

Impact Of Employee Satisfaction On Organisational Productivity: A Study Of Federal Inland Revenue Service Lagos

Osagie Cynthia Nneamaka
MBA Programme/Faculty Of Administration
Distance Learning Center,
Ahmadu Bello University, Zaria,
Nigeria

Abstract

This study examined impact of employee satisfaction on Organisational productivity. The study adopted a descriptive and survey research design. The Taro Yamane formula $n = \frac{N}{1 + Ne^2}$ was used to get the actual sample size based on the population at 95% confidence interval and 5% error margin. 194 respondents from the sample size of FIRS Lagos employees accomplished the survey questionnaire that formed the analysis of the study. Data was analysed using SPSS version 26. Regression Analysis was used to test the effect of the independent variables on the dependent variable. Null hypothesis which predicted that Job Training have no significant impact on Organisational productivity was rejected for the alternate hypothesis due to the result ($R^2 = 0.687$; $P < 0.000$ & $\beta = 0.829$) of the analysis. Predicted null hypothesis which stated that Learning and Development have no significant impact on Organisational productivity was rejected for the alternate hypothesis due to the result ($R^2 = 0.744$; $P < 0.000$ & $\beta = 0.862$) of the analysis. Also, the predicted null hypothesis which stated that Bonus Pay-out have no significant impact on Organisational productivity was rejected due the result ($R^2 = 0.875$; $P < 0.000$ & $\beta = 0.936$) indicating that Bonus Pay-out have a significant impact on Organisational productivity. From the findings of the study, it was recommended that FIRS Lagos must understand the importance of Job training in improving the quality of the workforce, Implement adequate Bonus Pay-out system and Strict policies on Learning and development and Facilitate Conferences, seminars and workshops to increase employee satisfaction by equipping them with skills and development for productivity.

Date of Submission: 25-02-2025

Date of Acceptance: 05-03-2025

I. Introduction

Background to the Study

The history of employee satisfaction is intertwined with the development of management theory and the recognition of the importance of employee well-being in the workplace. Any organisation would be wise to prioritise the attainment of high levels of organisational performance at all times. It is important to have happy workers if an organisation expects to realise high levels of productivity and succeed in accomplishing its missions and objectives. It is generally accepted that happy people are more likely to put in extra effort in their employment. As a result, businesses make it a priority to guarantee that their employees are content in order to facilitate the achievement of the organization's long-term objectives. Nevertheless, the effectiveness of the organisation will be directly proportional to the performance of each individual worker inside it. According to Meyers and van Woerkom (2020), an organization's level of productivity is directly proportional to the level of individual performance displayed by its workforce. The amount of effort put in by employees is one of the most important factors that plays a role in determining how well a company will succeed. Employees are more likely to put in extra effort when they have a sense of fulfilment in the work that they do. The performance of the organisation improves and, as a result, so does the productivity of the organisation, which is directly correlated to the amount of effort that individuals put into their work. To put it another way, the level of contentment felt by each individual worker is essential to the overall productivity of the company (Ariss et al., 2019; Meyers & van Woerkom, 2020).

Organisations are under an increasing amount of pressure to be competitive. The challenge of any organisation is to meet its corporate objectives for productivity and still meet the needs of its workers for rewards (Berger, 2019). Therefore, it is vital for institutions to know all aspects that are associated with job satisfaction. During the early stages of the Industrial Revolution, factory workers faced harsh working conditions with long hours, low wages, and minimal consideration for their well-being. The focus was primarily on productivity and profit, often at the expense of employee satisfaction. Best (2018) state that it has become clear that levels of job satisfaction have begun dropping off sharply in the early 21st century. Employees often decide to go on strikes and protests when they are dissatisfied with their working conditions. These strikes have negative effects on the

productivity of institutions. Human resource management practices were stated by Bhatia (2019) to be conducted at all employee's lifecycle phases starting from the first day an employee is hired until the day he quit the company. Furthermore, it was indicated by (Billings, 2020) that in order to achieve organisational productivity, possessing a motivated and satisfied workforce is required in every organisation.

In today's business, human resource management is a team that promotes a positive environment for employees, continues to grow and develop, while providing the right services to the right people to achieve the desired goals. Federal Inland Revenue Service Lagos is categorized as a service industry and faces many challenges such as talent satisfaction and risk management. Effective management of future challenges has a major impact on the survival and success of the service sector. However, employee satisfaction will not be successful without good management. This is achieved through employee satisfaction practices that help achieve the organisation's overall strategy by promoting, encouraging, developing and retaining staff (Aina & Atan, 2020). Organisations face the challenge of being limited by satisfied employees. Satisfied employees are only 3-5% of all employees in an organisation (Kehinde, 2012). Satisfaction is a key motivation factor for improving and maintaining employee productivity, where talent consists of abilities, experience, knowledge, intelligence, and individual qualifications, as well as their ability to learn and develop (Berger, 2019). Having satisfied employees with right attitude can achieve organisational goals efficiently and effectively with outstanding performance, with the organisation because they are highly motivated, which in turn provides a significant competitive advantage while increasing productivity and profitability (Nafei, 2015). Studying the impact of employee satisfaction on organisational productivity is based on the assumption that employee satisfaction practices improve organisational productivity by motivating and retaining the talented people it needs (Armstrong, 2014).

Employee satisfaction encompasses putting the right employee in the right position (Devine, 2018). When employees are put in the right positions in the organisations their talent is motivated for optimum organisational success and in turn, they exhibit the right attitude. Human resource management is a relatively new area for private and public institutions and organisations. Human resource management is now being prioritized by most organisations to recruit staff because it has been shown to have good results in attracting, retaining and developing employees which brings about employee satisfaction (Baheshtifar & Nekoie-Moghadam, 2019). The use of Human resource management includes procedures to attract, retain and develop personnel bring about employee satisfaction (D'Annunzio-Green, 2008). Further, Human resource management is essential to an organisation because of its role in helping organisations effectively entice and retain talented employees by keeping them motivated. Furthermore, motivation and the development of talent help organisations in satisfaction of employees that can serve as leaders in the future. This dimension of Human resource management stresses the development of talent pools that possess a high level of leadership capability for greater employee satisfaction (Baheshtifar & Nekoie-Moghadam, 2019). In addition, Human resource management is also a strategy that is used to improve employee satisfaction in the organisation through motivations like, rewards, and employee development (Iles, 2017). The process of keeping employees satisfied is an issue facing all organisations worldwide (Gardner, 2020). The scarcity of satisfied employees is a universal concern which has led to many organisations in the world to compete for the same talent pool thus this issue viewed as a global labour market competition for talent. The global integration trend demonstrates the standardizations of organisations in developing and managing of talent to maintain employee satisfaction and organisational productivity.

Hence, organisations need to adapt to global Human resource management best practices as well as adapting to local labour markets and requirements (Stahl et al., 2017). Previous research showed that Human resource management practices can increase employee satisfaction. There are some other factors that can increase employee satisfaction and affect organisational productivity. The aim of these other factors is also to improve Human resource management practices and employee satisfaction. One of these factors is Human resource management system (HRMS) which serves as a process that ensures that employees are motivated towards working hard and accomplishing the mission and objectives of the organisation (Cardy, 2014; Gruman & Saks, 2018) referred to as the "Achilles Heel" of managing human capital (Buchner, 2017; Pulakos, 2019; Gruman & Saks, 2018). HRMS also motivates organisational productivity, enhances development of individual skills, builds performance culture, determines employee promotion, eliminates employee poor performance, and assists in implementing business strategies (Lawler, 2013; Zhang, 2021).

The remainder of this research focuses on the literature review, research methodology which includes the statistical model and testing procedures. The report of the empirical results is given with a discussion on the findings. The final part of the paper is the conclusion which includes the implications, limitations and suggestions for future studies.

Statement of the Problem

Employee Satisfaction in the Federal Inland Revenue Service Lagos is more complicated than other sectors is because of the following reasons: the level of demand for talent, shortages of talent across a wide range of service sector professions, the geographical movement of FIRS service experts, the diversity of the governance

structure of FIRS, and negative internal factors on compensation system are all highly challenging in Federal Inland Revenue Service Lagos which Human resource department needs to solve. In addition, the inequalities that occur in the salary payout of talents on the same job level around the world require the understanding of rewards, recognition and remuneration system (Connell & Walton-Roberts, 2016) in the Federal Inland Revenue Service more than in other sectors.

Further, there are issue of morality and ethics in recruitment caused by huge migration of service specialists and the additional 'international recruitment industry to facilitate the passage of service workers from source to destination countries' which has led to employee dissatisfaction (Shaffer et al., 2016).

Furthermore, there are issues of public enquiry on the quality of the output of FIRS workers at both managerial and factory level. These reasons are a cause for concern and it is imperative to focus on human resource management in the service sector to proffer an empirical solution to the underlying talent problems. An example of the issues facing human resource management is the high attrition rate of Nigerian service workers. This sector undergoing numerous changes which includes the scarcity of employees as a result of job dissatisfaction and the increased pressure on employees to provide very high-quality services (Alawneh et al., 2015). Employees' job dissatisfaction has become a key concern to the FIRS system because it has led to low quality of products and high turnover rates in FIRS industries (Mrayyan, 2005). These challenges have serious implications on FIRS service sector because replacing licensed and experienced professionals consumes time and is costly for the sector (Abdelhafiz et al., 2015; AbuAlRub& Nasrallah, 2017; Alhamwan et al., 2015; Alawneh et al., 2015; Higazee et al., 2016).

An empirical study was carried out by Hayajneh et al. (2019) in the context of Nigerian service sector to ascertain the rate of turnover amongst the service professionals. This study used a proportional random sample of 25% of the total number of service industries in Nigeria. The findings showed that the total rate of turnover is 36.6% as a result of job dissatisfaction. This finding is regarded a critical issue in Nigerian service sector. FIRS and service sector need further studies to identify the causes of employee dissatisfaction and proffer effective and efficient strategies to solve it. In a report by the Committee Secretary of service sector Association, Sareen & Mishra.(2016) stated that 9000 service professionals in Nigeria wish to work outside of Nigeria as a result of job dissatisfaction and that 90 % of the 9000 professionals had left their positions in the service sector to seek positions abroad (Alawneh et al., 2015). This is evidence that the service sector needs more professional workers and there is a need to create a sound human resource management practices to improve employee satisfaction and organisational productivity. Thus, there is need for empirical studies to focus on the impact of employee satisfaction in the Nigerian service sector which will then improve organisational productivity.

Research Questions

In line with the statement of problem above, the following research questions are raised:

- i. To what extent does Job promotion affect organisational productivity?
- ii. To what extent does Learning and Development enhance organisational productivity?
- iii. To what extent does Bonus Pay-out affect organisational productivity?

Objectives of the Study

The main objective of this project is to determine the impact of employee satisfaction on organisational productivity. Other specific objectives are to:

- iv. Determine the impact of Job promotion on organisational productivity.
- v. Examine the impact of Learning and Development on organisational productivity.
- vi. To ascertain the impact of Bonus Pay-out on organisational productivity.

Hypotheses of the Study

Attempt was made to determine the impact of the variables with the following hypotheses;

H01: Job promotion have no significant impact on organisational productivity.

H02: Learning and Development have no significant impact on organisational productivity.

H03: Bonus Pay-out have no significant impact on organisational productivity.

Significance of the Study

Conclusion from this study would help FIRS, service sector and organisations realize the impact of employee satisfaction on organisational productivity. Furthermore, the suggestions proffered by this project would help the FIRS Nigeria in developing strategies or Julybe performing an overhaul in the Human resource management approaches being used. It would also be significant to the FIRS service sector in appreciating employee satisfaction with the suggestions it recommends in improving employee satisfaction and also in attaining organisational performance.

Furthermore, employees and people who are involved in the system that manages human resources

would be able to understand better the needs of the employee in regards to satisfaction and proffer sustainable solutions.

Scope of the Study

This study focused only on the impact of employee satisfaction on organisational productivity of Federal Inland Revenue Service Lagos. This study was carried out using primary data based on expert opinions. The selected and sampled respondents are permanent employees of Federal Inland Revenue Service Lagos Benue state Nigeria. The variables worried withinside of this study are Job promotion, Learning and Development, Bonus Pay-out and organisational productivity.

II. Literature Review

Introduction

In this chapter, literatures relating to employee satisfaction and organisational productivity are reviewed. The issues that are reviewed on the independent variable includes: Concept of employee satisfaction, Job promotion, Learning and Development, Bonus Pay-out. On the dependent variable includes: Concept of organisational productivity, the impact of employee satisfaction on organisational productivity.

The Concept of Employee Satisfaction

Employee Satisfaction concept was introduced by McKinsey Consultants. The War for Employee Satisfaction is another notion of talent management; the study done by the McKinsey group included a contextual analysis, in which twenty organisations out of seventy-seven were considered lacking in satisfied talent (Nafei, 2016). Battling for better Human resource is worth it, as organisations find it hard to bring and keep individuals happy, especially when the requirement for eminent talent is expanding. Winning a talent war is not impossible, as stated by the authors. However, organisations must raise and consider Human resource management with precedence. Researchers have called for studying the impact of employee satisfaction and organisational productivity, due to the scarcity in empirical evidence, which can be explained by the scarcity of employee satisfaction theory (Najm & Manasrah 2017).

Job satisfaction is a multifaceted concept which has been researched rather widely. From looking at the various literature sources, it becomes clear that job satisfaction goes hand in hand with employee satisfaction, the only difference being in the causes and effects. Talent satisfaction is considered as an outstanding mastery of systematically developed abilities (or competences) and knowledge, in at least one domain of human activity, to a place or a degree that sets the individual at the top 10% of peers who are said to be active in the same field (Payambarpour & Hooi 2015). Employee satisfaction has been perceived as the capacity to create a happy employee from limited resources to be able to successfully accomplish a task; it is the permanence and development of competences (Sadri, Pirouz, & Farhadi 2019). From the perspective of the authors of *The War of Talent*, talent as a Human resource can be perceived as the sum of an employee's abilities, constituting their intrinsic gifts, competences, knowledge, intelligence, experience, personality, and behavior, which confirms that the concept of talent constitutes the ability of an individual to learn and develop which brings satisfaction (Payambarpour & Hooi 2015).

A key development in understanding the concept of job satisfaction was made through the studies Hawthorne studies led by Elton-Julyo and Roethlisberger (2013). The findings of their research showed that decent conditions of work enhanced job satisfaction levels among workers. The outcomes of their study also showed that employees go to work for other purposes other than just a salary. Their conclusions indicated that the moods of employees and their emotions are the most important elements allows for job satisfaction. Satisfied employees tend to display greater levels of performance in their work than dissatisfied workers. With this satisfaction of employees, the organisation becomes more efficient and there are lower rates of employee turnover. When employees are satisfied, an organisation sees an improvement in the productivity of its workers. What the researchers have been trying to understand is whether organisations become effective because workers are satisfied or workers become satisfied because the organisations are effective (Saif, 2017).

Several scholars argue that job satisfaction should be defined as 'the extent to which employees express themselves negatively or positively in relation to their jobs' (Stevens, 2018). This is to a large extent accurate, when the organisation is able to meet the different expectations and desires of its employees, they will have a sense of achievement and this will determine the extent of their satisfaction. Judge and Robbins (2017) describe job satisfaction as a pleasurable emotion towards an employee's job ensuing from an examination its features. Dahshan, Keshk, & Dorgham (2018) concurs with Judge and Robbins's claim that job satisfaction is a pleasant emotional state that is as a result of an employee's experience in the workplace. According to Buchner (2017), job satisfaction is therefore an emotional response from the way an employee perceives his or her job. These perceptions are centred on the employee's individual desires and their own interpretation of how these desires can be satisfied. (Buchner, 2017).

Reward as a Tool for Employee Satisfaction

Job Promotion

A job promotion being part of the reward system is usually handed to an employee who has displayed exceptional performance or has developed the appropriate skills and knowledge necessary to take on additional job responsibility. In the latter case, the employee July need to work for a company for a required amount of time to be eligible for a promotion. For example, an individual who begins as an analyst in FIRS July have to complete three years in this role before being considered for advancement to an associate position. Besides a salary bump, a promotion might also include expanded benefits and managerial authority over other employees. When an employee is promoted as at when due, it makes an employee satisfied and have a sense of belonging to the organization.

Bonus

Andrew (2021) described Bonus as a financial compensation that is above and beyond the normal payment expectations of its recipient. Companies July award bonuses to both entry-level employees and to senior-level executives. While bonuses are traditionally given to exceptional workers, employers sometimes dole out bonuses company-wide to stave off jealousy among staffers. Bonuses July be dangled as incentives to prospective employees and they can be given to current employees to reward performance and increase employee retention. Companies can distribute bonuses to its existing shareholders through a bonus issue, which is an offer of free additional shares of the company's stock.

Commission

Commission refers to the compensation paid to an employee after completing a task, which is, often, selling a certain number of products or services. Selling products or services is challenging. Professionals who are into sales and marketing deal with tough competition. Employers offer a commission to motivate their employees and make them more productive and generate more sales and attract customers. Sales and marketing jobs in many industries, such as automobiles and real estate, generally offer commission-based compensation. It can be part of the salary of an employee or a separate form of income that is paid on a different schedule. It is calculated based on a percentage of total sales. That means the more products or services an employee can sell, the higher the amount they receive.

The Concept of Organisational Productivity

Productivity of any organisation largely depends on the performance of its employees. Successful organisations are increasingly realizing that there are number of factors that contribute to productivity but human resource is clearly the most critical (Mello, 2005) cited in Isaac (2018). In spite of the size and nature of an organisation, the activity it undertakes, and the environment in which it operates, its success depends on its employees' decisions and their behavior. Productivity is behavior exhibited or something done by the employee. According to Motowidlo, Borman and Schmidt (2017) cited in Onukwube (2020) organisational productivity is the behavior that can be evaluated in terms of the extent to which it contributes to organisational effectiveness. Hillriegel, Jackson and Slocum (2019) see organisational productivity as individual's work achievement after having exerted effort. Guest (2021) regard it as the behavior and outcomes that employees engage in or bring about that are linked with and contribute to organisational goals. It is clear from these definitions that organisational productivity is related to the extent to which an employee is able to accomplish the task assigned to him or her and how the accomplished task contributes to the realization of the organisational goal. Organisational productivity is not a single unified construct but a multidimensional construct consisting of more than one kind of behaviour. Onukwube et al. (2020) affirm that organisational productivity was traditionally viewed as a single construct. However, Austin and Villanova (2016), Huselid and Guest (2015), Campell (1990) cited in Adullahi (2020) argue that organisational productivity is a complicated and multidimensional factor. Thus, Campbell (1990) cited in Adullahi (2020) proposed an eight-factor model of performance based on factor analytic research that attempts to capture dimensions of organisational productivity existent (to a greater or lesser extent) across all jobs:

- i. Task specific behaviours which include those behaviours that an individual undertakes as part of a job. They are the core substantive tasks that delineate one job from another.
- ii. Non-task specific behaviours are those behaviours which an individual is required to undertake which do not pertain only to a particular job.
- iii. Written and oral communication tasks refer to activities where the incumbent is evaluated, not on the content of a message necessarily, but on the adeptness with which they deliver the communication. Employees need to make formal and informal, oral and written presentations to various audiences in many different jobs in the work force.
- iv. An individual's performance can also be assessed in terms of effort, either day to day, when there are

- extraordinary circumstances. This factor reflects the degree to which people commit themselves to job tasks.
- v. The performance domain might also include an aspect of personal discipline. Individuals would be expected to be in good standing with the law, not abuse alcohol, etc.
 - vi. In jobs where people work closely or are highly interdependent, performance July include the degree to which a person helps out the groups and his or her colleagues. This might include acting as a good role model, coaching, giving advice or helping maintain group goals.
 - vii. Many jobs also have supervisory or leadership component. The individual will be relied upon to undertake many of the things delineated under the previous factor and in addition will be responsible for meting out rewards and punishment. These aspects of performance happen in a face-to-face manner.
 - viii. Managerial and administrative performance entails those aspects of a job which serve the group or organisation but do not involve direct supervision. A managerial task would be setting an organisational goal or responding to external stimuli to assist a group in achieving its goals.

Measurement of Organisational Productivity

Classic performance measures often operationalize performance as one general factor that is thought to account for the total variance in outcomes. In their theory of performance, Campbell et al. (1993), Delaney (1996) in Singh (2004) stated that a general factor does not provide an adequate conceptual explanation of performance, and they outline eight factors that should account for all of the behaviors that are encompassed by organisational productivity as; job-specific task proficiency, non-job-specific task proficiency, written and oral communication task proficiency, demonstrating effort, maintaining personal discipline, facilitating peer and team performance, supervision/leadership, and management/administration. They therefore urge against the use of overall performance ratings and suggest that studies should look at the eight dimensions of performance separately, because the “general factor cannot possibly represent the best fit” when measuring performance (Campbell et al, 1993 in Akhtar,2017). Other researchers such as Ahmad and Schroedar (2003), Dodd, Latham and Pinder (2015) have stated that even though specific dimensions of performance can be conceptualized, there is utility in using a single, general factor. Using meta-analytic procedures to look at the impacts between overall performance and its dimensions, Viswesvaran and Schmidt (2001) cited in Halachmi (2005) found that approximately 60 percent of the variance in performance ratings comes from the general factor. Further, this general factor is not explainable by rater error (i.e., a halo effect). Thus, overwhelming empirical evidence suggests that researchers should not dismiss the idea of a general factor, and that one-dimensional measures of overall performance July have an important place in theories of organisational productivity.

In the performance literature, a distinction is made between a role and extra-role performance. Extra-role performance is also conceptualized as organisational citizenship behaviors (Allsion, 2018). Based on this research, Allison (2018), suggested that performance can be divided into two parts, task and contextual performance. Task performance involves the effectiveness with which employees perform the activities that are formally part of their job and contribute to the organisation’s technical core. Contextual performance comprises organisational activities that are volitional, not prescribed by the job, and do not contribute directly to the technical core. Contextual performance includes activities such as helping, cooperating with others, and volunteering, which are not formally part of the job but can be important for all jobs.

Concept of Learning and Development

Continuous implementation of learning and development practices is essential, where organisations are encouraged to have new procedures to achieve their tasks, provide new technologies, and have up-to-date skills and knowledge. These can be used to assess the ability of an organisation to adapt in a changing environment, to have a sustainable competitive advantage, and to successfully compete with other rivals (Ifeoma, Purity, & Okoye-Nebo, 2015). For this purpose, organisations should first identify employees who have deficiencies in qualifications and, then, identify the level and time needed to execute the process of learning and development (Maslach & Leiter, 2018). Owing to the distinct traits that exist within each generation, (Heinen, & O’Neill, 2021) suggested that Human resource strategies formulation should be tailored specifically for each generation in order to engage them. This corroborates the position of Nafei, (2015) who stated that employees will remain in a firm where there is a “quality impact with his or her manager”, “an opportunity for personal growth and professional development”, “work–life balance”, “a feeling of making a difference; meaningful work”, and “adequate training”.

Employee satisfaction on Organisational Productivity

Organisations in today’s environment seek to determine the reasonable balance between employee commitment and the performance of the organisation. The reward and recognition programs serve as the most contingent factor in keeping employees’ self-esteem high and passionate. Oosthuizen (2021) stated that it is among the function of managers to motivate the employees successfully and influence their behavior to achieve

greater organisational efficiency. La Motta (1995) in Isaac (2018) is of the view that performance at job is the result of ability and satisfaction. Ability formulated through education, equipment, training, experience, ease in task and two types of capacities i.e., mental and physical. The performance evaluation and rewards are the factors that proved to be the bonding agents of the performance evaluation programs. According to Wilson (1994), the process of performance management is one among the key elements of total reward system.

Entwistle (1987) cited in Iyayi (2012) is of the view that if an employee performs successfully, it leads to organisational rewards and satisfaction of employees lies in their performance. Majority of the organisations require their employees to work according to the rules and regulations, as well as, job requirements that comply with full standards. The investigations that have been conducted to find the impact of compensation and individuals were focused to increase the performance of employees (Ciscel, 2014 and Leonard 2020). The highly satisfied employees serve as the competitive advantage for any company because their performance leads an organisation to well accomplishment of its goals. Among financial, economic and human resources, human resources are more vital that can provide a company competitive edge as compared to others. According to Andrew (2014) cited in Ali and Ahmed (2019) commitment of all employees is based on rewards and recognition. He argued that prosperity and survival of the organisations is determined through the human resources how they are treated. Most of organisations have gained the immense progress by fully complying with their business strategy through a well-balanced reward and recognition programs for employee.

He asserted that the satisfaction of employees and their productivity can be enhanced through providing them effective recognition which ultimately results in improved performance of organisations. The entire success of an organisation is based on how an organisation keeps its employees satisfied and in what way they evaluate the performance of employees for job compensation. Managing the performance of employees forms an integral part of any organisational strategy and how they deal with their human capital (Drucker cited in Ali and Ahmed 2019). Today where every organisation has to meet its obligations; the performance of employees has a very crucial impact on overall organisational achievement. In a demotivated environment, low or unsatisfied employees cannot practice their skills, abilities, innovation and full commitment to the extent an organisation needs. Freedman (1978) is of the view that when effective rewards and recognition are implemented within an organisation, favorable working environment is produced which motivates employees to excel in their performance. Employees take recognition as their feelings of value and appreciation and as a result it boosts up morale of employee which ultimately increases productivity of organisations. Locke (2019) posits a view that the state of satisfaction and happiness is achieved by the employees only when they maximally put their abilities in performing the activities and functions at work. In this way motivated employees are retained with the organisations thus reducing extra costs of hiring. Ali and Ahmed (2019) argued that rewards and recognition programs keep high spirits among employees, boosts up their morale and create a linkage between performance and satisfaction of the employees. The basic purpose of recognition and reward program is to define a system to pay and communicate it to the employees so that they can link their reward to their performance which ultimately leads to employee's job satisfaction. Job satisfaction as defined by Locke (2019) is a pleasurable positive emotional state as a result of work appraisal from one's job experiences. The rewards include the financial rewards, pay and benefits, promotions and incentives that satisfy employees to some extent but for committed employees, recognition must be given to keep them motivated, appreciated and committed. Baron (2013) argued that when we recognize and acknowledge the employees in terms of their identification, their working capacity and performance is very high. 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' motivation program. Employees are motivated fully when their needs are met. The level of motivation of employees increases when employees get an unexpected increase in recognition, praise and pay.

Employees are definitely closer to their organisation as their job can become the major satisfaction in their life after having a proper rewards and recognition at their job. Rewards enhance the level of productivity and performance at job whether it's a first-time performance or repeated activity at the job in a progressive way. Research by Eastman (2019) consistently found that intrinsic motivation is conducive to producing creative work, while extrinsic motivation is unfavorable to producing creative work. Gagne (2019) found in Alimi (2012) suggested a new model of knowledge-sharing motivation which provides suggestion for designing five important human resource management (HRM) practices including staffing, job design, performance and compensation systems, managerial styles and training. Ali and Ahmed (2019) confirmed that there is a statistically significant impact of reward and recognition respectively, also motivation and satisfaction. The study revealed that if rewards or recognition offered to employees were to be altered, then there would be a corresponding change in work motivation and satisfaction.

In today's dynamic environment the highly motivated employees serve as a synergy for accomplishment of company's goals, business plans, high efficiency, growth and performance. Motivation is also required when the organisational workforce has not a good impact pattern. Employees' relation with employees and with supervisor is a key ingredient of the inner strength of the organisation. The ability of supervisors to provide strong

leadership has an effect on job satisfaction of employees (Alimi, 2012). The study relates how the impact of incentives, rewards and recognition programs drives employee satisfaction. Rewards play a vital role in determining the significant performance in job and it is positively associated with the process of motivation. Alimi (2012) argued that there are two factors which determine how much a reward is attractive, first is the amount of reward which is given and the second is the weight age an individual give to a certain reward. Deeprose (2014) cited in Berger (2020) is of the view that “Good managers recognize people by doing things that acknowledge their accomplishments and they reward people by giving them something tangible.” Fair chances of promotion according to employee’s ability and skills make employee more loyal to their work and become a source of pertinent workability for the employee. Berger (2020) posits a view that when employees experience success in mentally challenging occupations which allows them to exercise their skills and abilities, they experience greater levels of job satisfaction. Incentives, rewards and recognition are the key parameters of today’s motivation programs according to most of the organisations as these bind the success factor with the employees’ performance. Alimi (2012) asserts that promotions create the opportunity for personal growth, increased levels of responsibility and an increase on social standing. Similarly, the recognition which is a central point towards employee satisfaction adores an employee through appreciation and assigns a status at individual level in addition to being an employee of the organisation. Barton (2002) found in Alimi (2012) argued that the factor in Fortune best companies which discriminates companies from the others is recognition that is the most important factor of their reward system. Wilson (1994) cited in Usman (2020) stated that the conditional recognition is that type of recognition which one has to earn by his own efforts and which is gained by some sense of achievement of an action or result.

Review of Empirical Studies

There have been a few studies that examined the impact of human resource management and organisational productivity. These studies have shown a positive impact.

Kehinde (2021) examined the effect of employee satisfaction on the organisational productivity. Kehinde examined sixteen firms in Nigeria and his findings showed that there is a positive impact of employee satisfaction and organisational productivity of Nigerian firms. Kehinde recommended that firms with special talent should engage in an employee satisfaction scheme that should be totally different from their usual style of employee satisfaction. He recommended that Job promotion base on merit should be prioritized to improve employee satisfaction and organisational productivity.

The study of Payambarpour and Hooi (2015) used a sample of 498 employees working in multinational corporations to investigate the talent satisfaction effect on organisational performance. This study used PLS-SEM application in testing the hypotheses of the study. Their findings showed that talent development and strategic human resource inputs which serve as proxies for talent satisfaction are positively related with organisational productivity. The authors suggested that to improve organisational productivity, employee development and strategic HR inputs must be considered and improved for talent to be motivated to perform.

Nafei (2016) examined the impact of employee satisfaction and organisational productivity of Egyptian firms using 370 samples of employees in industrial firms. The findings showed that there is a impact of employee satisfaction dimensions and organisational productivity. Nafei suggested that industrial firms in Egypt should improve their organisational productivity by improving the dimensions of Human resource management practices which includes bonus payout and compensation system. This shows that when bonus is paid as at when due, the employee is satisfied and will have the drive and motivation to perform more which will boost organisational productivity.

Sareen and Mishra (2016) used a sample of 206 professionals in Indian information technology (IT) firms to evaluate the impact of employee satisfaction on organisational productivity. The results indicated that employee satisfaction partially affected organisational productivity. The authors suggested that the effective management of the IT professionals will improve organisational productivity, organisational growth and profitability.

Najm and Manasrah (2017) used a sample of 183 bank employees of six Jordanian banks to examine the employee satisfaction and organisational productivity impact. Their findings implied that employee satisfaction dimensions have a positive effect on organisational productivity. The authors suggested that there is need for organisations to develop indicators that will assist in assessing the progress of Satisfied employees at different stages of their careers, in order to improve their attitude.

El-Dahshan et al. (2018) investigated the effect of employee satisfaction on organisational productivity by focusing on 273 nurses that were randomly selected in two large hospitals in Egypt. The findings of this study showed a high positive significant impact of organisational productivity and employee satisfaction proxies of development, promotion and Renumeration used for their study. They recommended that there is need for healthcare organisations to adopt employee satisfaction strategy so as to stay competitive in the contemporary health care domain.

In summary to the various discussions on employee satisfaction, it can be concluded that human employee satisfaction is a multi-faceted concept that has been championed by human resource practitioners while fueled by the competition for talent satisfaction on the foundations of strategic human resource management (Hughes & Rog, 2018). In addition, it can also be deduced that employee satisfaction is imperative for at least two main purposes which are (i) that satisfaction of talent ensures that organisations can efficaciously obtain and hold on to important talents, and (ii) retaining these talents for long time (Al-Ariss et al., 2014).

Phillips & Connell (2019) conducted research to study the impacts between Human resource management practices and employee satisfaction, the findings of which emphasized the significant impact that Job promotion has on employee satisfaction. Organisations should attract employees who have the suitable qualifications, which will lead to the satisfaction of other employees' attitude as highly qualified employees demonstrates skills and attitudes that improves performance (Ayub, 2017). Furthermore, Behera (2016) undertook a study on human resource management and employee satisfaction in Southern and Northern Europe, in which the findings revealed a positive impact of Job promotion and employee satisfaction.

Oladapo (2018) in his study highlights the challenge faced by businesses to replace experienced and talented workforce in the organisation when the Baby Boomer generation retires. To keep the similar talent flowing in the organisation, the management has to come up with stable and brilliant strategies to attract, select, hire, develop and most importantly retain talent in the organisation. It is important for the business leaders to have long term stability as they require excellent Human resource management strategies to compete in the global market and avoid negative organisational productivity resulting in crisis, layoffs and attrition. The study mainly determines that an organisation's strong Human resource management program is any day its competitive advantage rather than organisations that do not focus on Human resource management, and therefore understanding the various aspects of employee satisfaction programs highly influence retention and the management as a whole positively and it also helps in sorting out the costs and benefits of application of different HR programs. One of the main findings is that employee turnover is the result of negative retention which therefore proves the importance of retaining skilled workforce.

Frank, Finnegan, & Taylor (2020) in their study have also discussed how important it has become in today's fast changing business environment for organisations to know how to engage their employees at the workplace and retain the talented workforce. The study has established a impact of Bonus Pay-out and organisational productivity and its main findings focuses on the importance of these two aspects and how organisations must look at them in a broader perspective as it a major strategy that involves all the levels of the organisation. Labor and talent shortages, low trust level, depletion of loyalty will always be the enemies of an organisation which if not paid attention will cause problems in organisational productivity, and this issue alone could overpower all other human resource responsibilities in the organisation, and nevertheless will lead to increasing costs and wastages. The study highlights how important it is for the leaders in any organisation to build trust among employees and a healthy impact amongst all to increase commitment within the employees towards the organisation. Also, an organisation should always measure the costs and issues arising due to turnover and lack of engagement to improve performance and other aspects.

Devi (2017) in her study has focused on establishing a impact of employee satisfaction and organisational performance as well as the importance of employee engagement in the process in the banking sector. Employee satisfaction has a number of aspects that include Talent Identification, Talent Development, Talent Retention, Succession Planning etc that control the employee satisfaction system in the organisation. Employee Engagement is one such aspect which a mutual process between the employees and the organisation. The author has highlighted the importance of employee engagement in today's organisations and how difficult it has become to implement it completely in an organisation. It is a combination of attitude and behavior. Strategic Narrative, Engaging managers, Employee voice and Integrity are four main aspects of employee engagement which facilitate the process in any organisation. These aspects overall focus on a clear and strengthening culture in the organisation that will help employees to understand his/her job as well as the goal of the organisation by empowering the them and treating them with dignity and respect. The opinion of the employees must be heard and given priority to and a sense of integrity must be practiced in the organisation. The result of the study shows a significant impact of employee engagement and employee satisfaction and organisational performance. It can be proved from this study that employee engagement plays a major role in managing talent in the organisation and therefore helping in the stable growth and performance of the organisation.

Chaturvedi (2016) has established the interimpact of organisational productivity and Human resource management and the major role it plays for creating leaders of the future. An organisation must have a properly planned succession planning system that helps it to thrive and sustain in the current changing business environment. The Human resource management of an organisation must be continuously aligned with the satisfaction of the employees. For organisations to retain employees with the right attitude, an organisation must have employees with motivated attitude and understand the importance of Human resource management, talent reservoir and talent pool building. It has been derived from the study that succession planning can be considered

as the most important tool in an organisation if used effectively. Every aspect of Human resource management, from the perfect performance measurement, gaps in talent positioning, training and building plans to investment in to the future strategic talent plan is important. The way the organisation manages its talent, leadership, culture, allocation of resources, task structure, complexities, stakeholders etc can highly affect organisational productivity, and a good succession planning process can in turn cut costs of the organisation and yield more value for it. With a well-planned Human resource management processes in the organisation, organisational productivity becomes much easier to improve in the organisation and problems like high attrition rate, staff turnover, absenteeism, etc., can be prevented.

Ingram (2016) has established a impact of Human resource management and organisational productivity and how open climate for creativity plays an important role in the process. The study reveals that Human resource management consists of three dimensions, namely Strategic, structural and ideological, whereas both organisational productivity and climate for creativity have no dimension. The results show that an open climate for creativity in an organisation moderates the impact of all the dimensions of Human resource management and organisational productivity. For an organisation to perform at its best and reach its targets, it should have an excellent Human resource management system. But for creating such a Human resource management, it is important for any organisation to concentrate on building an open climate for creativity in the workplace so that employees are motivated to openly communicate their ideas and are encouraged to be more and more creative. Such a culture in the organisation can lay the foundation of a very strong Human resource management system and therefore can improve the organisational productivity as a whole. Managers therefore have to force themselves to accept changes, focus on contradictions in the Human resource management system and concentrate on the processes of their reunion. The climate enhances and creates conditions for transferring the Human resource management reconciliation capacities into improving the organisational productivity.

Khokher & Raziq (2017) in their study established a impact of Human resource management and Employee satisfaction. When organisations select the rightfully skilled and competent people for the appropriate positions in the organisations, employees will be naturally satisfied with the organisation which in turn will create positive feelings, behaviors, and attitudes of the employees towards the organisation. This way the organisation could positively impact the subjective well-being of the employees. It is the duty and responsibility of the top management of an organisation to diligently implement Human resource management practices in the organisation as the success and downfall of the organisation both depend on the key or Satisfied employees of the organisation who are indeed the most important assets of the organisation. The satisfaction and engagement of such employees therefore must be paid attention to in case of retaining them. This proves how important the well-being of an employee is for any organisation and hence it highlights the impact of Human resource management and subjective wellbeing of an employee.

Payambarpour & Hooi (2015) in their study has highlighted the impact of employee satisfaction on organisational performance in multinational corporations through the application of management development and strategic HR inputs, as well the evaluation of the mediating role of employee engagement in the strategic HR inputs and organisational performance impact. The study highlights a positive impact of Management Development Index and Organisational Performance, Strategic HR and Organisational Performance, Employee Engagement and Organisational Performance. Through this study, it has been suggested that, to enhance organisational performance, management development should be considered by the organisation.

Morin & Audebrand (2020) in their study has revealed that employee satisfaction becomes of supreme importance for the survival of the profit organisation in the current global and highly competitive market. Employee satisfaction Scheme should be utilized for every category of staff within the firm that has special talent. Also, firms have to learn between their employee satisfaction scheme and the total human resources management style of the organisation. An employee satisfaction scheme has impact on the performance of the multinational and national organisations but the small and medium scale firms do not gain much in the Nigerian business environment.

Moayedi & Vaseghi (2016) in their study talks about employee satisfaction and its effect on an organisational productivity. Globalization has a major effect on this complete process as it has made competition for talent expand worldwide. When companies used the policy of 'outside hiring', it turned out to be a success in the early 1990s. Outside hiring is the procedure of hiring people from outside the company without considering the option of internal recruitment to fill a gap in the organisation. This created a negative impact on the satisfaction of the employees of the organisation and this brought about a number of problems in the organisations. Companies then realized that it was an expensive process and they were ending up losing their key employees thus declining the overall performance of the organisation. Therefore, organisations started focusing on retaining the best talents and keeping them satisfied.

Technol (2015) in their study on Human resource management has identified the strategic importance of Human resource management and has also created a connection between employee satisfaction and organisational productivity. The study has been conducted on the banking sector which resulted in the fact that employee

satisfaction has a positive and intact impact with staff retention, performance, staff motivation. employee satisfaction has a major and effective role and its integration at the different levels causes improvement in organisational productivity. The study suggests banks to take it seriously and pay attention in attracting, retaining and engaging skilled employees for the overall improvement of organisational productivity. The results show that employee engagement, retention and attraction of skilled employees have played a major role in building up a strong Human resource management system and a positive impact with organisational productivity. Also, factors like work-life balance, a healthy learning environment, and succession planning leads to employee satisfaction as well as increasing employee satisfaction.

Learning and development is considered to be the basis of a company's success, in which improving organisational productivity is said to be difficult without learning and development (Lockwood, 2019), the objective of which is to decrease leadership deficiencies at the higher levels. According to Heinen, & O'Neill, (2021), employees at all job levels appreciate learning; but there is an indication that the employees of small companies appreciate learning more than those in large firms, and those people that work above 50 h per week exhibit above-average preference for learning. Ogden (2020) concluded in their study that "it's better for an organisation over the long haul to have employees trained and have supervisors and mentors dedicated to talking to employees about their performance". Mrayyan thus suggested the development of "multi-generational teams" (Mrayyan, 2020). She stated further that "we have found the older generation enjoys working with the younger ones. The younger ones bring the energy and the younger generation likes to work with experienced older generation" (Mrayyan, 2020).

The research undertaken by Sheehan, Grant, & Garavan (2018) proposed that talent development has a positive impact on organisational productivity. It also has a positive effect in sustaining the employee satisfaction.

Theoretical Framework

Two theories were used in this study, they are: Impact management theory and Motivation Need theory

Impact Management Theory

The term impact management refers to the process of managing the impacts between an organisation and its internal and external publics. Ledingham (2013) defined an organisation public impact as the state which exists between an organisation and its key publics in which the actions of either can impact the economic, social, cultural or political well-being of the other. Moreover, the concept recognizes impacts as the core focus of public relations. A strategy engaged by an institute in which an endless level of arrangement is retained between the institute and its target market. Impact management is between a business and other businesses (business impact management) and between a business and its customers (customer impact management). Impact management purposes to create a trust between the institute and its target market instead of transactional impact. Customers who sense that an organisation responds to their want and needs will continue to use the products and patronize the services that the organisation offers. Employees who are satisfied with the organisation tend to put in more performance. Furthermore, sustaining a level of communication with employees enables the organisation to ascertain employee issues for resolution.

Motivation Need Theory

Abraham Maslow identified five levels of needs of human beings. These are physiological, security, social, esteem and self-actualization needs. In customer impact management, this theory is highly appreciated because firms must strive to understand the needs of variety of customers and how to meet them. Some firms are ahead of others because they have all the services and products to satisfy the existing customers and to attract potential ones. When customers' needs are satisfied, their friends and relatives will hear about it, that is bringing more customers. If it is otherwise, they will also hear, meaning reducing customers. Therefore, telecommunication firm marketers must be guided by this theory. Interaction with customers will unveil their needs and give room for plans to satisfy them. The existence of a need motivates a customer to look for where to meet it. For instance, a customer who wants to transfer money outside the country needs a bank to do so at reduced cost and timely. This is a need and must be met. The bank that could do this with little or no stress on the side of the customer gets the credit and opportunity to have more with that same need. Abraham Maslow put forward his hierarchy of needs in 1943, since then, business schools and marketing classes adapted Maslow's theories to explain the need to tailor marketing messages to customers in a particular way. Successful marketing campaigns must not only bring awareness to a product, but also establish its place somewhere on the hierarchy of needs. Customers are motivated to prioritize purchases toward the base of the hierarchy, so it is vital that companies draft a message that instills a sense of need or urgency in customers. Marketers have been able to use motivation-need theory very effectively by creating an artificial need for customers (Ohio, 2016).

III. Research Methodology

Introduction

This chapter describes the research methodology of the study under the following subheadings –research design, population of the study, sample size and sampling technique, method of data collection, data analysis method used.

Research Design

The study will adopt the survey research design using questionnaire as instrument for data collection. The study is also cross sectional descriptive in nature, because it will enable the researcher to collect necessary information from the respondents on the subject matter at a point in time. Furthermore, the survey design was chosen because it allows the researcher to measure the variables of interest and test their effects using appropriate statistical techniques.

Population of the Study

The study will be carried out in Federal Inland Revenue Service Lagos. Federal Inland Revenue Service Lagos will be used because their Organisation has an effective Human resource management. The researcher has chosen to work with the company also for convenience.

The initial population of the study is 434 employees. The breakdown of employees based on departmental classification is presented as follows:

Table 3:3: Breakdown of Population of Study

Department	No. of Staff Per Unit	Total
Marketing & Advertising	97	97
Finance & Investment	115	115
Scouting, Research & development	86	86
Other functions	136	136
Total	434	434

Source: Human Resource Department 2022

Sample Size and Sampling Technique

The Taro Yamane formula is applied to determine the appropriate sample size based on the population at 95% confidence interval and 5% error margin. The Yamane formula is mathematically expressed as:
 $n = N / (1 + Ne^2)$

Where n= Sample size

N= Study Population, which is 434 e= Error margin, which is 5% 1=theoretical constant.

$$n = 434 / (1 + 434(0.05)^2)$$

$$n = 434 / (1 + 434(0.0025))$$

$$n = 434 / (1 + 1.085)$$

$$n = 434 / (2.085)$$

$$n = 208 \text{ staff}$$

$$n = 208 \text{ staff}$$

Meanwhile, in order to cater for the incompleteness in attaining the sample after administration of questionnaires, the researcher made additional provision of 10% (10% of 208= 21) to the main sample size. Thus, the new sample is 21+ 208= 229. Sampling techniques can be defined as the system of selecting elements (samples) to represent a given population (Ojo, 2003). For the purpose of this study, the simple random sampling techniques would be adopted in selecting the required sample size for the study. The random sampling technique makes use of the principle of randomization which is the process of giving every subject in the population an equal chance of being in the selection. Using the simple random sampling technique ensures that the findings of the study can be generalized to the entire population of the study to a very large extent.

Sources of Data

Primary Data in a 5-point Likert scale questionnaire based on the opinions of the employees of Federal

Inland Revenue Service Lagos will be used for the study.

Method of Data Collection

The questionnaires will be personally administered to respondents in the study area by the research and research assistants. Prior to the administration of questionnaire, the researcher met with the supervisor and discussed with him. The supervisor then gave the researcher an appointment on when to go administer the questionnaires to the targeted respondents. The data collection took two weeks.

Data Analysis Method

Data will be analysed using descriptive and inferential statistics. Descriptive statistics (frequency, percentage, mean, standard deviation) will be utilized to describe items in the questionnaire. In addition, in testing the research hypothesis the researcher will make use of the Regression analysis, this will be done to test the impact of the independent variable and the dependent variable to know if employee satisfaction has an impact on organizational productivity. The Statistical Package for Social Sciences (SPSS) will be used to analyse the data electronically.

IV. Data Analysis And Interpretation

Introduction

The chapter contains the presentation of data collected from the respondents and analysis done using statistic package for social science (SPSS) version 26 and interpreted accordingly. The results of the data analysis as well as research hypotheses are also discussed in the chapter.

Profile of the Respondents

Table 4. 2 Respondents Characteristics

Variables	Categories	Frequency	Percentage
Sex	Male	122	63.54%
	Female	70	36.46%
Age	20-24	2	1.03%
	25-34	16	8.25%
	35-44	98	50.52%
	45-54	64	32.99%
	55-64	14	7.22%
Marital status	Single or never married	14	7.29%
	Married	128	66.67%
	Separated	2	1.04%
	Divorced	2	1.04%
	Widowed	6	3.12%
Qualification	Prefer not to say	40	20.83%
	Secondary	0	0.00%
	Diploma/NCE	32	16.49%
	Degree/HND	116	59.79%
Work Experience	Post Graduate	46	23.71%
	0 - 3 years	4	2.06%
	3 - 5 years	12	6.19%
	5 - 10 years	108	55.67%
	10 - 15 years	50	25.77%
	15- 20 years	16	8.25%
Above 20 years	4	2.06%	

Source: Field Survey, July 2023.

First, the respondents were classified based on sex. The analysis revealed that 122 or 63.54% of the respondents are Males while 70 or 36.46% are Females. The data analysis also shows that majority of the respondents 98 or 50.52% are within the age group 35 – 44 years, followed by those whose age group fall between 45-54 years with 64 or 32.99%, 8 or 8.25% are within the age bracket 25 - 34 years, 14 or 7.22% of the respondents fall within age bracket 55-64 while 2 or 1.03% of the respondents are from age bracket 20-24 . As regards the marital status of the respondents, analysis revealed that 128 or 66.67% are married, and the remaining 14 or 7.29% are *single*. 6 or 3.12% of the respondents is are *widowed*, 2 or 1.04% is widowed and 2 or 1.04% is *divorced*. 40 or 20.83% of the respondents prefer not to say their marital status. The respondents were further classified according to their educational qualifications. It was found that majority of the respondents 116 or 59.79% have Degree/HND, 46 or 23.71% of the respondents have Post Graduate Degree, 32 or 16.49% have Diploma/NCE while None have Secondary School Qualification. However, the analysis further revealed that 108 or 55.67% of the respondents in Nestle food & beverage company Lagos has 5 - 10 years' work experience, 50 or 25.77% of

the respondents has 10 - 15 years' work experience, 16 or 8.25% of the respondents has 15- 20 years' work experience, 12 or 6.19% of the respondents has 3 - 5 years' work experience, 4 or 2.06% of the respondents has 0 - 3 years' work experience while 4 or 2.06% of the respondents has over 20 years' work experience.

Research Questions and Descriptive Analysis

RQ1. To what extent does Job promotion affect organisational productivity?

Promoting of employees boosts organisational productivity

Table 4.3 Job promotion on organisational productivity

	Answer		Count	Percent
1.	Strongly Disagree		4	2.06%
2.	Disagree		4	2.06%
3.	Undecided		2	1.03%
4.	Agree		44	22.68%
5.	Strongly Agree		140	72.16%
	Total		194	100%
Mean: 4.608	Confidence Interval @ 95%: [4.449 - 4.767]	Standard Deviation: 0.798	Standard Error: 0.081	

Source: Field Survey, July 2023.

From table 4.3, as to the respondent's opinion to know if promoting of employees boosts organisational productivity, 140 respondents representing 72.16% of the respondents strongly agree, 44 respondents representing 22.68% agreed, 2 respondents representing 1.03% remain undecided, 4 respondents representing 2.06% disagreed, and 4 respondents representing 2.06% Strongly Disagreed. Mean (4.608) was used to establish the average value of the data while standard deviation (0.798) gave the dispersion in the data. High mean presents majority of the respondents strongly agreeing with the statement presented to them while low standard deviation translates to low dispersion of their response. From the Analysis of the responses in the 5-point Likert questionnaire we can conclude descriptively that promoting of employees boosts organisational productivity.

Job promotion leads to an increase in worker's willingness and drive to execute tasks

Table 4.4 Job promotion on organisational productivity

	Answer		Count	Percent
1.	Strongly Disagree		4	2.06%
2.	Disagree		2	1.03%
3.	Undecided		2	1.03%
4.	Agree		42	21.65%
5.	Strongly Agree		144	74.23%
	Total		194	100%
Mean: 4.649	Confidence Interval @ 95%: [4.500 - 4.799]	Standard Deviation: 0.751	Standard Error: 0.076	

Source: Field Survey, July 2023.

From table 4.4, as to the respondent's opinion to know if Job promotion leads to an increase in worker's willingness and drive to execute tasks, 144 respondents representing 74.23% of the respondents strongly agree, 42 respondents representing 21.65% agreed, 2 respondents representing 1.03% remain undecided, 2 respondents representing 1.03% disagreed, and 4 respondents representing 2.06% Strongly Disagreed. Mean (4.649) was used to establish the average value of the data while standard deviation (0.751) gave the dispersion in the data. High mean presents majority of the respondents strongly agreeing with the statement presented to them while low standard deviation translates to low dispersion of their response. From the Analysis of the responses in the 5-point Likert questionnaire we can conclude descriptively that Job promotion leads to an increase in worker's willingness and drive to execute tasks.

Job promotion has increased employee communication in workplace

Table 4.5 Job promotion on organisational productivity

	Answer		Count	Percent
1.	Strongly Disagree		2	1.03%
2.	Disagree		4	2.06%
3.	Undecided		2	1.03%
4.	Agree		48	24.74%
5.	Strongly Agree		138	71.13%
	Total		194	100%
Mean: 4.629	Confidence Interval @ 95%: [4.487 - 4.771]	Standard Deviation: 0.712	Standard Error: 0.072	

Source: Field Survey, July 2023.

From table 4.5, as to the respondent's opinion to know if Job promotion has increased employee communication, 138 respondents representing 71.13% of the respondents strongly agreed, 48 respondents representing 24.74% agreed, 2 respondents representing 1.03% remain undecided, 4 respondents representing 2.06% disagreed, and 2 respondents representing 1.03% Strongly Disagreed. Mean (4.629) was used to establish the average value of the data while standard deviation (0.712) gave the dispersion in the data. High mean presents majority of the respondents strongly agreeing with the statement presented to them while low standard deviation translates to low dispersion of their response. From the Analysis of the responses in the 5-point Likert questionnaire we can conclude descriptively that Job promotion has increased employee communication in workplace.

RQ2. To what extent does Learning and Development enhance organisational productivity?

Learning and Development boost organisational productivity

Table 4.6 Learning and Development on organisational productivity

	Answer	Count	Percent
1.	Strongly Disagree	2	1.03%
2.	Disagree	6	3.09%
3.	Undecided	2	1.03%
4.	Agree	42	21.65%
5.	Strongly Agree	142	73.20%
Total		194	100%
Mean: 4.629	Confidence Interval @ 95%: [4.479 - 4.779]	Standard Deviation: 0.754	Standard Error: 0.077

Source: Field Survey, July 2023.

From table 4.6, as to the respondent's opinion to know if Learning and Development boost organisational productivity, 142 respondents representing 73.20% of the respondents strongly agreed, 42 respondents representing 21.65% agreed, 2 respondents representing 1.03% remain undecided, 6 respondents representing 3.09% disagreed, and 2 respondents representing 1.03% Strongly Disagreed. Mean (4.629) was used to establish the average value of the data while standard deviation (0.754) gave the dispersion in the data. High mean presents majority of the respondents strongly agreeing with the statement presented to them while low standard deviation translates to low dispersion of their response. From the Analysis of the responses in the 5-point Likert questionnaire we can conclude descriptively that Learning and Development boost organisational productivity.

Learning and Development improve worker's willingness and drive to execute tasks

Table 4.7 Learning and Development on organisational productivity

	Answer	Count	Percent
1.	Strongly Disagree	4	2.06%
2.	Disagree	2	1.03%
3.	Undecided	2	1.03%
4.	Agree	44	22.68%
5.	Strongly Agree	142	73.20%
Total		194	100%
Mean: 4.639	Confidence Interval @ 95%: [4.489 - 4.789]	Standard Deviation: 0.753	Standard Error: 0.076

Source: Field Survey, July 2023.

From table 4.7, as to the respondent's opinion to know if Learning and Development improve worker's willingness and drive to execute tasks, 142 respondents representing 73.20% of the respondents strongly agreed, 44 respondents representing 22.68% agreed, 2 respondents representing 1.03% remain undecided, 2 respondents representing 1.03% disagreed, and 4 respondents representing 2.06% Strongly Disagreed. Mean (4.639) was used to establish the average value of the data while standard deviation (0.753) gave the dispersion in the data. High mean presents majority of the respondents strongly agreeing with the statement presented to them while low standard deviation translates to low dispersion of their response. From the Analysis of the responses in the 5-point Likert questionnaire we can conclude descriptively that Learning and Development improve worker's willingness and drive to execute tasks.

Learning and Development motivates the staff to give in a maximum productivity

Table 4.8 Learning and Development on organisational productivity

	Answer	Count	Percent
1.	Strongly Disagree	2	1.03%
2.	Disagree	4	2.06%
3.	Undecided	4	2.06%
4.	Agree	42	21.65%

5.	Strongly Agree	142	73.20%
	Total	194	100%
Mean: 4.639	Confidence Interval @ 95%: [4.495 - 4.783]	Standard Deviation: 0.724	Standard Error: 0.074

Source: Field Survey, July 2023.

From table 4.8, as to the respondent’s opinion to know if Learning and Development motivates the staff to give in a maximum productivity, 142 respondents representing 73.20% of the respondents strongly agreed, 42 respondents representing 21.65% agreed, 4 respondents representing 2.06% remain undecided, 4 respondents representing 2.06% disagreed, and 2 respondents representing 1.03% Strongly Disagreed. Mean (4.639) was used to establish the average value of the data while standard deviation (0.724) gave the dispersion in the data. High mean presents majority of the respondents strongly agreeing with the statement presented to them while low standard deviation translates to low dispersion of their response. From the Analysis of the responses in the 5-point Likert questionnaire we can conclude descriptively that Learning and Development motivates the staff to give in a maximum productivity.

RQ3. How does Bonus Pay-out affect organisational productivity?

Bonus Pay-out boost organisational productivity

Table 4.9 Bonus Pay-out on organisational productivity

	Answer	Count	Percent
1.	Strongly Disagree	2	1.03%
2.	Disagree	6	3.09%
3.	Undecided	2	1.03%
4.	Agree	40	20.62%
5.	Strongly Agree	144	74.23%
	Total	194	100%
Mean: 4.639	Confidence Interval @ 95%: [4.489 - 4.789]	Standard Deviation: 0.753	Standard Error: 0.076

Source: Field Survey, July 2023.

From table 4.9, as to the respondent’s opinion to know if Bonus Pay-out boost organisational productivity, 144 respondents representing 74.23% of the respondents strongly agree, 40 respondents representing 20.62% agreed, 2 respondents representing 1.03% remain undecided, 6 respondents representing 3.09% disagreed, and 2 respondents representing 1.03% Strongly Disagreed. Mean (4.639) was used to establish the average value of the data while standard deviation (0.753) gave the dispersion in the data. High mean presents majority of the respondents strongly agreeing with the statement presented to them while low standard deviation translates to low dispersion of their response. From the Analysis of the responses in the 5-point Likert questionnaire we can conclude descriptively that Bonus Pay-out boost organisational productivity.

Bonus Pay-out Strategies affects the attrition rate of employees

Table 4.10 Bonus Pay-out on organisational productivity

	Answer	Count	Percent
1.	Strongly Disagree	4	2.06%
2.	Disagree	2	1.03%
3.	Undecided	2	1.03%
4.	Agree	42	21.65%
5.	Strongly Agree	144	74.23%
	Total	194	100%
Mean: 4.649	Confidence Interval @ 95%: [4.500 - 4.799]	Standard Deviation: 0.751	Standard Error: 0.076

Source: Field Survey, July 2023.

From table 4.10, as to the respondent’s opinion to know if Bonus Pay-out Strategies affects the attrition rate of employees, 144 respondents representing 74.23% of the respondents strongly agreed, 42 respondents representing 21.65% agreed, 2 respondents representing 1.03% remain undecided, 2 respondents representing 1.03% disagreed, and 4 respondents representing 2.06% Strongly Disagreed. Mean (4.649) was used to establish the average value of the data while standard deviation (0.751) gave the dispersion in the data. High mean presents majority of the respondents strongly agreeing with the statement presented to them while low standard deviation translates to low dispersion of their response. From the Analysis of the responses in the 5-point Likert questionnaire we can conclude descriptively that Bonus Pay-out Strategies affects the attrition rate of employees.

Bonus Pay-out Strategies increases the punctuality of employees

Table 4.11 Bonus Pay-out on organisational productivity

	Answer	Count	Percent
1.	Strongly Disagree	2	1.03%
2.	Disagree	6	3.09%
3.	Undecided	2	1.03%
4.	Agree	42	21.65%
5.	Strongly Agree	142	73.20%
	Total	194	100%
Mean: 4.629	Confidence Interval @ 95%: [4.479 - 4.779]	Standard Deviation: 0.754	Standard Error: 0.077

Source: Field Survey, July 2023.

From table 4.11, as to the respondent's opinion to know if Bonus Pay-out Strategies increases the punctuality of employees, 142 respondents representing 73.20% of the respondents strongly agree, 42 respondents representing 21.65% agreed, 2 respondents representing 1.03% remain undecided, 6 respondents representing 3.09% disagreed and 2 respondents representing 1.03% Strongly Disagreed. Mean (4.629) was used to establish the average value of the data while standard deviation (0.754) gave the dispersion in the data. High mean presents majority of the respondents strongly agreeing with the statement presented to them while low standard deviation translates to low dispersion of their response. From the Analysis of the responses in the 5-point Likert questionnaire we can conclude descriptively that Bonus Pay-out Strategies increases the punctuality of employees.

Test of Hypotheses

Hypothesis I

H₀: Job Training have no significant impact on Organisational productivity.

Decision Rule: reject the null hypothesis if the p- value is less than the level of significance 0.05

Table 4.12: Test for Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.017	.179		5.698	.000
	Job Training	.784	.038	.829	20.530	.000

a. Dependent Variable: Organisational productivity

Table 4.13: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.829 ^a	.687	.685	.42206

a. Predictors: (Constant), Job Training

Table 4.12 and 4.13 indicated a strong positive correlation co-efficient of (R= 0.829) exist between Job Training and Organisational productivity. The R-Square value of 0.687 indicates that 68.7% of the variations in Organisational productivity can be explained by Job Training. The output also shows that by having P-value of <.05, the result also reaches statistical significance. In other words, based on the outputs (R² = 0.687; P < 0.000 & β=0.829), it can be concluded that Job Training has a positive and significant impact on the Organisational productivity of FIRS.

We, therefore, reject the null hypothesis:

H₀: Job Training have no significant impact on Organisational productivity.

And accept an alternate hypothesis:

H₁: Job Training have a significant impact on Organisational productivity.

Hypothesis II

H₀: Learning and Development have no significant impact on Organisational productivity.

Decision Rule: reject the null hypothesis if the p- value is less than the level of significance 0.05

Table 4.14: Test for Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.657	.171		3.843	.000
	Learning and Development	.860	.036	.862	23.616	.000

a. Dependent Variable: Organisational productivity

Table 4.15: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862 ^a	.744	.743	.38085

a. Predictors: (Constant), Learning and Development

Table 4.14 and 4.15 indicated a strong positive correlation co-efficient of (R= 0.862) exist between Learning and Development and Organisational productivity. The R-Square value of 0.744 indicates that 74.4% of the variations in Organisational productivity can be explained by Learning and Development. The output also shows that by having P-value of <.05, the result also reaches statistical significance. In other words, based on the outputs ($R^2 = 0.744$; $P < 0.000$ & $\beta=0.862$), it can be concluded that Learning and Development has a positive and significant impact on the Organisational productivity of FIRS Lagos.

We, therefore, reject the null hypothesis:

H₀: Learning and Development have no significant impact on Organisational productivity.

And accept an alternate hypothesis:

H₁: Learning and Development have a significant impact on Organisational productivity.

Hypothesis III

H₀: Bonus Pay-out have no significant impact on Organisational productivity.

Decision Rule: reject the null hypothesis if the p- value is less than the level of significance 0.05

Table 4.16: Test for Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.321	.119		2.686	.008
	Bonus Pay-out	.933	.025	.936	36.705	.000

a. Dependent Variable: Organisational productivity

Table 4.17: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.936 ^a	.875	.875	.26509

a. Predictors: (Constant), Bonus Pay-out

Table 4.16 and 4.17 indicated a strong positive correlation co-efficient of (R= 0.936) exist between Bonus Pay-out and Organisational productivity. The R-Square value of 0.875 indicates that 87.5% of the variations in Organisational productivity can be explained by Bonus Pay-out. The output also shows that by having P-value of <.05, the result also reaches statistical significance. In other words, based on the outputs ($R^2 = 0.875$; $P < 0.000$ & $\beta=0.936$), it can be concluded that Bonus Pay-out has a positive and significant impact on the Organisational productivity of FIRS Lagos.

We, therefore, reject the null hypothesis:

H₀: Bonus Pay-out have no significant impact on Organisational productivity.

And accept an alternate hypothesis:

H₁: Bonus Pay-out have a significant impact on Organisational productivity.

Discussion of Findings

The results based on the outputs ($R^2 = 0.687$; $P < 0.000$ & $\beta=0.829$) of the analysis reveals that Job Training have a significant impact on Organisational productivity. This study aligns with the previous studies of Devine (2018) with findings revealing that the frequency of Job trainings significantly affects employee performance. Also, the findings support the finding of Hughes & Rog (2018), which showed that the effects of Job trainings are significant to Employee Satisfaction.

Secondly, based on the outputs ($R^2 = 0.744$; $P < 0.000$ & $\beta=0.862$), the study reveals that Learning and Development have a significant impact on Organisational productivity. This finding goes in line with the findings of Berger & Berger (2019). Their findings reveal that quality learning & development improves employee performance in an organization.

Lastly, based on the outputs ($R^2 = 0.875$; $P < 0.000$ & $\beta=0.936$), the study shows that Bonus Pay-out have a significant impact on Organisational productivity. The finding is in support of Gardner (2020) which revealed that Empowerment Conferences impacts job productivity. Also, the study agrees with the findings of El-Dahshan, Keshk, & Dorgham (2018) that Bonus Pay-out improves employee satisfaction.

V. Summary Conclusion And Recommendation

Summary

The main objective of this project is to determine the impact of employee satisfaction on Organisational productivity. The concept of the variables was defined and previous studies on the subject were also discussed. 194 Employee of FIRS Plc Lagos formed the respondents of the study. The study employed survey research design to get the opinions of the respondents. Descriptive research methods were used in the study and regression analysis was used to test the null Hypothesis. The null hypothesis was rejected and alternate hypothesis was selected because the study established that Job training, learning & development and Bonus Pay-out all have a positive and significant impact on Organisational productivity.

Conclusion

The findings from this study reveals the following;

Job Training have a significant impact on Organisational productivity in FIRS Lagos. The study also revealed that Learning and Development have a significant impact on Organisational productivity in FIRS Lagos. Lastly the study showed that Bonus Pay-out have a significant impact on Organisational productivity in FIRS Lagos.

Recommendation

Based on the findings, the study recommends that:

- i. FIRS Lagos must understand the importance of Job training in improving the quality of the workforce and must identify the training needs of employees so as to improve the Organisational productivity.
- ii. Strict policies on Learning and development should be developed and implemented by the FIRS Lagos because Learning and development gives the employee the drive and required skills to carry out each given task.
- iii. Adequate Bonus Pay-out like Conferences, seminars and workshops should be facilitated by FIRS Lagos to increase employee leadership skills and development.

Contribution to Knowledge

The study filled some gaps in other literatures by determining the difference between training and development and why development is a more wholistic approach than training. The study proffered solution to the lack of Bonus Pay-out in organisations and how Bonus Pay-out like Conferences, seminars and workshops contributes to staff development. The methodology used helped to determine the level of impact of Job Training, Learning & Development and Bonus Pay-out on Organisational productivity. The recommendations will help management of institutions to develop and implement active measures, procedures or policies on employee satisfaction.

References

- [1] Abdelhafiz, I. M., Alloubani, A. M., & Almatari, M. (2016). Impact Of Leadership Styles Adopted By Head Nurses On Job Satisfaction: A Comparative Study Between Governmental And Private Hospitals In Jordan. *Journal Of Nursing Management*, 24, 384-392. Culled From <https://doi.org/10.1111/Jonm.12333>
- [2] Abualrub, R. F., & Nasrallah, M. A. (2017). Leadership Behaviours, Organisational Culture And Intention To Stay Amongst Jordanian Nurses. *International Nursing Review*. Culled From <https://doi.org/10.1111/Inr.12368>
- [3] Aina, N., & Atan (2003). *Manager Of Choice: Five Competencies For Cultivating Top Talent*, California: Davies-Black Review.45, 434-440
- [4] Alawneh, S. M. A., Ahmad, A. A., & Siron, R. (2015). The Mediating Effect Of Employees' Job Satisfaction Between Leadership Styles And Patients Satisfaction In The Jordanian Public Hospitals. *International Review Of Management And Business Research*, 4(3).
- [5] Alhamwan, M., Mat, N., & Almuala, I. (2015). The Impact Of Organisational Factors On Nurses Turnover Intention Behavior At Public Hospitals In Jordan: *Journal Of Management And Sustainability*, 5(2). Culled From <https://doi.org/10.5539/jms.V5n2p154>
- [6] Ariss, A., Cascio, W. F., & Paauwe, J. (2019). Talent Management: Current Theories And Future Research Directions. *Journal Of World Business*, 49(2), 173-179. Culled From <https://doi.org/10.1016/J.Jwb.2013.11.001>
- [7] Armstrong, M. (2014). *Performance Management: Key Strategies And Practical Guidelines*. Kogan Page Publishers.
- [8] Armstrong, M., & Taylor, S. (2014). *Armstrong's Handbook Of Human Resource*. United Kingdom: Kogan Page.

- [9] Ayub, S. Z. (2017). The Impact Of Employee Satisfaction On Employee Engagement And Retention In Achieving Organisational Performance. *Science International*, 29(6), 1277-1281.
- [10] Baheshiffar, S. L., & Nekoie-Moghadam, C. M. (2019). The Development And Validation Of Scores On Perceived Work And Family Demand Scales. *Educational And Psychological Measurement*, 67(1), 100-115.
- [11] Behera, M. K. (2016). Human Resource Management: Still A Clandestine. *The International Journal Of Business And Management*, 4(7), 271-276.
- [12] Berger, L. A. (2020). *The Human Resource Management Handbook: Creating Organisational Excellence By Identifying, Developing And Promoting Your Best People*. New York: Mcgraw-Hill.
- [13] Berger, L., & Berger, D. (2019). *The Employee Satisfaction Handbook Creating Organisational Excellence By Identifying, Developing And Promoting Your Best People*. USA: Mcgraw-Hill.
- [14] Best, E. J. (2018). Performance Effects Of Using The Balanced Scorecard: A Note On The Dutch Experience. *Long Range Planning*, 37(4), 335-349. Culled From: <https://doi.org/10.1016/j.lrp.2018.04.007>
- [15] Bhatia, J. (2019). Developing A Measure Of Knowledge Management Behaviors And Practices. *Journal Of Knowledge Management*, 7(5), 41-54. Culled From <https://doi.org/10.1108/13673270310505377>
- [16] Billings, N. (2020). Managing The Human Resource Pipeline. *International Journal Of Contemporary Hospitality Management* 20(7), 807. Culled From <https://doi.org/10.1108/09596110810897628>
- [17] Buchner, T. W. (2017). Performance Management Theory: A Look From The Performer's Perspective With Implications For HRD. *Human Resource Development International*, 10, 59-73. Culled From <https://doi.org/10.1080/13678860601170294>
- [18] Cardy, R. L. (2014). *Performance Management: Concepts, Skills, And Exercises*. Armonk, NY: M. E.
- [19] Collings, D. G., & Mellahi, K. (2019). Strategic Human Resource Management: A Review And Research Agenda. *Human Resource Management Review*, 19(4), 304-313. Culled From <https://doi.org/10.1016/j.hrmr.2009.04.001>
- [20] Connell, J., & Walton-Roberts, M. (2020). What About The Workers? The Missing Geographies Of Health Care. *Progress In Human Geography*, 40(2), 158-176. Culled From <https://doi.org/10.1177/0309132515570513>
- [21] Dahshan, M., Keshk, L., & Dorgham, L. S. (2018). Employee Satisfaction And Its Effect On Organisation Performance Among Nurses At Shebin El-Kom Hospitals. *International Journal Of Nursing*, 5(2), 108-123.
- [22] Davi, T. (2017). An Investigation Of The Effect Of Balanced Scorecard Implementation On Financial Performance. *Management Accounting Research*, 15(2), 135-153.
- [23] Devine, M. P. (2018). Human Resource Management In Public Sector. A Shridge Business School. Retrieved On 22nd July 2013 From <https://www.hult.edu/en/executive-education/>
- [24] El-Dahshan, M. E. A., Keshk, L. I., & Dorgham, L. S. (2018). Human Resource Management And Its Effect On Organisational Productivity Among Nurses At Shebin El-Kom Hospitals. *International Journal Of Nursing*, 5(2), 108-123. Culled From <https://doi.org/10.15640/ijn.v5n2a10>
- [25] Gakovic, A., & Yardley, K. (2017). Global Human Resource Management At HSBC. *Organisation Development Journal*, 25(2), 201-205.
- [26] Gardner, T. M. (2020). In The Trenches At The Talent Wars: Competitive Interaction For Scarce Human Resources. *Human Resources Management*, 41, 225-237. Culled From <https://doi.org/10.1002/Hrm.10033>
- [27] Gruman, J. A., & Saks, A. M. (2018). Performance Management And Employee Engagement. *Human Resource Management Review*, 21(2), 123-136. Culled From <https://doi.org/10.1016/j.hrmr.2010.09.004>
- [28] Hair, J. F., Sarstedt, M., Ringle, C. M., & Mena, J. A. (2012). An Assessment Of The Use Of Partial Least Squares Structural Equation Modeling In Marketing Research. *Journal Of The Academy Of Marketing Science*, 40(3), 414-433. Culled From <https://doi.org/10.1007/S11747-011-0261-6>
- [29] Hajy, N. C., & Alsadat, N. (2013). Human Resource Management Impact With The Nursing Staff In Hospitals In The City Of Karaj. *Health Information Management*, 469-472.
- [30] Hayajneh, Y. A., Abualrub, R. F., Athamneh, A. Z., & Almkhzoomy, I. K. (2019). Turnover Rate Among Registered Nurses In Jordanian Hospitals: An Exploratory Study. *International Journal Of Nursing Practice*, 15, 303-310. Culled From <https://doi.org/10.1111/J.1440-172X.2009.01758.X>
- [31] Heinen, J. S., & O'Neill, C. (2021). Managing Talent To Maximize Performance. *Employment Relations Today*, 31(2), 67-82. Culled From <https://doi.org/10.1002/Ert.20018>
- [32] Higazee, M. Z. A., Rayan, A., & Khahl, M. (2016). Impact Of Job Stressors And Organisational Support Among Jordanian Nurses. *American Journal Of Nursing Research*, 4(3), 51-55.
- [33] Hughes, J. C., & Rog, E. (2018). Human Resource Management: A Strategy For Improving Employee Recruitment, Retention And Engagement Within Hospitality Organisations. *International Journal Of Contemporary Hospitality Management*, 20(7), 743-757. Culled From <https://doi.org/10.1108/09596110810899086>
- [34] Ifeoma, O. R., Purity, N. O., & Okoye-Nebo, C. (2015). Effective Talent Management: Key To Organisational Success. *Journal Of Policy And Development Studies*, 289(1850), 1-12.
- [35] Iles, J.E. (2017). Employees Recruitment, Retention And Engagement Within Hospitality Organisations. *International Journal Of Management*, 37(2).
- [36] Jamnagar, P. (2019). Human Resource Management: A Strategy For Competitive Advantage. *Indian Journal Of Research*, 55-57.
- [37] Kehinde, J. S. (2012). Human Resource Management: Effect On Organisational Performance. *Journal Of Management Research*, 4(2), 181. Culled From <https://doi.org/10.5296/Jmr.V4i2.937>
- [38] Kennedy, E., & Daim, T. (2020). A Strategy To Assist Managers In Workforce Engagement And Employee Retention In High Tech Engineering Environment. *Evaluation And Program Planning*, 4(33), 468-476.
- [39] Kimani, S. M., & Waithaka, S. M. (2020). Factors Affecting Implementation Of Employee Satisfaction In State Corporations: A Case Study Of Kenya Broadcasting Corporation. *International Journal Of Business And Social Research*, 3(4), 42-49.
- [40] Lockwood, N. R. (2019). Human Resource Management: Driver For Organisational Success. *HR Magazine*, 51(6), 1-11.
- [41] Maslach, C., & Leiter, M. P. (2018). Early Predictors Of Job Burnout And Engagement. *Journal Of Applied Psychology*, 93(3), 498.
- [42] Mathias, R., & Jackson, J. (2019). *Human Resources Management* (11th Ed.). Thomson South-Western.
- [43] Meyers, M. C., & Van Woerkom, M. (2020). The Influence Of Underlying Philosophies On Talent Management: Theory, Implications For Practice, And Research Agenda. *Journal Of World Business*, 49(2), 192-203. Culled From <https://doi.org/10.1016/J.jwb.2013.11.003>
- [44] Meyers, M. C., Van Woerkom, M., & Dries, N. (2013). Talent—Innate Or Acquired? Theoretical Considerations And Their Implications For Talent Management. *Human Resource Management Review*, 23(4), 305-321. Culled From <https://doi.org/10.1016/J.Hrmr.2013.05.003>
- [45] Milky, M. R. (2019). Analysis Of Organisational Performance By Using Succession Planning And Talent Management. Master Thesis

- In Business Administration; Independent University, Bangladesh
- [46] Mrayyan, M. T. (2020). Nurse Job Satisfaction And Retention: Comparing Public To Private Hospitals In Jordan. *Journal Of Nursing Management*, 13(1), 40-50. Culled From <https://doi.org/10.1111/j.1365-2834.2019.00453.x>
- [47] Nafei, W. A. (2015). Employee Satisfaction And Health Service Quality From The Employee Perspective: A Study On Teaching Hospitals In Egypt. *American International Journal Of Social Science*, 4(1), 91-110.
- [48] Nafei, W. A. (2016). The Impact Of Employee Satisfaction On Organisational Performance: Evidence From The Industrial Companies In Egypt. *Case Studies Journal*, 5(8).
- [49] Najm, A. N., & Manasrah, A. K. (2017). The Effect Of Employee Satisfaction On Organisational Performance: Applied Study In Jordanian Banks. *Review Of Applied Socio- Economic Research*, 13(1), 36.
- [50] Ogden, G. (2020). Human Resource Management In A Time Of Cost Management: Leadership Skills Can Help Hospitals Survive-- And Thrive--In A Difficult Economy. *Healthcare Financial Management*, 64(3), 80-84.
- [51] Oladapo, V. (2018). Impact Of Human Resource Management On Retention. *Journal Of Business Studies Quarterly*, 19-36.
- [52] Payambarpour, S. A., & Hooi, L. W. (2015). The Impact Of Human Resource Management And Employee Engagement On Organisational Performance. *Int. J. Management Practice*, 8(4). Culled From <https://doi.org/10.1504/IJMP.2015.073483>
- [53] Phillips, J., & Connell, A. (2019). *Managing Employee Retention: A Strategic Accountability Approach*. Burlington: Butterworth-Heinemann. Culled From <https://doi.org/10.1016/B978-0-7506-7484-3.50005-6>
- [54] Pulakos, E. D. (2019). *Performance Management: A New Approach For Driving Business Results*. Malden, MA: Wiley-Blackwell. Culled From <https://doi.org/10.1002/9781444308747>
- [55] Sadri, A., Pirouz, H., Sharifi, S., & Farhadi, M. (2019). Studying The Impact Of Employee Satisfaction On Performance Of Staffs. *International Academic Journal Of Economics*, 2(11), 50-59.
- [56] Saif, N. I. (2017). How Transactional And Transformational Leadership Affect Employee Satisfaction In Jordan's Public Hospitals. *International Journal Of Applied Business And Economic Research*, 15(15).
- [57] Sareen, P., & Mishra, S. (2016). A Study Of Human Resource Management And Its Impact On Performance Of Organisations. *IOSR Journal Of Business And Management (IOSR-JBM)*, 18(12), 66-73.
- [58] Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2020). The Measurement Of Engagement And Burnout: A Two Sample Confirmatory Factor Analytic Approach. *Journal Of Happiness Studies*, 3(1), 71-92.
- [59] Shaffer, F. A., Bakhshi, M., To Dutka, J., & Phillips, J. (2016). Code For Ethical International Recruitment Practices: The CGFNS Alliance Case Study. *Human Resources For Health*, 14, 31. <https://doi.org/10.1186/s12960-016-0127-6>
- [60] Sheehan, M., Grant, K., & Garavan, T. (2018). Strategic Talent Management. *Worldwide Hospitality And Tourism Themes*, 10(1), 28-41.
- [61] Stahl, G., Bjorkman, I., Farndale, E., Morris, S., Paauwe, J., & Stiles, P. Et Al. (2017). *Global Talent Management: How Leading Multinationals Build And Sustain Their Talent Pipeline*. Faculty & Research Working Paper, INSEAD Working Paper Series.
- [62] Stevens, H. P. (2018). Total Quality Management Now Applies To Managing Talent. *The Journal For Quality & Participation*.
- [63] Taha, V. A. (2015). Human Resource Management In Healthcare Sector: Insight Into The Current Implementation In Slovak Organisation. *European Scientific Journal*, 1, 89-99.
- [64] Thunnissen, M., & Buttiens, D. (2017). Human Resource Management In Public Sector Organisations: A Study On The Impact Of Contextual Factors On The TM Approach In Flemish And Dutch Public Sector Organisations. *Public Personnel Management*, 46(4), 391- 418.