

# The Effect of Compensations on Job Satisfaction among Employees of Media Industry in Tanzania

## Lessons from Sahara Media Group

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**Abstract:** It is not well known as to what extent compensation and social benefits effects on employee job satisfaction in the media industry in Tanzania. This paper examines the effect of compensations and social benefits on job satisfaction among employees of Sahara media Group in Tanzania. This study employed simple random sampling and purposive sampling technique. The sample of the study was 80 while the data were collected through questionnaire, interview and documentary review. Moreover, the data was analyzed through descriptive analysis, frequency and percentage analysis and inferential statistics analysis. The study found that there is a strong relationship between the influence of basic pay, job allowances and job satisfaction. The study recommended that Sahara Media Group should modify and keep providing compensation and social benefits to its employees so as to ensure job satisfaction among them.

**Keywords:** Compensations, Social benefits, Satisfaction, Sahara Media Group

### I. INTRODUCTION

Compensation and social benefits are very important to job satisfaction among employees in any organization. Compensation and benefits have been not paid a great attention as a contributing factor to job satisfaction in many organizations ((Trevor, 2018). Employee compensation is one of the very useful and important human resources management practices nowadays and it includes all forms of pay and rewards received by employees for the performance of their jobs (Snell & Bohlander, 2018). Direct compensation includes wages and salaries, incentive-payments, bonuses and commissions to employees.

There is a positive relationship between extrinsic and intrinsic rewards and employees' job satisfaction as observed by Aktar, Sachu, & Ali, (2012) and Muguongo, Muguna, & Muriithi (2015). Existence of the total compensation strategy, strategic map, and salary structure and job analysis methods Liza (2014) motivates employees to commit their future to an organization. Nawab & Bhatti (2011) realized that better compensation to employees will lead to effective commitment of employees in the organization and hence it will lead to increased organizational performance. A number of studies have been done on the factors for job satisfaction in both private and public owned institutions, such as Kafyeta (2015),

Makafu (2017) Masanja (2017), Molontoa (2015) and Munna (2018). However, most of the previous studies looked into the general factors of job satisfaction and dissatisfaction with limited study in media industries.

Previous studies have revealed that compensation play a greater role on ensuring and enhancing employees' job satisfaction in an organization (Herman, 2015; Chiu et al. 2012). However, it is not well known as to what the extent compensation and social benefits effects on employee job satisfaction in the media industry in Tanzania. The current study has been conducted to fill such a gap by examining the effect of compensations on job satisfaction among employees of Sahara media Group in after several issues raised on absenteeism, late reporting to work, frequently permission and early departure from work as seen from internal reports of the Sahara Media Group. According to Sahara Media Annual Report (2020) the absenteeism rises from 30% to 32% in a year 2019 and 2020 respectively. Late reporting to work station has been reported to be 34% in a year 2019. Leaving office station early and frequently permission has been reported to be 28% in a year 2019 respectively. This might be due to poor job satisfaction resulting from poor compensation and social benefits at work place.

### II. LITERATURE REVIEW

#### 2.1 Theoretical framework

This study was guided with the Expectancy Theory and equity theory.

Vroom (1964) states that an employee or workers will perform work with higher level of effort when they expected to be paid good salaries and promoted on time. This theory can be used to determine the level of employee to perform multitask depends on level of motivation given by employer. The theory is relevant to the current paper as it discusses the importance of motivation through various means (packages) such as recognition, money and rewards which also are important determinants for the compensation packages which ensures employees' job satisfaction.

The theory of equity was developed by John Adams in 1963. Robbins (2003) explains that the Centre's on perceived fairness of an individual. An employee reflects on how much

effort he has expended and compares this to what he has got from it. After this individual evaluation of his input-output ratio, he will compare his ratio to the input-output ratios of others, especially the direct peers. If the employee considers his input-output ratio to be equal to ratios of other relevant employees, a state of equity exists.

The relevant and application of the theory to the current study is that it explains the reasons on which employees are so strongly affected by the situations of colleagues, friends or partners in establishing their own personal sense of fairness or equity in their work situations. The theory is one of the only approaches that focus on looking at equity as the means of making employees to enjoy. Equity theory, explains why employees can be happy and motivated by their situation one day, and yet with no change to their terms and working conditions can be made very unhappy and de-motivated, if they learn for example that, a colleague is enjoying a better reward to effort ratio. It is from these arguments where by the theory becomes necessary to the current study.

### 2.2 Empirical Literature Review

Armstrong (2016) revealed that basic pay influences much on job satisfaction of employees. The study further observed that, the amount which constitutes the rate for the job is known as the basic pay which in turn ensures job satisfaction. This further entails that basic pay plays an important role on ensuring that employees in an organization are satisfied to enhance performance. Basic pay is calculated against the benefits and bonuses. The study further provides to the effect that, the base rate may be adjusted so as to reflect the increase in the cost of living as well as market rates by the organization through agreement or with a trade union. However, this study did not discuss much on how basic pay influences on job satisfaction therefore the current study is sought to fill such a gap. Mulvey et al. (2012) revealed that basic pay has a significant influence towards job satisfaction of employees. The study further revealed that job satisfaction always results to the organizational performance. Finally, the study observed that performance appraisal system increases as far the employees are satisfied through basic pay. However, this study did not discuss much as to the extent to which basic pay influences job satisfaction. Therefore, the current is sought to fill such a gap.

Chiu et al, (2014) found that always when employees feel they are not being rewarded as they expected, it thus decreases their job satisfaction resulted to a low performance. The study gave an example to the effect that, if one perceived fairness about the benefits received from one's employer this may results to a higher job satisfaction. The study further observed that, the use of allowances and rewards varies greatly between professions and countries. However, the study did not discuss on allowances towards influencing on job satisfaction, Therefore the current study is sought to fill such a gap. Adams (2015) revealed that, allowances are primarily tied to organization financial performance. The study further

observed that most organizations reward the top officials for delivering profit growth and increasing revenue. However, this study focuses on some specific allowances that teachers enjoy which affect their job satisfaction. Therefore, the current study is sought to fill such a gap.

### III. METHODOLOGY

The study employed a case research design (Sahara media group). Simple random sampling and purposive sampling technique were used. The sample of the study was 80 while the data were collected through questionnaire, interview and documentary review. Quantitative data was analyzed through descriptive analysis (mean and standard deviation) and inferential analyses (coefficient test) were used to test on the effects of compensation on job satisfaction among employees in media companies in Tanzania. Finally, the results are presented on tables. The study also used thematic analysis to analyze data collected from the documents and interviews.

### IV. RESULTS

#### 4.1 Demographic Characteristics of the Respondents

Table 1 shows that 56 (70%) of the respondents were Male respondents and total numbers of 24 (30%) of all respondents were female respondents. The respondents have age of 18-23 years were 4 (5%) while about 11(13.8%) were between the age of 24-29 years. Moreover about 20(25.2%) were between the age of 30-35 years. On the other hand, about 18(22.5%) were between the age of 36-40 years and 27(33.8%) were above 40 years. This suggests the likelihood that the respondents were vastly mature which can be associated with higher knowledge levels on issues related to the effects of compensation and social benefits on job satisfaction among employees in media companies. Table 1 indicates that 2(2.5%) of the respondents are primary education level 26(32.5%) of the respondents had secondary level of education, 20(25%) have diploma level of education, 24(30%) have degree level of education, while 8(10%) have master's level of education. The data shows that a big number of respondents have been educated and hence are capable of reading, knowledge about the study and are able to provide correct information relevant to the current study. Table 1 further indicated that 32 (40%) of the respondents had 10 to 14 years working experience, 23 (28.8%) had 5 to 9 years working experience, 8 (10%) had 15 and above years working experience and 17 (21.3%) had 1 to 4 working years' experience. As indicated in Table 1, majority of the respondents have 10 and above years working experience. This indicates that most of the staff at Sahara Media Group has accumulated experience in their different duties and responsibilities.

Table 1: Demographic characteristics of the respondents (n = 80)

Variable	Characteristic	Frequency	Percent
<b>Educational level</b>	Primary	02	2.5
	Secondary/certificate	26	32.5
	Diploma	20	25.0
	Bachelor degree	24	30
	Masters	08	10
<b>Working experience</b>	1-4	17	21.3
	5-9	23	28.8
	10-14	32	40.0
	15 and Above	08	10.0
	<b>Gender</b>	Male	56
Female		24	30.0
<b>Age</b>	18-23	04	5.0
	24-29	11	13.8
	30-35	20	25.0
	36-40	18	22.5
	40 and Above	27	33.8

Source: Field data (2021)

#### 4.2. Findings on the influence of basic pay on job satisfaction

Respondents responses were computed by making an aggregate of responses given by respondents to the items and 5point Likert scale (1=Strongly Disagree, 2=Disagree, 3=Neutral 4=Agree and 5=Strongly Agree), which were categorized according to their percentages and means as shown in table 2:

Table 2: The influence of basic pay on job satisfaction

The extent to which basic pay influences job satisfaction	Mean	Std. Deviation
Basic pay influences much on job satisfaction of employees	3.72	1.253
I receive my salary on time	4.06	1.215
The provided salary encourages me to attend at my work place	4.24	1.161
The provided wages satisfy all my needs	3.64	1.235
I receive my wages on time	4.24	1.022

Source: Field Data 2021

Table 2 indicates that the respondents agreed with a mean of 3.72 and standard deviation of 1.253 that basic pay influences much on job satisfaction of employees. The results also indicate that the respondents agreed with a mean of 4.06 and standard deviation of 1.215 that respondents receive their salaries on time. The Table also indicates that the respondents agreed with a mean of 4.24 and standard deviation of 1.161 that the provided salary encourages me to attend at my work place. Moreover, the Table indicates that the respondents agreed with a mean of 3.64 and standard deviation of 1.235 that the provided wages satisfy all my needs. In addition, the Table indicates that the respondents agreed with a mean of 4.24 and standard deviation of 1.022 that they receive their wages without unnecessary delay. This implied that basic pay influence job satisfaction.

During interview the researcher was eager to know if basic pay influences job satisfaction. On HOD demonstrated that;

*You know what human wants and needs are unlimited...Satisfaction depend on perception of an individual but for me the basic salary provided influence job satisfaction s (Interview, HOD, September 2021)*

It was further expressed by one of the participant that they always receive salary on time and that increase their job morale.

*To be honest we always receive our salary in time and that increases our morale and makes as perfume the organization duties (Interview, September, 2021)*

Contrarily to the quantitative data most of participants interviewed admit that it is not easy for basic salary to satisfy all needs of employees. It was expressed by one participant that:

*I don't think if it is possible for any salary to satisfies all needs of employees...but what provided satisfies their basic need that why they are here performing their duties effectively (Interview, September 2021).*

This meant that employees get their basic pay in time however it is not easy to conclude that the basic salary provided satisfied theme to great extent.

#### 4.3. Findings on the effects of allowances on job satisfaction

To understand the effects of allowances on job satisfaction, the respondents were asked on the effects of allowances on job satisfaction. The scale in use was 1-5. Where: (1=Strongly Disagree, 2=Disagree, 3=Neutral 4=Agree and 5=Strongly Agree), the results are presented in the Table 3.

Table 3 indicates that the respondents agreed with a mean of 4.41 and standard deviation of .706 that basic pay influences much on job satisfaction of employees. The results also indicate that the respondents agreed with a mean of 3.87 and standard deviation of 1.216 that respondents receive their salaries on time.

Table 3: The effects of allowances on job satisfaction

The effects of allowances on job satisfaction	Mean	Std. Deviation
I receive my bonuses that increase my attendance at my work place	4.41	.706
I receive overtime allowances that increases efficiency at my work place	3.87	1.216
I receive meals allowance that satisfies me at my work place	4.23	1.018
I receive uniform allowances that increase my performance at my work place	4.29	.983
Allowances influences much on job satisfaction of employees	3.62	1.236

Source: Field data 2021

The Table also indicates that the respondents agreed with a mean of 4.23 and standard deviation of 1.018 that the provided salary encourages me to attend at my work place. Moreover, the Table indicates that the respondents agreed with a mean of 4.29 and standard deviation of .983 that the provided wages satisfy all my needs. In addition, the Table indicates that the respondents agreed with a mean of 3.62 and standard deviation of 1.236 that they receive their wages without unnecessary delay. This means that allowances provided lead to job satisfaction.

This was supported by data from interview. Majority of interviewed participants said that job allowances increase their morale by helping to reduce the gap of salary. It is argued by one of the participants that:

*Employee work to be paid and settle their needs... If you work overtime it's your right to be paid. Well paid staff is less stressed as they are sure of the fulfillment of their basic needs requirements for living. It is easy for the employee who is not well paid, that is, either one whose pay is delayed or receives less pay to leave the organization to seek for greener pasture (Interview, September, 2021).*

It was further expressed by one of the participant that they always receive overtime allowances that increases efficiency at work place. One of the participants said that:

*In overtime there are no problems only if the work done is directed by supervisor and performed in quality...they pay on time (Interview, September, 2021)*

This means that job allowance influence job satisfaction at Sahara Media Group.

#### 4.4 Inferential Statistic Results

This part presents the inferential statistic results. The Statistical Package for Social Sciences (SPSS) was employed so as to facilitate the computation of the measurements of the variables. In this part the study employed linear regression analysis, ANOVA, and coefficient tests. The results are presented below.

##### 4.4.1 The influence of basic pay on job satisfaction.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
.926a	.858	.849	.30278	.926a

a. Predictors: (Constant), I receive my wages on time, The provided wages satisfy all my needs, The provided salary encourages me to attend at my work place, Basic pay influences much on job satisfaction of employees, I receive my salary on time

Source: Field data 2021

Table 4 shows that, the R is 0.858<sup>a</sup> which indicates that there is a strong relationship between the influence of basic pay and job satisfaction. The R square statistic of the model is 0.849 implying that 84% of job satisfaction is accounted for basic pay influences much on job satisfaction of employees, receiving salary on time, provision of salary encourages attending at my work place, provisions wages satisfy all the needs, receiving wages on time.

The results of Analysis of Variance (ANOVA) for regression coefficients are shown in Table 5.

Table 5: ANOVA<sup>b</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	41.075	5	8.215	89.607	.000a
	Residual	6.784	74	.092		
	Total	47.859	79			

a. Predictors: (Constant), I receive my wages on time, The provided wages satisfy all my needs, The provided salary encourages me to attend at my work place, Basic pay influences much on job satisfaction of employees, I receive my salary on time

b. Dependent Variable: Job satisfaction

Source: Field data 2021

The analysis result on Table 5 revealed that the significance of that F statistics is 0.00 which is less than 0.05. These results suggest that the model was reliable to explain the relationship between the influence of basic pay and job satisfaction.

The data were also analyzed by multiple regressions so as to access the individual contribution of independents variables towards the dependent variables. The multiple regressions were run and the results are presented in Table 6.

Table 6: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-.093	.197		-.474	.637
Basic pay influences much on job satisfaction of employees	.119	.042	.191	2.834	.006
I receive my salary on time	.185	.049	.289	3.792	.000
The provided salary encourages me to attend at my work place	.266	.032	.397	8.434	.000
The provided wages satisfy all my needs	.255	.043	.405	5.934	.000
I receive my wages on time	.181	.057	.237	3.192	.002

a. Dependent Variable: Job Satisfaction

Source: Field data 2021

Table 6 present the results on the individual contribution of the influence basic pay on job satisfaction. The results on the Table indicate that, with other variables held constant, job satisfaction was increased by .119 for every increase in level of basic pay, .185 for every increase in level of receiving salary on time, and .266 for every increase in level of provision of salary in encouraging to attend at work place, .255 for every increase in level of provision of wages that satisfy all the needs and by .181 for every increase in level of receiving wages on time. These results suggest that with other variables held constant, all the variables have significant contribution to the job satisfaction since their values have positive values.

4.2.2 The effects of allowances on job satisfaction

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.888a	.788	.774	.37043

a. Predictors: (Constant), Allowances influences much on job satisfaction of employees, I receive meals allowance that satisfies me at my work place, I receive uniform allowances that increase my performance at my work place, I receive my bonuses that increase my attendance at my work place, I receive overtime allowances that increases efficiency at my work place

Table 7 shows that, the R is 0.888<sup>a</sup> which indicates that there is a strong relationship between the effects of allowances and job satisfaction. The R square statistic of the model is 0.788 implying that 78% of the variation in job satisfaction is accounted for receiving bonuses that increase attendance at work place, receiving overtime allowances that increases efficiency at work place, receiving meals allowance that satisfies at work place, receiving uniform allowances that increase performance at work place, allowances influence much on job satisfaction of employees. This shows that there

a strong significance relationship between the effects of allowances and job satisfaction.

The results of Analysis of Variance (ANOVA) for regression coefficients are shown in Table 8.

Table 8: ANOVA<sup>b</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	37.705	5	7.541	54.958	.000a
	Residual	10.154	74	.137		
	Total	47.859	79			

a. Predictors: (Constant), Allowances influences much on job satisfaction of employees, I receive meals allowance that satisfies me at my work place, I receive uniform allowances that increase my performance at my work place, I receive my bonuses that increase my attendance at my work place, I receive overtime allowances that increases efficiency at my work place

b. Dependent Variable: Job satisfaction

Source: Field data 2021

The analysis result on Table 9 revealed that the significance of that F statistics is 0.00 which is less than 0.05. These results suggest that the model was reliable to explain the relationship between the effects of allowances and job satisfaction. The data were also analyzed by multiple regressions so as to access the individual contribution of independents variables towards the dependent variables.

The multiple regressions were run and the results are presented in Table 9.

Table 9: Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
(Constant)	-.395	.316		-1.250	.215	
1	I receive my bonuses that increase my attendance at my work place	.161	.079	.146	2.024	.047
	I receive overtime allowances that increases efficiency at my work place	.149	.051	.233	2.895	.005
	I receive meals allowance that satisfies me at my work place	.368	.043	.481	8.473	.000
	I receive uniform allowances that increase my performance at my work place	.130	.056	.164	2.304	.024

a. Dependent Variable: Job satisfaction

Source: Field data 2021

Table 9 present the results on the individual contribution of the effects of allowances on job satisfaction. The results on the Table indicate that, with other variables held constant, job satisfaction was increased by .233 for every increase in level of receiving bonuses that increase attendance at work place, .130 for every increase in level of receiving overtime allowances that increases efficiency at work place, .349 for every increase in level of meals allowance that satisfies at work place, and by .099 for every increase in level of receiving uniform allowances that increase performance at work place. These results suggest that with other variables held constant, all the variables have positive significance contributing to job satisfaction, since their values have positive values.

## V. DISCUSSION

The study found that there is a strong relationship between the influence of basic pay and job satisfaction. These results are in line with Armstrong (2016) who found that there is strong relationship between the influence of basic pay and job satisfaction.

These results also concurred with Mulvey et al. (2012) who found that basic pay has a significant influence towards job satisfaction of employees. The study further revealed that job satisfaction always results to the organizational performance. Finally, the study observed that performance appraisal system increases as far the employees are satisfied through basic pay.

The results also support the theory of Expectancy Theory which states that the performance of an employee is largely caused by motivation on reward the employee is receiving which brings more expectations to the employee to accomplish organizational goal.

The study found that there a strong significance relationship between the effects of allowances and job satisfaction These results concur with Chiu et al, (2014) who found that when employees feel they are not being rewarded as they expected, it thus decreases their job satisfaction resulted to a low performance. The study gave an example to the effect that, if one perceived fairness about the benefits received from one's employer this may results to a higher job satisfaction. The study further observed that, the use of allowances and rewards varies greatly between professions and countries.

These results suggest that with other variables held constant, all the variables have positive significance contributing to job satisfaction, since their values have positive values. These findings are also supported by Adams (2015) who also argued that that, allowances are primarily tied to organization financial performance. The study further observed that most organizations reward the top officials for delivering profit growth and increasing revenue.

The findings of the study support the Expectancy theory which is relevant to the current study as it discusses the importance of motivation through various means (packages)

such as recognition, money and rewards which also are important determinants for the compensation packages which ensures employees' job satisfaction. Therefore, allowances have positive significance contributing to job satisfaction, since their values have positive values.

## VI. CONCLUSION AND RECOMMENDATIONS

The study found that there is a strong relationship between the influence of basic pay and job satisfaction, therefore Sahara Media Group should make sure they provide basic pay to their employees on time. Furthermore, it is recommended that Sahara Media Group should pay attractive and competitive salary and wages to their employees so as to ensure job satisfaction to their employees.

Furthermore, the study found that relationship between the effects of allowances and job satisfaction, therefore this study recommends that Sahara Media Group should make sure that the provide clear allowances structure to their employees. This should include review their allowance scheme and continue giving bonuses, overtime allowance, meals allowance as well as uniform allowance to their employees so as to ensure job satisfaction to their employees.

### 6.1 Recommendations for further studies

This study was based on assessing the effects of compensation and social benefits on job satisfaction among employees in media companies in Tanzania citing Sahara Media group Ltd, as a case study. Therefore, the researcher is inviting other researchers to conduct further studies on other media companies in Tanzania such as ITV, Clous Tv, Azam Tv and TBC.

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