	A	SA	Mean	SD
Our salaries are also increased upon negotiations	121	4.7% (6)	21.9% (26)	28.1% (34)	25.0% (30)	20.3% (25)	4.027	1.313
We have an annual fixed salary increment policy	121	0.0% (0)	0.0% (0)	4.7% (6)	39.1% (47)	56.3% (68)	4.084	1.014
Am not satisficed with my current salary level	121	0.0% (0)	0.0% (0)	1.6% (2)	26.6% (32)	71.9% (87)	4.256	1.214
My work is not in proportion to my current salary becuase i do alot of work	121	0.0% (0)	0.0% (0)	0.0% (0)	23.4% (28)	76.6% (93)	4.891	1.152
Our salary increments are begged to performance	121	0.0% (0)	0.0% (0)	0.0% (0)	54.8% (66)	45.2% (55)	4.231	1.184
We increase salaries of our employees after stipulated timeframes	121	0.0% (0)	0.0% (0)	1.6% (2)	45.3% (55)	53.1% (64)	4.947	1.261
An increase in salary enhnaces my motivation at work	121	0.0% (0)	1.6% (2)	1.6% (2)	21.9% (26)	75.0% (91)	4.115	1.325
Total							4.364	1.209

Table 1: Employee Salary Increment

The mean response of 4.364 is within the range of $1.014 \leq \mu \leq 4.947$ (S.D =1.209). Those who took part in research were asked to state their observation on whether their salaries are also increased upon negotiations. Outcomes of the study illustrated that: 4.7% (6) strongly disagreed, 21.9% (26) disagreed, 28.1% (34) were undecided, 25.0% (30) agreed and 20.3% (25) strongly agreed. Therefore, majority 45.3% (55) of those who took part in research generally A that their salaries are also increased upon negotiations. However, 26.6% (33) disagreed. The study also sought to investigate whether organizations have an annual fixed salary increment policy. It was realized that most of those who took part in research, 95.4% (115), were of the view that that organization had an annual fixed salary increment policy. The third item under this theme was to establish whether they are not satisficed with their current salary level. It was established, 98.5% (119), who were the majority of those who took part in research agreed that they were not satisficed with their current salary level. The fourth item under this theme was to establish whether their work is not in proportion to their current salary becuase they do alot of work. It was found that, 23.4% (28) agreed and 76.6% (93) strongly agreed. General, it was evident that 100.0% (121) of those who took part in research A that their work is not in proportion to their current salary becuase they do alot of work. The study sought to establish whether their salary increments were begged to performance, those who took part in research, 100% (121), were of the views that their salary increments were begged to performance. In establishing whether they increase salaries of employees after stipulated timeframes, 1.6% (2) were undecided, 45.3% (55) agreed and 53.1% (64) strongly disagreed. Majority of those who took part in research were

of opinion, as seen from the high percentage 98.4% (119) that they increase salaries of our employees after stipulated timeframes.

The seventh item under this theme was to determine whether an increase in salary enhances their motivation at work. It was established, 1.6% (2) disagreed, 1.6% (2) were undecided, 21.9% (26) agreed and 75.0% (91) strongly agreed. As indicated by the high percentage 96.9% (75), majority of those who took part in research were of the opinion that an increase in salary enhances their motivation at work. However, 1.6% (2) disagreed. These findings are confirmed by previous studies by Cotterell (2013) who established that satisfaction and pay factors were correlated. The result suggested that employee salary increment improved employee satisfaction.

The means of employee promotion and employee satisfaction were regressed. Results were used to test the hypothesis (H_{01}): employee promotion has no significant effect on employee satisfaction. The results are presented in Table 2.

Model Summary ^c									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change statistics				
					R Square change	F change	df1	df2	Sig. F change
1	0.770 ^a	0.593	0.589	0.78899	0.004	95.821	1	120	.000
ANOVA ^a									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	59.649	1	59.649	95.821	.000 ^b			
	Residual	210.407	120	0.623					
	Total	270.056	121						
Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		
		β	S.E.	Beta			Zero order	Partial	Part
1	(Constant)	2.322	0.145		16.000	0.000			
	Employee Promotion	1.384	0.039	0.770	9.789	0.000	0.770	0.770	0.770

Table 2: Regression Results of Employee Promotion and Employee Satisfaction

- a. Predicted construct: Employee Satisfaction
 b. Independent Construct: Employee Promotion

Outcomes from Table 2 illustrate that association between employee promotion and employee satisfaction was linear, positive, significant ($p \leq 0.05$) and highly correlated ($\beta = 1.384$, $\beta = 0.770$, $R = 0.770$, $F = 95.821$ and $t = 9.789$). $R^2 = 0.593$ implied that 59.3% of the variance in employee satisfaction was accounted for by employee promotion. Similarly, a unit change in employee promotion would result to change in employee satisfaction by 1.384 in the same direction. The regression equation to estimate the degree of Employee satisfaction is stated as:

$$ES = 2.322 + 1.384EP \dots \dots \dots \text{Eq. 1}$$

Therefore, the hypothesis two (H_{02}) which stated that: employee promotion has no significant effect on employee satisfaction was rejected because employee promotion had positive linear association ($p \leq 0.05$) with employee satisfaction. The findings were supported by those of Eisenberger and Armeli (2017), Duberg and Mollen (2010), Johari and Ali (2012) as well as Nahum (2015) who observed that promotion to employees gives them an impetus to put more effort in the designated tasks hence improved performance.

5. Conclusions and Recommendations

The association of employee promotion and employee satisfaction was analyzed. Based on the study outcomes, it was established that employee promotion and employee satisfaction were highly correlated. The relationship was found to be positive and significant. This implies that employee promotion though present in KCB bank, their effect on employee satisfaction is positive and significant. One of the employee promotion that had a higher effect on employee satisfaction was employee salary increment while the one with the least effect on employee satisfaction was employee bonus payments in KCB bank.

Recommendations of this piece of work are: The Central Bank of Kenya needs to develop legislation on staff motivation for all commercial banks in Kenya; Banks should endeavour to prioritize motivation for their staff to ensure employee satisfaction and Bank staff ought to work with diligence and utmost commitment as a show of gratitude for the banks efforts in motivating them.

6. References

- Ali, R., & Ahmed, M. (2008). The Impact of Reward & Recognition programs on Employees Motivation & Satisfaction.
- Ali, R., & Ahmed, M. S. (2009). The impact of reward and recognition programs on employee's motivation and satisfaction: an empirical study. *International Review of Business Research Papers*, 5(4), 270-279.

- iii. Armstrong, M. (2006). *A handbook of human resource management practice*. (10th ed.). Kogan Page: London and Philadelphia.
- iv. Axelsson, A., & Bokedal, S. (2009). Reward Systems Motivating Different Generations. A Case study of Volvo Car
- v. Bamberger S and Meshoulum M. (2010), "Work Environment and Perceived Fulfillment of Psychological Contrast: A Study of Private and Public Sector Organizations", *Indian Journal of Industrial Relations*, 38(4), 460-479.
- vi. Broady, L. W. Steel G. A., (2012). *Motivation and work behaviour*. (7th ed.).
- vii. Chiaburu D, Harrison D (2018) Do peers make the place? Conceptual synthesis and meta-analysis of coworker effects on perceptions, attitudes, OCBs, and performance. *Journal of App*
- viii. Cotterell, H. (2013). *Employee turnover reduction through extrinsic rewards*. Master's thesis, Aalto school of Economics.
- ix. Duberg E. R. and Mollen F. T. T (2016). 'A Brief Index of Affective Employee satisfaction, *Organization Management*. MacMillan
- x. Erdogan. (2012), "Does psychological empowerment mediate the relationship between the impact of reward and recognition programs on employee's motivation and satisfaction
- xi. Fletcher S. (2011). *Handbook of Human Resource Management Practice*. 10th Ed. London: Kogan Page Limited. Vol. 37, 479-502.
- xii. Franco, C. L. (2018). *Principles of behavior*. New York: Appleton-Century Crofts.
- xiii. Garlick A. (2009), *study on Factors Affecting Employee satisfaction amongst Employees in Fast Food Restaurant*. Nairobi. University of Nairobi press Abdifatah Abdilahi Ali et al | *International Journal of Business Management and Economic Research (IJBMER)*, Vol 6(6), 2015, 417-435
- xiv. Hafiza P. (2011). Cultural Orientations and Preference for HRM Policies and Practices. The case of Oman. *International Journal of Human Resource Management*, Vol. 18, 11-32.
- xv. Helena, G. (2013). Impact of performance related pay on employees. *Kyklos*, Vol. 62, No. 3, 359- 370.
- xvi. Holt, (2013), "The impact of work redesign and psychological empowerment on organizational commitment in a changing environment: an example from Taiwan's state-owned enterprises", *International Public Management Association for Human*
- xvii. House, J, Dick, R., Fisher, G.K, West, M.A & Dawson, J.F (2004). 'A test of basic assumptions of Affective Events theory
- xviii. Jacob (2015). Globalization and the challenges of Human Resource in Africa. Peer Reviewed of the 9th Annual Inter Conference of the International Academy of African Business and Development (IAABD) 9, 487-494. Held in County government of Florida. Gaines Ville Florida. Vol. 37, 297-313.
- xix. Kabene (2016). Empowerment: The Emperor's New Clothes. *Harvard Business Review* 76(3): 98-105 489 | *The Strategic Journal of Business & Change Management*. Vol. 37, 289-303
- xx. Kaplan, M. (2016), "Motivasyon teorileri kapsamında uygulanan özendirme araçlarının performans etkisine bir
- xxi. Madiha. (2017). "A quantitative analysis of the relationship between empowerment practices and employee satisfaction outcomes." *Total Quality Management and Business Excellence* 14 (1): 45-62.
- xxii. Malhotra, H. (2017). The Research on the Remuneration Determinants in the Primary Distribution of Enterprises-Based on the Investigation on the Situation of Income Distribution of Employees in Hunan Province: *Journal on Scientific Decision Making*.
- xxiii. Morrison R (2014) Information relationships in the workplace, Association with Employee satisfaction, organizational commitment and turnover intentions. *NZ J of Psyc* 33: 114-128.
- xxiv. Nahum. (2015). *Survey of the Relationship between the Perceived Empowerment and Job Satisfaction of Employees in Commercial Banks in Nairobi*. Unpublished MBA Thesis, County government of Nairobi.
- xxv. Nick, R. (2010). *Pay factors and employee satisfaction*. Contemporary education Psychology, Vol. 25, 54-67. NY.
- xxvi. Odhiambo D., (2013). *Transformational corporate leadership*. Published by: Integrity Publishers Inc.
- xxvii. Omogo C. M. (2012), "Job Satisfaction and Intent to Leave", *Journal of Social Psychology*, 137(6), 1997, 677-689.
- xxviii. Powpaka S. (2018), "Impact of Certain Demographic Variables on Organizational Role Stress", *Indian Management Studies Journal*, 6. *Psyc* 93: 1082-1103, *Resources*, Vol. 37, 279-02.
- xxix. Retrieved from <http://www.bizresearchpapers.com/22.Reena.pdf>
- xxx. Spector P (2008). *Industrial and Organizational Psychology*. Research and Practice, 5th ed., John Wiley & Sons, New York,
- xxxi. Srivastava K. (2008), "Age-Related Differences in Job Characteristics and in their Relation to Job Satisfaction", *Scandinavian Journal of Work, Environment and Health*, 14(1), 24-26.
- xxxii. Theories: An Application", Master Thesis, Atılım University, Institute of Social Sciences.
- xxxiii. Thomas (2012). Influence of Leadership Empowerment Behaviour on Organizational Performance. *Management Research Review*.
- xxxiv. uygulama" (The Effects of Encouragement Tools on Performance which are applied within the Context of Motivation
- xxxv. Weiss, E. (2012). Factors driving employee salaries. *Journal of Personality and Social Psychology*, 22, 1, 113-20, Apr 72
- xxxvi. Woodruffe (2018), Survey of The Relationship Between the Perceived Empowerment and Employee satisfaction of Employees in Commercial Banks in Nairobi, Unpublished MBA Thesis, County government of Nairobi.