

**WORKPLACE PROMOTION SYSTEM AND EMPLOYEE ATTITUDE TO WORK
IN ACCESS BANK PLC, PORT HARCOURT.**

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Abstract

The aim of this research is to examine the relationship between workplace promotion system and employee attitude to work. To achieve this, the study adopted the descriptive survey design for the analysis. The study population consists of all the professional staff in Access Bank Plc, Port Harcourt. As a result of time and the population oversize, the research selected ninety nine (99) workers from five of the bank branches to make up the population of the study. As such, the proportionate stratified random sampling is used due to the presence of significant difference in the sizes of the sampled company. A sample of sixty (60) employees was selected as the sample size for the study. To collect the required data from this bank, a well structured questionnaire was used. To check the reliability, reliability analysis was used and a statistically accepted Cronbach alpha value of 0.68 was found. A total of 60 questionnaires were distributed out of which 56 were returned with a response rate of 78%. This is followed by an analysis using the SPSS 21 software to find the prediction of workplace promotion system for employee attitude to work. From the analysis, we found out that the dimensions of workplace promotion system significantly influence the measures of employee attitude to work. The implication of this result is that the workers in the selected firm felt satisfied, engaged and committed to their work when they are promoted based on the organization's culture and value. Based on the conclusion, the following recommendations were made among others; that companies should implement policies promoting worthy job satisfaction practices such as job promotion and that Private companies should stimulate job promotion of their employees in order to ensure employees' affective commitment.

INTRODUCTION:

Businesses are closing down daily due to both lack of understanding of the workings of the business environment, competition, globalization and inability to manage its essential resources. The failure to comprehend these factors possess even a larger threat at the long run to firms. More specifically, an understanding of the essential resource of the organization (employees) is wholesome. It is believed from the neoclassical perspective that the employees are the lifeblood of any enterprise, as such, understanding their behaviors and attitudes towards works and organization is a thing of concern to any management. Specifically, organizations what will want to overcome the competitive nature of contemporary business environment. Employee's attitude at any given time has the tendency of affecting both their performance and that of the organization. Attitude comes as a reaction to some factors in the organization which fail to satisfy the employees' desire. From the opinion of Allport (1935), an employee's attitude as a mental state of readiness, organized through experiences, exerting directives or dynamic influences on the individual response to all object and situations to which it is related. Attitude is composed of affect (a feeling), behavior (an action) and cognition (belief). An employee's attitude is related to his level of satisfaction, motivation, training and development, culture, and commitment. The employee's attitude towards the overall commitment towards the organization is directly connected to job satisfaction and loyalty. According to Pickens (2005), the success and failure of any enterprise is conditioned by the attitude of its motivated, committed, trained and satisfied employees with its business processes

On the above, there are possibilities that promotion might to a large extent influence the behavior of individuals in the organization and stimulate individuals to greater abilities to move ahead (Parry

& Kelliher, 2009). This is because an employee will work in an organization and give its quota depending on the amount of happiness and fulfillment, he/she finds in the business organization. The employee will tend to work better if he is properly promoted, rewarded, engaged and satisfied. In all, job promotion is used as a reward and an inducement to better work performance and other organizationally approved forms of behaviors. Our observation shows that 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).

Owing to the above postulation, the system of job promotion permits organizations to match its need for competent personnel with the employee's 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.

Statement of the Problem:

The Promoting employee from lower level to the upper level creates a feeling of content among the employees. It improves their job satisfaction and motivation by providing greater income, status and responsibilities. By building up loyalty, promotion reduce labour turnover. Promotion stimulates self-development and creates interest in training and development programmes (Gupta, 2011).

However, the main reason behind organization's practicing promotion is first to enhance employee motivation and ultimately achieving organizational success; and second, to ensure achievement of the interests of individual employees. In this context, promotion is an important practice in ensuring mutual existence between the organization and employees. It encourages people to stay longer with the organization in order for them to satisfy their needs, which in turn lead to increased organizational stability and performance (Armstrong, 1984).

Therefore, promotion for employees is a vital aspect for the survival of any organization, whereby various ways of promotion can be implemented such as merit and seniority. If well implemented, it leads to motivation. However, some organizations are not adhering to the procedures which lead most of those organizations to poor performance due to employees lack of satisfaction. In order to ensure effectiveness of the practice in organization, clear policy and procedures must be laid down for guidance. In the banking sector, employees are promoted based on merit and some cases based on the seniority. The provisions insist on promotion on merit based on academic qualification, performance, skills, personal qualities and job experience. Promotion on merit is adopted by many organizations as a way of motivating employees to perform better. It is seen as a fair method of rewarding those whose performance is considered exemplary and in the process encourages everyone to strive and perform better.

In this view, we are aware that most employees did not feel better, engaged and motivated with the method of promotion instituted by most banks. Some of the workers are sometime \not aware of the parameters used in promotion. To others, this promotion does not come timely as some might have reached the expected points without being promoted. Considering the above, it is crucial for any organization to provide promotions timely, although this requires economy which is performing positively and good production turnover. There are some cases where promotions are delayed

due to certain circumstances which lead to complaints, labour turnover, and absenteeism from public servants.

Conscious of the above standpoints is the need for this research, to examine the relationship between workplace promotion system and employee attitude to work. The aim of this study is to find out the influence of workplace promotion on employee attitude to work in the banking sector.

Aim and Objectives of the Study:

The aim of this study is to examine the relationship between workplace promotion system and employee attitude to work. In specific terms, the study shall seek:

1. To examine the impact of merit based promotion on employee commitment to work.
2. To examine the influence of merit based promotion on employee engagement at work
3. To examine the relationship between merit based promotion and employee job satisfaction at work
4. To examine the relationship between random-based promotion and employee commitment to work.
5. To examine the relationship between random-based promotion and employee engagement at work.
6. To examine the relationship between random-based promotion and employee job satisfaction at work.
7. To examine the relationship between seniority-based promotion and employee commitment to work.
8. To examine the relationship between seniority-based promotion and employee engagement at work.
9. To examine the relationship between seniority-based promotion and employee job satisfaction at work.

Research Questions:

1. To what extent does merit based promotion influence employee commitment to work at Access Bank Plc, Port Harcourt?
2. To what extent does merit based promotion influence employee engagement to work at Access Bank Plc, Port Harcourt?
3. To what extent does merit based promotion influence employee job satisfaction at work at Access Bank Plc, Port Harcourt?
4. To what extent does random-based promotion influence employee commitment to work at Access Bank Plc, Port Harcourt?
5. To what extent does random-based promotion influence employee engagement at work at Access Bank Plc, Port Harcourt?
6. To what extent does random-based promotion influence employee job satisfaction at work at Access Bank Plc, Port Harcourt?
7. To what extent does seniority-based promotion influence employee commitment to work at Access Bank Plc, Port Harcourt?
8. To what extent does seniority-based promotion influence employee engagement at work at Access Bank Plc, Port Harcourt?
9. To what extent does seniority-based promotion influence employee job satisfaction at work at Access Bank Plc, Port Harcourt?

Research Hypothesis:

The following research hypothesis guided the conduct of this paper

Ho₁: there is no significant relationship between merit based promotion and employee commitment to work.

- Ho₂:** there is no significant relationship between merit based promotion and employee engagement at work
- Ho₃:** there is no significant relationship between merit based promotion and employee job satisfaction at work
- Ho₄:** there is no significant relationship between random-based promotion and employee commitment to work.
- Ho₅:** there is no significant relationship between random-based promotion and employee engagement at work.
- Ho₆:** there is no significant relationship between random-based promotion and employee job satisfaction at work.
- Ho₇:** there is no significant relationship between seniority-based promotion and employee commitment to work.
- Ho₈:** there is no significant relationship between seniority-based promotion and employee engagement at work.
- Ho₉:** there is no significant relationship between seniority-based promotion and employee job satisfaction at work.

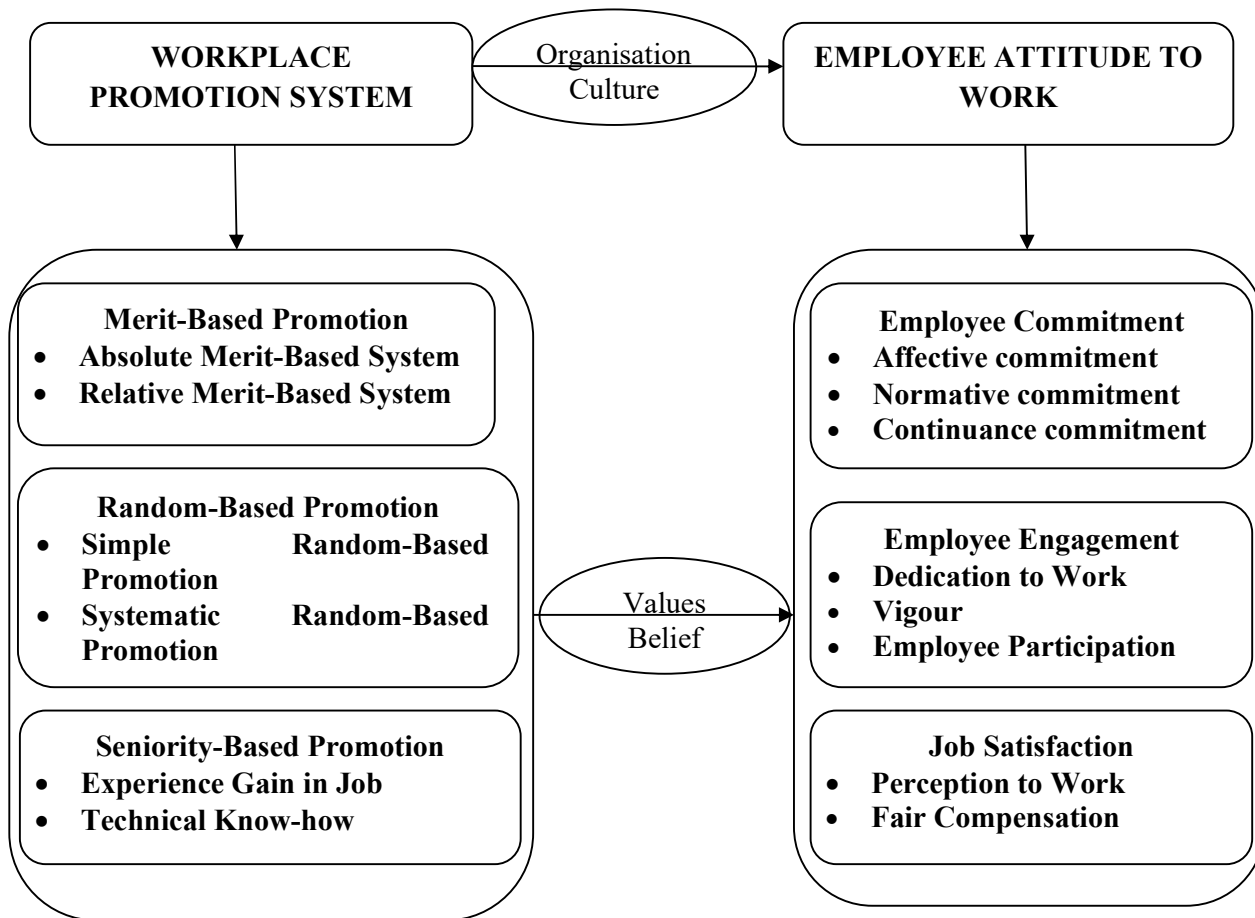
Scope of the Study:

This study is limited in scope to understanding the relationship between workplace promotion system and employee attitude to work. The content of this study will therefore be limited to the unravelling the concept of employee attitude as well as workplace promotion system. The study will also take into cognizance the dimension of workplace promotion; seniority based promotion, random based promotion and merit based promotion as well as the measures of the dependent variable, employee attitude (employee commitment, employee engagement and employee job satisfaction). To this end, the geographical scope of this study shall members of staff in Access Bank Plc, Port Harcourt.

Significance of the Study:

This work, after completion will be of immense benefit to all and sundry. To future researcher, this work will provide a suiting platform for them to experiment the relationship between the above concepts. It will also provide them with literature to carry out their research. To the teacher and other stakeholders in the educational sector, this work will serve as a resource material for teaching and learning process. To the industry, it will serve as an eye opener on the importance of promotion and the best promotion system for their company.

CONCEPTUAL FRAMEWORK



Source: Researcher’s Inference, 2021

Fig 1: Conceptual framework of workplace promotion system and employee attitude to work.

REVIEW OF RELATED LITERATURE

Concept of Workplace Promotion System:

The notion of promotion has been variedly x-rayed. To the market, promotion is the effort put in place to increase sales. To the business manager promotion can be low price sales or the movement on the employee within the organization specifically the vertical slope. Be it as it may, here, we shall not content with the varied conceptualization of the concept but choose that which suit our interest in this study. According to Fathoni, (2006) in Abdulmumini (2021), promotion is an increase of a labor or employee at a field a better job, compared with the previous of the responsibility is greater, achievement, higher status, demands proficiency is higher, and the addition of wages or salaries as well as other allowances. According to Gupta (2011) promotion refers to a higher post carrying greater responsibilities, higher status, and better salary. It is the upward movement of an employee in the organization's hierarchy. Sikula (2018) is also of the same stating that promotion is a move in one position to another that involves both wages and status increases. Ardana et. al (2018) did not differ in the above opinions but stressed that promotion is the movement from one position to another which has a higher status and responsibility. Mustaffa and Kamis (2007), assert that the most attractive reward perceived by the staff and that promotion will improve the staff objective and performance. Turk

(2008) upholds that a good and well-functioning performance appraisal system would help the educators to make their mark in the organizational setting of their faculty. 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).

Dimensions of Workplace Promotion

Absolute and Relative Merit-Based Systems:

The most common form of promotion system is the merit-based system (MBS), which can be further sub-divided into its relative and absolute forms. In an absolute MBS, the candidate must perform above some arbitrary cutoff level in past, current or projected future performance to become eligible for promotion. In a relative MBS, candidates are ranked according to performance and the highest-ranked candidates are promoted regardless of their absolute performance level while those at the bottom tend to face some negative disciplinary actions.

While it may seem that candidates have an incentive to shirk and reduce their performance to a uniformly low level in a relative MBS, the opposite may actually be true. The desire for promotion and uncertainty over the final cutoff point creates an intense competition between candidates that have been likened to a rat-race or sports tournament (Landers et al., 1996; Lazear and Rosen, 1981).

In a relative MBS, there is always a chance that a cohort will be totally comprised of negative performers. In this case, selecting the best performer for promotion may still result in negative performance outcomes for the organization. This can be contrasted with an absolute MBS that will not promote candidates unless their performance exceeds some minimum threshold level (for example, we may require performance to be greater than zero). An absolute MBS will only select from the best "qualified" performers. Thus, while a relative MBS will always have a candidate to promote, an absolute MBS will always ensure that a negative performer will not be promoted: a classic case of the tradeoff between a sin of commission versus a sin of omission. According to Luthans (2011) an individual who is promoted based on performance would experience more satisfaction than one got promoted on seniority basis. The pay, recognition or rewards associated with the promotion would influence the degree of satisfaction, the more the associate benefits the higher the satisfaction.

Seniority-Based Systems:

Seniority based systems promote the candidate (or candidates) in a cohort with either: 1) the most experience in the job, 2) the most experience in the organization, or 3) the most experience in the industry. For this study we focus on the second category, i.e., the experience in the organization as a criterion for seniority. Seniority-based promotion refers to a promotion system wherein leaders use employees' length of service or time in an organization as the basis for employee promotion (García-Izquierdo et al., 2012). Phelan and Lin (2001) observed that the procedures of seniority-based promotion were typically clear and transparent and led to objectivity in promotion and low turnover. Seniority-based promotion systems eliminate subjective interpretation of employee performance and accomplishments; consequently, employees largely view seniority-based

promotion systems as being procedurally just (Wan et al., 2012). However, because seniority-based systems are primarily based on length of service and not employee performance, seniority-based systems may not motivate employee productivity and performance like other promotions systems, such as those based on employee accomplishments and meritorious behavior (McKinney et al., 2013).

A key benefit of seniority-based promotion systems is that they can help maintain workplace harmony by eliminating perceptions of favoritism and cronyism (Webster & Beehr, 2012). On the other hand, seniority-based systems offer clear career paths and succession planning, low turnover, and objectivity in the promotion process (Dobson, 1988). When firm-specific human capital accumulates uniformly over time, and there is little variation in the initial ability of employees, seniority acts as a useful proxy for performance. However, if learning rates and ability are heterogeneous then a seniority system cannot guarantee that the best performer will be promoted. In this situation, seniority is a weak selection device. In the current model the ability of all agents is held constant but differential learning is possible.

Random Promotion Systems:

In order to compare the relative effectiveness of the promotion systems, we also consider a promotion system that does not use any of the promotion mechanisms mentioned above. This random promotion system will serve as a baseline control and may not find its existence in the real world. In this random promotion system, when there is a vacancy, lower level members are selected based on random chance rather than performance or seniority. We would expect that promotion systems that explicitly seek to promote capable performers into higher-level positions should generally perform better than a random promotion system.

Concept of Employee Attitude:

Attitude is a positive or negative feeling or mental state of readiness, learned and organized through experience that exerts specific influence on a workers response to co-worker, objects and situations (Fishbein and Ajzen (1974). An attitude is a psychological tendency that is expressed by evaluating a particular entity with some degree of favour or disfavour (Eagly and Chaiken 1998). Robbins (2003) defined attitudes as evaluative statements and they can be either favourable or unfavourable concerning objects, people, or events. Therefore they reflect how one feels about something. The favourable statements may provide positive effects regarding the concerned object, person or event whereas unfavourable statement may provide negative effects. An attitude is a positive or negative feeling or mental state of readiness, learned and organized through experience that exerts specific influence on a person's response to people, objects and situations. This definition of attitude has certain implications for managers. First, attitudes are learned. Second, attitudes define one's predispositions toward given aspects of the world. Third, attitudes provide emotional basis of one's interpersonal relations and identification with others. And fourth, attitudes are organized and are closed to the core of personality. According to (Bagherian et al. 2009) it is generally positive or negative views held by a person about, place, thing, situation, idea or event.

Measures of Employee Attitude:

Employee Commitment:

Conceiving the workability of the business environment, the role of personnel cannot be over emphasised. The individuals in the business environment will perform based on their perception and feeling of the job. In a situation where the worker has a positive perception of the business or company, he will also want to stay and contribute wholeheartedly to the success of the firm. To this end, it is therefore imperative to mention that commitment is very important to the growth and development of the business. From the opinion of Northcraft and Neale (1996), commitment is conceived as the attitude reflecting an employee's loyalty to the organization, and an ongoing

process through which employees show their concerns for the organization and its continued success. To Porter (1968), the concept commitment entails willingness of workers to exercise higher efforts on behalf of the organization, a strong desire to stay in the organization, and accept major goals and values of the 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. As declared by Dey (2012) commitment of employees is shown in the level of employees attachment to their organization.

From the above postulations on the concept of commitment, one thing remains pivotal and that is the fact that the employee who is committed to his work must have certain feelings and thought of identity with the organizational goals and objectives. In doing this, the employee aligns with the organisation's culture and value to achieve its goals and objectives and contribute to corporate performance. On this note, employee commitment plays an important role in the growth and 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. From 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.

The notion of commitment has been varied classified. To Kanter (1968), commitment is classified into three (3) types of continuance, cohesion and control commitment. On the other hand, Meyer and Allen (1991) and Dunham et al (1994) identified three types of commitment; affective commitment, continuance commitment, and normative commitment.

Affective Commitment is defined as the emotional attachment, identification, and involvement that an employee has with its organization and goals (Mowday et al. 1979, Meyer and Allen 1993; O'Reilly and Chatman 1986). Porter et al (1974) further characterize affective commitment by three factors (1) —belief in and acceptance of the organization's goals and values, (2) a willingness to focus effort on helping the organization achieve its goals, and (3) a desire to maintain organizational membership. Mowday et al (1979) further state that affective commitment is —when the employee identifies with a particular organization and its goals in order to maintain membership to facilitate the goal (p.225). Meyer and Allen (1997) continue to say that employees retain membership out of choice and this is their commitment to the organization.

Continuance Commitment is the willingness to remain in an organization because of the investment that the employee has with —non-transferable investments. Non-transferable investments include things such as retirement, relationships with other employees, or things that are special to the organization (Reichers 1985). Continuance commitment also includes factors such as years of employment or benefits that the employee may receive that are unique to the organization (Reichers 1985). Meyer and Allen (1997) further explain that employees who share continuance commitment with their employer often make it very difficult for an employee to leave the organization.

Normative Commitment (Bolon 1993) is the commitment that a person believes that they have to the organization or their feeling of obligation to their workplace. In 1982, Weiner discusses

normative commitment as being a —generalized value of loyalty and duty|. Meyer and Allen (1991) supported this type of commitment prior to Bolon's definition, with their definition of normative commitment being —a feeling of obligation|. It is argued that normative commitment is only natural due to the way we are raised in society. Normative commitment can be explained by other commitments such as marriage, family, religion, etc. therefore when it comes to one's commitment to their place of employment they often feel like they have a moral obligation to the organization (Wiener 1982).

Meyer, Allen, and Smith (1993) say that the three types of commitment are a psychological state —that either characterizes the employee's relationship with the organization or has the implications to affect whether the employee will continue with the organization|. Meyer et al. (1993) continue to say that generally the research shows that those employee's with a strong affective commitment will remain with an organization because they want to, those with a strong continuance commitment remain because they have to, and those with a normative commitment remain because they felt that they have to. Meyer and Allen (1997) define a committed employee as being one —stays with an organization, attends work regularly, puts in a full day and more protects corporate assets, and believes in the organizational goals|. This employee positively contributes to the organization because of its commitment to the organization. Schwarzwald et al (1992) found that commitment was higher among employees who had been promoted, and was also related to employees' perceptions that the organisation had a preference of recruiting from their internal labour market. 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.

Employee Engagement

Just like commitment, employee engagement is essential to the growth of the business environment. This is because like the neoclassical theorist strongly believes, the human resources is very important in the growth of the organisation. The success and failure of the organisation is predicated through their attitude toward their work. It is therefore necessary that employee should be engaged for optimum growth and development of the business. Kahn (1990 p. 694) defined employee engagement as —the harnessing of organisation members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances|. This definition is aligned with the In sync Surveys framework, which encompasses the three components of engagement: the Head (cognitive), the Heart (emotional) and the Hand (physical). Truss et al. (2006) define employee engagement simply as passion for work. This implies that there is a level of satisfaction and motivation when employees perceive management are empowering them and allowing them to exercise their initiative both in decision making and on their job. As noted by studies conducted by (Bernerthet et al. 2007; Mauno et al. 2007). The work of Ogilo, Elenwo, & Ojofeitimi (2020) stated that organizations need employees who are engaged in their work, who are more proactive, more initiative and give best quality of service to the customers especially in service firms.

Job Satisfaction

A number of studies have been concerned with conceptualizing the notion of satisfaction as well as understanding its role in the business environment. Some of these studies have argued that job dissatisfaction is a consistent predictor of burnout and turnover (Laschinger et al. 2006; Hellman 1997; Harter et al. 2002). It is also generally held that empowered employees have higher levels of job satisfaction, primarily because of their involvement in goal setting and in making decisions that affect their work (Blackburn and Rosen 1993; Ugboro and Obeng 2001; Laschinger et al. 2006;).

Additionally, it is claimed that job satisfaction results in higher levels of employee organizational commitment, that in turn produce desirable organizational citizenship behaviour -the willingness of an individual to engage in extra role behaviour that is not generally considered a part of an individual's job description (Williams and Anderson 1991). Thus the authors argue that empowerment positively influences job satisfaction and that job satisfaction can also increase levels of employee engagement.

The notion of job satisfaction in the business environment is difficult to explain. It has been faced by varieties of publication from all works of life. It is seen as the "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Schneider & Snyder, 1975; and Locke, 1976). Mobley & Locke (1970); and Spector (1997) defined 'Job satisfaction and dissatisfaction are functions of the perceived relationship between, what one expects and obtains from one's job and how much importance or value one attributes to it'. Hagedorn (2000), posited that when a employees have feeling of high level of achievement, is deeply engaged, and is properly rewarded by recognition, responsibility, and salary, job satisfaction is improved. However, there are some factors influencing employee's job satisfaction, such as attitudes towards job satisfaction, work situation, dispositional and cultural influences and the work itself (Saari and Timothy 2004). From the above, it should also be stated that an employee who has a positive perception of his work and is fairly compensated for the work done will also be satisfied. As such, the employee will give his best to the work of the organization and perform better. Our position here was conceived from the words of Weiner (1980) stated that job satisfaction is primarily dependent on the nature of the job itself; job challenges, independence, skill variety and job scope are the major determinants. As a whole Job satisfaction is a subjective process, it is very difficult to define, it is subject to the influenced by the internal and external forces of the organization, it has the power to affect the physical and mental health of the worker, as well as the capability to affect, in their personal and professional behavior (Robbins, 2005).

The Nexus among Promotion, the Employee and the Business Organisation

Danish (2010) contends that human resources are the most important among all the resources an organization owns. To retain efficient and experienced workforce is very crucial on overall performance of an organization. Motivated employees can help make an organization competitively more value added and profitable. Bull (2005) asserts a view that when employees experience success in mentally challenging occupations which allow them to exercise their skills and abilities; they experience greater levels of job satisfaction. Incentives, rewards and recognition are the key parameters of today's motivation programs to the most of the organizations and these bind the success factor with the employee's performance. Promotion is the most common form of internal mobility of personnel in an organization. In fact, it is rarest case that an individual who joins an organization at a particular position at the beginning of his career retires at the same position. Promotion is an essential feature of an individual's career. Promotion is advancement in the organization which involves a change from one job/position to another that is better in terms of status and responsibility. Ordinarily, the change to better job is accompanied with increased monetary, compensation and privileges (Prasad, 2010:544-545). Cooke (2000) has included efficiency and effectiveness as ingredients of performance apart from competitiveness and productivity. She further argued that training is the tool to develop knowledge and skills as means of increasing individual's performance (efficiency and effectiveness).

Theoretical Framework

Maslow Theory of Needs:

As the most known theorist of motivation, Maslow postulates that people are motivated to satisfy needs and that these needs can be arranged in hierarchy of importance. According to Maslow, people constantly desire better circumstances; they always want what they do not

have. Maslow's theory on hierarchy of needs is one of the most popular theories of motivation. Maslow (1991) stated that employees had five levels of needs and that human needs were in the form of hierarchy ascending from lowest to higher namely; i) Physiological needs ii) Safety needs iii) Social needs (iv) Esteem needs v) Need for Self-actualization.

Physiological needs in the organizational settings, these reflected in the needs for adequate heat, air and base salary to guarantee survival. Safety needs in an organizational work place; safety needs refers to the needs of safe jobs, fringe benefits and job security. Social needs in the work environment are needs that affect the desire for good relationships with co-workers, participation in a work group and a positive relationship with superiors. Within the organization, esteem needs reflect a motivation for recognition, an increase in responsibility, high status and appreciation for contributions to the organization. (Gupta, 2011)

Self-actualization refers to the desire for self-fulfillment; it is a drive for individuals for self-development, creativity and job satisfaction. They are related to developing one's competence and becoming a better person. Providing people with opportunity to grow, be creative, and offer training for advancement are the means that self actualization needs can be met with in the organization. This theory becomes very important for this research because it seeks to explain the relationship between an individual's behaviour and attitude. That is to say that an employee whose needs are met has the tendency to perform better in the organization. In this case, promotion is the main driver that enables the employee to be motivated whether intrinsically or extrinsically.

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.

EMPIRICAL REVIEW

Ogini (2020) carried research which was aimed at understanding 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. The data for this study was collected through structured questionnaires from 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. The study recommends that Public Hospitals in Rivers State, Nigeria should stimulate job promotion of their employees in order to ensure employees' affective commitment.

Peter (2014) also did an empirical investigation on the concept of promotion. Though in this study, the interest was on organizational performance. The case study research designed was used to select 150 employees from Dares Salaam City Council where the purposive sampling techniques were used to select 100 respondents making up the sample size for the study. The data was collected using a well structured questionnaire. The research findings have shown that DCC

employees were aware of promotion procedures, although there is need for human resource department to spell it well to all employees. Also the results show that promotion has impacts to individual and organizational performance as it induces motivation, good performance, good relations and increased remunerations. The availability of human resource strategic plan and good working conditions were recommended factors for improved implementation of promotion practices to public and private organizations.

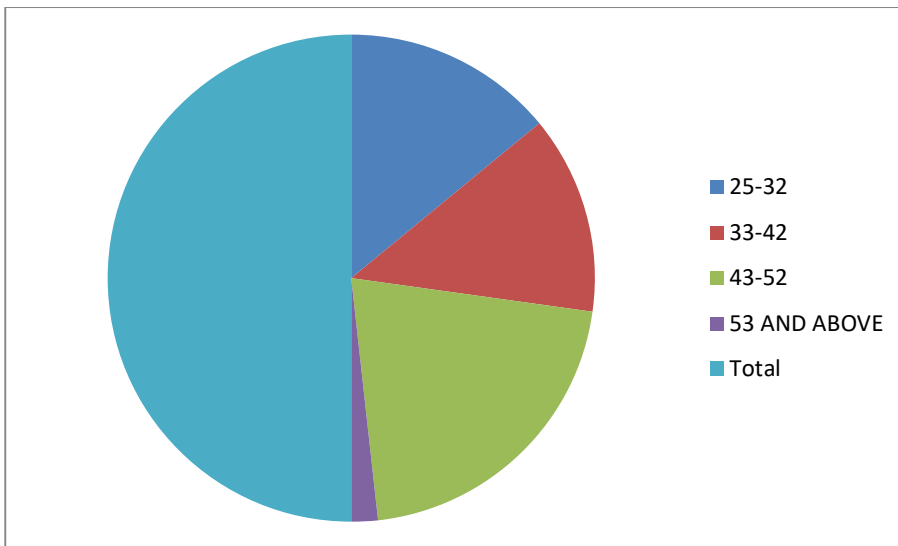
Razak, Sarpan & Ramlan (2018) in a research titled, Influence of Promotion and Job Satisfaction on Employee Performance where they seek to understand the influence of promotion on job satisfaction with special interest in Makasar Government Region. The research used the descriptive survey with a sample of 50 people gotten through the sample random sampling techniques. From the analysis of the collected data, the study found that Job Satisfaction employees of Makassar Government Region currently considered satisfied, Employees of Makassar Government Region is considered to have a high enough performance as well as job promotion and job satisfaction affect the performance of employees of Makassar Government Region, but when viewed partially, it turns out the promotion of dominant positions affects their performance.

Carter (2017) carried out a quantitative quasi experimental study which was interested in comparing Louisiana officers' perceptions of fairness of a seniority-based promotion system in relation to Louisiana deputies' perceptions of fairness of a merit-based promotion system. Organizational justice theory, including procedural justice, was the theoretical foundation. The research questions were designed to examine whether seniority, transparency, knowledge of the promotion systems, gender, and race predicted levels of perceived fairness. Data were analyzed using an independent samples t test, a MANOVA, and a multiple linear regression. Participants in the seniority-based system perceived it as being fairer than participants in the merit-based system viewed their merit based system. The study found that hybrid systems might help address both employee fairness and the promotion of qualified individuals. Officers viewing promotion as fair could lead to positive social change by motivating officers and positively influencing how they serve the public.

RESEARCH METHODOLOGY

This study is interesting in understanding the relationship between workplace promotion system and employee attitude to work. The study adopted the descriptive survey design for the analysis. The study population consists of all the professional staff in Access Bank Plc, Port Harcourt. As a result of time and the population oversize, the research selected ninety nine (99) workers from five of the bank branches to make up the population of the study. As such, the proportionate stratified random sampling is used due to the presence of significant difference in the sizes of the sampled company. A sample of sixty (60) employees was selected as the sample size for the study. To collect the required data from this company, the well structured questionnaire was used. The questionnaire was constructed using the five point likert scale to record the Responses of the respondents where 1=strongly disagree, 2= disagree, 3=neutral, 4=agree and 5=strongly agree. To check the reliability, reliability analysis was used and a statistically accepted cronbach alpha value of 0.68 was found. A total of 60 questionnaires were distributed out of which 56 were returned with a response rate of 78%. This is followed by an analysis using the SPSS 21 software to find the prediction of workplace promotion system for employee attitude to work.

Demographic analysis

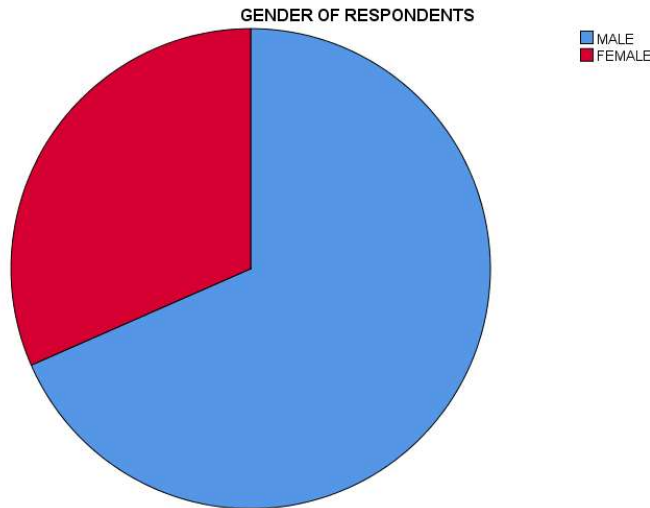


AGE OF RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-32	16	28.1	28.1	28.1
	33-42	15	26.3	26.3	54.4
	43-52	24	42.1	42.1	96.5
	53 AND ABOVE	2	3.5	3.5	100.0
	Total	57	100.0	100.0	

Source: Field Study, 2021

The first demographic table above was concerned with the age of the respondents in the selected company. From the analysed data, it was shown that 16 respondents of 28.1% of the population of the respondents are within the age of 18-25 years. It was also gathered that 15 respondents representing 26.3% of the sampled population is within the age of 26-35, that 24 respondents representing 42.1% of the sampled population is within the age of 36-45 while the remaining set of 2 respondents representing 3.5% of the sampled population are within the age of 46 and above. By this analysis, we can state that Access Bank Plc, Port Harcourt has more young and vibrant workers and limited number of the elderly.



		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	39	68.4	68.4	68.4
	FEMALE	18	31.6	31.6	100.0
Total		57	100.0	100.0	

Source: Field Study, 2021

The second table is concerned with the study of the gender of the respondents. From the analysis of the questionnaire, it was gathered that 39 respondents representing 68.4% of the total population are male workers in the company while the remaining 18 respondents representing 31% of the respondents are female.

**Descriptive Analysis
 Research Question 1, 2 and 3**

S/N	ITEMS	SD	D	U	A	SA	N	MEAN	ST. DEVIATION
1.	To what extent does merit based promotion influence employee commitment to work at Access Bank Plc, Port Harcourt?	7	7	7	19	17	57	3.5614	1.36300
2.	To what extent does merit based promotion influence employee engagement to work at Access Bank Plc, Port Harcourt?	6	13	7	24	7	57	3.2281	1.23949
3.	To what extent does merit based promotion influence employee job satisfaction at work at Access Bank Plc, Port Harcourt?	11	9	3	16	18	57	3.3684	1.54263

Source: Field Study, 2021

The table above shows the result of the administered questionnaires on the relationship between merit based promotion and the dimensions of employee attitude to work in the selected company. These questions are important because we strongly believe that the relationship among these dimensions will determine the growth of the organization. From the analysis, the table above shows that the mean score for first question is 3.5614, the second question at 3.2281 while the last question has a mean score of 3.3684. The result shows positive attitude of employees for their work which means employees are satisfied with their job. They are satisfied with their designation in the

company. The work itself gives the sense of satisfaction since it give the employee the strength to move forward in the development of a better career.

Question 4, 5 and 6

S/N	ITEMS	SD	D	U	A	SA	N	MEAN	ST. DEVIATION
1.	To what extent does random-based promotion influence employee commitment to work at Access Bank Plc, Port Harcourt?	8	9	3	23	14	57	3.4561	1.38963
2.	To what extent does random-based promotion influence employee engagement at work at Access Bank Plc, Port Harcourt?	7	12	9	13	16	57	3.3333	1.40577
3.	To what extent does random-based promotion influence employee job satisfaction at work at Access Bank Plc, Port Harcourt?	9	13	8	20	7	57	3.0526	1.31504

Source: Field Study, 2021

The second table here consists of three research questions bordering on the relationship between random-based promotion and the dimensions of employee attitude to work. From the analysed data, the first research question has a mean score of 3.4561. The second question has a mean score of 3.3333 while the last question has a mean score of 3.0526. On this, it simply indicates that the respondents are aware of the significant relationship between random based promotion and the dimensions of employee attitude to work.

Research Question 7, 8 and 9

S/N	ITEMS	SD	D	U	A	SA	N	MEAN	ST. DEVIATION
1.	To what extent does seniority-based promotion influence employee commitment to work at Access Bank Plc, Port Harcourt?	8	10	2	20	17		3.4912	1.44077
2.	To what extent does seniority-based promotion influence employee engagement at work at Access Bank Plc, Port Harcourt?	6	7	4	22	18		3.6842	1.32501
3.	To what extent does seniority-based promotion influence employee job satisfaction at work at Access Bank Plc, Port Harcourt?	15	9	4	16	13		3.0526	1.56320

Source: Field Study, 2021

The table above was concerned with the relationship between seniority-based promotion and the dimensions of employee attitude to work in Access Bank Plc, Port Harcourt. From the analysis of the data collected from the field, the first research question has a mean score of 3.4912, the second research question has a means score of 3.6842 while the last question has a mean score of 3.0526. On the above analysis, it was observed that seniority based promotion has a significant relationship with the dimension of employee attitude to work.

Test of Hypotheses:

		Correlations			
		Merit Based Promotion	Employee Commitment	Employee Engagement	Employee Job Satisfaction
Merit Based Promotion	Pearson Correlation	1	.840**	.709	.865**
	Sig. (2-tailed)		.000	.010	.000
	N	57	57	57	57
Employee Commitment	Pearson Correlation	.840**	1	-.363**	.817**
	Sig. (2-tailed)	.000		.006	.000
	N	57	57	57	57
Employee Engagement	Pearson Correlation	.709	-.363**	1	-.334*
	Sig. (2-tailed)	.510	.006		.011
	N	57	57	57	57
Employee Job Satisfaction	Pearson Correlation	.865**	.817**	-.334*	1
	Sig. (2-tailed)	.000	.000	.011	
	N	57	57	57	57

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

* . Correlation is significant at the 0.05 level (2-tailed).

This table is concerned with the relationship between merit-based promotion and the measures of employee attitude to work in the selected company. The result of the correlation table shows that random-based promotion has a significant relationship with the dimensions of employee attitude except employee engagement. The test shows as follows: merit based promotion has a significant relationship with employee commitment to work where correlation value at 0.840 and P.value = 0.000; merit based promotion has significant relationship with employee engagement to work where correlation value of 0.709 and P.value =0.010; and merit based promotion has a significant relationship with employee job satisfaction to work where correlation value of 0.865 and P.value =0.000

The analysis above shows that the measures of employee attitude to work have relationship with merit-based promotion system. This is to say that merit based system has significant relationship with employee commitment, employee engagement and employee job performance. On the basis of this evidence, all previous hypotheses are therefore rejected as the evidence reveals as follows:

Ho₁: there is significant relationship between merit based promotion and employee commitment to work.

Ho₂: there is significant relationship between merit based promotion and employee engagement at work

Ho₃: there is significant relationship between merit based promotion and employee job satisfaction at work

		Correlations			
		Random-Based Promotion	Employee Commitment	Employee Engagement	Employee Job Satisfaction
Random-Based Promotion	Pearson Correlation	1	.504**	.017	.615**
	Sig. (1-tailed)		.000	.451	.000
	N	57	57	57	57
Employee Commitment	Pearson Correlation	.504**	1	-.591**	.163
	Sig. (1-tailed)	.000		.000	.114
	N	57	57	57	57
Employee Engagement	Pearson Correlation	.017	-.591**	1	-.425**
	Sig. (1-tailed)	.451	.000		.000
	N	57	57	57	57
	Pearson Correlation	.615**	.163	-.425**	1

Employee Job Satisfaction	Sig. (1-tailed)	.000	.114	.000	
	N	57	57	57	57

** . Correlation is significant at the 0.01 level (1-tailed).

The table here is concerned with the relationship between random-based promotion and the measures of employee attitude to work in the selected company. From the analysis, the random-based promotion has significant and positive relationship with the measures of employee attitude to work. The test shows as follows: Random-Based Promotion has a significant relationship with employee commitment to work where correlation value at 0.504 and P.value = 0.000; Random-Based Promotion does not have significant relationship with employee engagement to work where correlation value of 0.017 and P.value =0.451; and Random-Based Promotion has a significant relationship with employee job satisfaction to work where correlation value of 0.615 and P.value =0.000

The analysis above shows that there is a significant relationship between random-based promotion and the measures of employee attitude to work. The result shows that random-based promotion has significant relationship with employee commitment, random-based promotion has significant relationship with employee job satisfaction but an insignificant relationship with employee engagement which is positive but insignificant. On the basis of this evidence, all previous hypotheses are therefore rejected as the evidence reveals as follows:

Ho₄: there is significant relationship between random-based promotion and employee commitment to work.

Ho₅: there is no significant relationship between random-based promotion and employee engagement at work.

Ho₆: there is significant relationship between random-based promotion and employee job satisfaction at work.

		Correlations			
		Seniority-Based Promotion	Employee Commitment	Employee Engagement	Employee Job Satisfaction
Seniority-Based Promotion	Pearson Correlation	1	.924**	-.631**	.898**
	Sig. (2-tailed)		.000	.000	.000
	N	57	57	57	57
Employee Commitment	Pearson Correlation	.924**	1	-.815**	.892**
	Sig. (2-tailed)	.000		.000	.000
	N	57	57	57	57
Employee Engagement	Pearson Correlation	-.631**	-.815**	1	-.863**
	Sig. (2-tailed)	.000	.000		.000
	N	57	57	57	57
Employee Job Satisfaction	Pearson Correlation	.898**	.892**	-.863**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	57	57	57	57

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

This final table is concerned with examining the relationship between seniority based promotion and the dimensions of employee attitude to work. From the analysis, seniority based promotion has significant and positive relationship with the measures of employee attitude to work. The test shows as follows: seniority based promotion has a significant relationship with employee commitment to work where correlation value at 0.924 and P.value = 0.000; seniority based promotion has significant relationship with employee engagement to work where correlation value of -0.631 and P.value =0.00; and seniority based promotion has a significant relationship with employee job satisfaction to work where correlation value of 0.898 and P.value =0.000

The analysis above shows that there is a significant relationship between seniority-based promotion and the measures of employee attitude to work. The result shows that seniority-based promotion has significant relationship with employee commitment, seniority-based promotion has significant relationship with employee job satisfaction and a significant relationship with employee engagement. The relationship between the dependent variable and the measures of employee attitude are not just significant but also positive. On the basis of this evidence, all previous hypotheses are therefore rejected as the evidence reveals as follows:

Ho₇: there is significant relationship between seniority-based promotion and employee commitment to work.

Ho₈: there is significant relationship between seniority-based promotion and employee engagement at work.

Ho₉: there is significant relationship between seniority-based promotion and employee job satisfaction at work.

DISCUSSION OF FINDING:

In the preceding section of this work, we divided our hypothesis into three sets depending on the measurement. The first set of hypotheses used merit based promotion to measures the dimensions of employee attitude to work. From the analysis, the result of the correlation table shows that random-based promotion has a significant relationship with the dimensions of employee attitude except employee engagement. The test shows as follows: merit based promotion has a significant relationship with employee commitment to work where correlation value at 0.840 and P.value = 0.000; merit based promotion has significant relationship with employee engagement to work where correlation value of 0.709 and P.value =0.010; and merit based promotion has a significant relationship with employee job satisfaction to work where correlation value of 0.865 and P.value =0.000. our interaction with the selected staffs of the banks shows that the banks uses the merit based promotion to reward and promote her staff specifically those in the marketing department. Here, the staff are given certain condition and points to meet up before they can be promoted. In some cases, the bank will reward staff who perform excellently at the end of a year.

The second set of the research hypotheses was interested in the relationship between random-based promotion and the measures of employee attitude to work in the selected company. Based on the research analysis, we found that random-based promotion has significant and positive relationship with the measures of employee attitude to work. The test shows as follows: Random-Based Promotion has a significant relationship with employee commitment to work where correlation value at 0.504 and P.value = 0.000; Random-Based Promotion does not have significant relationship with employee engagement to work where correlation value of 0.017 and P.value =0.451; and Random-Based Promotion has a significant relationship with employee job satisfaction to work where correlation value of 0.615 and P.value =0.000. our discussion and study of the content shows that this method is not used in the banking sector however, staff might be asked to assume certain office in case of the exit or an unforeseen circumstance. In such case, it is also believed that such staff will be moved to perform better when he knows that he will receive some form of incentives and subsequent promotion.

The last set of research hypotheses examined the relationship between seniority based promotion and the dimensions of employee attitude to work. From the analysis, seniority based promotion has significant and positive relationship with the measures of employee attitude to work. The test shows as follows: seniority based promotion has a significant relationship with employee commitment to work where correlation value at 0.924 and P.value = 0.000; seniority based promotion has significant relationship with employee engagement to work where correlation value of -0.631 and P.value =0.00; and seniority based promotion has a significant relationship with employee job satisfaction to work where correlation value of 0.898 and P.value =0.000. the study shows that aside the merit based promotion which is adopted by the bank, the seniority based promotion is also used to reward her operational staff. This is to say that when the staff have reached certain

level in the bank, they are promoted based on seniority. Infact, the promotion system used in this sector is the blend of both the merit based promotion and the seniority based promotion.

CONCLUSION

The aim of this research was to examine the relationship between workplace promotion system and employee attitude to work. To achieve this aim, the dimensions of workplace promotion; merit based promotion, random based promotion and seniority based promotion were correlated with the measures of employee attitude to work. From the analysis, we found out that the dimensions of workplace promotion system significantly influence the measures of employee attitude to work. The implication of this result is that the workers in the selected firm felt satisfied, engaged and committed to their work when they are promoted based on the organization's culture and value. 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

RECOMMENDATIONS

Based on the above conclusion, the following recommendations are made:

1. That companies should implement policies promoting worthy job satisfaction practices such as job promotion.
2. That Private companies should stimulate job promotion of their employees in order to ensure employees' affective commitment.
3. That management of private firms should employ less subjective approach in setting the target, performance measurement review and giving incentives to a promoted employee to enhance commitment, job satisfaction and engagement which of course will trigger good attitude to work.

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