

## The Case of Shisong Hospital: Is Promotion the Reason for Employee Satisfaction, Commitment or Intention to Quit?

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### ABSTRACT

The movement of professionals from one organisation to another in quest for satisfaction has been a matter of serious concern to health organisations especially Shisong hospital in Kumbo east health district, Bui Division of the Northwest Region of Cameroon. This hospital sought to reduce this labour turnover and increase employee satisfaction through promotion, which is one of its internal recruitment sources. The question has been whether the use of promotion will lead to employee satisfaction and commitment and reduce the urge to leave this organisation. An investigation has been done using a close ended questionnaire with 166 employees of this hospital to prove if significant relationships exist between promotion and employee satisfaction; employee satisfaction and employee commitment; and promotion and employee intention to quit the organisation. Correlation analysis concluded that there is a significantly strong relationship between promotion and employee satisfaction, a significantly very strong relationship between employee satisfaction and employee commitment and a negatively weak significant relationship between promotion and employee intention to quit this Hospital. Specially, it has been realised that even employees who have not experienced promotion in Shisong hospital are not willing to quit their job as a result of promotion. There will therefore be need to investigate the reason for this special result. Based on promotion alone, much is left to be desired from Shisong hospital.

**Keywords:** promotion; satisfaction; commitment; intention to quit

### INTRODUCTION

#### Background and Research Problem

Recently there has been increased movement of health service professionals from one end to the other in quest for better job and career making opportunities. An issue that has been rocking every health community in the global world, and especially in favour of those societies and organisations, which are economically viable to provide the needs and interests of employees. Health communities and institutions of Cameroon are no exception to this, especially with the effects of the structural adjustment plan and scarcity of some professional labour in the health domain (Amani, 2010). Kumbo is one of those communities in Cameroon with a very competitive health market, given the presence of three hospitals and a series of clinics. It has been realised that employees of these institutions either try to move to other institutions within or away from Kumbo in quest for satisfaction; an issue that is affecting productivity and competitive positions of these hospitals.

The movement of employees from one health institution to the other in quest for satisfaction has been of great challenge to most health organisations in Kumbo. This has caused the need for these institutions to introduce motivations and motivational practices that can increase employee satisfaction and commitment and reduce the feeling of withdrawal from among employees. Although organisations use diverse methods to stimulate these facets among employees, Saint Elizabeth Catholic General Hospital Shisong (Shisong Hospital) tries to use internal recruitment through promotion as one of the panaceas by which it boosts the satisfaction and morale of its

employees and as well encourage employees to stay and work in the organisation. It is important to investigate if promotion is the reason for employee satisfaction, commitment and intention not to leave the organisation.

Shisong Hospital is found in Kumbo, Bui Division in the Northwest Region of Cameroon. It is specifically found in the Kumbo East Health District of Bui Division. This health district covers a population of about 17, 648 people whereas the entire population of Kumbo town is about 127,919 people (kumbo Municipality, 2016)

Shisong Hospital started on November 15<sup>th</sup> 1935 as a small dispensary, which was created and run by the tertiary sisters of Saint Francis from Brixen South Tyrol – Italy. When it got its first resident Doctor, it was recognised by the Cameroon Government in 1952. This recognition by the Cameroon Government was later affirmed in 1972 with registration number 96/A/MSAP/DSP/SDF/BESP.

Presently, Shisong hospital has about 300 employees, 8 departments with a bed capacity of 351. It also runs the one and only cardiac centre in Central and West Africa and is said to be one of the renowned hospitals in Cameroon, Central and West Africa.

#### Objectives of the study

The general objective of this study is to investigate the relationships between employee promotion on the one hand and employee satisfaction, commitment and their intention to quit the hospital on the other hand.

And specifically:

- I. To attempt a theoretical and an empirical discussion of the concepts and relationships between promotion and:
  - (a) employee satisfaction
  - (b) employee commitment
  - (c) and employee intention to quit
- II. To investigate the significance of the above-mentioned relationships in the management of Shisong hospital;
- III. To come up with recommendations, from this investigation that can be included in policy to improve on the performance of this hospital and as well be used as key areas for further research in this field.

#### Research questions

- Is there a significant relationship between employee promotion and employee satisfaction in Shisong hospital?
- Is there a significant relationship between employee satisfaction with promotion and employee commitment in Shisong hospital?
- Is there a significant relationship between employee promotion and employee intention to quit Shisong hospital?

#### Hypothesis

H1: There a significant relationship between employee promotion and employee satisfaction in Shisong hospital.

H2: There a significant relationship between employee satisfaction with promotion and employee commitment in Shisong hospital

H3: There a significant relationship between employee promotion and employee intention to quit Shisong hospital.

#### Research gap

The tendency with research in promotion has been that some studies such as Naveed, Usman and Bushra, (2011) only sought to know the relationship between promotion and employee satisfaction, while some, such as Ogini, (2020) sought to know just the relationship between promotion and employee commitment. There is need to master the general employee perception of promotion and possible reaction based on the perception (satisfaction) and the action (promotion). Knowing how satisfied employees are with promotion procedures and how the satisfaction supports their commitment, and again how the promotion procedures can affect employee turnover is a call for concern in most organisations. Studying just the relationship between two of these facets fails to diagnose the total perception and reaction of the employees in an organisation. It may not well support long term decisions and policies that can arrest the challenge at hand. This study will tell how promotion in Shisong hospital relates with employee satisfaction, how this satisfaction relates with employee commitment and how promotion relates with their intention to leave or stay in this organisation. Apart from contributing into the ongoing research in these areas, it will help this hospital in long term human resource planning. This paper is a microcosm of the recent publication on 'Human Resource Management Practices, employee satisfaction and employee desire to quit. The case of Shisong Hospital in Kumbo Cameroon' (Berinyuy, 2021)

#### LITERATURE REVIEW

The literature review is presented in two parts. Theoretical and empirical literature

#### Key concepts

Theoretical literature entails the definition and discussion of the relevant key concepts and theories in the study.

##### • Promotion

Promotion is one of the sources of internal recruitment in an organisation. Promotion stands for the uplifting of an employee into a higher position, pay, activity etc. It is the movement of an employee to a position of responsibilities and presumably prestige (Ogini, 2020). Promotion influences employee behaviour with the organisation and stimulates their ambition to move forward (Parry and Kelliher, 2009). It can be borne of or in quest for good and better performance of the employee or organisation respectively. Employees are mostly promoted on the basis of merit, longevity, experience etc. Employees are therefore obliged to work hard in knowledge and skill to acquire promotion. In the public sector for example, procedures are provided to curb possible prejudice in the practice of promotion, whereas managers of the private sector (hospitals included) are more discretionary in the promotion of employees (Heathfield, 2013).

Promotion is a motivation that impinges on employee satisfaction, commitment and turnover in the organisation (Gomez, 2002, Armstrong 2010). Employees generally need to grow in their careers and as well enjoy the associate opportunities of growing. When promotion opportunities are present in an organisation, employees could be committed to put their best in terms of service in quest for the opportunities to grow in their careers. They can equally be very disappointed, less effective and will want to quit the employer, when this opportunity is not given them or prejudiced.

##### Employee Satisfaction

According to Zhalek (2013) employee satisfaction is a terminology that is used to describe how happy or sad employees are, in fulfilling their needs. This definition has been borrowed from the view of Ilham (2009) who describes employee satisfaction as the positive or negative aspects of employee attitudes towards some features or whole of their jobs. Zhalek goes further to make it clear that employee satisfaction is a strong function of employee motivation, morale and positive achievement in the organisation.

According to Bin Hussin (2011), employee satisfaction is dependent on employee perception of their jobs, the organisation where they work and the working environment. This view is clearly supported by Sharma and Mani (2013) who found that employee satisfaction is an attitude that arises from evaluation, when an employee compares his actual working environment with the perceived environment. In line with the above view, Dorothea (2015) saw employee satisfaction as either feelings of the employee towards work or an overall evaluation of work for the organisation. He sealed this argument with the view that employee satisfaction is a complex concept and machine that introduces change in the internal environment, employee performance and improved service quality in an organisation.

Paul (2013) and Dorothea (2015) based the satisfaction of employees on their internal satisfaction and went further to explain that satisfied employees are motivated to convey their concern to others and by so doing, they are being empowered to meet the demands of customers through emotional concerns of empathy, understanding, respect and keen attention to customers. Working from the impact of employee satisfaction, Piriyanthanalai and MuenJohn (2012) hold that employee satisfaction (or lack of it) impinges on productive relationships between employees and management.

To them, organisational success is based on, how employees enjoy their jobs and feel rewarded by the jobs.

From the perspective of employee turnover, Hurley and Estelami (2007) define employee satisfaction as an indicator of employee turnover in the organisation. To them employee satisfaction is negatively related to employee turnover. From a bleak perspective, Piriyanalai and MuenJohn (2012) made it clear that employee dissatisfaction breaths a pervasive atmosphere and ill will in the organization. And that such dissatisfied employees express their discontent in the way they attend to customers and visitors. The general result becomes poor service quality and low productivity.

**• Employee commitment**

Employee commitment, according to Ogini (2020) stands for the psychological attachment of employees to their workplaces or the loyalty and support of the employees towards the mission and vision of the organisation. According to Armstrong (2014), it is an employee’s strength of identification and involvement in an organisation.

**• Employee desire to quit**

Employee intention to quit, which is otherwise known as turnover, is defined by Price (2001) as the movement of employees outside the organizational boundaries. According to Pepe (2010) employee turnover intention is the probability that measures an employee intention to leave an organization. This attitude could be caused by employee negative perceptions on the job or work place (Shwu-Ru and Ching-Yu, 2010). It equally can be caused by one or more of factors such as policies applied within an organization, labour market characteristics and employee perceptions (Gaertner and Nollen, 1992)

**Empirical literature**

**• The relationships among promotion, employee satisfaction, Commitment and turnover.**

According to Ogini (2020), Armstrong (2014) employee satisfaction is a strong predictor of employee commitment in the organisation. They argue that when employees are satisfied with the motivations, they receive from the organisation, they tend to build a stronger psychological attachment (commitment) with the goals of the organisation. Employees that do not have opportunities for growth and promotion in an organisation are mostly not satisfied. They tend to quit the organisation at short run. This is so because promotion opportunities give employees chances of career making, which make them very satisfied and committed to the organisation (Hai-Yan and Baum, 2006). Blomme *et al* (2010) supported this idea when they argued that organisations that offer employees promotion opportunities do make them more satisfied and less inclined to quit.

In a study of factors that influence the satisfaction of health care workers in the public sector in Pakistan, Ali and Wajidi (2013) found out that attractive promotion schemes have a high-level influence on the job satisfaction of healthcare

professionals and additionally that opportunities for professional development (training) also influence the job satisfaction. In the health care service organisations, it has been highlighted by Ali and Wajidi (2013) that employee satisfaction plays a strong role not just in the performance of the organisation, but is strongly reflected in the satisfaction of patients that comes from the quality of services they receive from the organisation.

Besides fostering the mission and vision of employers, employees do have individual missions and visions which are not just limited to job comfort but the quest to grow. Organisations that seek to keep motivated and performing employees also need to support their visions.

One of these visions is promotion to the upper rungs of the organisational ladder. Employees are satisfied and are ready to competitively perform and stay with the organisation especially when they find that they are given the opportunity to grow in their careers, through promotion.

**RESEARCH METHODOLOGY**

**Population and Sample Size**

Respondents were surveyed from among the administrative and medical staff of Shisong hospital. Responses were representing feelings of individual employees of the hospital.

**Sampling Technique**

The simple random sampling technique was used for the collection of data.

**Instrumentation**

The instrument used in generating primary data for this study was a uniquely designed closed ended questionnaire regarding human resource management practices (promotion inclusive), satisfaction with the practices and intention to leave the hospital as a result of the practices. Questions were designed using the dichotomous or Socratic style of yes or no. This questionnaire was designed in parts; part one is focused on the demographic information of the respondents, part two on employee satisfaction, employee commitment and employee intention to quit their jobs based on promotion

**Presentation and Analysis of Data**

Data has been analysed using the SPSS software and presented in tables using correlation analysis. This software and form of presentation have been used because they are very good in analysing and presenting quantitative data in various forms so much that many different minds can interpret it with focus. It also leaves a greater chance for better comparative studies to be made. The fact that this study is meant to inform the informed as well as the uninformed, gives this software and method of analysis and presentation a better chance for the findings of this study to be disseminated in time and space for better use.

**• Test of hypothesis**

**H1:** There is a significant relationship between promotion and employee satisfaction in Shisong hospital.

**TABLE 1:** Promotion at Shisong hospital and employee satisfaction

|  |     | EMPLOYEES ARE PROMOTED AT SHISONG HOSPITAL |       | Total |        |
|--|-----|--|-------|-------|--------|
|  |     | NO   | YES   |       |        |
| SATISFIED WITH PROMOTION METHODS AT SHISONG HOSPITAL | NO  | Count                                      | 85    | 45    | 130    |
|  |     | % of Total                                 | 51.2% | 27.1% | 78.3%  |
|  | YES | Count                                      | 1     | 35    | 36     |
|  |     | % of Total                                 | 0.6%  | 21.1% | 21.7%  |
| Total  |     | Count                                      | 86    | 80    | 166    |
|  |     | % of Total                                 | 51.8% | 48.2% | 100.0% |

Source: SPSS

Results from table 1 reveal that 48.2% of employees agreed that employees were promoted at Shisong hospital while most (51.8%) disagreed with this. Out of 48.2% of employees who agreed that employees were promoted at Shisong hospital, a majority of them (27.1%) were not satisfied with the promotion methods used, while 21.1% were satisfied.

There was statistically significant evidence that a relationship existed between the two variables at 1% level of significance (p-value < 0.001, X<sup>2</sup>= 44.260. The relation between employee promotion at Shisong hospital and employee satisfaction with promotion methods used was strong (51.6%).

**H2:** There is a significant relationship promotion and employee commitment in Shisong hospital.

**TABLE 2:** Employee satisfaction with promotion methods used at Shisong hospital and employee commitment

|                                   |     | SATISFIED WITH PROMOTION METHODS AT SHISONG HOSPITAL |       | Total |        |
|-----------------------------------|-----|--|-------|-------|--------|
|                                   |     | NO   | YES   |       |        |
| PROMOTIONS MAKE ME MORE COMMITTED | NO  | Count  | 119   | 3     | 122    |
|                                   |     | % of Total   | 71.7% | 1.8%  | 73.5%  |
|                                   | YES | Count  | 11    | 33    | 44     |
|                                   |     | % of Total   | 6.6%  | 19.9% | 26.5%  |
| Total                             |     | Count  | 130   | 36    | 166    |
|                                   |     | % of Total   | 78.3% | 21.7% | 100.0% |

Source: SPSS

Results show that a lower proportion of employees (21.7%) were satisfied with promotion methods at Shisong hospital while a greater proportion of them (78.3%) were not satisfied. Among employees who were satisfied with promotion methods at Shisong hospital, a most (19.9%) said promotion made them more committed to their jobs, while very few (1.8%) of them said promotions do not make them more committed to their jobs. Again, most (71.7%) of those who were not satisfied with promotion methods at Shisong hospital said promotions did not make them more committed to their jobs meanwhile a very low proportion (6.6%) said promotions make them more committed.

There was statistically significant evidence that a relationship existed between the two variables at 1% level of significance (p-value < 0.001 X<sup>2</sup>= 100.194. The association between employee satisfaction with promotion methods at shisong hospital and employee commitment was very **strong** (77.7%). This can be seen in fig 15 below;

**H3:** There is a significant relationship promotion and employee intention to quit in Shisong hospital.

**TABLE 3:** Employee promotion at Shisong hospital and employee desire to leave

|   |     | EMPLOYEES ARE PROMOTED AT SHISONG HOSPITAL |       | Total |        |
|---|-----|--|-------|-------|--------|
|   |     | NO   | YES   |       |        |
| DESIRE TO LEAVE DUE TO PROMOTION METHOD | NO  | Count                                      | 55    | 70    | 125    |
|   |     | % of Total                                 | 33.1% | 42.2% | 75.3%  |
|   | YES | Count                                      | 31    | 10    | 41     |
|   |     | % of Total                                 | 18.7% | 6.0%  | 24.7%  |
| Total                                   |     | Count                                      | 86    | 80    | 166    |
|   |     | % of Total                                 | 51.8% | 48.2% | 100.0% |

Source: SPSS

Results from table 3. reveal that out of 48.2% of employees who agreed that employees were promoted at Shisong hospital, most of them 42.2% had no desire to leave their jobs due promotion method; while 6.0% expressed the desire to leave due to the promotion method. There was statistically significant evidence that a negative relationship existed between the two variables at 1% level of significance (p-value < 0.001 X<sup>2</sup>= 12.355. The relation between employee promotion and desire to leave due to promotion method was **negatively weak** (27.3%).

**Discussion of analysis**

The analysis shows a positive relationship between promotion and employee satisfaction in Shisong hospital, which is described as strong. This means that employee promotion has a strong influence on the satisfaction of employees as early posited by Ali and Wajidi (2013) and Hai-Yan and Baum (2006). In this case the first objective of the study has been met

Going further to test the strength of this satisfaction with promotion through a test of the relationship between employee satisfaction and commitment to their jobs in Shisong hospital, the test proves in hypothesis 2 that there is a very strong relationship between employee satisfaction and employee commitment in Shisong hospital in line with the position of Ogini (2020) and Armstrong (2014). This proves a chain reaction when the recruitment practice and motivation of employee promotion is being used in this hospital. The fact that this relationship is very strong just tells that promotion can really influence on the morale, and performance of employees in this hospital. This goes to conclude the expectations of the second objective.

In order to know the general feeling of a common employee of Shisong hospital about the practice of promotion, a test of possible employee turnover through an urge to leave the hospital as a result of how they observe or perceive the practice of promotion proves that although few of them have



experienced promotion most of those who have experienced promotion would not want to leave the hospital. Very interesting is that majority of those who have not experienced promotion in Shisong hospital and are surely not satisfied with the practice are not willing to leave. This negatively weak relationship between promotion and employee intention to quit this hospital, agrees with most of the research in line with this relationship, such as in the works of Blomme et al. (2012). What therefore has made disappointed employees not to feel like leaving their jobs despite the fact that they will not or hardly be given the opportunity to grow and make a career? Will it be ok to conclude that employees of Shisong hospital are not ambitious with or without promotion?

## CONCLUSION, RECOMMENDATIONS AND LIMITATIONS

### Conclusion

Going by the research questions and hypothesis of the study, it can be concluded as follows:

Firstly, there is a significantly positive relationship between promotion and employee satisfaction in Shisong hospital. The use of promotion motivates employees to be strongly satisfied with their jobs.

Secondly, there is a significantly positive relationship between employee satisfaction and employee commitment in Shisong hospital. Satisfied employees of Shisong hospital are not just strongly but very strongly committed to their jobs.

These go to point out that should Shisong hospital embark on the internal recruitment and motivational source of recruitment (promotion), it will strongly play on the psychological being of its employees so much that they will be able to fuse their goals with those of the organisation as a result of the satisfaction they will enjoy from this upward move in their jobs and careers.

And finally, there is a negative relationship between promotion and employee intention to quit Shisong hospital. The practice of promotion encourages them to want to stay and work in this hospital. All left to the practice of promotion, Shisong hospital will have no reason to panic on the possibility of labour turnover. Promotion therefore is a motivation that impinges on employee satisfaction, commitment and turnover in the organisation as seen by Gomez (2002) Armstrong (2010)

Although this goes in line with common findings in regard to this relationship, Shisong hospital has no reason to sleep on this result. It would be important to investigate the reasons for some employees who experienced promotion will want to leave; and why majority who have not experienced promotion do not want to leave in regards to this form of recruitment and motivation. It should not equally be forgotten that although about half of the employees (48.2%) have experienced promotion, majority of all (71.7%) are not satisfied with promotion. This poses a possible threat to commitment and turnover levels in some eventuality.

There is equally need to investigate employee satisfaction and commitment in regard to other human resource management practices in this hospital, in order to come out with the reason for its performance

### Recommendations

Shisong hospital still has a lot to do in regard to promotion, although there is a positive relationship between promotion and employee satisfaction, many of those who have not experienced promotion in the hospital are yet to be satisfied with the procedures used but would not want to leave the hospital if all were left to promotion. This could put the

commitment that happens equally to have a positive relationship with employee satisfaction to some doubt as well as affect performance.

As already highlighted in the conclusion, Shisong hospital has to rise and do much on its human resource management practices to keep its employees from leaving the organisation with the experience gathered, the fact that they are not ready to leave their jobs if all were dependent on promotion does not mean, the situation will remain same. Some external environmental issue could raise their interest in wanting to leave the organisation.

### Limitations of the study

The study was done at a time of so much pressure, when the Kumbo community was ravaged by the ongoing war in Anglophone Cameroon with Kumbo as a strong war bastion. Both the researcher and respondents worked under fear and pressure from these war ravages.

Some employees were not ready to answer the questionnaire for fear of the unknown despite the assurance of confidentiality given them. They felt it was a ploy by the hospital administration to tap their views and deal with them in one way or the other.

Constant and finally permanent power cuts in Kumbo made it very difficult and expensive for the researcher in terms of time cost and focus to develop this work.

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