

1.3 Objective of the Study

The major objective of the research is to examine the effect of job satisfaction on organizational performance (A Study of Emenite Ltd, Emene, Enugu, State.. Other specific objectives were to;

- i. determine whether there is a positive relationship between the job satisfaction and organizational productivity.
- ii. ascertain the effect of job satisfaction on employee's effectiveness.

1.4 Research Questions

The following research questions were formulated for the study;

- i. What is the relationship between the job satisfaction and organizational productivity?
- ii. To what extent does job satisfaction affect employee's effectiveness?

1.5 Research Hypotheses

The following research hypotheses were formulated;

H0₁: There is no positive and significant relationship between the job satisfaction and organizational productivity.

H0₂: There is no positive and significant relationship between job satisfaction and employees effectiveness.

REVIEW OF RELATED LITERATURE

2.1 Conceptual Framework

2.1.1 Concept of Job Satisfaction

Job satisfaction can be defined as that which gives employees the motivation to continue with the daily work or makes him actually want to go to work or gives him an urge to take up a new assignment or project. One of the factors that leads to job satisfaction is recognition and encouragement where an organization has a good evaluation system and the employee's work is recognized and then he is encouraged and motivated to continue contributing to the organization.

According to Vroom (2014), job satisfaction focuses on the role of the employee in his or her workplace hence defines job satisfaction as effective orientations on the part of individuals towards work roles which they are currently occupying.

Job satisfaction can be said to refer to the attitude and feeling people have about their work. Job dissatisfaction is characterized by negative and unfavorable attitudes towards the job and positive and favorable attitudes towards the job indicate job satisfaction. (Armstrong, 2013).

Job satisfaction should be considered as one of the main factors when looking at efficiency and effectiveness of organizations. The new managerial paradigm that insists employees are to be treated and considered as human beings who have their own needs, personal desires and wants is an excellent indicator of the importance of job satisfaction in many organization.

According to Locke and Latham (2010) job satisfaction model, achievement and success in performing tasks comes from the objectives set at the highest level and high expectations for success. Success is analysed as a factor that creates job satisfaction.

Job satisfaction influences the organization in major ways as employee productivity, loyalty and absenteeism. The preponderance of research evidence indicates that there is no strong linkage between satisfaction and productivity. Satisfied workers will not necessarily be the highest producers. Although there are many moderating variables, the

most important seems to be the rewards. If people receive rewards that they feel are equitable, they are likely to be satisfied and this may result in greater performance effort.

Recent research evidence indicates that satisfaction may not necessarily lead to an individual's performance improvement but will actually lead to departmental and organizational level improvements. There is still considerable debate whether satisfaction leads to performance or performance leads to satisfaction. (Luthans, 2008).

Employee loyalty is one of the most significant factors that Human Resource Managers must always consider as this can cause serious negative consequences when not in a high level. Three types of employee loyalty are considered: affective loyalty where an employee feels an emotional connection to the company; normative loyalty appears in cases when the employee feels like he owes something to the company and continuity loyalty which comes as a result of the fact that the employee does not have an opportunity to find a job elsewhere.

Employee absenteeism causes serious additional costs for organizations. Probably the best way to reduce employee absenteeism is to increase level of job satisfaction. When job satisfaction is high absenteeism tends to be low. It is paramount to remember that while high job satisfaction will not necessarily result in low absenteeism, low job satisfaction is likely to bring about high absenteeism.

2.1.2 Organization Performance

Organizational performance is, in fact, used as one indicator of effectiveness for small and large businesses and is a fundamental concern of many practicing managers. Ultimately, success and performance will be gauged by how well a firm does relative to the goals it has set for itself. HR is a key driver of organizational growth, Since it has to emerge as a strategic business partner helping the top management build an organization that is good not just for today, but for tomorrow and beyond. It is now working with the top management to propel the organization forward. HR should be reviewed and we stopped looking at what is happening in other strategies and start looking at best HR practices in large corporate. (Crosby, 1999).

Caplow points out that such performance can be particularly disorienting for employee and owner alike: "often the people involved may not realize that anything significant has occurred until they discover by experience that their familiar procedures no longer work and that their familiar routines have been bizarrely transformed. Business owners, then, face a dizzying array of organizational elements that have to be revised in accordance with changing realities. Maintaining effective methods of communications with and between employees and departments, for example, become ever more important as the firm grows. Similarly, good strategic planning practices have to be implemented and maintained.

Establishing and improving standard practices is often a key element of organizational performance as well. Indeed, a large business that undergoes a significant burst of performance will find its operations transformed in any number of ways. And often, it will be the owner's advance planning and management skills that will determine whether that performance is sustained, or whether internal constraints rein in that performance prematurely.

Thus, organizational theories that followed supported the idea of an organization that achieves its performance objectives based on the constraints imposed by the limited resources (Lusthaus & Adrien, 2010).

In this context, profit became one of the many indicators of performance. The authors Lebars & Euske (2016) provide a set of definitions to illustrate the concept of organizational performance:

- Performance is a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results (Kaplan & Norton, 2012).
- Performance is dynamic, requiring judgment and interpretation.
- Performance may be illustrated by using a causal model that describes how current actions may affect future results.
- Performance may be understood differently depending on the person involved in the assessment of the organizational performance (e.g. performance can be understood differently from a person within the organization compared to one from outside).
- To define the concept of performance is necessary to know its elements characteristic to each area of responsibility.

- To report an organization's performance level, it is necessary to be able to quantify the results.

2.1.3 Relationship between Job Satisfaction and Organizational Performance

According to Danica, (2016), in discussions on organizational success, managers often say that employees' morale is one of the crucial factors for success. Even Napoleon said: 'The effectiveness of the army depends on its size, training, experience and morale, and morale is worth more than all the other factors together.' Focusing on recent times, it could be stated generally that managers want to have satisfied employees who feel good in their workplace; they prefer to work with people who have a positive view of the job. Workers who have a high level of job satisfaction generally love their job; they feel justice in an environment in which they work, and feel that their job gives them some positive features such as variety, challenge, good pay and security, autonomy, pleasant co-workers, etc. Workers who are happy at work will even devote private time to their work activities, they will be creative and committed, they will seek a way to cross any obstacle which might exist in the realization of their jobs, and they will assist their colleagues and superiors. These workers will have extraordinary performance, and the companies with these kinds of workers will be successful. But, is this always the case? Is job satisfaction such a crucial factor in organizational behavior? The general answer to this question is 'yes'. However, it is important to emphasize that the relationship between job satisfaction and organizational performance or organizational success is far from simple and direct (Danica, 2016).

Organizational performance cannot be viewed as a simple sum of individual performances. Although the research results of many studies suggest the existence of positive correlation between job satisfaction and individual performances (Goslin, 2005; Harter, Schmidt, & Keyes, 2003), the case with the relationship between job satisfaction and organizational performance is more complex. Organizational performance is influenced by various factors, both internal which the company can influence, and external, which are beyond the company's influence. Attitudes in general and especially job satisfaction really affect organizational behavior in a number of cases, but not always. This impact is sometimes blocked by the influence of external factors, conditions and circumstances. It would be naive to claim and expect that the impact of job satisfaction on organizational behavior, and thus on organizational performance, is visible at all times and in all circumstances (Danica, 2016).

Regarding the studies that address the relationship between job satisfaction and organizational performance, it should be pointed out that the number of studies focused on this connection is much smaller in relation to the number of studies dealing with the relationship between job satisfaction and individual performance.

Evans and Jack (2003) showed that employee satisfaction has a positive impact on market performance, which was analyzed through earnings per share, and market performance has a significant impact on financial performance. Schneider et al. (2003) found out that higher return on assets (ROA) and higher earnings per share were positively correlated with higher job satisfaction. Aside from the impact of job satisfaction on organizational performance, the inverse effect also should be examined, i.e. the existence of the impact of organizational success on workers' job satisfaction. However, it should be noted that the degree of identification with organizational success is significantly smaller and much less motivating in comparison with individual success, which is often, even inevitably, followed by different rewards (Danica, 2016).

Organizational success generally does not bring some direct rewards or benefits to a particular worker. Therefore, the question is: Does organizational success have the power to influence or enhance job satisfaction? Studies have not made a clear contribution to the clarification of this relationship..

2.2 Theoretical Framework

2.2.1 The Side-Bet Period

The primal thinking is based on Howard Becker's (1960) conception that defined employee commitment as the side-bet theory. This approach was one of the earliest attempts to study a comprehensive conceptual framework about employee commitment from perspective on the individual's relationship with the organization.

According to Becker's theory, the relationship between employee and organization are based on the "contract" of economic exchange behaviour, committed employees are committed because they have totally hidden or somewhat hidden investments, "side-bets," they have made by remaining in a given organization. If someone left, the investments of "side-bet" will be claimed hardly. The term "side-bets" refers to the accumulation of investments valued by the individual. Becker (1960) argued that over a period of time certain costs accrue that make it more difficult for the person to disengage from a consistent pattern of activity, namely, maintaining membership in the organization.

Becker's approach claimed that a close connection between employee commitment and employees' voluntary turnover behaviour exist. In fact, it identifies employee commitment as a major predictor in the explanation of voluntary turnover. This contention was supported by later research that followed Becker's theory. According to these studies, commitment should be measured by evaluating the reasons, if any, that would cause a person to leave his organization.

While the side-bet theory was abandoned as a leading commitment theory, the close relationship between employee commitment and turnover as advanced by Becker affected most of the later conceptualization of commitment and established turnover as the main behaviour that should be affected by employee commitment. The influence of the side-bet approach is evident in Meyer and Allen's Scale (1991), which might be named as the continuance commitment. This scale was advanced as a tool for the better testing of the side-bet approach and is one of the three dimensions of employee commitment outlined by Meyer and Allen (1991).

2.2.2 Middle Affective-Dependence Period

Second period of employee commitment was advanced by Porter et al. (1974). The focus of commitment shifted from tangible side-bets to the psychological attachment one had to the organization. The affective dependence school attempted to describe commitment as a kind of attitude-centered but "economic-contract". Employee's retention does not only come from economic factors but also affective influence and the later maybe more significant. Accordingly, commitment was defined by Porter and his followers as "...the relative strength of an individual's identification with and involvement in a particular organization..." (Mowday, Steers and Porter, 2010). Then they claimed employee commitment was combined with three parts: "Strong Acceptance", "Participation" and "Loyalty". The exchange theory was established as the main explanation for the process of commitment (Mowday, Porter and Steers, 2012). They advanced commitment as an alternative construct to job satisfaction and argued that commitment can sometimes predict turnover better than job satisfaction.

Commitment was characterized by 3 related factors (Mowday, 2010):

- a. A strong belief in and acceptance of the organization's goals and values.
- b. A willingness to exert considerable effort on behalf of the organization.
- c. A strong desire to maintain membership in the organization.

However, although Porter and his colleagues had contributed for commitment's evolution, they still continued with one of the basic assumptions of Becker's theory, namely, the strong ties between commitment and turnover and following the one dimensional guidance.

Based on the approach of Porter, Steers, Mowday, Boulian operated the famous OCQ (Employee Commitment Questionnaire) which combined 15 items. It followed the three dimensional definition and met satisfied reliability. In addition to the items that reflect the attitudinal notion of commitment, the OCQ included items that refer to what O'Reilly and Chatman (2016) termed the consequences of commitment. Critics of the OCQ would argue that some of the items of the scale deal with turnover intentions or with performance intentions and that all of the statements are more reflective of behavioural intentions than attitudes (O'Reilly and Chatman, 2016).

To overcome the limitation of OCQ, O'Reilly and Chatman (2016), Meyer and Allen (2014) extend it into multi-dimension model respectively. Due to the criticism of the scale, whether justifiable or not, the need for an alternative to the OCQ became evident, with the call coming from two sources. One of them was the O'Reilly and Chatman (2016) approach that was specifically advanced as a conceptual and operational alternative to the OCQ. The second one, which of Meyer and Allen (2014), started first as a methodological paper aimed at an improved examination of the side-bet approach using scales more appropriate for this goal

2.3 Empirical Framework

Danica, (2016), explored the link between job satisfaction and organizational performance and to determine if there is an empirically provable relationship between these two variables, and the direction and the intensity of this relationship. Empirical research was conducted on a research sample of 40 large- and medium-sized Croatian companies, with 5806 employees surveyed. The results of this study showed the existence of a clear link between employees' job satisfaction and organizational performance in both directions, but with pretty weak intensity. Detailed analysis showed that the connection between job satisfaction and organizational performance is stronger than the connection between organizational performance and job satisfaction. It could be stated that job satisfaction determines organizational performance, rather than organizational performance determining job satisfaction.

Kithuku, (2012), assessed performance appraisal and its impact on employee performance at Kenya Commercial Bank. The specific objectives were to establish the level of job satisfaction at Kenya Commercial Bank and to determine the effect of performance appraisal on Job Satisfaction at Kenya Commercial Bank. This study adopted a case study method. The researcher targeted employees of Kenya Commercial Bank Limited. These were five (5) employees of the Bank at Supervisory level in different departments in the organization. Data was collected using an interview guide which had open ended questions. Data was analyzed using Microsoft Excel and Microsoft Word. Analysis was done by use of descriptive Characteristics. The study found out that study the performance appraisal method used had both a positive and a negative impact on employee performance. The study also found out that there were other factors that reflected the level of job satisfaction and these were staff turnover, job rotation, career development, time management, job performance and teamwork. Finally the study found that performance appraisal had both positive or negative impacts on job satisfaction. The study concluded that the performance appraisal method used had an effect on job satisfaction and job performance.

Timothy, Carl, Joyce and Gregory, (2001), reviewed of the relationship between job satisfaction and job performance. The qualitative review was organized around 7 models that characterized past research on the relationship between job satisfaction and job performance. Although some models had received more support than have others, research had not provided conclusive confirmation or disconfirmation of any model, partly because of a lack of assimilation and integration in the literature. Saxena and Rai, (2015), conducted a study and found the effect of performance appraisal system on job satisfaction and organizational commitment in the service sector in India. The methodology was based on an online questionnaire survey to collect the data. The results of the study were analyzed statistically by correlation and regression using SPSS software. It is concluded from the study that the employees who were satisfied with the performance appraisal system of their organization were also satisfied with their job and were committed to their organization.

Mushtaq, Muhammad, Momal, Amber and Hummayoun, (2013), scrutinized the impact of job satisfaction on organizational performance. It considered which rewards (intrinsic and extrinsic) determine job satisfaction of an employee and its relation with organizational performance. It also reviewed the influence of age, sex and experience of employees on level of job satisfaction. It also covered and investigated different events which can satisfy the employees on jobs, their retention in the job, and why employees stay and leave the organization. Data were collected through conducting detailed field survey using questionnaire from different employee (exit interview of outgoing employees) groups like management, senior managers, managers, professionals and support staff from five profit/non-profit sector organizations. The data analysis showed that there existed positive correlation between job satisfaction and organizational performance.

Habib, Khursheed and Idrees, (2010), utilized survey data collected from 310 employees of 15 advertising agencies of Islamabad (Pakistan) to test interdependency of job satisfaction and job performance, effect of organizational commitment and attitude towards work on job satisfaction and impact of organizational commitment and attitude towards work on performance. Response patterns, analyzed by gender, education, department, income and age are also discussed. Results show a weak relation between job satisfaction and performance whereas organizational commitment has strong positive relation with performance and attitude towards work has a strong positive relation with job satisfaction. The study identifies insignificant impact of organizational commitment on job satisfaction and attitude towards work on job performance.

In most cases, the study adopted descriptive/ survey research design to analyze variable used, whole analytical techniques like spearman correlation coefficient using analysis of variance involving Simple random sampling were employed in analyzing the data.

METHODOLOGY

3.1 Research Design

The researcher adopted the survey design

3.2 Sources of data collection

Both primary and secondary source of data were utilized in gathering the information relevant for this work.

Primary data: Primary data consists of the use of questionnaire

Secondary data: Secondary data were also used in this research. Some of the secondary sources utilized include textbooks, seminar paper and related articles in academic journals and from the internet.

3.3 Population of the Study

The population of this study comprises the staff of Emenite Ltd, Emene with staff of two hundred and ten (210).

3.4 Sample Size Determination

The researcher determined the sample size statically by using Taro Yamani (Abdullahi, 2012) as follow;
Using the formula;

$$n = \frac{N}{1+N(e)^2} \quad \text{Where;}$$

n = Sample size

N = Population (210)

e = Margin of error (0.05) Thus, the sample size was:

$$n = \frac{210}{1+210(0.05)^2}$$

$$n = \frac{210}{1+210(0.0025)}$$

$$n = \frac{210}{1+0.53}$$

$$n = \frac{210}{1.53}$$

n = 138.

n= 138 Staff.

3.5 Sampling Technique

This researcher adopted a random sampling technique which made it possible for all the workers to have equal opportunity to being selected as the representative sample based on the total population of the two hundred and ten, a normal confidence level of 95% and error tolerance of 5% was used.

3.6 Description of the Instrument

The instrument for collection of data for this research was questionnaire. The extent of existence for all variables in the research area were measured on a five-point Likert scale ranging from Undecided to Strongly Agree, ranging from 0-4. Where Undecided (UD) =0; Strongly Disagreed (SD) =1; Disagreed (D) = 2, Agree (A) = 3 and-Strongly Agree (SA) = 4.

3.7 Reliability of the Instrument

The researcher used Test-Retest reliability to test the consistency of different administrations and also to determine the coefficient reliability of this research. The same test was administered to different groups on at least two separate occasions. Through this, the researcher achieved some level of reliability and validity through the various methods and techniques that were employed in collecting and analyzing data. The Test-Retest reliability was used and computed through Statistical Package for Social Science (SPSS) version 22.0.

3.8 Method of data Analyses

Data for the study were analyzed using frequency distribution table, and percentages., while simple regression and correlation with the use of SPSS were used to analyze the hypotheses.

3.9 Data Presentation and Discussion of Findings

Distribution of questionnaire and response rate

Total copies of questionnaire	Respondents	Percentage (%)
Total distributed	138	100
Total valid returned	120	87
Total invalid returned	8	5.8
Total not returned	10	7.3
Total	138	100

Source: Field survey, 2020

Result and Discussion

Regression result showing the relationship between job satisfaction and organizational market share of Emenite Ltd, Emene, Enugu, Enugu State.

Table 3.9.1

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.929 ^a	.863	.861	.34939	.383

a. Predictors: (Constant), High return on assets (ROA) and high earning per share(EPS) to an organization is influenced by high job satisfaction, Employee satisfaction on job had a strong influence on market performance which affected their market share

b. Dependent Variable: To what degree does organizational market share was influenced by employees satisfaction on their job which had a significant impact on their financial performance

Table 3.9.2

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	88.512	2	44.256	362.528	.000 ^b
	Residual	14.039	115	.122		
	Total	102.551	117			

a. Dependent Variable: To what degree does organizational market share was influenced by employees satisfaction on their job which had a significant impact on their financial performance

b. Predictors: (Constant), High return on assets (ROA) and high earning per share(EPS) to an organization was influenced by high job satisfaction, Employee satisfaction on job had a strong influence on market performance which affected their market share

Table 3.9.3

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	.626	.099		6.309	.000	.429	.822
Employee satisfaction and market performance	.486	.076	.526	6.375	.000	.335	.637
ROA and EPS on job satisfaction	.379	.074	.424	5.141	.000	.233	.525

a. Dependent Variable: To what degree does organizational market share was influenced by employees satisfaction on their job which had a significant impact on their financial performance

Interpretation

R = .929
 R-Square = .863
 Adjusted R-Square = .861
 F – Statistic (df1=2 & df2=115) = 362.528
 T - Statistics = 6.375

Table 3.9.4 above showed the regression results between job satisfaction and organizational market share. The regression results showed that the estimated coefficient of the regression parameter had a positive sign and thus conform to our a-priori expectation. The implication of this sign was that the dependent variable organizational market share, was affected by High return on assets (ROA) and high earning per share (EPS) to an organization was influenced by high job satisfaction and Employee satisfaction on job has a strong influence on market performance which affected their market share, was positively affected by degree of relationship between job satisfaction and organizational market share of the company.. The coefficient of determination R-square of 0.863 implied that 86.3% of the sample variation in the dependent variable, degree of relationship between job satisfaction and organizational market share was explained or caused by the explanatory variable while 13.7% was unexplained. This remaining 13.7% could be caused by other factors or variables not built into the model. The high value of R-square was an indication of a very good relationship between the dependent and independent variable. The value of the adjusted R² is 0.861. This showed that the regression line which captures 86.1% of the total variation in degree of relationship between job satisfaction and organizational market share of the company was caused by variation in the explanatory variable specified in the model with 13.7 per cent accounting for the stochastic error term. The F-statistic was also used to test the overall significant of the model. The F-value of 362.528 was an indication that the model was statistically significant at 5 percent level of significant at degree of freedom df1= 2 and df2= 115.

Test of Hypothesis

Hypothesis one

H₀: There is no positive and significant relationship between job satisfaction and organizational market share of Emenite Ltd, Emene, Enugu State..

H₀ = B₁ = 0. Test the hypothesis that all slope coefficients were equal to zero.

H₁ ≠ B₁ ≠ 0. Test the hypothesis that not all slope coefficients were equal to zero.

With reference to table above, the calculated t-statistics of 6.37 was greater than the critical value (i.e.1.984), the null hypothesis was rejected and the alternate accepted. This means that there was positive and significant relationship between job satisfaction and organizational market share of the company.

Findings

. The major findings of the study were summarized as follows;

- i. That there was a relationship between job satisfaction and organizational performance of Emenite Ltd Emene, Enugu State..
- ii. That there was a relationship between job satisfaction and market share of the company..
- iii. There was a positive relationship between return on asset (ROA), earnings per share (EPS) and employees' job satisfaction of the company.

3.10 Conclusion

There was a relationship between job satisfaction and organizational performance.

There was a relationship between job satisfaction and market share of the company.

3.11 Recommendations

- i. The management of the company should adopt increase/prompt payment as a motivational factor that can increase performance in the organization.
- ii. The management should use workers inputs as a criteria for promotion of workers
- iii. The company should make the working environment conducive for the workers.

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