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AUTHORITY IN NAIROBI CITY COUNTY, KENYA**

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**ABSTRACT**

*The purpose of this study was to examine the effect of promotion policy on employee job satisfaction at the Retirement Benefits Authority in Nairobi City County, Kenya. This research was anchored on Herzberg two factor theory. The study used descriptive research design. The target population for this research study comprised of 341 employees in the functional department at Retirement Benefits Authority. 30% of the target population was calculated to arrive at a sample of 102 respondents. The technique of stratified random sampling was employed to gather data from the participants. A survey questionnaire was used to collect primary data directly from the respondents. Data, both primary and secondary, was gathered. A Likert scale along with semi-structured questionnaires was used to collect the primary data for the study. The Retirement Benefits Authority in Nairobi, Kenya provided its Human Resources publications for secondary data collection. Ten respondents, or 10% of the sample size, participated in a pilot study conducted by the researcher. The instrument's validity and reliability was ascertained through the application of Cronbach Alpha with a 0.7 threshold, content, construct, and face-to-face validity. The closed-end questions provided quantitative data. The open-ended questions provided qualitative data. The statistical package for social sciences (SPSS 22) was used for quantitative data analysis using inferential as well as descriptive statistics. The study revealed that promotion policy had a positive significant effect on employee job satisfaction at the Retirement Benefits Authority in Nairobi City County, Kenya. The study concluded that promoting internal mobility through a promotion policy encourages staff members to apply for jobs for which they are qualified and aligned with their long-term professional goals and interests. The study recommended that legal requirements for hiring and promotions should be covered in training for human resource managers and hiring decision makers.*

**Key Words:** Compensation Policy, Training and Development, Promotion Policy, Occupational Health & Safety

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## INTRODUCTION

Worker Work satisfaction is a state of mind that results from balancing and compiling a great deal of specific positive and negative experiences related to one's job. Conversely, an employee's positive emotional state derived from their work experience is known as job satisfaction (Parker, 2018). It concerns how individuals feel about their company, their job, and their employees, (Saleem, 2013). Job satisfaction is reflected in positive and favourable attitudes towards the work, while job dissatisfaction is reflected in negative and unfavourable attitudes towards the work. Therefore an employee's degree of job satisfaction is determined by their position (Qasim, Cheema, & Syed, 2019). Job satisfaction is one of the most important metrics used to measure employee satisfaction and job satisfaction (Shelton, 2017).

The foundation of any business is its human resource policies and procedures (Swanson, 2022). These help employees identify the culture of the company and contain all the information about how employees are treated there. An organization's human resources are a valuable asset that gives it a competitive edge over rivals. They are used as a strategic tool to expand the company's market share and reach new markets. The success of any company relies on its human resource (HR) practices and policies. Human resource practices and policies have an effect on employee satisfaction. Employee satisfaction is the feeling that a worker has when he or she is doing a job that he or she enjoys doing well and getting credit for their efforts. Excitement and joy at work are additional indicators of job satisfaction. Obtaining recognition, a pay raise, a promotion, and other objectives that contribute to a feeling of contentment depends on job satisfaction. Businesses operate in a volatile environment where there is a high demand for human resource acquisition and optimization. Human resources are seen as a tactic for long-term competitive advantage because they are significant and unique.

Oteri and Makhamara (2018) discovered that HR practices significantly impact worker satisfaction locally. The authors pointed out that businesses need to make sure their HR policies promote employee happiness and have the potential to increase employee commitment, competency, and empowerment. In turn, this can help the businesses achieve and maintain a superior and competitive advantage in their operations.

Job satisfaction is a measure of how much employees enjoy their job (Agho, 2017). Numerous metrics have been used to gauge employee satisfaction, including motivation as reported by the staff and outcomes associated with satisfaction like absenteeism, turnover, and commitment (Gachie, 2016). However, satisfaction with a particular aspect of an employee's responsibilities is not the same as job satisfaction. Rather, it is a person's "overall affective orientation towards work roles" (Kalleberg 2018). Put another way, a person's overall attitude toward their work, whether favorable or unfavorable, is referred to as job satisfaction. The total job satisfaction level is derived from the satisfaction of each component of a worker's position separately. A company's ability to succeed depends on its employees' job satisfaction. According to Spector (1997), contented workers demonstrate greater levels of performance and productivity as well as a greater likelihood of commitment to their companies. Job satisfaction among employees provides crucial hints about the state and effectiveness of a company as well as information about areas where the company can be improved.

The promotion policy outlines the procedures for promoting or transferring employees from their current positions to higher levels of service within an organization. The goal of the promotion policy is to staff members for their prior achievements and motivate them to keep working toward the expansion and improvement of the company (Bohlander, 2001). An appealing career development system must include a promotion policy that is based on qualification and the

principle of merit, with clear career pathways and the potential to progress to higher levels with greater responsibilities. When a worker advances through the ranks of the company and assumes more responsibility, they are promoted (Wan, Sulaiman, & Omar 2012). An employee's salary, as well as their level of authority and control, can rise significantly with a promotion. At the same time that the workers are acknowledged by their own company, it will assist rivals in identifying the most productive workers in the business sector. Employees will be happier at work if they believe they are making a meaningful contribution.

One tool for providing incentives is promotion. As a means of rewarding staff for achieving company objectives, it also helps to align corporate objectives with individual aspirations (Muhammad & Akhter, 2010). According to Rosen (1982), an individual's talent determines where they will fall in the hierarchy; the more talented an individual is, the higher their place will be. The significance of the promotion is that it has a significant impact on alters the employee's compensation package (Murphy, 1985). As a result, a pay increase signifies the importance of a promotion (Naveed, Usman & Bushra 2011). The employment bond outlines the defined set pattern that the promotion adheres to (Wan et al., 2012).

The Republic of Kenya's government established the Retirement Benefits Authority (RBA) as a regulatory body to oversee the creation and administration of retirement benefit plans within the country. October 2000 saw the establishment of the RBA after the Retirement Benefits Act No. 3 of 1997 was passed. Its responsibilities include protecting sponsors and members of retirement benefit schemes and encouraging the development of retirement benefit industry in Kenya, regulating and overseeing the retirement benefit industry, and educating and informing the public about retirement benefits.

### **Statement of the Problem**

Over the years, Retirement Benefits Authority has had a very high employee turnover due to employee job dissatisfaction, (Oyoo, 2021). The organization has drawn and hired qualified individuals with high professional ability, but they don't last long within it. The commitment of those who choose to stay has been found to be low at the beginning of work. Employee job satisfaction is important at RBA since failure to achieve this could lead to the failure of an organization to achieve the set goals and targets (Adedeyob, 2019). High absenteeism among workers, high employee turnover for example in the year 2019 to 2022 the turnover rate was high by 15% (RBA Report, 2020) and poor commitment of employees are rampant at the organization that is failing to realize its goals, and these could be attributed to the dissatisfaction being experienced by workers, (Chelimo, 2018).

Existing studies have focused on Human Resource policies without considering the employee job satisfaction aspect (such as Ndichu, 2017). Further, many other studies have focused on the impact of Human Resource policies on other variables such as firm performance and competitive advantage for instance (Njue, 2018; Ogolo, 2020), examined the impact of job satisfaction, employee rewards, and HR practices on Vodafone Ghana Limited's ability to retain employees. Contextual and conceptual gaps were raised by the results, which once again demonstrated the positive relationship between retention and job satisfaction and HR policies. A study conducted in 2019 by Elrehail, Harazneh, Abuhjeeleh, Alzghoul, Alnajdawi, and Ibrahim examined the impact of HR policies on job satisfaction among employees. In the cross-sectional study, six HR policy components—career advancement, staffing, training and development, performance evaluation, rewards, and employee interactions—were evaluated in relation to job satisfaction. Reyna, (2022) examined the impact of HR policies on worker satisfaction using Loblaw Companies Limited as a case study in Canada. Purposive sampling was utilized in the study to

obtain a sample size of 289 employees, and an explanatory research design was chosen, resulting in contextual and conceptual gaps.

It's against these gaps that this study sought to examine the effect of promotion policy on employee job satisfaction at the Retirement Benefits Authority in Nairobi City County Kenya.

### **Objective of the Study**

The objective was to examine the effect of promotion policy on employee job satisfaction at the Retirement Benefits Authority in Nairobi City County, Kenya. The research was guided by the following research question;

- What is the effect of the promotion policy on employee job satisfaction at the Retirement Benefits Authority in Nairobi City County, Kenya?

## **LITERATURE REVIEW**

### **Theoretical Framework**

#### **Herzberg Two Factor Theory**

Frederick Herzberg developed Herzberg's Two Factor Theory in 1959. The theory tends to explain some of the factors resulting in satisfaction and dissatisfaction at the workplace. Herzberg's theory states that "motivators" and "hygiene factors" are two of the most important determinants of employee engagement and satisfaction. When employees score high on both of these factors, they're more likely to have high levels of engagement and motivation at work. On the other hand, employees who score low on both Hygiene Factors and Motivators may have lower levels of engagement, dissatisfaction, and a higher likelihood of leaving the company. He argues that the majority of employees will never be contented with lower-order needs such as salary and condition of the workplace, but they will be much satisfied by psychological needs of the highest level. The composition of the great level of psychological needs encompasses advancement recognition, success, education and advancement.

This theory tends to give a distinction between motivators and hygiene factors. Recognition, responsibility, achievement education, involvement in making decisions and development are the motivators which give positive satisfaction (Maidani, 2012). Contrary, hygienic factors such as job security, fringe benefits, working conditions, vacation and payment of salary and insurance do not result in higher motivation of employees even though they do not result in dissatisfaction. He also indicated that dissatisfaction can be eliminated through the removal of hygiene factors (Hyun & Oh, 2011). Some of the strategies used for elimination include reasonable payment of wages, maintaining job security and formation of a positive working environment. Moreover, motivating factors are essential when it comes to the improvement of employees' performance in an organization.

The theory of Herzberg's motivation-hygiene will be adopted to indicate how the promotion of employees in terms of fair job promotion, change in responsibilities, change of facilities and change of positions leads to employee job satisfaction hence resulting in employee retention and thus reducing turnover. It also shows how compensation in terms of salaries and wages, performance bonuses, allowances and insurance affects employee satisfaction. Hence this theory supports compensation policy.

### **Empirical Review**

Tadesse (2017) used Dashen Bank S.C. as a case study to assess the impact of promotion policies on job satisfaction. Primary and secondary sources of data were both used in the study. A quantitative research design was used, and 312 of the 330 questionnaires that were sent out were returned. Convenience sampling was utilized as the first step in the multi-stage sampling process, followed by basic random sampling. Workers were chosen from within the hierarchy. Using the explanatory research method, SPSS version 20.0 was used to analyze the data through correlation and regression analysis. The correlation analysis reveals that there exists a positive association between the dependent



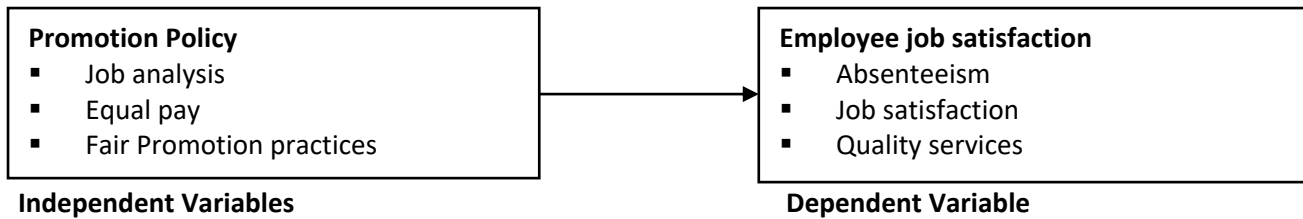
variable, namely job satisfaction, and the independent variables, specifically perception of promotion and promotion opportunities. Conversely, there exists a negative relationship between the independent variable, promotion expectation, and the dependent variable, job satisfaction. The regression analysis indicates that approximately 44.5% of the variability in the dependent variable can be accounted for by the independent variables. The study's conclusions led the researcher to advise the bank to continuously assess how employees view promotions, the opportunities available for them, and the expectations they have for them in order to determine how these factors affect their level of job satisfaction. This study will focus on an institution, whereas the previous one is conducted in a different context—Dashen Bank S.C.

Abdulkadir (2014) conducted a study to look into employee satisfaction and promotion policies in Golis Company branches in Dhahar, Puntland, Somalia. A descriptive correlation study design was used in the investigation. In using this approach, the researcher conducted interviews and used both structured and unstructured questionnaires that were built around clear-cut, intelligible questions. The study participants' responses indicated that Golis's promotion policies were subpar. While improvements have been made in some areas related to promotion, the researcher discovered that a few obstacles continue to hinder employee performance. Consequently, there has been a persistently low level of employee satisfaction. Additionally, it was shown that there was a correlation—0.419 on the Pearson Correlation scale, indicating a positive and average relationship—between the promotion policies and

employees' satisfaction. The study's methodology differs from the current study's in that the current study will use semi-structured questionnaires, whereas the study used both structured and unstructured questionnaires to examine employee satisfaction and promotion policies in Golis Company branches in Dhahar, Puntland, Somalia.

Imran et al. (2015) investigated the impact of HR policies on the job satisfaction of faculty members holding PhDs and non-PhDs in Khyber Pakhtunkhwa universities. The Khyber Pakhtunkhwa Province of Pakistan is home to both public and private universities that were the subject of this study. Ten universities' worth of faculty members were included in the sample, five from each of the public and private sectors. With 94 participants, the response rate was 100%. Based on job satisfaction, the results show significant differences between the public and private sectors. Higher levels of satisfaction are reported by permanent faculty members with PhDs and more experience than by contractual staff members without PhDs and less experience, respectively. The investigation additionally discovered that the scholarly personnel from public establishments of higher education displayed a relatively higher level of contentment with their general job satisfaction in comparison to the staff members of private universities. The prevailing body of research demonstrates a favorable association between job satisfaction and regulations concerning professional growth and progression. Professional training services may also be started in order to improve employment. The study, which examines HR policies on job satisfaction of PhD and non-PhD faculty members in universities in Khyber Pakhtunkhwa, Pakistan, has conceptual and contextual gaps.

### Conceptual Framework



**Independent Variables**

**Dependent Variable**

**Figure 1 -Conceptual Framework**

**Source: Researcher, (2023)**

### METHODOLOGY

A descriptive research design was used for the investigation. This study's target population included 341 employees in various cadres and in key functional departments at Retirement Benefits Authority in Nairobi City County, Kenya. The study employed a stratified simple random sampling approach, with each stratum being allocated proportionally. The sample size for this investigation was 102 respondents.

Both primary and secondary data was used in this investigation. Documents from the RBA and Treasury was consulted to gather secondary data. A methodical questionnaire was utilized to gather primary data. For questionnaire validation, a 10% equivalent of the research sample which was of 10 respondents was used in the pilot. Following data collection, the information was cleaned to ensure that the questionnaires were correctly completed, accurate, and consistent. In order to make it easier

to analyze and record qualitative data in the Social Sciences Statistical Package (SPSS Version 23), coding was done. Quantitative data was analyzed in both descriptive and inferential statistics. Data was then presented in tables.

### FINDINGS AND DISCUSSIONS

The quantitative data, generated using Statistical Package for Social Sciences (SPSS) version 17.0, was presented using descriptive statistics in terms of Mean (M) and Standard Deviations (SD). The results were organized and presented according to the specific objectives of the research as follows:

#### Promotion Policy

The research aimed to analyze how the promotion policy at the Retirement Benefits Authority in Nairobi City County, Kenya affected employee job satisfaction. The results of the descriptive statistics can be seen in Table 1.

**Table 1: Promotion Policy**

Statement	M	SD
Promotional policies have defined career opportunities and are founded on the merit principle and qualifications.	4.15	0.829
Promotion policies facilitate employee's advancement to responsible role.	4.59	0.409
A promotion policy makes sure that an employee's pay increases significantly along with their level of authority and control.	4.54	0.564
Employees who achieve the goals and objectives of the organization can be rewarded thanks to the promotion policy.	4.30	0.587
A precise promotion policy is in effect.	4.51	0.621
A promotion policy makes sure that there is enough room for advancement within the company to increase employee job satisfaction.	4.62	.5110
Promotional policies guarantee employees equitable and sufficient opportunities for advancement based on their abilities and skills, which increases employee loyalty to their jobs.	4.28	0.779
<b>Aggregate Score</b>	<b>4.43</b>	<b>0.614</b>

**Source: Research Data (2024)**

The results presented in Table 1 indicated that the respondents agreed that promotion policy at the Retirement Benefits Authority in Nairobi City County, Kenya had affected employee job satisfaction as indicated by aggregate mean score of 4.43 and standard deviation of 0.614. The finding agree with Nurui et al.'s (2022) investigation which used employee motivation as a mediator to examine the impact of compensation policies on job satisfaction and the results demonstrate that, by partially mediating motivation, compensation policies have a positive effect on employee satisfaction.

The respondents strongly agreed that a promotion policy makes sure that there is enough room for advancement within the company to increase employee job satisfaction (M=4.62, SD=0.511), Promotion policies facilitate an employee's advancement to a more responsible role (M=4.59, SD=0.409), a promotion policy makes sure that an employee's pay increases significantly along with their level of authority and control (M=4.54, SD=0.564) and that a precise promotion policy is in effect (M=4.51, SD=0.621). The finding agree with Bohlander (2001) who observe that the promotion policy outlines the procedures for promoting or transferring employees from their current positions to higher levels of service within an organization. The goal of the promotion policy is to staff members for their prior achievements and motivate

them to keep working toward the expansion and improvement of the company.

The respondents agreed that employees who achieve the goals and objectives of the organization can be rewarded thanks to the promotion policy (M=4.30, SD=0.587), promotional policies guarantee employees equitable and sufficient opportunities for advancement based on their abilities and skills, which increases employee loyalty to their jobs (M=4.28, SD=0.779) and that promotional policies have defined career opportunities and are founded on the merit principle and qualifications (M=4.15, SD=0.829). The results agree with Wan, Sulaiman and Omar (2012) who observe that an appealing career development system must include a promotion policy that is based on qualification and the principle of merit, with clear career pathways and the potential to progress to higher levels with greater responsibilities. When a worker advances through the ranks of the company and assumes more responsibility, they are promoted.

### Employee Job Satisfaction

The study sought to establish the employee job satisfaction at the Retirement Benefits Authority in Nairobi City County, Kenya. The results of the descriptive statistics can be seen in Table 2.

**Table 2: Employee Job Satisfaction**

Statements	M	SD
There is lack of commitment from employees due to job satisfaction	3.99	1.005
RBA has a high employee absenteeism due to employees satisfaction	4.23	0.769
There is poor quality of service due to poor employees job satisfaction	3.90	1.100
There is high turnover because employees are not satisfied at workplace	4.07	0.930
<b>Aggregate score</b>	<b>4.05</b>	<b>0.951</b>

**Source: Research Data (2024)**

The results presented in Table 2 indicated that the respondents agreed that human resource planning policies at the Retirement Benefits Authority in Nairobi City County, Kenya had affected employee job satisfaction as indicated by aggregate mean score of 4.05 and standard deviation of 0.951. The

finding agree with Panhwar and Rohra (2017) who observe that an organization establishes policies as systems of codified decisions support human resources planning, employee relationships, performance management and administrative personnel functions.



The respondents agreed that RBA has high employee absenteeism due to employees satisfaction (M=4.23, SD=0.769), there is high turnover because employees are not satisfied at workplace (M=4.07, SD=0.930), there is lack of commitment from employees due to job satisfaction (M=3.99, SD=1.005) and that there is poor quality of service due to poor employees job satisfaction (M=3.90, SD=1.100). According to Rahna (2021), job satisfaction refers to a person's emotional well-being that is the result of their work experience. It refers to people's attitudes, beliefs, and perceptions about their company, jobs, and colleagues.

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

The research aimed to analyze how the promotion policy at the Retirement Benefits Authority in Nairobi City County, Kenya affected employee job satisfaction. The study revealed that promotion policy had beta value ( $\beta=5.132$ ,  $p=0.000$ ) which implied that it had a positive significant effect on employee job satisfaction at the Retirement Benefits Authority in Nairobi City County, Kenya. A promotion policy makes sure that there is enough room for advancement within the company to increase employee job satisfaction, promotion policies facilitate an employee's advancement to a more responsible role, a promotion policy makes sure that an employee's pay increases significantly along with their level of authority and control and that a precise promotion policy is in effect.

The study concluded that promoting internal mobility through a promotion policy encourages staff members to apply for jobs for which they are qualified and aligned with their long-term professional goals and interests. A promotion policy's main goal is to make pay scales, job

descriptions, and duties associated with a particular rank and job category clear. Promotion policy assists HR managers in developing a process that is scalable for the expansion of the business. The policies strengthen the company's standing in the market and have a significant influence on your ability to provide an engaging and psychologically secure work environment for its staff.

The study recommended that legal requirements for hiring and promotions should be covered in training for human resource managers and hiring decision makers. Encouraging them to adhere to the promotion process facilitates the fair and nondiscriminatory communication of the process. The promotion policy should also cover the following topics: how to conduct interviews and make promotions; how to choose objective criteria without harming protected groups; how to prevent negative effects on protected groups; how to communicate job openings internally before going public; how to apply for a position; who gets interviewed; how decisions about promotions are made; and more.

### **Suggestions for Further Studies**

The study suggested that further research should be done that focus on other Human Resource policies that have not been studied so as to address that a conceptual gap that was found in this study. The study recommended that similar study could be done that focus on private owned organizations in order to address a contextual gap. The study also recommended that other methodological approach can be used such a cross-sectional research design and collection of qualitative data using interview which allows respondents to freely express their opinions without limitations to address a methodological gap.

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