

**EFFECT OF EMPLOYEE PROMOTION ON JOB SATISFACTION:
A CASE OF NAKURU MEDICAL TRAINING COLLEGE**

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**A Research Project Report Submitted to the Graduate School in Partial Fulfillment
of the Requirement for the Award of Master of Business Administration, Egerton
University**

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APRIL 2006



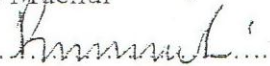
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DECLARATION AND RECOMMENDATIONS

This research project Report is my original work and has not been presented before for an award of a degree in any University.

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DEDICATION

I wish to dedicate this work to my family John, James and Jane, my mother Loise and my friend Mrs. Ogembo.

ACKNOWLEDGEMENT

This project Report is a result of the support of many people and my gratitude goes to all of them. Glory be to God for his faithfulness. I would like to appreciate the support and guidance of my supervisors who never ceased to encourage me even when continuing seemed impossible. My family gets a pat on their back for their understanding and giving me a chance to study. Special thanks to my supervisor at the work place. Mr. Osman for his understanding when I needed time off duty to study. The secretary Mrs. Mungai for typing and making corrections. The Library Staff of Egerton Town Campus are greatly appreciated for assistance with reading materials.

ABSTRACT

Commitment of employees in any organization is considered a key factor towards achievement of its goal. Human resource is an important asset in the organization and employees need satisfaction with their jobs. The study aimed at determining the effect of promotion on job satisfaction where lack of promotion opportunities and absence of effective criteria for promotion were identified as the problems in the study. Literature review indicates that job advancement through promotion is an essential need among employees to enable them climb the career ladder in the organizational hierarchy and attain job satisfaction. The entire population of 130 employees was studied through administration of questionnaire to collect data and the response rate was 78.4%. Data was analyzed through cross tabulation and hypothesis tested using chi-square. The statistical package for social sciences was used to analyse the data. Findings of the study indicated 44.1% effect of promotion on job satisfaction and 85.3% of respondents did not know the criteria used to promote employees. 65.7% of the respondents did not have opportunity for advancement in their jobs. Results of the hypotheses tests led to the conclusion that promotion gave employees job satisfaction and the criteria used in promotion of employees was not effective. It was recommended that employees should be given opportunities for promotion and a criterion for the same should be established. More research should be done to identify why employees do not have advancement opportunities and whether there is a training and reward policy in the organization to facilitate employee's job satisfaction.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The common aim of many organizations is to make optimum profit and offer best service to survive in the competitive environment. This objective can be achieved through proper utilization of the available resources. The objectives of an organization can hardly be achieved using other resources without people. Without united human efforts no organization can achieve its goals. Human resource is the most important factor of production as observed by Gupta (2003).

Employees do not always remain in the position they were initially hired to fill. They may excel and move up the corporate ladder or fail and move out the front door. Nickels *et.al.* (2002). Employees needs like good working conditions, pay and achievement are important and should not be ignored so as to retain them in the organization. People have different needs, establish different goals to satisfy those needs and take different actions to achieve those goals. Job satisfaction is obtained when employees needs are met in their workplace. Armstrong (2003).

Medical Training College has been in existence since 1927, when it recruited the pioneer class of primary level African Kenyans for a course in compounding. The college has grown to its present autonomous status. The main responsibility is training of middle level health personnel who serve in both public and private health sectors. The College offers courses at certificate and diploma as well as post basic education in various fields. Currently, there are twenty three constituent colleges where training programmes are conducted. These include: Mombasa, Matuga, Port Reitz, Kilifi, Nyeri, Muranga, Thika, Karen, Embu, Machakos, Meru, Kisii, Homa-bay, Kisumu, Mathare, Garissa, Kakamega, Eldoret, Nakuru, Kabarnet, Loitokitok, Karuri and Lodwar. The training programmes follow competency based curriculum and 75% of the training time is in Clinical practice and 25% theoretical instruction. Students gain clinical experience in hospitals, health centres, industries, research institutions and the community.

Nakuru Medical Training College is the second largest in Kenya after MTC, Nairobi with a population of nine hundred students and one hundred and thirty employees. There are fifty seven lecturers, seventy three support staff and four casual workers.

The college is a government institution with four faculties which include: Clinical medicine, laboratory sciences, nursing and environmental health sciences. The employees were civil servants until January 2002 when the institution was made a government parastatal. Since then the civil service policies and procedures ceased to be applicable. The Directorate of Personnel Management in Kenya prepared policies and procedure for the parastatal.

Since the institution became a parastatal, employees have stagnated in one job group without prospect of advancement to the next grade. Preliminary investigation there has been increased lateness, absenteeism among employees and staff disciplinary cases especially among the support staff. This shows that employees are demotivated and dissatisfied with their jobs resulting to poor work performance. Therefore it is important to find out the effect of employee promotion on job satisfaction.

1.2 Statement of the problem

Human resource is an important asset in organizations. Employees who are knowledgeable with the right skills are essential and their needs should be given consideration by the management for the success of the organization. Medical Training College, Nakuru, employees morale has reduced and there is increased absenteeism and lateness which a great concern. There is increased employee grievance especially on pay rise and promotion opportunities. This prompted this study is to assess the effect of employee promotion on job satisfaction.

1.3 Objectives of the Study

1. To find out the effect of promotion on employee job satisfaction
2. To Assess the effectiveness of promotion criteria among employees.

1.4 Hypotheses

- (i) There is no significant relationship between promotion and employees job satisfaction.
- (ii) The criteria used for promotion in Medical Training College is effective.

1.5 Justification of the study

The study will bring new knowledge in the area of promotion and employee job satisfaction. The Kenya Medical Training College management will benefit from the study since the research findings if adopted will help them in their planning and decision making in the promotion of employees. The study will help reduce employee grievance by improving employee relations as a result of knowledge acquired by the management and employees.

1.6 Scope of the Study and Limitations

The study focused on promotion and its effect on employee job satisfaction in Nakuru Medical Training College. Data was collected among employees. Due to resources and time limitation, only Nakuru Medical Training College was covered. There were respondents who never availed the questionnaires and others left blank spaces which made analysis difficult.

Other factors like achievement, working conditions and work itself were held constant since major interest was promotion.

1.7 DEFINITION OF TERMS

Motivation

It refers to willingness to exert high levels of effort to reach organizational goals, conditioned by efforts, ability to satisfy some individual needs.

Promotion

It is the movement by an employee from a current grade level to a higher-grade level. It can result from reclassification or from being selected as the successful candidate for a higher-level position. Promotion refers to advancement of an employee to a higher post carrying greater responsibilities, higher status and better salary.

Satisfaction

It refers to the contentment experienced when a want is satisfied.

Job Satisfaction

It is the end feeling of a person after performing a task. This is the extent that a persons job fulfils his dormant needs and is consistent with his expectation and values the job will satisfy. The feeling will be positive or negative depending upon whether need is satisfied or not. Job satisfaction refers to the attitudes and feelings people have about

Policy

It is a plan or course of action in directing affairs as chosen by a political party, government or a business company.

Intrinsic

Being part of the nature or character of someone or something.

Extrinsic

Of value or quality not forming part of or not really belonging to, that which is connected.

Hierarchy

The organization of a system into higher and lower rank.

LITERATURE REVIEW

2.1 Introduction

Commitment of employees in any organization is a key factor towards achieving its goals. Njema (2003). Human resource is an important asset in the organization with diverse needs and an attempt to meet them is necessary to motivate the employees. Maslow who was a psychologist identified five need categories: Physiological, safety, security, love (social), esteem and self actualization. Needs such as esteem and self actualization are important to the content of work satisfaction as observed by Luthans (1992). Another important implication of the need hierarchy concerns how to manage people at work and how to increase job satisfaction at each level.

Job movement through promotion is an essential need among employees. Promotion enables employees to climb the career ladder in the organizational hierarchy. The aim of promotion procedure of a company should be to enable management to obtain the best talent available within the company to fill the higher positions. Armstrong (2003).

Vrooms expectancy theory of job satisfaction recognizes the importance of various needs and variables that will lead to satisfaction. A worker who strongly needs promotion will be motivated by the current held job and perform it well, leading to his being noticed and promoted and finally resulting in job satisfaction. Bennet (1997).

Good promotion policy is essential to avoid discrimination and ensure equal opportunity for promotion among employees. Equity Theory of job satisfaction is concerned with the perception people have about how they are being treated as compared with others. People are often satisfied if treated equitably. Consideration for promotion among employees is motivating and enhances job satisfaction. All other things being equal, higher pay and better opportunities for promotion lead to higher job satisfaction Gupta (2003).

2.2 Promotion

Promotion refers to advancement of an employee to a higher post carrying greater responsibilities, higher status and better salary. It is an upward movement of an employee in the organizations hierarchy to another job commanding greater authority and higher status. When an employee is assigned to a higher job level without increase in pay, it can be called “dry” promotion, Gupta (2003).

Promotion differs with upgrading which is the movement of an employee to a higher pay scale without change of job. Promotion and upgrading are used to reward employees for better performance and satisfaction with their jobs. Due to limited vacancies at higher levels, it is not possible for management to promote all employees and therefore upgrading may be used to achieve job satisfaction among employees who are not promoted. Gupta (2003).

To recognize an employees performance and commitment and motivate him/her towards better performance, promotion is necessary. It also gives employees a sense of belonging and job satisfaction. Promotion helps attract and retain skilled and talented employees and develop a competent internal source of employees for higher level jobs. Gupta (2003).

Though Gupta identifies positive aspects of promotion like employee job satisfaction and loyalty due to increased pay and higher status, Waweru (1984) identified certain employees like technical personnel who prefer not to be promoted to prestigious administrative work but would rather remain as technical personnel. This shows that it is not obvious that promotion will give employees job satisfaction.

Apart from improvements in pay and work conditions, another important incentive available to employees are opportunities for promotion. If the organization has trained its staff adequately and ensured that employees work experiences are sufficiently wide, internal promotion would be feasible as observed by Hannagan (2002).

Hannagan (2002) identified promotion as the most important incentive available to employees but there are employees who prefer not to take the offer of promotion especially when promotion results to relocation to another area. This often applies to married employees who prefer to stay with their families since relocation would create imbalance leading to taking children to new schools and looking for accommodation.

Promotion follows logically from training, performance appraisal, management development and management by objectives. Appointments to higher positions can be

the result of a number of factors. Discrimination in promotion can be a source of staff

dissatisfaction and therefore should not be allowed. Employees differ enormously in their levels of aspirations and job satisfaction. Waweru (1984).

Aspirations and satisfaction are determined by people's personalities, which are in turn derived from economic cultures in which they live. Technical personnel are known to be unwilling to give up their technical work to take up higher paying and more prestigious administrative work. The view taken here is that promotion means not only a change of status from a lower level to a higher level and more money but also more importantly an increase in responsibilities as observed by Waweru (1984).

The various organizations have varying promotion policies but they tend to cluster around two points namely, that decisions have to be made whether to promote employees within the particular organizations concerned or to look for promotable individuals from other organizations.

2.3 Promotion Policy

Promotion Policy is essential in every organization so that employees and any stakeholders become aware of how promotions are carried out. A promotion policy could state the organizations intention to promote from within whenever this is appropriate as a means of satisfying its requirement for high quality staff as observed by Armstrong (2003).

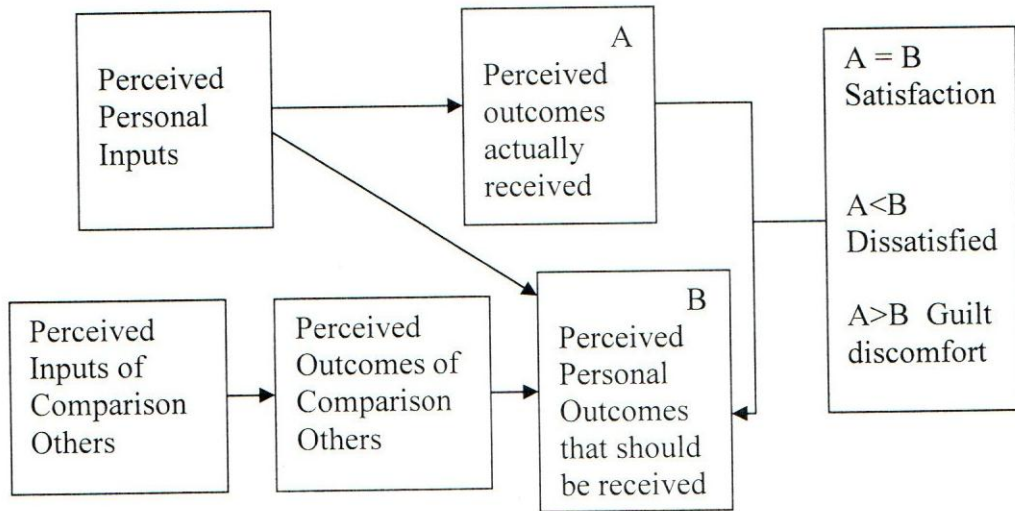
The policy may recognize that occasional organizations present and future needs can only be met by recruiting from outside. A company that has no promotion policy is likely to have frustrated and restless employees as they have no opportunity for advancement as observed by Gupta (2003).

The policy should provide a uniform distribution of promotion opportunities and tell employees the avenues of advancement available to them. The basis of promotion should be clearly specified. Due consideration should be given to seniority, merit, and future potential of an employee. Appropriate authority should be entrusted with the responsibility of taking decision on promotion. Suitable training and development should be provided to prepare employees for advancement and their detailed records of service and performance should be maintained. Hannagan (2002)

The policy should be in writing and communicated to all employees. It should be flexible and consistent and have a suitable system of follow up, counseling and review.

If he feels his rewards are equitable in comparison with others doing similar work, he feels satisfied. Job satisfaction is thus a function of the degree to which job characteristics meet the desires of the reference group. One study of the effects of community features on job satisfaction revealed that workers living in a well to do neighbourhood felt less satisfied than those living in poor neighbourhood. Equity theory takes into account not only the needs of an individual but also the opinion of the reference group to which the individual looks for guidance Hulin (1966).

Fig. 1



Two Factors Theory

According to this theory satisfaction and dissatisfaction are interdependent to each other and exist on a separate continuum. One set of factors known as hygiene factors (Company policy and administration, Supervision, pay, working conditions and Interpersonal relations) act as dissatisfier. Their absence causes dissatisfaction but their presence does not result in positive satisfaction. The other set of factors known as satisfiers include achievement, advancement, recognition, work itself and responsibility and lead to satisfaction Gupta (2003).

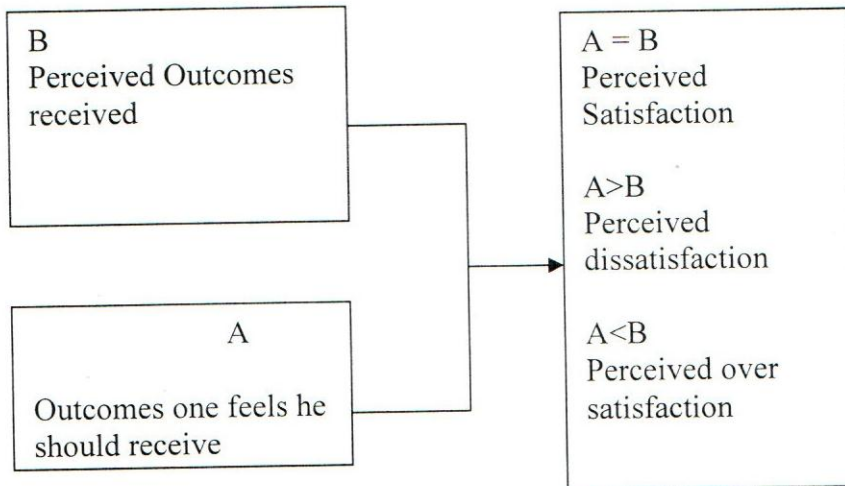
Several studies designed to test the two factor theory provide little support to this theory. The same factor may serve as a satisfier for one but a dissatisfier for another it appears from this theory that a person can be satisfied and dissatisfied at the same time.

Discrepancy Theory

According to this theory job satisfaction depends upon what a person actually receives from his job and what he expects to receive. When the rewards actually received are less than expected rewards it causes dissatisfaction. In the words of Locke, (1969) job satisfaction and dissatisfaction are functions of perceived relationship between what one wants from ones job and what one perceives, it is actually offering what one actually received and what he feels he should receive Porter (1961).

Whether over-satisfied, is or not a dimension of dissatisfaction and if so, how does it differ from dissatisfaction arising out of the situation when received outcomes are less than outcomes one feels he should receive.

Fig.2



Discrepancy Approach to Job Satisfaction

Source Gupta (2003) Pg. 795

Equity Discrepancy Theory

It combines equity and discrepancy theories. Lawler has adapted the difference approach of discrepancy theory rather than the ratio approach of equity. From equity theory the concept of comparison has been selected to serve as an intervening variable. Under this theory satisfaction is defined as the difference between the outcomes that one perceives he actually received and outcomes that one feels he should receive in comparison with others. When the individual feels that what he actually received is equal to what he perceives he should receive there satisfaction.

Thus, an individual's reception of his reward is influenced by more than just the objective amount of that factor. Because of this psychological influence, the same amount of reward often can be seen quite differently by two people, to one it can be larger amount and to another person it can be small amount. Lawler (1977).

Social Reference Group Theory

It defines the way an individual looks at the world. Job satisfaction occurs when the job meets the interest, desires and requirements of a person's reference group. Here, job satisfaction is a function of the degree the job meets the approval of the group to which the individual looks for guidance in evaluating the world and defining social reality.

The social reference group theory is similar to the need fulfillment theory except that it takes into account the desires, needs and interests of the given individual but rather the point of view and opinions of the guidance. This theory is an incomplete explanation to the extent some people are independent of group opinions and group pressure Gupta (2003).

The theories of job satisfaction are interdependent. Equity Theory causes employees to compare themselves with others so as to decide whether reward received is fair. This theory is limited because individuals have different capacities and what satisfies one may not satisfy the other. Some individuals are satisfied by promotion while others may desire to remain in the same position to remain with their families or due to other social responsibilities especially if promotion results to a transfer.

Social reference group theory of satisfaction does not give the individual an opportunity for personal decision. This theory is limiting and may cause the employee to be a prisoner of other people's views which in itself gives dissatisfaction.

Factors of job satisfaction like pay, working conditions, recognition, promotion and achievement to be studied to reveal their extent of satisfaction among employees. This prompted this study on the effect of promotion on job satisfaction.

2.5 Factors Affecting Job Satisfaction

Factors affecting job satisfaction can be classified into two categories:-

Intrinsic Factors: Those factors that are intrinsic/internal to the job and when present create high levels of job satisfaction. They relate to the content of the job and what employees actually do on the job (Herzberg labeled them motivators). These factors are more important of the two sets because they directly affect a person's motivational drive to do a good job, Nelson & Quick (1997).

Extrinsic factors relate to the job context and are considered as support factors, or maintenance factors because they contribute to an individual's basic needs. When

positive in nature, they maintain a reasonable level of job satisfaction. When absent, the person complains about poor supervision, poor medical benefits and may experience deficit or is dissatisfied. To succeed, managers have to deal with extrinsic factors first. These include company and administrative policies, supervision, pay, workgroup; working conditions, work itself, achievement, recognition, Responsibility and promotion.

Pay

Pay represents an index of the value of a worker's job. It is a significant factor in job satisfaction. Money not only helps people to attain their basic needs but it is also instrumental in providing upper level need satisfaction as observed by Luthans, (1992). People want pay systems that they perceive as being just in line with their expectations. When pay is seen as fair, based on job demand, individual skill level and community pay standards, satisfaction is likely to result.

Employees often see pay as a reflection of how management views their contributions to the organization, Luthans, (1992). Economists too focus on wages as being very important in job satisfaction and many organizations are doubtless in agreement. Pay will remain important but workers will not probably be focused on pay as in the past. The trend toward greater aspects of job satisfaction like autonomy and interesting work are even reflected in the significant impact. Such factors have influences like intentions to vote for unionization, Greer (2001).

However, surveys provide mixed evidence in that some employees put this factor high up on the list of satisfiers while others put it much lower, though they agree that money may readily represent other factors, hence making it a reinforcer. According to Herzberg (1982), because of its ambiguous nature salary commonly shows up as a motivator as well as hygiene. Although primary a hygiene factor it also often takes on some of the properties of a motivator, with dynamics similar to those of recognition for achievement, Nelson & Quick, (1997).

Some objective information exists which indicates that job satisfaction is positively related to income level. That is, the higher the pay the greater the satisfaction Lawler and Porter, (1963); Kolasa (1969). While it is possible that higher pay alone may not translate into high job satisfaction, an alternative explanation is that higher pay reflects different types of jobs, meaning higher paying jobs generally require higher skills, give incumbents greater responsibilities, are more stimulating and provide greater

job satisfaction among better-paid employees reflect the greater challenges and freedom the workers have in their jobs rather than the pay itself, Robin (2004). Thus according to Luthans (1992) there is a significant relationship between pay and job satisfaction.

Workgroup

Part of the satisfaction of being employed is the social contact that work brings to workers. Employees who are allowed reasonable amount of time for socialization are more likely to develop a sense of cooperation and teamwork, resulting in satisfaction. People get more out of work than merely money or tangible achievements. It feels the need for social interaction. It is not surprising therefore, that having friendly and supportive co-workers lead to increased job satisfaction, Luthans, (1992).

The nature of the workgroup will have an effect on job satisfaction; friendly, cooperative co-workers are a modest source of job satisfaction to individual employees. The workgroup serves as a source of support, comfort, advice and assistance to the individual worker. A 'good' workgroup makes the job more enjoyable.

On the other hand, if the people are difficult to work with, it may have a negative effect on job satisfaction, for example, many women and the physically challenged have low job satisfaction because they feel they are subject to male stereotyping that may hinder their chances for promotion. This stereotyping seems to exist even among well-educated managers, Luthans (1992). Women's work is perceived through stereotype and precedents. Woman breaking out of job type mould of performing certain type of jobs only like secretarial and nursing are more dependants on attitude of men, Cole (2000). Possible discriminatory sexual stereotyping faced by women managers are exerted by existing senior male managers, who might assume that a woman's role is to look after home and family and not manage organizations, Bennet (1997).

In the Hawthorne studies (1924 – 1936), the women in the relay room gave "small group as the top reason why their productivity increased. The group contribution to employee satisfaction and performance has also received attention Luthans (1992). One of the conclusion drawn from Hawthorne studies was the individual workers can be treated in isolation but must be seen as members of a group, Cole. (2000)

Working Conditions

Working conditions is another factor that has a moderate effect on job satisfaction

(2000). The study also indicated that working conditions had a positive effect on their level of

pride for themselves and for the work they are doing. Working conditions affect the physical comfort of the employee while completing tasks (Bennet 1997). If the working conditions are good, (clean attractive surrounding), the employees will find it easier to carry out their jobs. If the working conditions are poor; (hot, dirty and noisy surrounding), employees will find it harder to get things done. (Luthans 1992). Thus one can argue that employees are concerned with their work environment for both personal comfort and facilitation in doing a good job. Employees prefer physical surroundings that are not dangerous or uncomfortable, prefer working relatively close to home; in clean and relatively modern facilitates and with adequate tools and equipment, Robbins (2003). Herzberg observes that once the hygiene has been addressed by management the motivators create satisfaction among employees to him the key to true job satisfaction lies in the motivators.

Work Itself

The content of the work itself is another major source of job satisfaction, Luthans, (1992). Ingredients of a satisfying job include interesting and challenging work, work that is not boring and work that provides status. People prefer jobs that are mentally challenging; jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom and feedback on how well they are doing. Robbins (2003).

Interest in the work itself is central factor in any meaningful analysis of employee satisfaction or dissatisfaction. Several studies show that without intrinsic interest in the work itself, satisfaction, at least among high-level employees, Falters et. al. (1983).

Achievement

One premise inherent in Herzberg's theory is that most individuals honestly want to do a fair day's job. Managers help achieve this by placing them in positions that use their talents and are not set up for failure. Managers set clear, achievable goals and standards for each position and make sure employees know these goals and standards.

Therefore one can argue that to help employee achieve on the job, they should be provided with ongoing feedback and adequate challenges. These may result in job satisfaction, Cole (1996)

Recognition

Employees at all levels of the organization want to be recognized for their achievements on the job. The worker's success does not have to be monumental before they deserve recognition. Wallis and Cope (1980) observed that one of the facets of job satisfaction for nurses included the feeling of being needed by patients; his survey revealed that, recognition through rewards was identified as one of the factors of job satisfaction. Employees are more satisfied when they feel that they are rewarded fairly in recognition of the work they do. An added benefit is that employees who are rewarded fairly experience less stress. , Finchem and Rhodes (1999)

Responsibility

Employees will be more motivated to do their jobs well if they have control and ownership of their work. This requires giving employees enough freedom and power to carry out their tasks so that they feel they 'own' the results. There should be opportunities for added responsibility with more delegation of authority and responsibility to carry out their tasks; then they will derive satisfaction from their jobs. Control over one's activities can play a decisive role in attitudes one brings to that task.

In times of increasing specialization and standardization, one might expect some impact from these factors on job satisfaction. Walker and Guest (1952) observed low satisfaction with assembly line work over which the individual had little control. They found increasing job satisfaction with an increase in the number of operations the workers were called on to perform, Kolasa (1969).

2.6 Outcomes of Job Satisfaction

To society as well as from an employee's point of view, job satisfaction in and by itself is a desirable outcome. However, from a pragmatic management and organizational effectiveness point of view, it is important to know how, if at all, satisfaction relates to outcome variables.

This question has been asked by both researchers and practitioners, especially the human resource managers, through the years. Some of the organizational outcomes include

Satisfaction and Employee Productivity

The 'Satisfaction performance controversy' has ranged over years. One view holds that satisfaction causes good performance while another view holds that performance causes satisfaction, Nelson & Quick (1997).

Though one could expect a relationship between job satisfaction and productivity the research findings are not conclusive. The preponderance of research evidence indicates that there is no strong linkage between satisfaction and productivity and that satisfaction doesn't lead to performance, for example, a comprehensive meta analysis of the research literature found only a 0.17 average correlation between job satisfaction and productivity, Luthans (1992). Satisfied workers will not necessarily be the highest producers. This is because there are many possible-mediating factors like rewards; altitude, fear of dismissal or an employee may simply work hard to make time go quickly. Bennet (1997). The relationship between job satisfaction and productivity is extremely complex and much research remains to be done Bennet (1997).

Satisfaction and Absenteeism

Research has pretty well demonstrated an inverse relationship between satisfaction and absenteeism. When satisfaction is high absenteeism tends to be low, when satisfaction is low, absenteeism tends to be high. People who are dissatisfied with their jobs are frequently absent. Luthans (1992)

However, like other relationship in satisfaction, there are other moderating variables that have an impact on the relationship and reduce the correlation coefficient, for example, sick pay will make even highly satisfied workers to take days off. Additionally, it is important to note that while high job satisfaction will not necessarily result in low absenteeism, low job satisfaction is likely to bring about high absenteeism. Luthans (1992). Managers therefore, need to understand that there exists an inverse relationship between job satisfactions.

Satisfaction and Turnover

Unlike satisfaction and productivity, research has found a moderate relationship between satisfaction and turnover. High job satisfaction will not, in and of itself, keep turnover low. On the other hand, if there is considerable job dissatisfaction, there is likely to be high turnover, Luthans (1992). However, there are other factors that might

expectations of alternative job, company royalty, level of employee, gender and age of employee are some important constraints on the actual decision to leave one's current job, Robinsons (2003). Younger workers are generally thought to be more restless and dissatisfied with their current jobs. Quick (1973) found out that younger workers have shorter tenure in jobs, they tend to change jobs and occupations more frequently seeking more opportunity for advancement. But older employees get settled in their jobs and locality. Absenteeism and turnover is less among them, Stewart & Garson (1983). Luthans (1992) observed a relationship between employee job satisfaction and turnover.

Satisfaction and Other Effects

These are a number of other effects brought about by high job satisfaction. It is observed that highly satisfied employees tend to have better mental and physical health, learn new job-related tasks more quickly, have fewer on-the-job accidents and report fewer grievances, Luthans (1992). On the positive side, it has also been recently found that satisfied employees are more likely to exhibit pro-social "Citizenship" or organizational citizenship type behaviours (OCB) and other activities such as to talk positively about the organization, helping co-workers, helping customers, being cooperative and going beyond working hours to reciprocate their positive experience, Robbins (2004).

Employees therefore should be supported through training and development. Career planning and development programs. It is agreeable that employees usually seek fair promotion policies and practices if promotion decisions are perceived by individuals to be made in fair and just manner, workers are likely to experience satisfaction from their jobs.

Promotional opportunities however seem to have a ranging effect on job satisfaction. This is so because promotions take a number of different forms and have a variety of accompanying rewards. For instance, individuals who are promoted using seniority criterion often experience job satisfaction but not as much as those who are promoted on the basis of performance. This helps explain why executive promotions may be more satisfying than promotions at lower levels organizations. Luthans (1992).

The relationship between occupational level and job satisfaction has been of substantial interest for a long time. An early study by Happock (1935) was followed by many research efforts indicating clear positive relationship between job level and job

satisfaction. This was supported in their national sample; only 12% of the skilled workers were

satisfied but 42% professionals said they were not satisfied Kolasa (1969). Since a move upward in a job hierarchy means a change in the many other variables, treated in this category, an assessment therefore of the influence of promotion on job satisfaction is of value.

Koech (2003) observed a relationship between career development and Job satisfaction and said employees should be given a chance to advance in their jobs which gives satisfaction. Opportunity for training and development has an effect on job satisfaction. Mulwa (2002) observed that an employee who is trained acquires the right skills for the job and can be more effective in their jobs, such an employee then should be given a chance for promotion. A gap was identified that after training and development, further satisfaction may be achieved through opportunity for promotion.

2.7 Promotion and Job Satisfaction

The early managerial theories regarding employee performance paid scant attention to how employees felt about their jobs. The dominant model of the serenity management era directed the managerial attention to “Rewards” and painted the employee as a mere robot, predictably responsive to structural payment. To Fredrick W. Taylor (1911), Observed that the employee and employer shared an interest in high productivity: motivation and job satisfaction were a matter of facilitating productive work. Stewart and Garse, (1983).

Today employees make choices and expect to get the worth of their work as demonstrated by the equity theory of job satisfaction. If people feel they are inequitably rewarded, they may be dissatisfied, reduce quantity and quality of output, ask for a greater reward or pay or leave the organization. Promotion is essential to ensure better job status, added responsibility and pay. Koontz and Weihrich (1990).

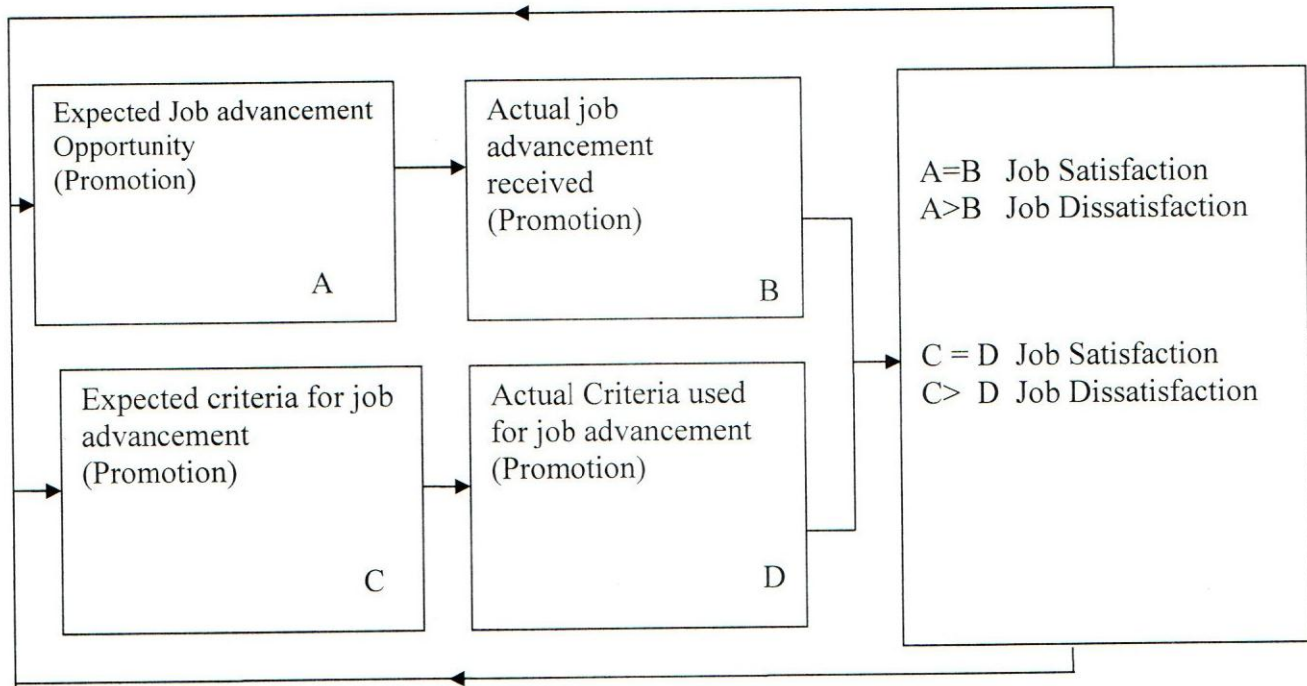
Several research studies have been carried out on job satisfaction. Hap pock (1935) covered this area. Under the sponsorship of survey research center at the University of Michigan a series of studies took off with the aim of identifying the factors of job satisfaction. Many academic writers have become increasingly critical of the work performed by employees and the satisfaction. Herzberg's and Kolasis' important contribution to the further research activity was the general finding that most of the factors in the job satisfaction were two types: those relating to job itself (content) and those relating to working environment (context). Today the scope of research has broadened considerably and job satisfaction is examined in the wider context of its

overall well being and organizational outcomes. Advancement and growth refers to movement to higher status, additional pay and added responsibility. This adds up to promotion enabling employees achieve job satisfaction. Kolasa (1969).

2.8. Conceptual Framework

The promotion policy has laid down criteria for employee promotion. It is not obvious that these expectations are met. If promoted as expected, employees obtain job satisfaction but a shortfall of the same gives them dissatisfaction. After promotion employees stay for sometime and again feel they need another promotion. This demonstrates that promotion should be a continuous process in the work place to enhance job satisfaction.

Fig. 3



Source: Modified from Gupta (2003) Pg. 795

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 The Research Design

The study was a descriptive survey to study the effect of promotion on employee job satisfaction in Nakuru Medical Training College. A complete census was carried out as there only are 130 employees. Questionnaires were administered to all respondents through drop and pick method. This data collection instrument was selected because it appropriately allowed the investigation of the relationship between variables that is promotion as an independent variable and job satisfaction as the dependent variable.

3.2 Area of the study

The study was carried out among employees in Medical Training College located in Nakuru Town, Mlimani Crescent Road. It was on employee promotion and its effects on Job Satisfaction and all the Institutional employees were inclusive.

3.3 Population of the study

The study covered all employees of Medical Training College Nakuru, which included 57 lecturers, and 73 support staff. The respondents were 102 and were all fulltime employees in the organization since they are the ones eligible for promotion.

3.4 Data Type and Instrumentation

The study was based on both primary and secondary data. Primary data was collected using a questionnaire that were issued through the “drop and pick technique” to the employees. Questionnaire was preferred because job satisfaction concerns feeling and attitude, which differ among individual, and they can express their level of satisfaction through attitude survey using a questionnaire. The questionnaire is likely to give needed data.

The questionnaire was well designed to be an effective data collection tool to avoid leaving important information. Structured or close ended questions were used to avoid irrelevance and collect standardized information for better analysis of the collected data. Secondary data was collected from institutional records for example, the number, of employees in the organization and their varied categories.

3.5 Data Analysis

The data collected was tabulated as a means of summarizing the responses acquired from questionnaires. An evaluation of the basic data was done using descriptive statistics method of percentages to describe robust relationships among the variables. The results realized from the data were utilized in drawing up conclusions regarding the purpose of the survey.

The 5 – point likert scale was utilized to assess how respondents perceived a given statement. Those that scored five were perceived to strongly agree with the statement and those who scored one were perceived to strongly disagree with the statement. An attitude index was calculated by subtracting from each attitude statement the percentage of positive responses to a statement (Scores of 4 and 5) from the negative responses (scores of 2 and 1). The neutral score of 3 was ignored for purposes of this calculation. A similar procedure was used in assessing the 4 – point scale as relate to awareness and significance statements. A positive attitude index implied general agreement to the statement and a negative attitude index implied a general disagreement with the statement. The variables to be analyzed was promotion and job satisfaction.

The significance of the relationship between these variables was analyzed using the chi-square statistic.

$$X^2 = \sum_{e_{ij}} (O_{ij} - e_{ij})^2$$

Where O_{ij} are observed elements and e_{ij} are expected outcomes promotion and job satisfaction.

A significance level of $\alpha = 0.05$ at 4 degrees of freedom was used. The statistical package for social sciences was used to analyse the data.

RESULTS AND DISCUSSIONS**4.1. INTRODUCTION**

The findings were summarized and presented for analysis in form of tables and percentages as shown below.

4.2. GENERAL FINDINGS:

The targeted population for the study was 130 employees of the Medical Training College, Nakuru. A response rate of 78.4% was obtained as 102 employees responded.

The response was representative as respondents represented all employees having carried out a complete census. Employees were categorized into cadres namely: Administrators, Lecturer, Clerical Officer and other which represented any other cadre as indicated by the designation table below.

TABLE 1**DESIGNATIONS**

DESIGNATION	FREQUENCY	PERCENTAGE
Administrator	20.0	19.6
Lecturer	52.0	51.0
Clerical Officer	30.0	29.4
Total	102.0	100.0

Source: Field Survey (2006)

The table indicates the highest number of respondents were lecturers with 51% and Administrators represented 19.6%. Most employees were on permanent employment covering 93.1% while those on temporary terms of service were only 6.9% as indicated by the time table below.

TABLE 2**Terms of Service**

Term of Service	Frequency	Percentage
Permanent	95.0	93.1
Temporary	7.0	6.9
Total	102.0	100.0

Source: Field Survey (2006)

TABLE 3**Marital Status**

Marital Status	Frequency	Percentage
Single	30.0	29.4
Married	72.0	70.6
Total	102.0	100.0

Source: Field Survey (2006)

Majority of the respondents were married represented by 70.6% while 29.4% were single.

Most of the respondents were aged 41-50 years with 37.3% while those aged 20-30 years were 15.7%. Those over 51 years represented 15.7%. This reveals that most respondents were middle aged and therefore have experience in the work place to warrant them attain promotion and the fact that they have chosen to remain in the organization shows a sign of satisfaction.

TABLE 4**Age Bracket**

Age Bracket	Frequency	Percentage
20-30 Yrs	16.0	15.7
31-40 Yrs	32.0	31.4
41 – 50 Yrs	38.0	37.3
Over 51 Yrs	16.0	15.7
Total	102.0	100.0

Source: Field Survey (2006)

Majority of the respondents were deployed in the administration with 24.5% while the least were deployed in the Clinical Medicine Department with 4.9%

TABLE 5**Area of Deployment**

Area of Deployment	Frequency	Percentage
Administration	25.0	24.5
Clinical Medicine	5.0	4.9
Nursing	21.0	20.6
Laboratory	7.0	6.9
Environmental Health	32.0	31.4
Others	12.0	11.8
Total	102.0	100.0

Source: Field Survey (2006)

Most employees have worked in the institution for 1-5 years with 34.3% and the least 9.8% having worked for 11-15 years revealing that most employees have not worked in the institution for long.

TABLE 6**Years Worked**

Years worked	Frequency	Percentage
1-5 Yrs	35.0	34.3
6-10 Yrs	24.0	23.5
11-15 Yrs	10.0	9.8
16-20 Yrs	16.0	15.7
Above 20 Years	17.0	16.7
Total	102.0	100.0

Source: Field Survey (2006)

4.3 YEARS OF LAST PROMOTION

Most employees received their promotion before 1999 with 69.6% and least promotion received in the year 2000 with only 5.9%. This reveals promotions have reduced in the recent past.

TABLE 7

Years of Last Promotion

Year of Last Promotion	Frequency	Percentage
1999	7.0	6.9
2000	6.0	5.9
2001	8.0	7.8
2002	10.0	9.8
Before 1999	71.0	69.6
Total	102.0	100.0

Source: Field Survey (2006)

4.4 POSSIBILITY OF HAVING WORKED WITH ANOTHER ORGANIZATION

It was found out that majority of the respondents had not worked with another organization before employment in the institution. This is reflected by 62.7% respondents having not worked elsewhere before and only 37.3% worked in another organization before.

TABLE 8

Worked for another Organization

Response	Frequency	Percentage
Yes	38.0	37.3
No	64.0	62.7
Total	102.0	100.0

Source: Field Survey (2006)

4.5. HOW RESPONDENTS ACQUIRED CURRENT POST IN THE ORGANIZATION

Only 1% of the respondents acquired their current post through promotion and majority have served the organization throughout their working life represented by 60.8% as indicated by the table below. This reveals promotion is rare in the organization since it is the expectation of most employees to receive promotion after working for an organization for a number of years.

TABLE 9

How Respondents got the current post at M.T.C.

Responses	Frequency	Percentage
New appointment	14.0	13.7
Transfer from other Department	13.0	12.7
Promotion to a next Status	1.0	1.0
Transfer from another organization	12.0	11.8
Has not worked elsewhere before	62.0	60.8
TOTAL	102.0	100.0

Source: Field Survey (2006)

4.6 FACTORS CONSIDERED IN PROMOTION

Most respondents identified skills from training as the major factor considered in promoting employees which was represented by 27.5% and 16.7% considered promotion to be automatic after years of service.

TABLE 10

Factors Considered in promotion

Response	Frequency	Percentage
Automatic after years of service	17.0	16.7
Report from performance appraisal	20.0	19.6
Skills from a training	28.0	27.5
No considerations	18.0	17.6
All factors considered	19.0	18.6
Total	102.0	100.0

Source: Field Survey (2006)

4.7. SATISFIED/NOT SATISFIED WITH THE JOB

96.5% of the respondents were satisfied with their job and 21.1% dissatisfied.

TABLE 11

Satisfied with Job

Response	Frequency	Percentage
Yes	80	78.5
No	22	21.6
Total	102	100

Source: Field Survey (2006)

4.8 EXTENT OF JOB SATISFACTION

The extent of job satisfaction amidst respondents showed 62.7% were satisfied and 2% very dissatisfied 17.6% were neutral revealing majority of respondents were satisfied with their jobs.

TABLE 12

Extent of Satisfaction

Response	Frequency	Percentage
Very dissatisfied	2.0	2.0
Dissatisfied	9.0	8.8
Neutral	18.0	17.6
Satisfied	64.0	62.7
Very Satisfied	9.0	8.8
Total	102.0	100.0

Source: Field Survey (2006)

4.9. JOB SATISFACTION FACTORS

Majority of respondents considered work to be the major satisfaction factor with 44.1% and social group opportunity the lowest factor with 7.8%. Other factors like promotions and job security took only 16% revealing they are not of major interest to respondents in relation to satisfaction with the job as indicated by the table below:

TABLE 13
Satisfaction Factors

Response	Frequency	Percentage
Working Condition	17.0	16.7
Job security	1.0	15.7
Work	45.	44.1
Social group	8.0	7.8
Promotion opportunity	16.0	15.7
Total	102.0	100.0

Source: Field Survey (2006)

4.10 EXTENT OF EFFECT OF PROMOTION ON JOB SATISFACTION

Most respondents identified a high effect of promotion on job satisfaction indicating 44.1% and only 2.9% identified promotion to have very small extent effect on job satisfaction.

TABLE 14
Effects of Promotion on Job Satisfaction

Response	Frequency	Percentage
Very small extent	3.0	2.9
Small extent	12.0	11.8
Neutral	18.0	17.6
High extent	45.0	44.1
Very high extent	24.0	23.5
Total	102.0	100.0

Source: Field Survey (2006)

4.11. AWARENESS ABOUT CRITERIA USED FOR PROMOTION

Majority of respondents were not aware of the criteria used for promotion in the organization with 85.3% not knowing and only 14.7% knew.

TABLE 15

Awareness of criteria used in promotion

Response	Frequency	Percentage
Yes	15	14.7
No	87	85.3
Total	102.0	100.0

Source: Field Survey (2006)

4.12 PROMOTION POSSIBILITY

70.6% of the respondents were never promoted and only 29.4% received promotions.

TABLE 16

Ever been promoted

Response	Frequency	Percentage
Yes	30	29.4
No	72	70.6
Total	102.0	100.0

Source: Field Survey (2006)

4.13. OPPORTUNITY FOR ADVANCEMENT IN THE JOB

Majority of respondents had no opportunity for advancement with their jobs represented by 65.7% while those with the opportunity for advancement in their jobs were only 34.3%.

TABLE 17**Have Advancement Opportunities**

Response	Frequency	Percentage
Yes	35	34.3
No	67	65.7
Total	102.0	100.0

Source: Field Survey (2006)

4.14. EFFECTIVENESS OF PROMOTION CRITERIA

69.6% of the respondents indicated the criteria used for promotion is not effective and only 30.4% of the respondents thought it was effective.

TABLE 18**Promotion Criteria Effectiveness**

Response	Frequency	Percentage
Yes	71	69.6
No	31	30.4
Total	102.0	100.0

Source: Field Survey (2006)

4.15. PROMOTION OPPORTUNITY

Most employees had never received promotion represented by 69.6% and 7.8% has received promotion once showing that promotion of employees in the organization is not common.

TABLE 19

No. of time received Promotion

Response	Frequency	Percentage
Once	8.0	7.8
Twice	7.0	6.9
Thrice	7.0	6.9
More than 4 times	9.0	8.8
Never	71.0	69.6
Total	102.0	100.0

Source: Field Survey (2006)

4.16 REASONS FOR LACK OF PROMOTION

60.8% of the respondents felt they were not promoted because the criteria used for promotion was not effective and about 34.3% did not know the reason why they were not promoted.

TABLE 20

Reason for not being promoted

Response	Frequency	Percentage
Lack of position	1.0	1.0
Below Promotional criteria	1.0	1.0
Given to new entrants	3.0	2.9
No reason	35.0	34.3
Effective promotional criteria	62.0	60.8
Total	102.0	100.0

Source: Field Survey (2006)

4.17. TIME FOR PROMOTION

84.3% of the respondents felt promotion is not being given the right time and only 15.7% agreed it is given the right time.

TABLE 21

Was Promotion Given at the Right Time

Response	Frequency	Percentage
Yes	16	15.7
No	86	84.3
Total	102	100

Source: Field Survey (2006)

4.18 RESULTS OF THE HYPOTHESES TESTS

HYPOTHESIS 1:

The first hypothesis was stated as; there is no significant relationship between promotion and employee job satisfaction.

Table 11: Satisfied with job

Response	Frequency	Percentage
Yes	80	78.5
No	22	21.6
Total	102	100

Source: Field Survey (2006)

Table 12: Extent of satisfaction

Response	Frequency	Percentage
Very dissatisfied	2.0	2.0
Dissatisfied	9.0	8.8
Neutral	18.0	17.6
Satisfied	64.0	62.7
Very satisfied	9.0	8.8
Total	102.0	100.0

Source: Field Survey (2006)

Table13: Satisfaction factors

	Response	Frequency	Percentage
1	Working condition	17.0	16.7
	Job security	16.0	15.7
2			
3	Work	45.0	44.1
	Social group	8.0	7.8
4			
5	Promotion opportunity	16.0	15.7
	Total	102.0	100.0

Source: Field Survey (2006)

Table14: Extent of effect of promotion on job satisfaction

	Response	Frequency	Percentage
1	Very small extent	3	2.9
2	Small extent	12	11.8
3	Neutral	18	17.6
4	High extent	45	44.1
	Very high extent	24	23.5
5			
	Total	102	100.0

Source: Field Survey (2006)

Table21: Extent of effect of promotion on job satisfaction

Response	Observed N	Expected N	Residual
Very small extent	3	20.4	-17.4
Small extent	12	20.4	-8.4
Neutral	18	20.4	-2.4
High extent	45	20.4	24.6
Very high extent	24	20.4	3.6
Total	102		

Source: Field Survey (2006)

Table 22: Chi-square Test Statistics

Response	Extent of effect of promotion on job satisfaction
Chi-Square(a)	48.882
Degree of freedom	4
Asymp. Sig.	.000

Source: Field Survey (2006)

The table above is a computer output.

Table II showed 76.5% of the respondents were satisfied with the job and 21.6% were dissatisfied. The extent of satisfaction showed 62.7 of the respondents were satisfied and only 2% were very dissatisfied. Work was identified as the major satisfaction factor and social group had the least respondents with only 7.8%. The extent of effect of promotion on job satisfaction revealed a high extent of 44.1% and a very small extent of 2.9% as indicated in table 14.

The Chi-square test statistics revealed a critical chi-square to be 9.488 while the computed chi-square value is 48.882 as indicated in table 22 above). Since the computed chi-square value is greater than the critical chi-square, it can be concluded there is evidence to reject the null hypothesis. Promotion brings job satisfaction among employees at Medical Training College.

Hypothesis 2: The criteria used for promotion in Medical Training College is effective

Table 18: Promotion creterior effectiveness

Response	Frequency	Percentage
No	71	69.6
Yes	31	30.4
Total	102	100.0

Source: Field Survey (2006)

Table 19: No. of times received promotion

Response	Frequency	Percentage
Once	8	7.8
Twice	7	6.9
Thrice	7	6.9
More than 4 times	9	8.8
Never	71	69.6
Total	102	100.0

Source: Field Survey (2006)

Table 20: Reason for not being promoted

Response	Frequency	Percentage
Lack of position	1	1.0
Below promotional creterior	1	1.0
Given to new entrants	3	2.9
No reason	35	34.3
Lack of Effective promotional creterior	62	60.8
Total	102	100.0

Source: Field Survey (2006)

Table 21: Was promotion given at the right time

Response	Frequency	Percentage
Yes	16	15.7
No	86	84.3
Total	102	100.0

Source: Field Survey (2006)

Table 22: Promotion creterior effective

Response	Observed N	Expected N	Residual
No	71	51.0	20.0
Yes	31	51.0	-20.0
Total	102		

Source: Field Survey (2006)

Table 23: Chi-square Test Statistics

	Promotion creterior effective
Chi-Square(a)	15.686
Degree of freedom	1
Asymp. Sig.	.000

Source: Computer output.

69.6% of the respondents stated the criterion used in promotion is not effective with only 30.4% saying it is effective. Most respondents have never been promoted with a percentage of 69.6% and 7.8 have been promoted once 60.8% of the respondents felt they were not promoted due to lack of effective promotional criteria and 34.3% did not know the reason for not getting promoted. 84.3% of the respondents felt promotion was not given at the right time.

The Chi-square test statistics in table 23 revealed the critical chi-square was 3.814 where as the computed chi-square value was 15.686. Since the computed chi-square value is greater than the critical chi-square. It was concluded that there is evidence to reject the alternative hypothesis. The criteria used in promotion of employees in Medical Training College Nakuru is not effective.

CONCLUSION AND RECOMMENDATION

5.1. INTRODUCTION

This Chapter presents conclusions of the major findings, recommendations and suggestions for further research.

5.2. CONCLUSION

From the study, it was established that promotion has a great effect on job satisfaction among employees with 44.1% representation showing high extent of job satisfaction and only 2.9% showed very small extent. The critical Chi-square was 9.488 while the computed one was 48.882 revealing that promotion has an effect on job satisfaction among employees of Medical Training College Nakuru.

It was concluded that the criteria used in promotion of employees is not effective since majority of respondents did not know the criteria used. 69.6% of the respondents indicated the criteria used was not effective.

The chi-square test statistics revealed the critical chi-square was 3.814 and the computed was 15.686 and since the computed value was greater than the critical chi-square, it was concluded that the criteria used in promotion of employees in the organization is not effective.

5.3. RECOMMENDATIONS

From the study, it is apparent that the management of the organization should ensure employees have opportunities for promotion since promotion has an effect on employee job satisfaction. Employees should also be given a chance to advance in their jobs so as to help them attain self actualization.

The management should also have a promotion criteria that is clear to all employees so that they can know the criteria used in promotion and this can eliminate

discrimination and discontentment among employees. This can also help employees identify themselves with the organization and may improve the work performance.

The organization should ensure human resource planning is done to avoid having very few young people since the old employees will retire and this can create a gap and avoid having many entrants at the same time who may take long to fit in the organization. Most employees are also employed in the organization and management should consider ejecting new blood by getting employees from outside who may help improve the organization through their new skills.

Work was found to be the leading satisfaction factor with 45% of the respondents. The management in the organization should update other factors to avoid having employees who work just for the sake of working without other motivating factors to ensure improved performance.

5.4. SUGGESTIONS FOR FURTHER RESEARCH

The study should be extended to other similar organizations. Since most employees 87% seemed not to know the criteria used for promoting employees, research should be done to find out whether the criteria could be there but is poorly implemented by the management.

More research should be done on job satisfaction factors to find out why work is the best satisfaction factor and not the other factors like job security and working condition.

65.7% of the respondents revealed they did have job advancement opportunities and therefore more research should be done to find out the reason for this. Job advancement is essential for all employees since it enables them to climb the career ladder to avoid job stagnation.

Research should be done on the training philosophy in the organization to find out whether **lack of training** could be the cause of reduced promotion and advancement opportunities for employees.

More study should also be carried out on the organizations reward policy to find out whether employees know what they expect in return for their performance and whether remuneration could be one of the factors of employee job satisfaction in the organization.

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LETTER TO THE RESPONDENTS

Ruth W. Muchui,
P.O. Box 110,
NAKURU.

Dear Respondent,

Please fill the attached questionnaire and forward it to the under signed. The information given will be confidential and identity will not be disclosed.

You will not be required to write your name or personal number. The information given will only be used for research purpose.

Thank you.

Yours faithfully,

RUTH W. MUCHUI.

RESEARCH TOOL: QUESTIONNAIRE FOR EMPLOYEES IN MEDICAL

TRAINING COLLEGE NAKURU.

The questionnaire is divided into 2 parts:

A and B. Part A has questions for general information of the respondents and Part B has questions to assist get information for the objectives of the study.

INSTRUCTIONS

Please answer the questions as indicated. The answers given will be used for research work only and will be treated with utmost confidentiality.

SECTION A

Please tick the answer of your choice

1. What are the terms of your employment?

1. Casual

2. Permanent

3. Temporary

2. Please state your marital status?

1. Single

2. Married

3. Divorced

3. Identify your age bracket.

1. 20 – 30

2. 31-40

3. 41-50

4. 51 and above

4. Which of the following is your designation?

1. Administrator

2. Lecturer

3. Clerical Officer

4. Secretary

5. Any other not stated specify

5. Which of the following is your area of deployment?

- 1. Administration
- 2. Clinical Medicine Department
- 3. Nursing Department
- 4. Laboratory Sciences Department
- 5. Environmental Health Department
- 6. Any other not stated

6. How many years have you worked in the college?

- 1. 1-5 years
- 2. 6 – 10 years
- 3. 11-15 years
- 4. 16-20 years
- 5. 21 years and above

7. Which year did you receive your last promotion?

- 1. 1999
- 2. 2000
- 3. 2001
- 4. 2002
- 5. Indicate any other year not stated above

8. Did you work for another organization before your employment in Medical Training College Nakuru?

- 1. Yes
- 2. No

9. If Yes above, how did you get into the current position in M.T.C.?

- 1. On new appointment
- 2. Transfer of service from another Government parastatal
- 3. On promotion to a new status
- 4. On transfer from another organisation
- 5. On Contracted Services

10. Which of the following do you think is considered by your employer in promotion?

- 1. Automatic promotion after a number of years in service
- 2. Report on performance appraisal
- 3. After achieving stated skills from training
- 4. None of the above
- 5. All of the above

SECTION B.

Answer the following question by ticking one of the choices given.

1. Are you satisfied with your job?

Yes

No

2. Please state the extent of your job satisfaction.

1. Very dissatisfied

2. Dissatisfied

3. Neutral

4. Satisfied

5. Very satisfied

3. Which of the following factors gives you the highest satisfaction with your job?

1. Working conditions

2. Job Security

3. Work itself

4. Social group

5. Promotion opportunity

4. To what extent do you think promotion gives you satisfaction with your job?

1. Very small extent

2. Small extent

3. Neutral

4. High extent

5. Very high extent

5. Do you know the criteria used for promoting employees in your organization?

Yes

No

6. Have you ever been promoted?

Yes

No

7. Do you have an opportunity for advancement in your job?

No

Yes

8. Do you think the criteria used for promotion is effective?

No

Yes

9. If yes how many times have you received promotion since employment

1. Once

2. Twice

3. Thrice

4. More than four times

5. Never

10. If no promotion, what could be the reason?

1. No promotion position available

2. Never met the expected criteria

3. Did not need the promotion

4. Promotion was given to new entrants

5. Do not know the reason

11. Was the last promotion given at the time expected?

1. Yes

2. No

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