

Effect of Recognition and Promotion on Employees' Job Satisfaction of Selected Outsourced Service Providers In Jos, Plateau State, Nigeria

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Abstract: Rewards and job satisfaction for over decades have been issues of concern to employers and employees in various organizations worldwide. Insufficient reward factors such as recognition and promotion are some of the major reasons responsible for employees' dissatisfaction and intention to leave their current organizations. This research sought to examine the effect between recognition and promotion on employees' job satisfaction of selected outsourced service providers in Jos Plateau State. A survey research design was adopted. The population of the study was 541 employees which consisted of all the employees of the five (5) selected outsourced service providers in Jos, Plateau State. The sampling technique used was census. A total of 541 copies of the questionnaire were distributed; out of which a total number of 448 (82%) were properly filled and returned. Data was analyzed using simple linear regression analysis and Pearson product moment correlation test the relationship between recognition, promotion and job satisfaction. The findings of this study revealed that Recognition ($R^2 = 0.558$, $p < 0.05$) and Promotion ($R^2 = 0.683$, $p < 0.05$) have positive significant effect on employees' job satisfaction of selected outsourced service providers in Jos, Plateau State. The study concluded that recognition and promotion factors had a significant positive effect on employees' job satisfaction of the outsourced service providers in Jos, Plateau State. It is therefore recommended, that management of these outsourced companies improve on recognition and promotion in order to reduce the level of dissatisfaction among employees.

Key words: Rewards, Recognition, Promotion, Employees' Job Satisfaction, Outsourced Service Providers.

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I. Introduction

Background to the Study

The most important assets of every organization have been identified as the human resources in which its success depends largely on their effective and efficient contributions. Therefore, in today's competitive business environment and global workplace, one of the strategies that successful companies use to attract competent, skilled and qualified human resources, retain top talent, and maintain a highly motivated and satisfied workforce is rewards (recognition and promotion) (Wekesa & Nyaroo, 2013; Nadia, Syed, Humera & Khalid, 2011; Mujtaba & Shuaib, 2010). Rewarding employees is fundamental function of human resource managers in an organization as they deal with assessment of job values, the design and management of payments (expenditures), job satisfaction, pay system, employees' benefit and pensions. Mujtaba and Shuaib, (2010) asserted that effective, appropriate, timely and market-driven rewards tend to motivate both managers and employees. Khalid, Salim and Loke, (2011) also explained that rewards are received as an exchange of services between employees and employers. Hence, the rewards offered by employers have been found to significantly improve employees' motivation towards their job and consequently increase job satisfaction (Negash, Zewude & Megersa, 2014; Khalid et al., 2011; Rafikul & Ahmad, 2008; Milne, 2007). Organizations and human resource managers nowadays recognize rewards as important factors that motivate employees to act willingly and exert considerable effort on behalf of the organization as they maintain strong relationship, which in turn increase their job satisfaction (Zaini, Nilufar & Syed, 2009; Furham, Eracleous, Chamorro-Premusz, 2009).

Job satisfaction is a positive emotional feeling, a result of one's evaluation of his job experience by comparing what he expects from his/her job and what he actually gets. Generally, job satisfaction describes how happy employees are with their jobs and the feelings that they have towards the various aspects of their jobs. Therefore, human resources managers tend to seek for total reward programs that could enhance employees' job satisfaction and in turn increase organizational performance and productivity (Galanou, Georgakopoulos, Sotiropoulos & Dimitris, 2010; Mujtaba & Shuaib, 2010; Priya & Eshwar, 2014; Rehman, Khan & Lashari, 2010). Wekesa and Nyaroo, (2013); Aktar, Sachu and Ali, (2012); Agu, (2003); Ali, Muhammad, Babak, Malik, Falak, Muhammad, (2010) asserted that pay (salaries and wages), fringe benefits, recognition, promotion and job security are the various types of rewards that are provided to employees by their employers with the view of enhancing their job satisfaction. This study will however, focus majorly on the following types of rewards: recognition and promotion as the factors responsible for significantly influencing employees' job satisfaction in their work place. Recognition is the identification and appreciation of an employee for a job well done (Chepkwony & Oloko, 2014). While promotion is the shifting upward of an employee to a job of higher significance and higher compensation (Lazear, 2000; Akpan, 2014).

Rewards have over the years continued to be recognized as powerful determinants of job satisfaction and as a source of increasing the well-being of employees in their work place (Rafiq, Javed, Khan, & Ahmed, 2012; Ahmed, Muddasar & Perviaz, 2012). Thus it is not surprising that organizations both public and private have adopted the use of rewards as a tool for enhancing employees' job satisfaction and performance (Bako, 2010). Consequently, rewards have continued to be source of problem for employees of outsourced service providers in Jos, Plateau State, because, the companies over the years see their employees as additional cost as well as liability to their operations. Thus, outsourced service providers do not provide adequate rewards that are commensurate with the efforts, skills and time their employees put into the work, thereby causing lack of job satisfaction among their workforce.

It is obvious that rewards and job satisfaction have enjoyed massive popularity among the theorists and human resource practitioners in the last century. Extant literatures have effectively shown the relationship between rewards and employees' job satisfaction (Abayomi & Ziska, 2014; Nazir, Khan, Shah & Zaman, 2013; Kalleberg & Loscocco, 1983). It is for this reason that this study intends to evaluate the relationship between rewards and job satisfaction of Selected Outsourced Service Providers in Jos, Plateau State.

Research Hypotheses

Ho₁, Recognition has no significant effect on employees' job satisfaction of selected outsourced service providers in Jos, Plateau State.

Ho₂, Promotion has no significant effect on employees' job satisfaction of selected outsourced service providers in Jos, Plateau State.

II. Literature Review

Recognition

Pitts (1995) defines recognition as the demonstration of appreciation for a level of performance, an achievement or contribution to an objective which could be confidential or public, causal or formal, verbal or written (Stajkovic & Luthans 2003). Recognition is a process of giving an employee a certain status within an organization and it is a very crucial factor towards an employee motivation (Danish & Usman, 2010; Robbins, 2001). Romano (2003) points out that recognition is the component that is used to strengthen the relationship between organization and people (Zingheim & Schuster, 2009). According to Kim (2004), recognition is a timely formal or informal acknowledgement of a person's or team's behaviour, effort or business result that supports the organization's goals and values, and which has clearly been beyond normal expectations (Alam, Saheed & Akter, 2013; Robbins, 2003; Caligiuri, Lepak & Bonache, 2010; Nelson, 2005; University of Iowa, 2009). Robbins, (2005) argues that employee recognition programs cover a wide spectrum of activities, ranging from spontaneous and private thank you, to formal programs in which specific types of behaviours are encouraged. However, Chiu, Luk, Tang and Kim, (2002); Randy, Luk, and Tang (1998), argue that in addition to money, non-monetary rewards such as recognition has been used to attract, retain and motivate employees towards achieving organizational goals around the world (Danish & Usman, 2010; Brun & Dugas, 2008) Thus, different researches have shown that employees who are not recognized in their work place tend to present negative outcomes such as high employee dissatisfaction, turnover and absenteeism (Hausknecht, Rodda, & Howard, 2009; Takase, Maude, & Manais, 2005; Contino, 2002).

Promotion

Lazear (2000) defines promotion as the movement of an employee upward in the hierarchy within the organization, which leads to increase in responsibility and rank (Lazar & Rosen, 1981). Grobler, Warnich, Carrell, Elbert and Hatfield, (2002) refers to promotion as a change in assignment from a job at lower level to a

higher level within the organization. It is shifting from lower designation to higher designation within an organization and usually increases pay package (Jamil & Raja, 2011). Recent studies have considered promotion as one of the most important factors for increasing employees' job satisfaction (Parvin & Kabir, 2011; Muhammad, Rizwan & Yasin, 2012). Thus, Muhamad and Akhoter, (2014) postulated that organizations which have sufficient opportunity for promotion do foster job satisfaction among employees especially, when it is based on seniority, stipulated period, and performance as specified in the employment contract. (Wan, Sulaiman, & Omar, 2012).

Murphy (1985); Naveed et al. (2011); Agu & Udoh (2012) and gives employees the opportunity for advancement and growth in their current work place which consequently increase employees' job satisfaction (Baker, George, Michael & Bengt, 1994; Jamil & Raja, 2011). Literatures revealed that promotion systems practiced in businesses tend to increase the satisfaction of employee and performance (Malik, e tal, 2012; Naveed & Bushra, 2011; Clark, 2001). Thus, it is obvious that non- financial rewards such as promotion have been used by organizations as useful instruments to enhance the satisfaction and retention of employees.

Job Satisfaction

Spector, (1997) Hirschfield, (2000) defines job satisfaction as it relates to the extent to which people enjoy being at their jobs, doing their work as well as being rewarded for their efforts (Kabir, 2011). Ellickson and Logsdon, (2002) defines job satisfaction as the extent to which employees like (satisfaction) or dislike (dissatisfaction) their work. Locke, (1976) also defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction has to do with an individual's perception and evaluation of their job and this perception is influenced by unique circumstances such as needs, values and expectations (Buitendach & De Witte, 2005; Wang, 2005; chen, 2008). Job satisfaction is an attitude that emanated from employees' perceptions of their jobs or work environments and refers to the extent to which a person likes his/her job (Meyer, Stanley, Herscovitch & Topolnytsky, 2002). Mafini & Dlodlo (2014) describes job satisfaction as the feelings, attitudes or preferences of individuals regarding work. Researches have shown that job satisfaction is central to the work lives of employees because it enables them to be more effective and efficient in discharging their responsibilities in achieving organizational goals (Koeske, Kirk & Rauktis, 1994; Sarwar & Aburge 2013).

Ramayah, Jantan and Tadisina, (2001), state that job satisfaction is a construct that explains the reason why people want to come to work, what makes them happy about their job and what makes them not to quit their job. In essence, job satisfaction is a concept that indicates the degree to which the expectations in employees' psychological contract are fulfilled (Arokiasam, e tal, 2014; Jiskani, Bhatti & Ahmed, (2011). Recent studies by Delic, Kozarevic, Peric, and Civic, (2014); Rehman, Khan and Lashari, (2010); Sarwar and Aburge, (2013); Amabile, Hill, Hennesseg and Tighe, (1994) showed that employees who revealed a high level job satisfaction in their work place were motivated by rewards, thus, the importance of job satisfaction cannot be overemphasized in organizational behavior and in work organizations, since it presents the general attitudes of employees towards their jobs and other job facets (Moore, 2002; Yee, Yeung & Cheng, 2010; Agarwal & Ferratt, 2001; Jessen, 2011).

III. Theoretical Review

There are many theories on rewards but the focus of this research is mainly on equity theory and Herzberg two factor theory. Equity theory shows how fairly employees want to be treated and compensated for their contribution to the success of the organization. In other words, they have a feeling of being unfairly treated when under-rewarded and this can consequently lead to dissatisfaction. It also explains the principle of justice as a way of enhancing employees' job satisfaction. Herzberg Two Factor theory helps employers to know what factors cause satisfaction or dissatisfaction to their employees in an effort to attract, retain and maintain a motivated and satisfied workforce that would work harder to achieve organizational goals.

IV. Empirical Review

Recognition and Employees' Job Satisfaction

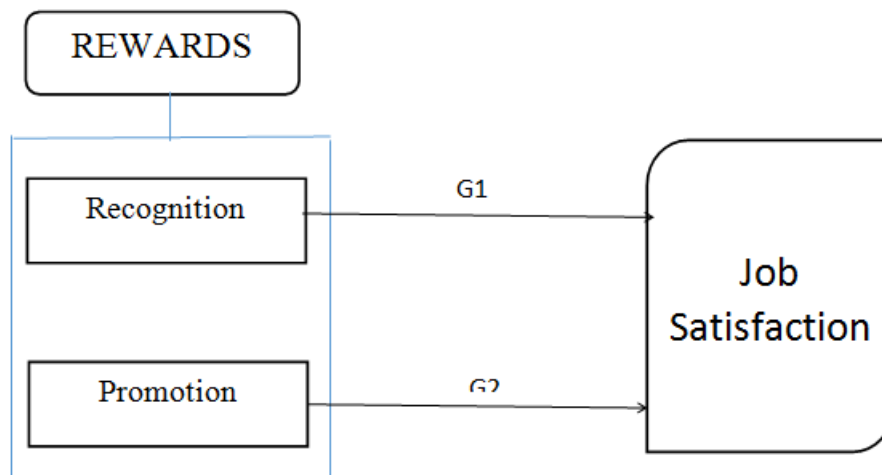
An investigation of compensation factors and job satisfaction of doctors in Pakistan by Yaseen, (2013) showed that recognition and pay are factors of compensation management which have direct effect on doctors' job satisfaction among doctors in Pakistani hospitals. Similarly, Tausif, (2012) investigated the relationship between non-monetary rewards and job satisfaction among teachers in public schools in Pakistan. The result showed that non-financial rewards such as recognition and job security were the most powerful predictors of job satisfaction. In their study, Shrivastava and Purang, (2009) examined the job satisfaction levels of public sector and private sector bank employees in India. Result revealed that public sector bank employees expressed greater satisfaction with recognition and job security as compared to private sector bank employees. Mokhtar and Nasser (2015) in Malaysia investigated the relationship between reward and job satisfaction using different

theories. The findings revealed recognition was rated higher in achieving employee satisfaction. They concluded that both financial and non-financial rewards influenced employees' job satisfaction depending on the needs and views of the employees which differ from one employee to another. Balaji, (2013) did a research on the implications of incentives and rewards on job satisfaction and productivity. The statistical analysis showed that recognition had great impact on job satisfaction and motivation of the employees which also in turn lead to productivity as well. Study by Waseef and Murad, (2015) on reward and recognition priorities of three public sector universities' teachers for their motivation and job satisfaction in Khyber Pakhtunkhwa, Pakistan. The result revealed that the teachers ranked recognition first followed by promotion respectively for their motivation and job satisfaction.

Promotion and Employees' Job Satisfaction

An investigation to ascertain if promotion can predict job satisfaction of employees of Glass Industry of Lahore (Pakistan) was carried out by Naveed, & Bushra, 2011. The findings showed a moderate and positive relationship between promotion and job satisfaction. This explains that elements like length of service, ability and skills which are the determinants of promotion had moderate effect on enhancing the job satisfaction level of employees. Thus, it was concluded that promotion had a modest but positive effect on job satisfaction. Mohammad, Ranim and Nasibeh, (2012) did a cross cultural study of the effect of rewards and motivating and keeping human resource in Iran and Syria. In Iran, the most effective parameter was job promotion, while in Syria it is motive. Therefore, organizations were recommended to provide job promotion clearly based on the employee's performances, because it motivates the personnel. Similarly, Odinioha and Nwaeke, (2015) conducted a research to examine the association between Non-Financial Incentives and Job Satisfaction among Hotel Workers in Port Harcourt, Nigeria. The results of the study revealed that there was a significant relationship between promotion and employee job satisfaction. Kosteas, (2012) in his study also concluded that promotion is associated with employees' job satisfaction. Sulaiman, (2016) examined job satisfaction and morale as a mediator of relationship between promotion and compensation with productivity as well as reviewing the moderating effect job satisfaction and morale variable. The result of the finding showed that promotion had significant and positive impact on job satisfaction Mokaya, Musau, Wagoki and Karanja, (2013) examined the relationship between work conditions (promotion job security, and pay) and employee job satisfaction in the hotel industry in Kenya. The study revealed that employees' satisfaction with promotion was rated 79% after pay which demonstrated a strong and positive correlation with employee job satisfaction.

Figure 2 Conceptual Model



Source: Researcher's conceptual model, (2016)

V. Research Methodology

Research Design

This research adopted cross-sectional research design using structured questionnaire. This approach allowed the data generated to be analyzed quantitatively and also able to draw inferences about relationships existing among the variables.

Population of the Study

target population of this study is allemployees ofthe selected outsourced firms (Strike Force Nigeria Limited, Masters and General (M & G), Kelstrad Nigeria limited, Confer Ventures and Active Security) situated in Jos Plateau State. The staff strength of these companies was 541(Companies' Pay Rolls, 2015).

Sample Size and Sampling Technique

The sample size (n) for this study is 541.The sampling technique for this study is the census method; the research focused on all employees of Strike Force Nigeria Limited, Masters and General (M & G), Kelstrad Nigeria limited, Confer Ventures and Active Security outsourced companies situated in Jos, Plateau State(Companies' Pay Rolls, 2015).

Research Instrument

A well-structured questionnaire was used for gathering the primary data for this study. Data was collected from respondents at their convenience without the researcher soliciting for the support for an assistant. The questionnaire used for this study is an amalgam (combination) of self-structured questions arising from the literatures reviewed, and adapted from different sources (Weiss, Dawis, England &Lotquist, 1997).

Validity and Reliability of Research Instrument

In order to explore the relationship between rewards and employees' job satisfaction, a pilot study was undertaken to ensure that the main study was able to identify clearly the research questions and also determine the adequacy of instructions to obtain the required data from respondents who completed the questionnaires. A pilot study was carried out on the employees of three outsourced companies that are not part of the study population in Kano university teaching hospital, North-West Nigeria. The companies were: Crown Security Company, M & U Company and Kings Guard security. The content validity of the instrument was ascertained through experts in the field of Human Resource Management. The result of the reliability test using Cronbach's alpha coefficient indicated that the instrument was reliable; since the Cronbach's alpha of the scale was greater than 0.7. This is illustrated in Table 1

.Table 1 Reliability of Research Instrument

S/N	Variables	No of Items	Internal Consistency
1	Recognition	5	0.831
2	Promotion	5	0.803
3	Job Satisfaction	5	0.762

Source: SPSS Version 20.0 Output

VI. Method of Data Analysis

The method of data analysis chosen for this study was descriptive and inferential statistics. Regression analysis was used to explain the relationships among variables (independent and dependent variables) and it also examined the structure of the interrelationships expressed in the equations. Regression analysis was used to determine the variables relationships while F test was used to test whether the postulated model worked. The regression model is expressed as follows:

$$Y = \alpha + \beta_1PR + \beta_2R + e_i$$

Where: Y = Job Satisfaction

α = Constant

R = Recognition

PR = Promotion

β₁- β₂ = Parameters to be estimated

e = Error terms

VII. Data Analysis, Results and Discussion

Table 2: Regression results for the effect of Recognition on employees' job satisfaction of selected outsourced service providers in Jos, Plateau State

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.747 ^a	.558	.557	3.825

a. Predictors: (Constant), Recognition

Source: Field Survey Result, 2016.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8232.564	1	8232.564	562.556	.000 ^b

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	Residual	6526.856	446	14.634		
	Total	14759.420	447			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Recognition						

Source: Field Survey Result, 2016.

Coefficient						
Model					T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.602	.519		16.579	.000
	Recognition	.667	.028	.747	23.718	.000

a. Dependent Variable: Job Satisfaction

Source: Field Survey Result, 2016.

Table 2 shows regression analysis of effect of recognition on employees' job satisfaction of selected outsourced service providers in Jos, Plateau State. The finding shows that taking recognition to be constant at zero, employees' job satisfaction will be 8.602. The table shows the unstandardized coefficient of recognition to be 0.667 meaning that a unit increase in recognition will lead to a 0.677-unit increase in employees' job satisfaction. The regression coefficient of .677 is statistically significant ($t = 23.718, p < 0.05$) indicating that recognition has positive effect on employees' job satisfaction of selected outsourced service providers in Jos, Plateau State. The estimated coefficient of correlation (R) was 0.747 which signifies that recognition has a strong and positive effect on employees' job satisfaction. The result reported that the coefficient of determination R square was 0.558 which indicates that 55.8 % of the variability in the employees' job satisfaction in the selected outsourced service providers in Jos, Plateau State can be explained by recognition provided by the organization. The overall significance of the entire model as measured by the F-statistic shows that the calculated F-statistic is 562.555 ($p = 0.000$) which is statistically significant at $p < 0.05$. Therefore, the null hypotheses three (Ho1) which states that recognition has no significant effect on employees' job satisfaction of selected outsourced service providers in Jos, Plateau State is hereby rejected.

The result of the test of hypothesis one showed that there is significant positive effect of recognition on employees' job satisfaction of selected outsourced service providers in Jos, Plateau State. This finding is in tandem with the studies of Ali and Ahmed (2009) in their study confirmed that there is a statistically significant relationship between recognition and satisfaction the study revealed that if recognition offered to employees were to be altered, then there would be a corresponding change in work motivation and satisfaction. (Vijayakumar & Subha, 2013; Rose & Wright, 2005; Zaman, 2011; Mutiat & Sikalieh, 2013; Danish & Usman, 2010). Flynn (1998), Baron and Greenberg (1983) who established that when we recognize and acknowledge the employees in terms of their identification, their working capacity and job satisfaction of employee will increase. They discovered that recognition today is highest need according to most of the experts whereas a reward which includes all the monetary and compensative benefits cannot be the sole motivator for employees' job satisfaction. Employees are motivated fully when their needs are met. Similarly, the findings of La Motta (1995) showed that the level of job satisfaction of employees increases when employees get an unexpected increase in recognition, praise and pay (Barton, 2002)

Table 3: Regression results for the effect of Promotion on employees' job satisfaction of selected Outsourced Service Providers in Jos, Plateau State

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.826 ^a	.683	.682	3.239
a. Predictors: (Constant), Promotion				

Source: Field Survey Result, 2016.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10081.205	1	10081.205	961.097	.000 ^b
	Residual	4678.214	446	10.489		
	Total	14759.420	447			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Promotion						

Source: Field Survey Result, 2016.

Coefficient						
Model		Unstandardized Coefficients			T	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.701	.370		26.234	.000

	Promotion	.602	.019	.826	31.002	.000
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a. Dependent Variable: Job Satisfaction

Source: Field Survey Result, 2016.

Table 3 shows regression analysis of effect of promotion on employees' job satisfaction of selected Outsourced Service Providers in Jos, Plateau State. The result shows that taking promotion to be constant at zero, employees' job satisfaction will be 9.701. Table 3 shows the unstandardized coefficient of promotion was 0.602 meaning that a unit increase in promotion causes an increase in job satisfaction by 0.602 units. The regression coefficient of 0.602 is statistically significant ($t = 31.002$, $p < 0.05$) demonstrating that promotion has a significant effect on employees' job satisfaction of selected Outsourced Service Providers in Jos, Plateau State. The estimated coefficient of correlation (R) was 0.826 which signifies that there is a strong and positive relationship between promotion and employees' job satisfaction. The result further revealed the coefficient of determination R square to be 0.683 which indicates that 68.3% of the variability in the employees' job satisfaction in the selected Outsourced Service Providers in Jos, Plateau State can be explained by promotion. The overall significance of the entire model as measured by the F-statistic shows that the calculated F-statistic is 961.097 ($p = 0.000$) is statistically significant at $p < 0.05$. Therefore, the null hypotheses four (H_{04}) which states that promotion has no significant effect on employees' job satisfaction of selected outsourced service providers in Jos, Plateau State is hereby rejected.

The result of hypothesis two revealed that promotion has a significant effect on employees' Job satisfaction of selected Outsourced Service Providers in Jos, Plateau State. This finding is in agreement with the findings of Mokaya, Musau, Wagoki and Karanja (2013); Odinioha and Nwaeke (2015) in which the finding revealed that employees were highly satisfied with their promotion provided to them. That is there is a significant and positive relationship between promotion and employee job satisfaction. (Naveed, et al, 2011; Malik, et. al., 2012; Ozutku, 2012; Jamil & Raja, 2011).

VIII. Conclusion and recommendations

This study concluded that recognition and promotion have a positive effect on employees' job satisfaction of selected outsourced service providers in Jos, Plateau State, Nigeria. This indicate that employees are satisfied when they are recognized and promoted as at when due in selected Outsourced Service Providers in Jos, Plateau State. This study concludes that rewards have a significant positive effect on employees' job satisfaction of selected outsourced service providers in Jos, Plateau State. It is therefore, recommended that the management of these companies should review the salaries and wages (pay) of their employees' upward based on federal government labour law. The study also established that pension and overtime allowances were not provided to employees contrary to the Nigerian labour law. Also these outsourced companies should strictly adhere to federal Government labour policy on pension contribution for all workers in both public and private sectors by contributing a percentage for all their employees to help them on retirement.

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