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CONDITIONS OF SERVICE AS CORRELATES OF ACADEMIC STAFF JOB COMMITMENT IN FEDERAL UNIVERSITIES IN SOUTHWEST, NIGERIA

Togunloju, Taiwo (PhD)
Department of Educational Management and Business Studies
Faculty of Education
Federal University, Oye-Ekiti, Ekiti-State, Nigeria
Email: **taiwo.togunloju@fuoye.edu.ng**
Phone Number: +234 8034049233, +234 7069982235
ORCID NO.: 0009-0009-1642-5904

Prof. Omolehin, Ajayi Raphael
Department of Soil Agriculture
Faculty of Agriculture
Federal University, Oye-Ekiti, Ekiti-State, Nigeria
Email: **ajayi.omolehin@fuoye.edu.ng**
Phone Number: +234 8036554983
ORCID NO.: 0000-0003-0106-9483

ABSTRACT

The mounting anxieties over decreased productivity, motivation, and retention of academic staff in Nigerian universities requires understanding the roles of employment situations as especially crucial for sustainable institutional performance. This study accordingly evaluated conditions of service as they relate to academic staff commitment in Federal Universities in Southwest, Nigeria. The study also looked at the connection between academic staff work commitment and portions of conditions of service, which include progression and staff welfare. The study adopted a descriptive survey research technique. The whole 8,450 academic staff members of Federal Universities in Southwest Nigeria at the time of the survey comprised the study's population (NUC, 2025). There were 1100 subjects in the study, including 1000 academic staff members and 100 Heads of departments. Stratified and basic random sampling techniques were applied to collect the sample. The Academic Staff Job Commitment Questionnaire (ASJCQ) and the Promotion and Staff Welfare Questionnaire (P&SWQ) are two self-designed measures that were used to acquire information from participants. Experts in tests and measurements department and the department of educational management examined the research instruments. Reliability coefficients of 0.80 and 0.78 were found for P&SWQ and ASJCQ, respectively, after the test-retest approach was applied to verify the instruments' reliability. A combination of descriptive and inferential statistics was applied to investigate the data. Every hypothesis got testing at the significance level of 0.05. The survey found that academic staff members had high levels of job devotion. Academic staff employment commitment and conditions of service elements (such as promotions and staff wellness) were found to be considerably related in the study. Consequently, it was advised that enterprises and school authorities learn to keep an eye on staff welfare and promotions in order

to make sure that employment commitment develops. Additionally, it was suggested that academic staff members be granted promotions as and when due, to strengthen their devotion to their profession.

Keywords: Conditions of Service, Promotion, Staff Welfare, Academic Staff Job Commitment.

Introduction

According to the Federal Government of Nigeria (2009), education is the means by which a person is helped to develop their technical, social, psychological, and physical abilities in order to be able to thrive in any setting. Thus, it is not enough for a country to just say it values education. Here, the Federal Republic of Nigeria (2014) said in its National Policy on Education (2014) that no country can match its degree of education, and no school can match the quality and standing of its instructors. The Nigerian government may have been influenced by this when they decided to start a new chapter on their proposal about the status of teachers, which was signed by the International Labor Organization (ILO) and UNESCO. Teachers in Nigeria's elementary and secondary schools have long been on opposite sides of a pay and benefits dispute, according to the Nigeria Union of Teachers (NUT). As a consequence, educators may be more devoted to their jobs and produce better results.

University education has a unique position in Nigeria's educational system since it educates students for both academic and professional careers. Extensive understanding, progress in the field, instruction of students, and meeting the need for qualified human resources are all aims of higher education. All forms of post-secondary education for children are considered part of the third level of formal education, which is called "tertiary." According to the Federal Republic of Nigeria's National Policy of Education (2014), the primary goals of higher education are as follows: to help children become permanently proficient readers and mathematicians; to help them become more effective communicators; to prepare them for careers in both academia and the workforce; to help them develop strong moral principles; to help them lay the groundwork for a lifetime of good health; and finally, to lay the groundwork for scientific and reflective thinking.

Concerns concerning the advancement and well-being of academic professionals are well-established in Nigeria. Bolou-Sobai, Boma, and Wowo (2024) revealed a substantial link between welfare and labor dedication. According to the research, emotional, normative, and continuous commitment are positively and substantially associated with wellbeing among non-academic workers of postsecondary institutions in Bayelsa State. Companies all across the globe place a premium on employee loyalty. According to study, a significant determinant in an organization's effective functioning is devotion. Bolou-Sobai, Boma, and Wowowo (2024) describe work commitment as the amount to which an employee identifies with the firm and wish to continue actively engaged in it. They noted that dedication is one of the primary effects

of protecting employee wellbeing. As a consequence, it is obvious from the previous statement that an employee's commitment to the company is a link that makes them wish to remain with the organization and assist it reach its goals.

According to Irefin and Ali in Aboma, Echedom, and Anika (2025), devoted personnel actively contribute to the aims and values of the firm and continually think about methods to strengthen their positions as if the company were their own. According to Nazir, Shafi, Qun, Nazir, and Tran in Aboma, Echedom, and Anike (2025), committed personnel put forth unending effort, are obedient, sell the company's goods or services, and demand continual development. With devoted personnel, there would be less absenteeism, great performance, and a high possibility of staff retention. An employee's commitment to a firm reveals how passionately they feel about it. Academic staff job commitment is the desire of an academic staff member to devote his or her resources, expertise, and abilities to an organization's objectives and to remain with the institution. Ibrahim (2023) believes that the Nigerian government did not actually inspire college academics to become more engaged to their profession. The completion of intended goals in Nigerian institutions is largely impacted by the dedication of instructors to their profession. Thus, the university system may be effective when professors are sincerely devoted to their vocation (Ibrahim, 2023). Togunloju, Adedapo, and Fakunle (2023) explain employee commitment as a person's relationship with their employer, their wish to stay with them, and their willingness to work hard for them.

Whenever a promotion takes place, there are two impressions that accompany it: the financial element and the transition from a lower to a higher position in the organizational hierarchy. Madugu and Ogundeji (202–3) evaluated promotions and work satisfaction. The findings revealed that promotions and work contentment come before extraordinary performance in firms. Furthermore, the research revealed that establishing an effective promotion program will enhance workers' desire to execute their obligations, which eventually leads in job satisfaction. Thus, frequent performance evaluations would offer workers instructions on how to enhance their job and progress in their career.

Promotion and welfare may have an impact on academic staff members' dedication to their work, production, and job happiness. Okon, John, and Imagha (2023) revealed that employee well-being and recognition had a large and favorable effect on staff performance. Employee devotion is highly regarded in the workplace across the world. According to study, an organization's devotion has a substantial influence on its success. Onukwu, Tiebebedigha, and Okojide (2020) state that students' willingness to teach consistently, their punctuality in class, their ability to mark and grade scripts, their submission of exam results, their acceptance of supervision, counseling, meeting attendance, and their involvement in academic and social activities are all factors considered when measuring commitment. Consequently, they concluded

that lecturers are devoted when they are committed to the norms and ideals of the institution, which are typically indicated by basic, steadfast obedience to the rules and regulations of the system. It appears that while promotion exercises are being postponed, some academic staff members are not obtaining their promotions. Their devotion to their job will be considerably influenced by this.

Promotions may stimulate academic staff members to accomplish their duty on time and freely, even if it means going above and beyond their given obligations, according to the study. Additionally, Muheeb (2004) states that if workers in a corporation are not provided advances, they would grow disengaged, which would ultimately lead to employee turnover. In addition to the demand for status, he underlined that the urge for promotion may be driven by the need for success or acknowledgment of one's ability. Employees would therefore put forth a lot of effort to perform their responsibilities well if they were advised that doing so would boost their chances of getting promoted. In other words, earning a desired promotion at the correct moment would undoubtedly improve an employee's motivation to execute their task efficiently.
Promotions are significant because they may stimulate workers, boost job satisfaction, and solidify business loyalty. Furthermore, promotion guarantees that competent personnel who understand the organization's culture, values, and objectives are assigned to top posts, which simplifies and justifies transfers. Job promotions come in a variety of forms, including vertical promotion (moving up to a higher position with more authority), horizontal promotion (a new position with the same responsibilities but better pay and benefits), dry promotion (a promotion where the employee has more responsibilities without a pay increase), open promotion (a promotion that is available to all eligible employees), and closed promotion (a promotion that is only available to a few employees).

According to Fryson (2024), job promotions are an important tool in staff management for rewarding success as well as enhancing morale and devotion to the firm. He proceeded by noting that subjectivity and inconsistency frequently pollute the promotion process, which may lead to employee unhappiness and reduced motivation. Pane, Yamali, and Akbar's (2025) research, "The influence of job promotion and work environment on employee performance," argues that employee performance and organizational commitment will grow in direct proportion to job promotion. In a similar spirit, Aloufi, Alabri, and Elshareef (2025) suggest that organizations must construct fair and transparent promotion systems based on merit and efficiency if they wish to maximize the influence of promotions on productivity. This would promote a happier environment and boost employee satisfaction.

According to Tessema and Soeters, promotion strategies have a strong association with employee performance (Adedapo, Adedapo, and Adedapo, 2024). In a similar vein, Choi, Cheung, and Pang's study in Adedapo, Abiri, and Adedapo (2024) revealed a significant correlation between job productivity and promotion,

which led them to reach the conclusion that a promotion has a large influence on an employee's career. However, Evangeline and Thavakumar (2015) found no indication of a relationship between worker productivity and promotion practices. Welfare is the pursuit of a person's physical, mental, moral, and emotional well-being. The Labour Welfare Committee defined the term as "such facilities and amenities as adequate rest and recreation facilities, salary and medical facilities, arrangements for travel to and from and for accommodation of workers employed at a distance from their homes, and such other services, amenities and facilities including social security measures." According to a study by Abu that was cited in Poi (2020), employee welfare can be defined as management's efforts to make an organization's employees' lives worthwhile. Employee welfare, according to research by Poi (2020), is the provision of numerous services, facilities, and amenities for the benefit of workers in order to increase their level of life.

Employees are obviously major stakeholders who have an influence on firm performance by decreasing the shaking generated by the business environment. Every firm has a key role to play in giving both monetary and non-monetary wellbeing benefits to its workers. Employees are the ones who earn from these bonuses if they are given priority. Every organization's success relies on having a pleased workforce, and the notion of employee welfare has always been and will always be an element of corporate performance. Progressive and enlightened corporations may elect to voluntarily give these pleasures as a social duty to their workers, or trade unions and the government may create legislation obliging them to do so. The study led to the conclusion that the purpose of stressing staff welfare programs as a motivational factor for work commitment is supported by the fact that a comprehensive staff welfare package would attract top-tier academic personnel, thereby enhancing their commitment.

It is commonly known that work devotion and motivated individuals are associated. Organizations must give a variety of perks to guarantee the well-being of their personnel. While an organization with a demotivated staff generally impacts workers' commitment, an organization with a highly motivated workforce may boost employee commitment. Accordingly, Ankita, quoted in Waititu, Kihara, and Senaji (2017), noted that businesses should give adequate staff welfare because a healthy, stress-free employee is a great asset to the firm.

As a consequence, programs given by employers, the government, trade unions, and other organizations to aid workers and their families in having satisfying careers are included in the wide category of staff welfare. Welfare programs should be supplied by companies in both the public and commercial sectors because they promote worker commitment and productivity, decrease risk and insecurity, minimize absenteeism and turnover, and boost employee morale. Therefore, offering staff wellness facilities will considerably assist to attaining the organization's objectives by boosting the quality of working life. Thus, a teacher benefit package enhances employment commitment, according to Igbogi (2018).

Low welfare decreases commitment, productivity, and retention; good welfare (healthcare, work-life balance, security) enhances job satisfaction, motivation, and loyalty. Poi's (2020) research reveals that adequate employee welfare packages may boost staff performance by encouraging productivity and resource efficiency in addition to work commitment and satisfaction. In a similar line, research performed in 2023 by Wokoma and Obasi revealed that organizations that make investments in well-thought-out welfare packages are likely to witness gains in employee engagement, retention, and overall organizational success. The outcomes of Prince-George's (2021) research indicated a considerable positive association between statutory and volunteer welfare and work devotion. According to a study by Muthoni, Nwaura, and Waweru (2020), an employee will be more pleased, joyful, and productive if they perceive that their welfare is valued. The researcher launched this study after witnessing a long-term reduction in academic staff members' devotion to their employment. Academic professionals' waning dedication has been perceived by the general public, education stakeholders, and society at large. Because of the public's knowledge of this and the accompanying debates, the commitment is still reducing even if there are trained professionals.

Some academic staff members don't seem to routinely attend courses, while others don't seem to be presenting lectures in an entertaining way anymore, based on observations. Some academic staff members don't seem to be interested in doing anything other than their allocated jobs; others don't seem to have cordial relationships with both students and colleagues; still others don't seem to aid students in addressing their personal and academic issues. Some persons tend to be more interested in writing papers in order to get promoted, which ultimately has a detrimental affect on their devotion to their profession.

It has been noticed that academic staff work devotion at Federal Universities in Southwest Nigeria is perceived as falling short of expectations owing to a lack of timely promotions and inadequate welfare packages. These could be explained by the fact that some academic staff members at universities appear to no longer take their job seriously. This has had a major detrimental influence on the quality of teaching, research, and community services—all of which academic workers are supposed to conduct as their principal jobs. Investigating the links between academic staff work commitment and service conditions (like promotion and staff welfare) at Federal Universities in Southwest Nigeria is hence the research's challenge.

Theory Structure Motivational Theory Durosaro (2002) describes motivation as the intrinsic urge that motivates a person to work. Humans are driven by a predictable five-step hierarchy of wants, according to Maslow (1943): (1) physiological requirements; (2) safety needs; (3) belongingness/social needs; (4) esteem needs; and (5) self-actualization needs. Abraham Maslow separated the five wants into larger and lesser levels. Safety and physiological demands are lower-order requirements, whereas self-actualization,

esteem, and social connectedness are higher-order aspirations. A diagrammatic study of this is presented below:



Figure 1: Abraham Maslow's Hierarchy of Needs (1943).

Source: Ekundayo (2025)

This principle is relevant to every human component within an organization. going steadily from the lowest to the highest level in the hierarchy of demands. Among them are:

1. Physiological requirements: These are the core human necessities. It has been emphasized that workers require food, clothes, housing, health care, exercise, and other essentials. Therefore, teachers should obtain their pay and allowances, as well as great benefit packages when due, in order to satisfy these obligations. The instructors' devotion to their job could be strengthened if these criteria are met.
2. Safety needs: Employees require long-term job sustenance, security, and protection from psychological and bodily injury. To encourage academic staff at universities to be obedient and strengthen their dedication to their employment, the government should offer a safe and suitable work environment.
3. Belongingness/social needs: These include the need for love, camaraderie, affiliation, affection, and interactions with other people. It is vital for an employee to feel appreciated when they are disciplined, accepted by directions, and involved in the firm when they obtain promotions when they are due. This will boost academic staff members' devotion to their employment.
4. Needs for self-esteem These are known as ego desires. Gaining the respect and admiration of their colleagues becomes increasingly vital for a profession. Employees must feel that their supervisor appreciates and respects them. This may have

an influence on their desire to boost lecturers' devotion to their work.

5. Self-Actualization needs: According to Maslow's hierarchy of needs, this is the highest level. An employee will be interested in personal growth and promotion at this level. Realizing the worker's full potential is the objective of this level of criteria.

Research Hypotheses

The following null hypotheses formulated to pilot the study:

1. There is no significant relationship between promotion and academic staff job commitment.
2. There is no significant relationship between staff welfare and academic staff job commitment

Methodology

The descriptive research design of the survey type was adopted for the study. The design was considered appropriate because it has a wide range of scope and coverage that make generalization possible. Survey research studies a small sample from a large population from where inference could be drawn about the characteristics of the defined population.

The population for the study consisted of all academic staff of Federal Universities in Southwest, Nigeria. The sample for the study consisted of 100 HODs and 1000 academic staff selected from 100 Departments in 10 Faculties of the sampled Federal Universities in Southwest, Nigeria, through multi stage sampling procedure.

The data for the study were collected using two sets of self - designed questionnaire. The first one tagged "Condition of Service Questionnaire" (CSQ), was administered on the academic staff. The second tagged 'Academic Staff Job Commitment Questionnaire" (ASJCQ) was administered on the Heads of Departments (HODs).

The data obtained for the study were analysed using both descriptive and inferential statistics. The hypotheses formulated were tested using Pearson Product Moment Correlation (PPMC). The hypotheses formulated were tested at 0.05 level of significance.

Testing of Hypotheses

Hypothesis 1: Promotion and academic staff work commitment are not significantly correlated.

The ASJCQ scores of the respondents were calculated, and statistical analysis using Pearson Product Moment Correlation (PPMC) at the 0.05 level of significance was used to assess this hypothesis. The correlational study's findings are shown in Table 5.

Hypothesis 1: Academic staff work dedication and promotion do not significantly correlate.

Table 1: Relationship between promotion and academic staff job commitment

Variables	*N*	*Mean*	*SD*	*r-cal*	*P-value*
Promotion	1000	12.72	3.16		
Job commitment	1000	59.62	10.54	0.174*	0.000

*P<0.05

Table 5 showed r-cal (0.174) is significant at 0.05 level of significance. The result is significant (p-value < 0.05) and the null hyp othesis was rejected. Thus, there was significant relationship between promotion and academic staff job commitment.

Hypothesis 2: There is no significant relationship between staff welfare and academic staff job commitment.

Table 2: Relationship between staff welfare and academic staff job commitment

Variables	*N*	*Mean*	*SD*	*r-cal*	*P-value*
Staff welfare	1000	13.25	2.81		
Job commitment	1000	59.62	10.54	0.526*	0.000

*P<0.05

Table 2 showed r-cal (0.526) is significant at 0.05 level of significance. The result is significant (p-value < 0.05) and the null hypothesis was rejected. Hence, there was significant relationship between staff welfare and academic staff job commitment in Federal University, Oye Ekiti, Nigeria.

Conclusion

The following was found by the study:

1. The study's results demonstrated a substantial positive association between academic staff productivity and promotions. The findings are comparable with those of Pane, Yamali, and Akbar (2025), who showed that employee performance and organizational commitment rose with job development. Similarly, the findings are congruent with those of Aloufi, Alabri, and Elshareef (2025), who discovered that if companies wish to optimize the influence of promotions on productivity, they must adopt transparent and equal processes based on merit and efficiency. This would boost employee happiness and encourage a good work atmosphere. Conversely, the findings contradict those of Evangeline and Thavakumar (2015), who found no significant association between employee work productivity and promotion strategies.

2. The study indicated a considerable favorable association between academic staff productivity and staff welfare. The results are consistent with Poi's (2020) conclusions that appropriate employee welfare benefits could boost staff performance by increasing job devotion and happiness as well as improving productivity and efficiency in the use of

resources. The results also confirmed the findings of Wokoma and Obasi (2023), who indicated that organizations that invest in well-crafted and personalized welfare packages are likely to witness gains in employee engagement, retention, and overall organizational performance. In conclusion the findings of this study lead to the conclusion that staff welfare and promotion are key determinants in academic staff productivity. Additionally, it was established that academic staff members' devotion to their employment may be substantially boosted if they are promoted in an adequate and authentic way when the time comes. It was finally decided that, if properly handled, staff welfare may boost academic staff dedication to their professions at universities.

Recommendations

The following recommendations were made in light of the study's findings.
1. The management of Federal Universities in Southwest Nigeria should make sure that faculty members who complete the prerequisites for advancement are awarded promotions when they are due.
2. The welfare of academic staff should continue to be a primary priority for the management of Federal Universities in Southwest, Nigeria.

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