

UNIVERSITY OF CAPE COAST



QUALITY OF WORK LIFE, JOB SATISFACTION AND EMPLOYEES'
PERFORMANCE: A CASE OF LOCAL GOVERNMENT SERVICE IN
KUMASI METROPOLITAN ASSEMBLY

ISAAC FORDJOUR

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PERFORMANCE: A CASE OF LOCAL GOVERNMENT SERVICE IN
KUMASI METROPOLITAN ASSEMBLY

BY

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Dissertation submitted to the Department of Human Resource Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast in partial fulfilment of the requirements for the award of Master of Business Administration degree in Human Resource Management

JULY 2023

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate' Signature..... Date.....

Name: Isaac Fordjour

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature..... Date.....

Name: Prof. (Mrs.) Elizabeth C. Annan-Prah

ABSTRACT

The main purpose of the study was to analyse the mediating effect of job satisfaction on the relationship between quality work life and employee performance among employees of Local Government Service in Kumasi Metropolitan Assembly. The study adopted the positivism philosophical paradigm in the analysing the objectives of the study. Since the research objectives of this study sought to test hypotheses, which are predictive-based, and the investigator seeking to collect large data that can be measured numerically, the quantitative research approach was adopted for this study. Also, given that the research objectives of this study sought to explain the causes and effect among the variables of interest, the explanatory research design was adopted. This study was conducted among staffs of the Local Government Service. A total sample size of 243 respondents were considered. The data collection instrument for the study was questionnaire. Due to the nature of the study's objectives, the structural equation model was employed in analysing the objectives of the study. The study found that there was a positive and significant effect of quality of work life on employee performance. The study also found that there was positive and significant relationship between job satisfaction and employees' performance. The study found that there was a positive and significant relationship between the variables. The study found that job satisfaction had a mediating effect on the relationship between quality of work life and employee performance. The study recommended that Local Government Service needs to continue improving the quality of work-life which needs extraordinary efforts to strengthen employee performance.

KEYWORDS

Quality of work life

Job satisfaction

Employee performance

Kumasi Metropolitan Assembly



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This work would not have been possible without the guidance and support from my supervisor Prof. (Mrs.) Elizabeth C. Annan-Prah. I say thank you, and God bless you.



DEDICATION

To my family



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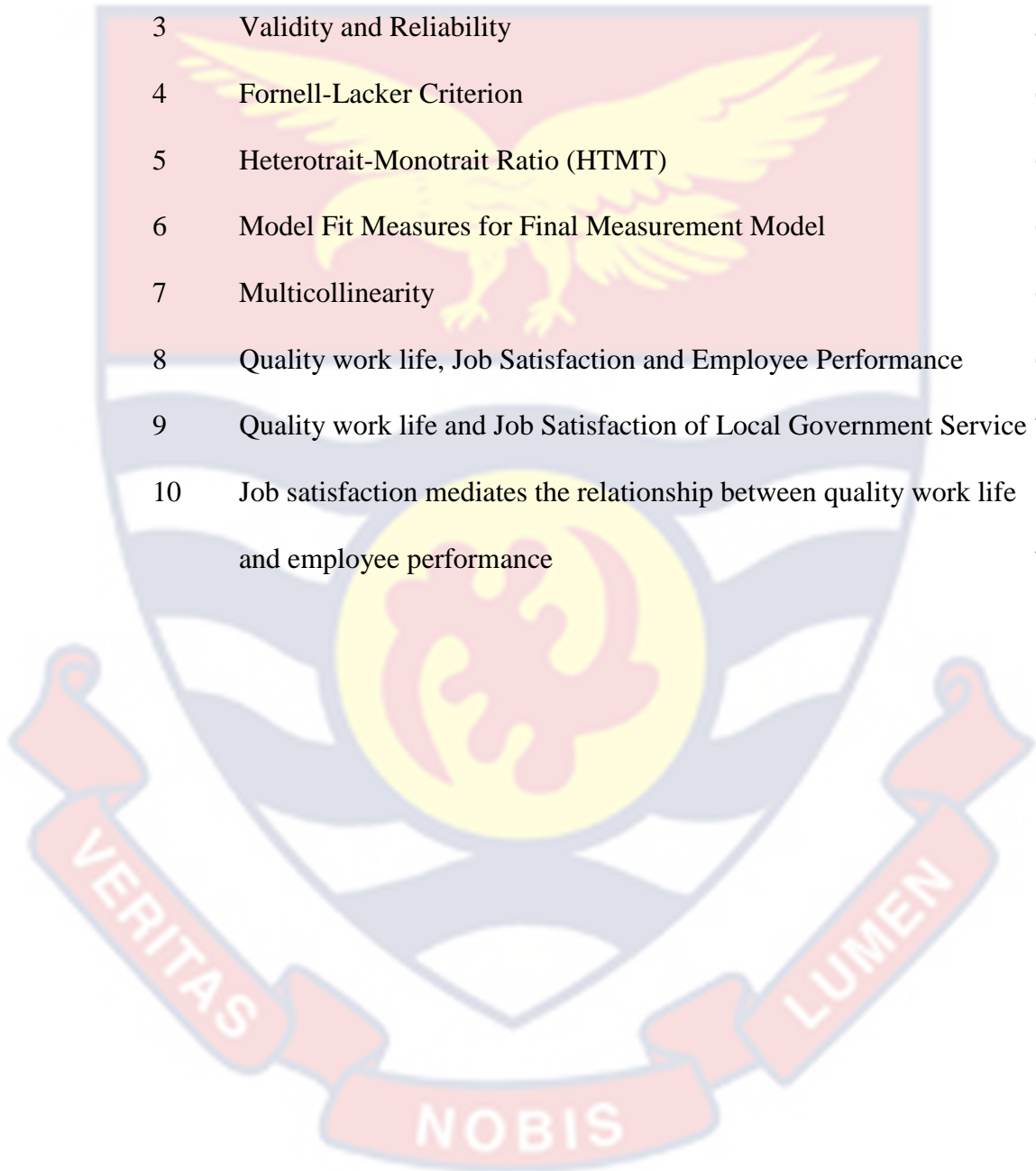
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LIST OF ACRONYMS

QWL	Quality of Work life
JS	Job Satisfaction
EP	Employee Performance



CHAPTER ONE

INTRODUCTION

The study on "Quality of Work Life, Job Satisfaction, and Employee's Performance: A Case of Local Government Service in Kumasi Metropolitan Assembly" delves into the intricate relationship between the work environment, job satisfaction, and the resultant impact on the performance of employees within the context of a local government setting. This research seeks to shed light on the factors influencing the quality of work life and job satisfaction of employees, and how these factors ultimately shape their overall performance in the Kumasi Metropolitan Assembly. The choice of studying the local government service in Kumasi Metropolitan Assembly is significant due to its unique dynamics. Local government entities play a crucial role in delivering public services and governance at the grassroots level. Understanding the quality of work life, job satisfaction, and performance within this specific context is vital for several reasons. Local government employees often deal with diverse and complex tasks ranging from community development, infrastructure management, to public service delivery. The nature of their work and the challenges they face can significantly impact their job satisfaction and overall quality of work life. The study is positioned within the broader framework of organisational psychology, human resource management, and public administration. It aims to contribute valuable insights to the existing body of knowledge on employee well-being and performance within local government settings. By exploring the interplay between quality of work life, job satisfaction, and performance, the research seeks to provide actionable recommendations for enhancing the working conditions and

productivity of employees in the Kumasi Metropolitan Assembly, which can have broader implications for local government services in similar contexts.

Background to the Study

One of the most important factors that determines whether or not a company is able to successfully carry out all of its obligations is the presence of reliable human resource management. It was demonstrated by Paramita and Sudartio (2022) that human resource management is a formal system design that is implemented within an organisation to guarantee the effective and efficient utilisation of talent in order to accomplish the objectives of the business. In today's world, businesses are becoming more and more conscious of the significance of retaining their personnel as a valuable resource for the growth of their organisation or company (Kumari et al., 2019). On the other hand, employees are also creatures who have specific thoughts, feelings, needs, and expectations. Furthermore, they have particular expectations. In order to get the best possible results for the accomplishment of company goals, it is vital to be a member of the organisation in order to create conditions that promote and allow people to develop and improve their abilities and skills to the greatest extent feasible (Lambert et al, 2020).

As stated by Mangkunegara (2016), performance is the consequence of the quality and amount of work that an employee performs by adhering to the tasks that have been assigned to him. At the same time, Armstrong (2009) noted that performance is the product of labor, and that work is intimately tied to the strategic objectives of a business, the happiness of customers, and the contribution to the economy. There are a number of elements that might influence employee performance, one of which is the quality of their work-life

balance. Obtaining good employee performance is not an easy task. According to Panigrahi and Al-Nashash (2019), the quality of work-life encompasses activities that are carried out within the organisation with the purpose of enhancing working and living conditions, boosting employee morale, and achieving the objectives of the company.

According to Omar, Rafie, and Selo (2019), in order for a firm to achieve success, employee engagement should not only be a methodical approach, but it should also become ingrained in the management culture and philosophy of the organisation. Regarding the connection between the quality of work and the performance of workers, it has been demonstrated that there is a positive association between the quality of life at work and performance at work. This was demonstrated by Rathamani (2013), Majumdar et al. (2012), and Shahbazi et al. (2011). When employees are provided with workers who produce high-quality work, they will feel more satisfied in their jobs. It has been demonstrated by Fatehi et al. (2015) that the quality of one's work-life balance has a favorable and significant impact on employment satisfaction. It's possible that a high quality of working life is another factor that motivates employees to stay and make it through the day. One further element that can have an effect on employee performance is how satisfied they are with their work.

The research conducted by Rajabi, Boles, Alejandro, and Sarin (2021) highlights the fact that employees who are fully satisfied with their jobs tend to have a good attitude toward their work, whereas employees who are not fully satisfied with their jobs tend to have negative attitudes about their work. The authors Omar, Rafie, and Selo (2020) state that there are

numerous reasons why firms place a significant amount of importance on job satisfaction. These reasons can be categorized according to the level of attention that is paid by either the individual or the company. First and foremost, every individual possesses the right to be treated with fairness and respect. This viewpoint is derived from the standpoint of a human being. Job happiness is a direct result of receiving favorable treatment. The second point to consider is that, with regard to interest, job satisfaction might result in a behavior that has an impact on the operation of the organisation. It is possible to diagnose potential issues by comparing the levels of job satisfaction experienced by different organisational units. The degree to which workers are content in their jobs will have an effect on the level of performance they exhibit.

According to Omar, Rafie, and Selo's research from 2020, human resource managers and professionals have consistently faced a significant obstacle in the form of difficulty with employee work performance. It welcomes persuasive methods that can be used to convince workers to achieve and give higher levels of performance on the job. Each and every organisation's employees are the primary source of benefits and the primary source of competitive advantage. In accordance with Ahmad and Raja (2021), the viability and efficiency of an organisation are directly proportional to the viability and productivity of the performance of its human resources. According to da Cruz Carvalho, Riana, and Soares's 2020 research, employee performance has a significant role in developing an organisation and increasing its overall productivity. The idea of employee performance is essential to having a complete comprehension of the organisation they work

for. The amount of effectiveness and efficiency in a specific organisation can be measured within that organisation through the performance of its employees, despite the fact that it can be determined by a variety of factors.

The operationalisation of performance as a single general component that is supposed to account for the complete variance in outcomes is a widespread practice among traditional performance measures. According to Inuwa (2016), a general factor does not provide an adequate conceptual explanation of performance. They outline eight factors that should account for all of the behaviors that are encompassed by job performance. These factors include job-specific task proficiency, non-job-specific task proficiency, written and oral communication task proficiency, demonstrating effort, maintaining personal discipline, facilitating peer and team performance, supervision/leadership, and management/administration. In addition, they state that a general factor does not provide an adequate explanation of performance. Therefore, they strongly recommend against the utilisation of overall performance ratings and propose that research should examine the eight dimensions of performance individually. This is due to the fact that the "general factor" cannot possibly reflect the greatest fit (Campbell, 1999, p. 38) when it comes to providing an accurate representation of performance.

According to the findings of other researchers, even while it is possible to conceptualize particular aspects of performance, it is still beneficial to use a single, generic component. The general factor is responsible for around sixty percent of the variance in performance assessments, according to the findings of Viswesvaran, Schmidt, and Ones (2005), who used meta-analytic approaches to investigate the links between overall performance and its

dimensions. Another point to consider is that this general element cannot be explained by rater mistake, sometimes known as a halo effect. Therefore, there is an abundance of empirical evidence that shows that academics should not disregard the concept of a general factor, and that un-dimensional measurements of overall performance can have a significant role to play in theories of work performance.

According to Katz and Kahn (1978), the performance literature makes a distinction between those who act in their roles and those who perform outside of their roles. Additionally, extra-role performance might be understood as activities that are associated with organisational citizenship. According to the findings of this study, Borman and Motowidlo (1993) proposed that performance can be broken down into two distinct categories: task performance and contextual performance. The term "task performance" refers to the efficiency with which employees carry out the activities that are formally a part of their job and contribute to the technical core of the organisation. According to Borman and Motowidlo (1993), contextual performance refers to the actions that are carried out by an organisation that are voluntary, not mandated by the job, and do not immediately contribute to the technical core. Helping others, working together with others, and volunteering are examples of activities that fall under the category of contextual performance. These activities are not formally part of the job description, but they can be significant for any employment. Despite the fact that this disparity does exist, the focus of the current study is on performance while performing tasks or in roles.

This study focuses on the level of job satisfaction experienced by employees working for the Ghana Electoral Commission in the Central Region as well as their overall performance in their jobs. The overarching purpose of the study is to investigate the impact that employees' levels of job satisfaction have on their overall performance on the job among those working for the Commission. According to Addae and Wang (2006), the Commission has witnessed a precipitous decline in the performance of its staff members.

Statement of the Problem

According to Okoye and Dike-Agyanya (2021), employers experience a significant deal of anxiety regarding the performance of their employees within a company because of the crucial role that employees play in the development and performance of the firm. According to Frimpong and Wilson (2013), personnel are the most valuable and distinctive resources that rivals are unable to replicate. There is no exception to this rule when it comes to employees working for the local government. Keeping this idea in the back of their minds, employers make it a point to ensure that their workers are content in order to boost the overall performance of their organisations or businesses. According to Kumari, Joshi, and Alam (2019), Malik and Yukun (2019), and Love, Bowler, and Bowler (2020), the ability of employees to successfully balance their personal and professional lives has a major impact on their overall performance. It is becoming increasingly common for employees to change their behaviors, and as a result, they are leaving positions that do not motivate or fulfill them. According to Ivanović-Đukić, Đorđević, and Lepojević (2018), the mere presence of fair compensation is no longer sufficient to motivate employees to remain loyal to their employers. This

highlights the fact that in today's modern times, organisations need to take additional measures to ensure that they are able to keep their talented employees.

At the present day, it is necessary for an organisation to fulfill the needs of its employees while they are working in order for the firm to achieve its goals and objectives. One reason for this is that people spend the majority of their time at their place of employment, which is why the workplace holds such a significant place in their lives. To put it another way, an employee who is experiencing a high level of spiritual well-being is more devoted to their work and more productive than an employee who is experiencing a low level of psychological well-being (Wright and Bonettm 2007, Wright and Cropanzano, 2004, as cited in Sinha, 2012). Today`s educated employees are expecting more than just a pay for their labor that is why the modern work place environment is paying attention to the importance of human needs and technology of work-place (Kang, L.S & Deepak, 2014). It is the responsibility of quality of work life to be able to improve both job satisfaction and performance on the job.

Kustiawan, Marpaung, Lestari, and Andiyana (2022) state that empirical research indicate that there is a connection between the level of satisfaction experienced by employees and their level of performance at work. There are a number of theories that point to the notion that job satisfaction has a substantial influence on employee satisfaction (Choi, 2019). several of these theories include the equity theory, the two-factor theory, the theory of reasoned action, and several attitudinal theories. It has been proposed by research that it is vital to understand job satisfaction as a management

philosophy in order to effectively manage an organisation and improve its overall performance (Putman, 2002; Zain, Ishak, & Ghani, 2009). Having a comprehensive understanding of the various components that contribute to job satisfaction, such as employees' ideas, feelings, interactions, and performance, is of tremendous assistance (Zain et al., 2009). By gaining an understanding of these components and their relevance to job performance, organisations can be better equipped to analyze the strategies they now apply with regard to their workforce (Buchanan, 2006).

Various studies have been carried out by researchers to study the relationship of quality of work life with different factors like employee commitment (Nayak, Sahoo, & Mohanty, 2018; Ojedokun, Idemudia, & Desouza, 2015), job satisfaction (Gayathiri & Ramakrishnan, 2013; Kasraie, Parsa, Hassani, & Ghasem-Zadeh, 2014; Rubel & Kee, 2014), job stress (Bolhari, Rezaeean, Bolhari, & Zare, 2012; Kasraie et al., 2014; Ramya & Poornachandran, 2017), etc. Different studies have also been carried out to study the relationship of employee or work performance with other factors like job satisfaction (Bakotic, 2016; Bowling, 2007; Inuwa, 2016; Rubel & Kee, 2014; Saranya, 2014), employee commitment (Bandula & Jayatilake, 2016; Becker, Billings, Eveleth, & Gilbert, 1996), employee engagement (Anitha, 2014; Sendawula, Kimuli, Bananuka, & Muganga, 2018), etc. On the other hand, it has been discovered that there is a dearth of research in the existing body of literature about the investigation of the role that job satisfaction plays as a mediator in the connection between excellent work life and employee performance.

The majority of the research that has been carried out in these areas is based on information that has been gathered in Western nations. It has been discovered that the majority of research on quality of life at work is conducted in healthcare organisations, namely among medical personnel. To this day, there has not been a single study that has been carried out to investigate the connection between the quality of work life and the work performance of people working in the public sector. For this reason, this research was carried out with the intention of bridging this gap by investigating the constructions in question among the staff members working for the Local Government Services department in the Kumasi Metropolitan Assembly government.

Purpose of the Study

The main objective of the study is to assess the mediating role of job satisfaction on the relationship between quality work life and performance of employees of Local Government Service in the Kumasi Metropolitan Assembly.

Research Objectives

Specifically, the study sought to:

1. examine the effect of quality work-life on performance of employees of Local Government Service, Kumasi Metropolitan Assembly.
2. analyse the effect of job satisfaction on performance of employees of Local Government Service, Kumasi Metropolitan Assembly.
3. analyse the effect of quality work life on employee job satisfaction of employees of Local Government Service, Kumasi Metropolitan Assembly.

4. examine the mediating role of job satisfaction on the relationship between quality work-life and performance of employees of Local Government Service, Kumasi Metropolitan Assembly.

Research Hypotheses

1. There is a significant relationship between quality work-life and performance of employees of Local Government Service, Kumasi Metropolitan Assembly.
2. There is a significant relationship between job satisfaction and performance of employees of Local Government Service, Kumasi Metropolitan Assembly.
3. There is a significant relationship between quality work life and employee job satisfaction of employees of Local Government Service, Kumasi Metropolitan Assembly.
4. There is a significant relationship mediating effect of job satisfaction on the relationship between quality work-life and performance of employees of Local Government Service, Kumasi Metropolitan Assembly.

Significance of the Study

The rationale of the research is to analyse the mediating role of job satisfaction on the relationship between quality of work life and employee performance. Firstly, the study's outcomes would give management and policy makers ways to improve the performance of employees. Also, ways to balance the relationship between work and life and its effect on employee performance would assist management in their policy designs.

Secondly, it is hoped that, the outcomes of the study will add to literature, and form basis for further research. The study may consequently guide various labour union executives with fair views of attitude of satisfied and dissatisfied workforce at the workplace and consequently, guide them in their negotiations for better condition of service.

Delimitation

The study is limited to employees of the Local Government Service in the Kumasi Metropolitan Assembly. Also, employees in the Human Resource Department would be considered. The study will also concentrate on three variables, quality of work life, job satisfaction and employee performance.

Limitations of the Study

While the study on "Quality of Work Life, Job Satisfaction, and Employee's Performance: A Case of Local Government Service in Kumasi Metropolitan Assembly" offers valuable insights into the dynamics of employee experiences within the context of the local government, it is essential to acknowledge and address certain limitations that may impact the generalizability and robustness of the findings. Some of the key limitations include:

The study focuses on the Kumasi Metropolitan Assembly, and as such, the findings may be context-specific. The unique socio-economic, cultural, and political characteristics of Kumasi may limit the generalizability of the results to other local government settings, both within and outside Ghana.

The research design, whether it be qualitative or quantitative, may be cross-sectional, capturing a snapshot of the variables at a particular point in time. This limitation makes it challenging to establish causality or track

changes in the quality of work life, job satisfaction, and employee performance over an extended period.

The study's findings are contingent on the representativeness of the sample chosen. If the sample does not adequately reflect the diversity and demographics of the entire workforce within the Kumasi Metropolitan Assembly, the results may not be fully representative.

The reliance on self-reported data, such as surveys or interviews, introduces the potential for response bias. Employees may provide socially desirable responses or may not accurately represent their true feelings about their work life, job satisfaction, or performance.

External factors beyond the scope of the study, such as changes in government policies, economic fluctuations, or unforeseen events, can impact the work environment and employee performance. These external factors are challenging to control for and may introduce confounding variables.

Definition of Terms

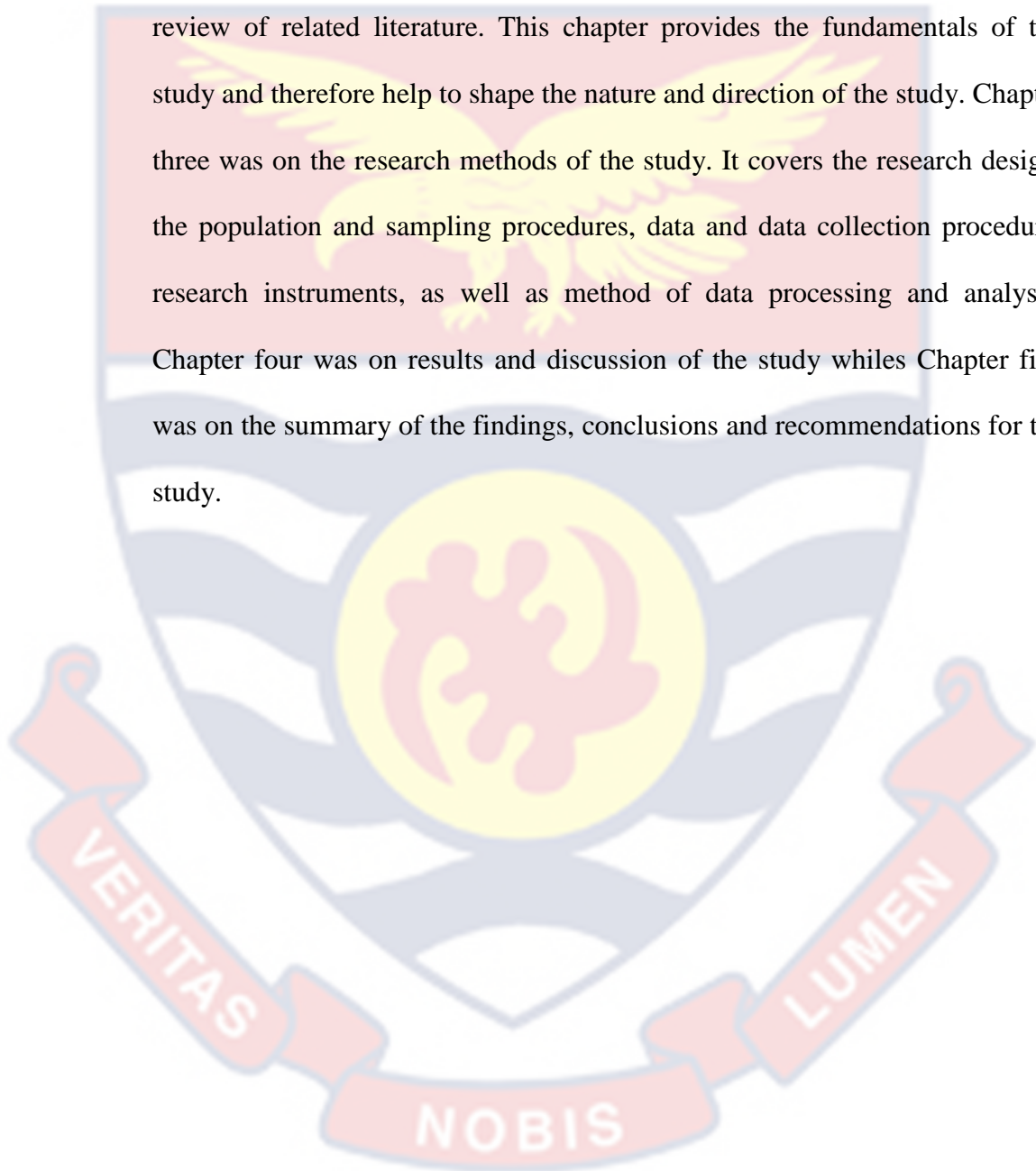
Quality of Work Life: Quality of Work Life refers to the overall well-being of employees in the workplace. It encompasses various factors that contribute to an employee's experience, satisfaction, and fulfillment at work.

Job Satisfaction: Job satisfaction is a subjective emotional response to one's job and work environment. It reflects an individual's overall feelings and attitudes toward their job and is influenced by various factors, including the nature of the work, relationships with colleagues and supervisors, compensation, opportunities for advancement, and the organisational culture.

Employee performance: Employee performance refers to the effectiveness and efficiency with which employees carry out their job responsibilities.

Organisation of the Study

The study was organized into five chapters. Chapter one consists of the background of the study, the statement of the problem, objectives of the study, significance of the study and limitation of the study. Chapter two was on a review of related literature. This chapter provides the fundamentals of the study and therefore help to shape the nature and direction of the study. Chapter three was on the research methods of the study. It covers the research design, the population and sampling procedures, data and data collection procedure, research instruments, as well as method of data processing and analysis. Chapter four was on results and discussion of the study whiles Chapter five was on the summary of the findings, conclusions and recommendations for the study.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter presents a review of related studies on the topic “Quality of work life and employee performance; the role of job satisfaction in Local Government Agency”. The chapter is organized in various sections. First section presents a review of the theories. The second section examines of conceptual literature, and covers concepts including job satisfaction and employee performance. The final sections examine the empirical studies and the conceptual framework as well.

Theoretical Review

The study is centered on three basic theories. These includes the Social Exchange theory, Maslow’s theory of motivation, and two factor theory.

Social Exchange Theory

The Social Exchange Theory postulates that social behavior is the consequence of a process of exchange with other people. Blau (1964) first proposed this theory in order to provide an explanation for why the psychological contract that exists between an employee and their company is so important in determining how employees behave while working for the organisation. Exhibiti (2019) and Meirun, SooHooiSin, and Wei (2018) are only two examples of the many research that have steadily used the social exchange theory as the theoretical framework for employee-employer interaction over the course of the years. La Barbera and Ajzen (2021) have provided a definition of social exchange theory, which describes it as an undefined cooperative endeavor between two or more partners that is

beneficial to all parties involved. A social exchange is a relationship between two parties in which one party does a favor for the other party in exchange for an unknown future return. This connection implies unspecified responsibilities between the two parties participating in the exchange. The employer and the employee are the parties that are being considered for the purposes of this study.

Two important characteristics are what distinguish the social exchange theory from other theories. Both self-interest and interdependence are included in this category. Each party is looking out for their own economic and psychological requirements or benefits whenever there is a transaction between the employer and the employee. This is the case whenever there is a workplace interaction. The individual will, in accordance with the idea, assess the expenses associated with a social engagement (a bad outcome) against the benefits that can be gained from that social connection (a positive outcome). Material things, such as money, time, or service, might be considered to be these costs and rewards.

As a result of the theory in relation to the study, it is possible to draw the conclusion that when employers implement policies and programs that allow employees to take leave for family-related matters, encourage working from home, take part-time jobs, involve family members in organisational celebrations, provide leave entitlement, family and welfare policies, flexible work hours, and demonstrate empathy to family issues of employees, employees will be able to strike a balance between their work life and their personal lives, which will result in improved job performance (Haryono, Ambarwati, & Saad, 2019). As a consequence of this, it is self-evident that as

a result of an organisation's provision of adequate options for the management of work and family duties, the organisation is rewarded with the possibility of seeing higher levels of performance from its employees.

Maslow's theory of motivation/satisfaction

According to Wehrich and Koontz (1999), Maslow's Hierarchy of Needs, which was published in 1943, is considered to be the theory of motivation and satisfaction that has received the most citations. Maslow's (1943) argument, which was founded on humanistic psychology and clinical practices, demonstrated that an individual's requirements for motivation and satisfaction could be arranged in a pecking order or hierarchical order. These requirements include physical needs, safety needs, social needs, esteem/achievement needs, and self-actualisation needs (Maslow, 1943). The hypothesis says that once one level of these requirements is achieved or satisfied, it no longer motivates the individual to continue functioning. Therefore, the next higher degree of need must be established in order to motivate the individual in order for them to feel pleased (Luthans, 2005). However, the weight that is assigned to a need and the degree to which an individual wants to fulfill that need are both factors that influence the needs that an individual has (Karimi, 2007).

Within the hierarchy of needs, Maslow argued that the most fundamental and instinctual wants are those that pertain to the body, such as the need for food, drink, and sleep. They are the prerequisites that must be met in order for humans to survive. The second category of needs is safety needs, which refer to the requirements that an individual must fulfill in order to create a safe environment. Safety demands include a wide range of requirements,

including but not limited to the following: job security, personal security, financial security, health and well-being, and so on. There is information regarding the requirements for safety that is stated in the collective agreements or employee handbooks of the banks. Individuals have a need for social connection, known as the social need, which includes the need for love, companionship, and a sense of belonging. They are a reference to the desire that an individual has to be accepted by other people. As soon as individuals have a sense of safety, security, and physiological fulfillment, they will start to place a higher priority on their social needs (Maslow, 1943).

The needs that are associated with an individual's psychological picture of themselves are referred to as esteem needs. Therefore, they might be external, such as earning praise, acknowledgment, and promotion; or they can be internal, such as knowing that a work has been done properly and having a high degree of self-respect. It is important to note that both types of rewards are important. The highest level in Maslow's hierarchy of needs is the need for self-actualisation, which symbolizes the need for actualisation. He maintained that it should be considered the highest point of the human situation, and that only the most excellent individuals should be able to achieve it. This need is often referred to as the need to complete one's potential accomplishments. Few individuals will ever be able to entirely satisfy this need, according to Maslow's theory.

In addition, Maslow argued that the nature of this need is such that it can never be fully satisfied, as people can always strive to better themselves and reach a higher level of achievement. To ensure that employees are

adequately motivated in the workplace, it is essential for leadership to have a solid understanding of the energetic requirements of individual workers.

In spite of the fact that not every need is of similar significance to individuals, its fulfillment serves a variety of objectives. Some needs may constitute a more powerful drive towards a goal than others, and the same need could be satisfied by a number of different goals at the same time as one goal may satisfy a number of needs. Taking into consideration possible rewards, for instance, a brand-new automobile might not only serve as a means of transportation for you, but it might also serve as a status symbol that impresses your coworkers (Armstrong, 1996).

According to Goff (2003), in order to fulfill the physiological requirements of workers, managers or employers are required to offer workers with salaries that can be used to purchase food and drink, as well as health benefits and favorable working circumstances. It is necessary for workers to have a safe working environment and job security in order to fulfill their security demands. Additionally, they should be paid a wage that is sufficient to support their desired lifestyle, house, fair leadership, and quality of life. Managers are required to place an emphasis on teamwork and social events like as parties, picnics, and other such gatherings in order to meet social demands. A greater emphasis should be placed on esteem needs, which include acknowledgment and appreciation, advancements, and managers who are competent.

In conclusion, the only way to attain self-actualisation is to provide employees with the opportunity to realize what they consider to be their maximum career potential and to continue to improve as they progress in their

careers. Therefore, it must to demonstrate personal development and advancement, as well as creativeness. In order for employers to be able to satisfy their employees, they need to be aware of what needs to be met. For example, in order to influence motivation, the employer should provide possibilities for respect as an incentive for hard effort. This will help to influence motivation. In situations where the employee is anxious about earning enough money to provide for their family, the incentive offered by the company will not have much of an impact.

In a study by Lindner (1998), respondents who were asked to rank factors that motivate them in order of importance or satisfaction did so by putting interesting work first, followed by good wages, full appreciation or recognition of work done, job security, good working conditions, promotion and growth, feeling of being on top of work, personal loyalty to employees, tactful discipline and sympathetic help with personal problems. From the ranking good wages and interesting work were physiological and self-actualisation factors respectively. Contrast this with Maslow's hierarchy of needs. It is worth noting that people differ in what they need to satisfy at work because there are also other factors like socio-economic condition, cultural difference, rank or position within an organisation that can influence the motivation of an employee (Mullins, 2007).

Cole (1996) sees human nature as complex, with human needs and motivations varying according to the different circumstances people face, their life experience, expectations and age. People are motivated to work when they believe that they can get what they want from their jobs. This might include the satisfaction of safety needs, the excitement of doing challenging work or

the ability to set and achieve goals. He emphasised that those with the responsibility for managing people need to be sensitive to people's differing circumstances and different cultural backgrounds and that strategies for motivating staff need to accommodate this diversity.

The main limitation of Maslow's theory is that different people will place different weightings on their needs and will have different relationships between motivating factors and their needs. For example, some people may see money as merely fulfilling a security need and will be happy to work to a certain level of wages and achievement. In contrast, some others may see their earning power as a key part of their self-esteem and will work harder and harder if they are given the opportunity for increasing financial rewards. Some individuals might not see security as lower than esteem need. Maslow's critics were also quick to point out that his theory also fails because people are frequently motivated by needs from several levels simultaneously.

Maslow saw human needs in the form of a hierarchy of five levels, ascending from the lowest to the highest. He concluded that when one set of needs is satisfied, this kind of need ceases to be a motivator. Also, individuals progress up the triangle systematically, meeting needs of each category without any jumps.

The two-factor theory

In 1959, Frederick Herzberg, a behavioural scientist proposed a Two-factor theory that addresses the issue of work place motivation and documented that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. The Two-

Factor also often referred to as the Motivation-Hygiene Theory (Davies, 2008).

According to Herzberg (1959), individuals are not content with the satisfaction of lower-order needs at work; rather, individuals look for gratification of high-level psychological needs having to do with achievement, recognition, responsibility, advancement, and the nature of the work itself. The two-factor model of motivation was based on the presence of one set job characteristics or incentives leads to worker satisfaction at work, while another and separate set of job characteristics leads to dissatisfaction at work.

Davies (2008) noted that while the presence of motivators in a job can contribute to the increase in the level of satisfaction, the absence of hygiene factors in the workplace can be the cause of dissatisfaction. Hygiene factors allude to the environment and the context of the work. This can include salary; safe working conditions and motivators are related to the characteristics of the job itself. According to the theory motivators and hygiene factors are non-exclusive. Satisfaction and dissatisfaction cannot be considered as the opposite ends of one continuum. Therefore, an increase in the level of job satisfaction does not necessarily imply a decrease in job dissatisfaction, since the elements affecting satisfaction and dissatisfaction are different. Thus, satisfaction and dissatisfaction are not on a continuum with one increasing as the other diminishes, but are independent phenomena (Herzberg, 1959).

Herzberg's theory offers an explanation to why employees still lack motivation when confronted with high salaries and great working conditions. According to Herzberg, motivation comes from the job itself. Therefore, it is important for managers to look into the nature of the jobs they ask their

employees to do. Herzberg's idea is that if you want an employee to perform well and do a good job, he should have a good job to begin with. So, in order to improve job attitudes and productivity, employers must attend to both factors and not assume that an increase in satisfaction leads to a consequential decrease in dissatisfaction.

In consequence, Herzberg's work implies that almost anyone will respond positively to a job with highly motivating factors. This implies that the managers must stress upon guaranteeing the adequacy of the hygiene factors to avoid employee dissatisfaction. Also, the managers must make sure that the work is stimulating and rewarding so that the employees are motivated to work and perform harder and better. This theory emphasis upon job-enrichment so as to motivate the employees. The job must utilize the employee's skills and competencies to the maximum. Focusing on the motivational factors can improve work-quality (Hackman, Oldham & Greg, 1976).

Conceptual Review

This section explains the underlying constructs and terms of the study. Concept of quality of work life, job satisfaction, and employee performance were explained.

Quality of Work Life

Several ways to define and operationalize the concept are to be found in literature. They reflect various attempts to find how the quality of working life can be measured, evaluated and then improved. The attempts of clarification and measurement have divided the indicators of the quality of working life into intrinsic and extrinsic, or objective and subjective, without

agreeing, however, on a single definition. Among the items accepted today the study finds the working conditions, the professional relations, the opportunity of professional development, the protection from social risks and accidents, and other aspects that contribute to the employee's professional satisfaction and wellbeing (Marginean, 2015).

Walton's model (1975) has remained a reference point in terms of measuring the quality of working life, even if organisational realities have changed since it was built. The author believes that, by meeting the employees' most important needs, the quality of working life can be highly improved. In his view, the concept has to be interpreted through eight dimensions, namely: adequate and fair compensation; safe and healthy working environment; opportunities for career development and safety; development of human capabilities; full living space (a balance between time spent to work and time devoted to family); social integration in the organisation; constitutionalism in the work organisation, and, last but not least, social relevance of working life (Walton, 2017).

On the other side, Lewis et al (2001) identify other dimensions that can influence the quality of working life: fairness (perceived organisational justice), supervision, organisational decisions, professionalism, education, professional feed-back, promotion opportunities, correct wages, positive relationships, autonomy and professional recognition (Lewis, Brazil, Kruehar, Lohfeld, & Tjam, 2001).

Hereafter, the study briefly explains the most important indicators used in the operationalisation of the 'quality of work life' concept.

Working conditions refer to the physical environment supposed to facilitate the professional activity and not affect the employee's health. The health status has a significant influence on the work performance and motivation, and can lead to job loss, decreased productivity and increased staff turnover. Therefore, the employer and the social policies provide some protective measures: free health monitoring services, reduction of the working time duration, alternating with mandatory rest periods, etc. (Wyatt & Wah, 2019)

Professional relations concern both vertical and horizontal work relationships. The latter refers to peer-collaboration relationships that help building a positive organisational climate. The quality of the manager's leadership style has a major impact on professional relationships - aspects related to subordinates' discriminatory treatment, equal access to vocational training and promotion, etc. Professional relations also refer to the employees' possibility to express their views and participate in decision making. The latter aspect particularly leads to greater organisational commitment and job satisfaction, because it is only this way that employees understand the importance and responsibility of their work, and their creativity and motivation for professional development are stimulated (Walton, 2013).

Professional development means to keep employees informed on the changes in their professional field, and adapt their professional competencies to them. It is about having the opportunity to participate in courses and trainings designed to develop employees' interest and job satisfaction through diversification of work, promotion prospects, access to new perspectives, work utility awareness (Sayyadi, 2019). They can have the role to reward and also

to protect the employees against the risk of unemployment due to professional obsolescence.

Other aspects that contribute to defining the quality of working life are the rates of pay, the working time, the protection against social risks (accidents, illness, incapacity to exercise the profession due to age, to temporary suspension or permanent termination of employment), provision of leisure and nursery services. These are factors that boost working life mentioned above. In order to build social policies, appropriate to each country, and, generally, to improve the quality of life of individuals, in Europe there is the European Working Condition Surveys. Since its launch in 1990, it has carried out a survey every five years. The European Working Condition Surveys comprises a section that measures the quality of working life in the European countries, including Romania. The dimensions taken into consideration are: cognitive factors, health and well-being, job context, job fulfilment, physical factors, psychosocial factors, skills, training and career prospects, social relationships, violence, harassment and discrimination, work intensity organisation, work-life balance, financial security and working time duration. Quality of work life would be measured using these bases.

Job Satisfaction

Job satisfaction is an affective or emotional response towards various facets of ones' job. Locke (1976) defines the concept (job satisfaction) as a 'pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. A person with high job satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitude or behaviour about the job. Job satisfaction has

two major managerial implications. If it is high, the employee will perform better. On the other hand, if job satisfaction is low, there will be performance problems.

Halin and Judge (2003), on the other hand defines job satisfaction as multidimensional psychological responses to an individual's job and that these personal responses have cognitive (evaluative), affective (emotional) and behavioural components. Job satisfaction scales vary in the extent to which they assess the affective feelings about the job or the cognitive assessment of the job.

Affective job satisfaction is a subjective construct representing an emotional feeling individuals have about their jobs (Thompson and Phua, 2012). Hence affective job satisfaction for individuals reflects the degree of pleasure or happiness their jobs in general induces. Cognitive job satisfaction is a more objective and logical evaluation of various facets of a job. They can be unidimensional if it comprises evaluation of just one facet of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated.

Cognitive job satisfaction does not assess the degree of pleasure or happiness that arise from specific job facet, but rather gauges the extent to which those job facets are judged by the job holder to be satisfactorily in comparison with objectives they themselves set or with other jobs. While cognitive job satisfaction might help to bring about affective satisfaction, the two constructs are distinct, not necessarily directly related, and have antecedents and consequences (Moorman, 1993). It (job satisfaction) can be understood in terms of its relationship with other key factors such as general

well-being, stress at work, control at work, home-work interface and working conditions (Tomazric, Seljak, Aristounic, 2014).

Herzberg (1966) in Sapru (2011) opines that today's motivators are tomorrow's hygiene because they stop influencing the behaviour of persons when they get them. When a person gets one thing, then something else will motivate him and the need which has been fulfilled will have only negative significance in defining his behaviour. He also noted that one's hygiene may be the motivator of another. He cited example in developing countries where workers consider maintenance factors as motivators because they have not been able to attain these primary needs, and as such continues to be motivated by them (factors).

The consolidated view of job satisfaction, for purposes of this study is that the concept represents employee's general attitude and feelings about their job, and that these attitudes and feelings are determined by a wide variety of factors relating to the person, the job, the organisation and most significantly the compensation associated with the job (Ostroff, 1992). More recent research has, however, indicated that among all the major job satisfaction areas, satisfaction with the nature of the work itself, which includes job challenge, autonomy, variety, and scope, best predicts job satisfaction among employees at the worksite (Saari & Judge, 2004).

The most used research definition of Job satisfaction is the one given by Locke (1976). Locke defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Implicit in this definition is the fact that job satisfaction reflects the general attitude of employees toward the job, and this is directly tied to individual

needs including challenging work, equitable rewards and a supportive work environment and colleagues (Ostroff, 1992).

Job satisfaction consists of both affect or feelings, and cognition or thinking. As Saari & Judge (2004) noted, when we think, we have feelings of what we think. Conversely, when we have feelings, we think about what we feel. By implication, job satisfaction results from the perception that one's job fulfils, or allows the fulfillment of one's important job values. Phrased differently, work is gratifying if it complements one's personal desires and needs. Job satisfaction can be studied from two slightly different perspectives (Wanda, 2005). First, the concept is treated as a single, overall feeling towards a person's job. In this way, job satisfaction can be measured according to the extent to which one feels positively or negatively about the intrinsic and or extrinsic aspect of one's job (Bhuiyan, Menguc & Borsboom, 2005). Consequently, when evaluating our jobs, just as we assess anything so important to us, both thinking and feelings are involved (Saari & Judge, 2004).

Alternatively, researchers may focus on the different aspects that impact on a job, (e.g. its rewards and social environment), as well as the characteristics of the job itself. This latter view permits a more comprehensive picture of job satisfaction as the individual typically tends to experience different levels of satisfaction across different job aspects (Spector, 2003). It is the summed total of these satisfactions with different aspects of the job that many authors collectively refer to as job satisfaction.

Job satisfaction is derived from and caused by many interrelated components. Examples of these include job characteristics, personality variables, environmental aspects, and a combination of these variables

(Spector, 2003). These components contribute toward one single dimension from which one can obtain an indication of the general level of job satisfaction at the worksite. Job characteristic has been defined to include the content and nature of the job task itself. According to Fried and Ferris (1987), alongside task identity, task significance, and job scope, autonomy, skill variety and job feedback are factors exerting the most powerful impact on job satisfaction.

Personal characteristics of employees have also been found to have considerable impact on job satisfaction. Among the lot are age, gender, cognitive ability, job experience, skills and abilities, level of motivation, health and social relationships (Wanda, 2005). In general, age appears to be the single most important personal factor influencing job satisfaction. According to Schultz and Schultz (1998), the following are the possible reasons underlying this conclusion:

- dissatisfied younger people drop out of their jobs or move around too frequently to be counted in surveys;
- a sense of resignation develops as one gets older, which often results in either given up or pursuing fulfillment on the job, or finding it elsewhere;
- many older people have greater opportunities for fulfillments on the job, i.e. have better jobs as their age and experience often bring increased confidence, competence, esteem and responsibility, as these characteristics bring about a greater sense of accomplishment;
- older people tend to value different things at work, e.g. may be less interested in task variety than younger people.

Research evidence regarding environmentally influenced job satisfaction has shown that work environment is made up of a range of factors, including company culture, management styles, hierarchies, human resource policies, as well as the physical factors surrounding the work, namely temperature, humidity, noise and light (Zawiah & Zahari, 2006). The nature of the work environment directly influences a person's feelings and behavior on the job.

Several key theoretical models of job satisfaction, from the need-satisfaction model to the stress-strain-outcome model may be helpful in understanding the link between environmental factors and job satisfaction. Zawiah and Zahari (2006) produced the Person-Environment Fit Model on the premises that it may be possible to match individuals to environments in such a way as to reduce overall levels of stress and hence increase job satisfaction.

One of the most comprehensive and widely used measures for job satisfaction is presented by Wood, Chonko and Hunt (1986) and Purani and Sahadev (2007). In each of these studies, job satisfaction has been labeled as a multidimensional concept which is based on six major facets, namely; i) satisfaction with supervisor, ii) satisfaction with variety, iii) satisfaction with closure, iv) satisfaction with compensation, v) satisfaction with co-workers, and vi) satisfaction with management and HR policies. These characteristics or facets may not be of equal importance to every individual. For instance, a lecturer in Ghana may indicate that he/she is very satisfied with the Dean or Head of department and company policies, but may be dissatisfied with other aspect of work, such as the actual work itself.

In summary, job satisfaction is an elusive concept, which is defined within its intrinsic and extrinsic values (Cowin, 2002). Extrinsic values encompass the tangible aspects of the job, including wages, benefits and bonuses, whereas intrinsic values include status, recognition, personal and professional development opportunities, and other similar factors.

Determinants of Job Satisfaction

Several factors may influence employee's satisfaction with their jobs. In this study, four of these are considered: (a) the work environment, (b) employee-management relationship, (c) Financial rewards.

Promotion on Job Satisfaction and Employee Performance

Over the years, many studies have attempted to categorize and find out the factors that affect job satisfaction and found wages as the main factor for job satisfaction, but other factors such as promotion, recognition of work, and employees' loyalty are also considered (Calisir, Gumussoy & Iskin, 2010).

A study by Nguyen et al., (2003), found that job satisfaction is the result of promotion opportunities in the organisation. Teseema and Soeters (2006), concluded that there is positive relationship between promotion practices and perceived performance of employee. If organisations want to accelerate performance of employees in the organisation, fair promotional opportunities should be given to employees (Park et al., 2003).

In addition, salaries and incentives are the most important determinant of job satisfaction (Calisir, Gumussoy & Iskin, 2010). Calisir, Gumussoy and Iskin (2010) concludes that due to the changes in reward or recognition programs, there will be a corresponding change in work motivation and satisfaction, this means that if there is a greater focus on remuneration and

recognition, it can have a positive impact as a result of motivation and thus lead to higher levels of job performance.

Rewards/pay on Job Satisfaction and Performance

Job satisfaction is an outcome of different factors like pay, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions (Opkara, 2002). Out of these factors, pay is a very important factor. Frye (2004) found that there is positive relationship between equity-based compensation and performance. It was further concluded that compensation plays vital role in human capital-intensive firms to attract and retain expert workforce. Furthermore, the compensation has significant impact on the level of job satisfaction of employees. It was also found that flexible compensation has no effect on the level of job satisfaction (Igalens & Roussel, 1999).

The study regarding the job satisfaction level of public sector managers was conducted and it was concluded that the income is the major determinants of job satisfaction (Sokoya, 2000). The investigation about relationship among job satisfaction and pay was conducted and it was also found that job satisfaction is affected by the pay (Nguyen et al., 2003). Brudney and Coundry (1993) have explained different variables that influence performance of the employees in the organisation. They included such as pay, organisation commitment, relationship between pay and performance, etc. There are some empirical evidences that there is positive correlation between compensation and performance (Gneezy and Rustichini, 2000; Gardner et al., 2004; Tessema & Soeters, 2006).

Similarly, a study by Şirin (2009), found that factors affecting job satisfaction were; feeling of success, relations with the management and employees, job safety, responsibility, recognition, high salary, promotion opportunity, clarity of roles, participation in decisions, freedom, good coordinated work, lack of continuity, relocation, performance, life satisfaction, and perceived work stress (Çınar & Karcıoğlu, 2012). All these kinds of studies support the idea that employee satisfaction has many aspects and is influenced by various factors (Zaim, Karaman, Cetin & Isik, 2012).

According to some other studies in the literature, factors that affect job satisfaction can be sorted as follows: salary, benefits, the nature of work, pressure, career development, education and training, job nature, management style, safety, job security, appreciation, training, workload, pay, promotional opportunities, organisational support of career, rewards, meeting, the overall working environment, department environment, physical conditions, equity, task variety, intergroup conflict, perceived organisational support, organisational commitment, delegation of power, communication, organisational integration, role ambiguity, communication with management, style of management, communication between colleagues and other groups, teamwork and cooperation, personal development, content of work, variety of task, responsibility, working hours, timings, recognition of superiors, job characteristics, job clarity, role conflict, advancement opportunities, company culture, safety at work, work content, good relationships with coworkers, technology, atmosphere at work, workload, feelings of accomplishment, performance, advancement opportunities, work exhaustion, turnover,

absenteeism, performance evaluation systems, compensation, company's image and corporate culture (Mihajlovic & Lazaridis, 2008)

In a related study, Yu (2009), found that factors that prompted academic job satisfaction related to social work groups and the work itself; and to intrinsic factors such as self-esteem, while dissatisfaction factors were extrinsic, remuneration and prospects of pay and promotion. Employees in the public hospital in Iran were satisfied with their jobs and their social environment, however, Rad and De Moraes (2009) found that they were critical of pay and conditions. Khan, Nawaz, Aleem and Hamed (2011), in their study found extrinsic factors such as pay and working conditions affected job satisfaction. Kaya, Koc and Topcu's (2010), revealed similar findings when studying conditions in Turkish banks.

However, Kaya, Koc and Topcu (2010), found that the organisational climate as well as employment policies impacted job satisfaction. Širca, Babnik and Breznik (2012), also found a strong relationship between job satisfaction and employment policies, especially employer support for training and further education. Lambrou, Kontodimopoulos and Niakas (2010), found that an achievement, remuneration, co-workers and job attributes had a strong relationship with job satisfaction among nursing staff of the Nicosia General Hospital in a Cyprus.

Working Environment and Employee Performance

In terms of working conditions, the worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being (Baron &

Greenberg, 2003). Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction. Arnold and Feldman (1996) show that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding (Calisir, Gumussoy & Iskin, 2010).

The researcher found that work environment is an important determinant of job satisfaction of employees (Herzberg, 1968; Spector, 2008). The work environment, in the new research, was found to be better determinant of job satisfactions by the scholars (Reiner & Zhao, 1999; Carlan, 2007; Ellickson & Logsdon, 2001). Moreover, variation exists in terms of pay packages, working conditions, incentives, recognition and fringe benefits for the employees (Lavy, 2007). It was found that job satisfaction is adversely affected by the factors such as lack of promotion, working conditions, low job security and low level of autonomy. Guest (2004), concluded that the working conditions have effect on the satisfaction of employees. These include comfortable proper work and office spaces, temperature, lighting, ventilation.

The location of the work, where the employee performs his duties and daily activities, such as office or site of construction, is included in workplace environment. Generally other factors like, noise level, fresh air, refreshment and the incentives e.g. child care, also become a part of workplace environment. Workplace environment may have either positive or negative impact on the satisfaction level of employees depending upon the nature of

working environment. The employees can perform better if they are provided good environment. The working outcomes are directly interlinked with working environment; the more it (environment) is conducive the better the outcome will be. Employee satisfaction plays an important part in the success of organisation. The employees will perform better if they are provided good environment (Calisir, Gumussoy & Iskin, 2010).

There are various aspects of the physical environment satisfaction that contribute in employee's satisfaction. Researchers asked the question from the employees that may include that how much you are satisfied with your working environment. When an employee is given higher level of satisfaction then it reduces turnover and in turn enhances the morale of an employee. It is also found that satisfaction with workplace is optimistically associated with job accomplishment and it is indirectly connected with turnovers for better future. The current workplace environment of various organisations has positive association with satisfaction of employees (Calisir, Gumussoy & Iskin, 2010).

Employee job satisfaction have positively affected by supervisors' support and recognition of employees (Calisir, Gumussoy & Iskin, 2010). Since the supervisors are representative for the institution, if they are supportive and helpful, employees perceive the organisation as the same. Communication between supervisors and subordinates determine employees' attitudes towards their jobs. In addition, management style of supervision is important and it can be different. For example, in one type, supervisors implement such things like checking to see employees' performance and communicating with subordinates. In another type, they allow their subordinates to participate in

decisions related with their jobs (Calisir, Gumussoy & Iskin, 2010). Moreover, lack of communication between employees and supervisors negatively affects employees' job satisfaction.

Demographic characteristics include factors that define individuals even before their entry into the work situation, such as sex, age and education level as well as other factors related to their work experience, such as job level, shift work, and years of experience. The core assumption here is that given that the workforce of any organisation is not demographically homogeneous, one expects employee satisfaction to differ across sub-groups (Wanda, 2005). The small body of research on job satisfaction in Middle Eastern countries suggests a strong association between demographic factors and job satisfaction (Armstrong, 2009). In particular, Wanda (2005) reported that female Lebanese employees have higher job satisfaction from fair pay than do male employees. Male employees, on the other hand, obtain more satisfaction from quality of supervision than do female employees.

Relationship with co-workers on Job Satisfaction and Performance

The scholars previous found that environmental factors are important determinant of job satisfaction. The level of salary, promotion, appraisal system, climate management, and relation with co-workers are the vital factors (Lambert et al., 2001). James (1996), concluded that the working as a team has significant impact on the satisfaction level of employees as it affects their performance. It is essential to recognize to the significance of these factors to boost the satisfaction level in the workforce. The researchers found the factors like pay, promotion and satisfaction with co-workers that influence the employee feeling towards job satisfaction (Schermerhorn et al., 2005). Padilla-

Velez (1993) argued that the performance can be improved and absenteeism can be decreased with the help of socialisation and interaction among employees.

Employee Performance

Employee performance refers to accomplishment of task or mere working effectiveness of employees (Thomas, 2014). It is a means by which organisations, either private or public, achieve their goals through its recurring activities. Good performance thus means how well employees have performed on assigned tasks. The emphasis on employee performance in organisations results from the fact that every organisation is established with set objectives and human resources are the basic tools for attaining these goals (Apase, 2013; Oravee, 2014).

Initially, HR professionals were optimistic about the possibility of defining and measuring job performance. In due course, they started to realise that determining the dimensions of a job and its performance requirements was not a straightforward process (Wanyama & Mutsotso, 2010). They got to know that job performance consists of complicated series of interacting variables pertaining to aspects of the job, the employee and the environment. Consequently, there have been several attempts to define the concept of employee performance. These definitions may be categorized into three: (a) as a function of outcomes, (b) as a function of behaviour and (c) as a function of personal traits.

The complications surrounding the definition of employee performance emerged because job performance may be measured at the individual, group, unit or the organisational level according to quantity or

quality of output, creativity, flexibility, dependability, or anything else desired by the organisation. Again, performance at the individual level does not only depend on the amount of time the individual is physically seen doing the work but also the amount of mental concentration that is made available during the performance of the work (Wanyama & Mutsotso, 2010). Consequently, the definitions of job performance range from general to specific and from quantitative to qualitative dimensions. Aldag and Stearn (1987) defined individual job performance as the accomplishment of some organisational goal by a single person. Campbell (1990) defined individual job performance as those actions or behaviors under the control of the individual that contribute to the goal of the organisation, and can be measured according to the individual's level of proficiency (Campbell, 1990).

While there are many definitions of employee performance, one definition which is often used in most of the studies is the definition proposed by Griffin, Neal and Parker (2007). These authors defined performance —as the total set of performance responsibilities associated with one's employment. This definition is chosen for the study because it has proved difficult for researchers to capture the full range of activities that contribute to individual effectiveness and performance in knowledge-based interdependent organisational contexts. They believed that by addressing the issue of performance through cross-classification of three levels at which role behaviours can contribute to effectiveness (individual, team, and organisation), and the three different forms of performance behaviors (proficiency, adaptivity, and proactivity) into sub-dimensions of work role performance, the individual performance of employees can be measured with

some level of accuracy than the traditional task and contextual performance methods (Griffin, Neal & Parker, 2007).

The preceding review has revealed that there are three variables which are very important in assessing employee job performance: (a) the requirements of the job itself; (b) the goals and objectives of the organisation; and (c) the behaviors that are most valued by management in performing the job (Motowildlo & Schmitt, 1999; Murphy & Shiarella, 1997). Research indicates that the task activities and contextual behaviors are both important in conceptualizing the job performance of individual employees. As Murphy and Shiarella (1997) reported, because of the increased attention that is now paid to contextual performance, job performance is no longer assessed on the basis of the tangible activities associated with the production of physical goods and services alone.

Empirical Review

Extensive studies have collected evidence that in socially supportive organisations there is an encouraging connection between work-household policies and job performance (Ferrer & Garrido, 2014, Jyothi & Jyothi, 2012).

Quality work life influence employee job gratification, organisational engagement, and development, according to Maurya and Agarwal (2015) and Jyothi and Jyothis (2012). Successful and quality work-life strategies create a working environment that allows workers to remain in the company for several years, thus enhancing organisational efficiency.

A similar study by Makaya and Wagoki (2015) using Eco-bank Kenya's fifty-five (55) employees and using the correlation design found a positive correlation between work life stability and routine of employees.

Similar results indicate that work-life management techniques alone are a predictor of job success. Once again, family-friendly work-life balance strategies are related to positive results such as higher employee engagement and improved retention (Fapohunda, 2014; Roberts, Gianakis, McCue & Wang, 2017).

Again, studies report that quality work life balance initiatives provide the urge for employees to concentrate fully on his/her roles which intend affect employee job satisfaction (Deery, 2018) and performance (VanReenen & Bloom, 2015). A positive relation amid work-life stability and worker performance was found in an empirical study by Ali (2016). An investigation of 275 health sector staff by Akhtar and Azeem (2017) also reported that workers in the health care sector have a moderate level of perceived work life stability, job gratification and dedication. The research concluded that a positive connection exists between work life stability, job gratifications and dedication.

A comprehensive study conducted by Mumford and Budd (2016) also found that workers who find a match between their work life initiatives seldom leave their company to produce better results. Further study in Kenya (Bosibori, Nyakundi, Munene & Okibo, 2015) suggests that by increasing their productivity, HR health program such as staff counselling, medicinal care and good working situations have a positive and statistically meaningful effect on employee routine. Ali (2016) carried out research on the effect on employee success of work-life stability. The result showed that a positive connection existed between work life stability and worker efficiency and performance.

Cook (2008) saw a partial positive relationship between the two variables (satisfaction and performance) when he observed that the relationship between satisfaction and performance is partly spurious. Meaning that part of the relationship is actually due to common causes of satisfaction and performance rather than a substantive causal relationship between the two. Specifically, approximately one half of the satisfaction-performance relationship is spurious. This finding is important because it helps to theoretically clarify a commonly studied relationship, by incorporating individual differences. Job performance is about 50 percent who you hire (50% attributable to individual differences) and 50 percent not due to individual differences. So, whom an organisation hires are important in his recommendation.

Abdul Wahid (2015) evaluated the impact of job satisfaction on employee`s performance in the faculty of science and humanity studies, University of Salman Bin Abdul-Azi, Aflaj Campus with the sample size of 86 members of teaching staff of the faculty. Both chi- squared and regression analysis were used as the study`s analytical tools. The findings of the study established a positive and statistically significant relationship between job satisfaction and employee's performance.

Mohammed (2016) examined job satisfaction and employees` performance with a focus on the non-academic staff of Bauchi State University, Gadau, Nigeria (BASUG). The study adopted systematic random sampling technique with two hundred and seventy (270) as the sample size. The collected data was analyzed using Statistical Package for Social Sciences (SPSS). The findings of the study depicted that there is positive and significant

effect of job satisfactions on the performance of non- academic staff of the studied University.

Muna, Zain and Shaju (2017) investigate the influence of job satisfaction on employee performance. The result of the study established dual direction of the relationship that constitutes a cycle cause and effect relationship given that satisfaction brings about performance and performance as well results in satisfaction of workers through some mediating factors. However, this study therefore concludes that successful establishments are those that do utilize periodic satisfaction and performance measurement tests so as to set corrective actions.

In the research conducted by Nimalathansan (2012) among People's Bank employees in Jaffna Peninsul, Sri Lanka and the result he had was not different from that of Owusu (2014) and Pushpakumari (2008). Nimalathansan derived his sample from fourteen (14) branches of People's Bank operating within Jaffna Peninsula and had 199 employees. His study accepted that there is a positive relationship between job satisfaction and employee's performance. That is high level of fair promotion, reasonable pay system appropriate work itself and good working condition leads to high level of employees' performance. Even though there were several factors affecting employees' satisfaction, he considered four variables such as promotion, work itself and working condition but recommended additional factors for future researchers.

Pushpakumari (2018) examined the impact of job satisfaction on performance of manufacturing and services industries in Sri Lanka. In all 237 employees were involved in the study. Pushpakumari considered which

reward (intrinsic and extrinsic) determine job satisfaction of employees and revealed that there is positive correlation between job satisfaction and performance of employees. Though there were certain limitations in the study, several conclusions were drawn. It was found that there is a significant impact of job satisfaction on performance of employees. Again, employees who are in higher levels tend to derive more satisfaction from intrinsic rewards while, employees who are in lower levels tends to derive more satisfaction with extrinsic rewards. It was also discovered that higher level employees are more satisfied than the lower-level employees in private sector organisations and also financial benefits play an important role to satisfy, retain and attract employees in the services and manufacturing industries in Sri Lanka.

There are lots of researches tested the impact of job satisfaction on employee performance. Most of them indicated that there is an impact of job satisfaction on employee performance since, there is a large impact of the job satisfaction on the motivation of workers, and the level of motivation has an impact on productivity, hence also on performance (Aziri, 2011).

Kappagoda (2012) highlighted that the job satisfaction is one of the factors that affects the improvement of the task performance and conceptual performance. Indermun and Bayat (2013) agreed that there is an undeniable correlation between job satisfaction and employee performance. They suggest that psychological and physical rewards have significant impact on job satisfaction. They believed that employees should be rewarded and motivated to achieve job satisfaction, which will eventually lead to a significant, positive impact on the efficiency and effectiveness of employees and thus, better overall performance (Indermun & Bayat, 2013).

Employee empowerment and work place environment have significant positive relationship to job satisfaction. Therefore, when an employee is given autonomy in business decisions and when he is given favorable and clean environment then his satisfaction level will rise. Accordingly, his performance level will rise too (Javed, Balouch, & Hassan, 2014). According to Awan et al. (2014) There is a positive relationship between job satisfaction and employee performance with respect to pay package, security level, and the reward system.

Employees' performance is best when they are satisfied with their pay package, feel secure about their job, and satisfied with the reward system (Awan & Asghar, 2014). Job Satisfaction has a great influence on employee performance. Satisfied employees are valuable to their organisations because they perform better and they contribute to the overall goals and success of an organisation, unlike dissatisfied employees who considered as a burden for any organisation (Shmailan, 2016).

Pugno et al. (2019) examines the relationship between job performance to job satisfaction by considering the roles of economic incentives such as reward and promotions. He ended up with a negative route from job performance to job satisfaction (Pugno & Depedri, 2009). Some researchers examine both job satisfaction and job performance together as one variable. Funmilola et al. (2013) discovered that job satisfaction dimensions jointly and independently predict job performance. While Folami et al. (2005) studied a job context model assumes that both performance and satisfaction are outcomes of same factors.

Conceptual Framework

This study examined the mediating role of job satisfaction on the relationship between quality work life and employee performance in the Local Government. Based on the review of the literature, the proposed model of the study is presented as shown in Figure 1. This conceptual framework was used to examine the study variables. Maxwell, (2006) further suggests that a conceptual framework justifies the entire research process by providing the necessary pieces of arguments.

The study developed a framework that indicates a relationship of variables based on the assumptions derived from the reviewed literature. The framework assumes that job satisfaction of Ghana Local Government influences employee performance. Also, the quality work life also have effect on employee performance. The link between quality work life and job satisfaction has been shown in the conceptual framework. Finally, the mediating role of job satisfaction on the relationship between the variables are also shown in the Figure 1.

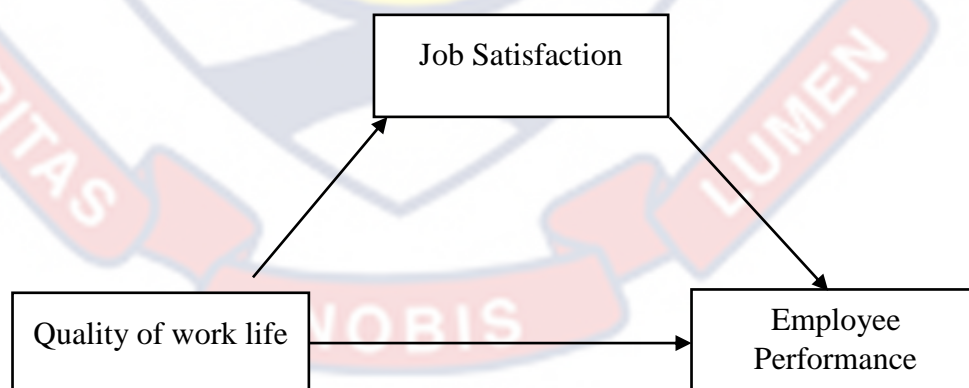


Figure 1: Conceptual Framework
Source: Authors Constructs (2023)

Chapter Summary

This Chapter analysed the theoretical framework, underpinning this research. The concept within the study was explained from other researchers' perspective. The empirical review of other researchers was also analysed in order to identify the results from other research on the subject matter.



CHAPTER THREE

RESEARCH METHODS

Introduction

The chapter discusses the methods employed for this research. The methodology consists of the design of the research, approach of the research, study population, research sample size, sampling technique, instrument for the survey, procedure for collecting data, and the statistical analysis employed for the research.

Research Paradigm

Researchers seek solutions to their questions, and the methods they employ are influenced by their philosophical scientific perspective (Saunders, Lewis, & Thornhill 2011). This study will be inspired by the Positivist research paradigm since the researcher wishes to study the essence of the survey questions. Science theory, according to Creswell and Creswell (2017), is a researcher's basic conviction about how data for a specific study should be obtained, interpreted, and implemented.

Positivism, also known as empirical science, is a deterministic theory that holds that the causes of an event decide the consequences or results of that event (Creswell & Creswell, 2017). As a result, the positivist approach deduces that the analysis method starts with collecting and posing theoretical problems under review, followed by data collection to either prove or disprove the theory (Creswell & Creswell, 2017). As a result, taking a positivist approach means that data is obtained and evaluated using quantitative methods, leading to predictions based on current theory. Interpretivism analysis entails collecting vast volumes of detailed data based on a conviction

in the importance of comprehending the views and circumstances of a limited number of people (Walsham, 1995).

Research Design

Cooper and Schindler (2003) define research design as an activity- and time-dependent strategy that guides the identification of sources and kinds of information, lays out the stages for each research activity, and provides a foundation for defining the relationship between study variables. Study design, as per MacMillan and Schumacher (2001), is a strategy for selecting individuals, study sites, in order to address the research topic, as well as data collection techniques. An explanatory design will be employed since the study seeks to analyse the causal relationship between the variables. A collection of methods and procedures that define variables is referred to as this design.

Research Approach

Quantitative research was the main ideal for our work because this research design is best suited for the purpose of our research. The research seeks to measure variables and quantitative research would help the researcher measure those variables. The strength of this research design would lead the to achieving our research objective in that data analysis is relatively less time consuming and this research is not subject to so much bias like qualitative research. The study's aim was to see if there was a connection between quality of work life, job satisfaction and employee performance.

Population

A population, according to Welman and Kruger (1999), “includes the entire set of cases (or units) from which we wish to draw conclusions.” Huysamen (1998), who described a population as "the complete set of

individuals who are theoretically available for observation and who have the common characteristics of those to whom the study question relates," agreed with the above description. According to Robson (2002), the population applies to all cases that are understudied. Robson went on to say that the term "population" can refer to a variety of things, including situations where someone might be interviewed, as well as times and places. All staffs in the Local Government Service in Ghana. According to National Employment Report (2019), the total number of staffs in working in the Local Government Agency in the Kumasi Metropolitan Assembly is 653.

Sampling Procedure

A sample is a portion of a larger population that shares certain features with the larger group (Zikmund, Babin, Carr & Griffin, 2013). According to Bambale (2014), a sample of a population is the proportion of the total number of units chosen for investigation. According to Gravetter (2012), sampling is the deliberate selection of a group of people who will provide the data from which conclusions about those people can be drawn. It would be impractical to gather information for the entire population to be able to conduct an in-depth study of the staffs in question, as time would be a major constraint. A simple random sampling technique will be used in the study. According to Krejcie and Morgan (1970), the appropriate sampling size is 243 respondents.

Data Collection Instrument

Any type of written or physical device that is used to calculate variables is referred to as a research instrument. The type of data collection instrument used is determined by the type of data to be obtained. The instrument of choice was determined by a number of factors, including

validity and reliability, ease of administration, ease of answer acquisition, and ease of interpretation (Coughlan, Cronin & Ryan, 2007). The study considered the aforementioned factors and gathered primary data through questionnaires that were self-administered using the "drop and pick up later" method to give respondents ample time to respond to the questions and increase response rate. A questionnaire is a research tool that consists of a set of questions and other prompts for gathering data from respondents (Neuman & Kreuger, 2003).

Data Analysis

Raw data from the field, as per Mugenda and Mugenda (2003), is hard to comprehend unless it is washed, coded, and analyzed. Quantitative data processing techniques was used to interpret the collected data. Statistical Package for Social Science was used to code and log data from the questionnaire (SPSS version 25.0). This entailed coding both open-ended and closed-ended objects in order to perform basic descriptive analyses and generate data status reports. Absolute and relative (percentage) frequencies, indicators of central tendency, and dispersion are all used in descriptive statistics (mean and standard deviation respectively). The data were presented in frequency tables. The structural Equation Model was employed in analysing the study's objectives.

Diagnostic Testing

Based on the regression model, diagnostics for the model were tested. The error term of the model was diagnosed. The autocorrelation between the independent variables and the error too was also diagnosed using the Durbin Watson Model. VIF and tolerance were also used to diagnose whether there was multicollinearity existing between any of the independent variables. The

coefficient of determination would also be used to assess the percentage of the dependent variable which is been explained by the independent variables.

Ethical Issues

Credible evidence was provided by the researcher to suggest to the respondents that the information provided by them is for only academic purposes. This was communicated to the respondents. This was done by showing to the respondents the student Identity Card of the researcher to prove that the researcher was a student and undertaking such a program at UCC and for that matter the information gathered was purely for academic purposes. Confidentiality and respondent's anonymity was assured to the respondents. To ensure respondents confidentiality and anonymity, the respondents names were not required. Participating in the research by the respondents was optional. Besides, the participants were given enough time to answer the research questionnaires.

Chapter Summary

Explanatory research design was adopted in the study. The study was done within a scope to the quality of work life, job satisfaction and performance of employees in the Local Government Agency. A sample of 243 was collected from the population using the methodology of simple random sampling technique. Using a questionnaire, primary data was gathered. In the analysis of data with descriptive statistics and structural equation model was used to interpret field data. In the data collection and study, validity, reliability and ethical problems were observed.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents detailed analysis of the research results. The chapter attempts to provide empirical evidence to the research objectives by using the structural equation model. The goal of the study was to ascertain the mediating role of job satisfaction on the relationship between quality of work life and employee performance of Local Government Service. The chapter also comments on the reliability and validity of the research instrument employed in the study.

Demographic Characteristic

The information about the demographic characteristics of the respondents is presented in Table 1. The study obtained information about the participant's age, gender, level of education and the level of experience in order to understand their nature and characteristics.

Table 1: Demographic Characteristics

Variable	Frequency	Percent
Gender		
Male	171	70.4
Female	72	29.6
Age		
18-24	22	9.1
25-34	73	30.0
35-44	112	46.1
46 and above	36	14.8
Educational Level		
Non formal	2	0.8
Primary Education	5	2.1
Secondary Education	25	10.3
Tertiary Education	176	72.4
Masters	35	14.4
Length of Service		
Less than 1 year	33	13.6
2-4 years	58	23.9
5-7 years	59	24.3
8-10 years	22	9.1
Above 10 years	71	29.2
Total	243	100

Source: Field Survey (2023)

Table 1 shows the demographic characteristics of the respondents. Out of 243 respondents, 171 were males. This represents 70.4 percent of the respondents. Seven-two (72) of the respondents were females which also represented 29.6 percent of the respondents. This corresponds with the working population of Ghana which is dominated by the males.

Respondents between the ages of 35 – 44 years were 112. This represented 46.1 percent of the respondents. Respondents between the ages of

25-34 years were 73. This also represented with 30.0 percent of the respondents. Respondents who were 46 years and above were 36. This also represented 14.8 percent of the respondents. The least age group was respondents between the ages of 18-24 years. They were 22 with a corresponding percentage of 9.1 percent.

With respect to the educational level, 176 of the respondents were holding tertiary certificate. This represented 72.4 percent of the respondents. Thirty-five (35) of the respondents were holding Masters degree. This represented 14.4 percent of the respondents. Twenty-five (25) of the respondents were holding secondary education certificate. This represented 10.3 percent of the respondents. Five (5) of the respondents were holding primary education certificate. This represented 2.1 percent of the respondents. Two (2) of the respondents were having non-formal education. This represented 0.8 percent of the respondents.

Out of 243 respondents, seventy-one (71) of the respondents had more than 10 years working experience. This represented 29.2 percent of the respondents. Fifty-nine (59) of the respondents had worked for 5 to 7 years. This represented 24.3 percent of the respondents. Fifty-eight (58) of the respondents had 2-4 years working experience. This represented 23.9 percent of the respondents. Finally, respondents who had 8-10 years working experience were 22. This represented 9.1 percent of the respondents.

Assessment of Measurement Models for the Study

This section focusses on the measurement models for the study. The section begins with the assessment of the indicator loadings. The measurement model assessments include indicator loadings, internal consistency reliability

(composite reliability), Convergent validity (AVE-Average variance extracted) and Discriminant validity (Fornell-Lacker and HTMT). A consistent PLS algorithm was run to generate indicators for the assessment of the measurement model. The results are presented in the subsequent tables.

Assessing indicator loadings

Table 2 shows that some of the indicators were dropped in comparison to indicators in Figure 2. All indicators that loaded below the threshold of 0.7 as recommended by Hair et al. (2017) were eliminated to improve the reliability of the overall model. Out of a total of 40 indicators measuring the various latent variables, 13 indicators were eliminated for failure to meet the indicator reliability criteria.

Interestingly none of the scales of the constructs were fully maintained. Employee Performance (EP) which had nine (9) indicators were reduced to five (5) indicators. Five (5) of the indicators loaded less than 0.7. Job satisfaction which was a mediating variable had ten (10) indicators. Only four of the indicators loaded above the threshold of 0.7. Quality work life had 10 indicators however, only eight (8) of the indicators loaded above 0.7.

Table 2: Cross Loadings

	Employee Performance	Job Satisfaction	Quality Work Life
EP1	0.833		
EP2	0.842		
EP3	0.856		
EP4	0.84		
EP5	0.805		
JB10		0.824	
JB7		0.833	
JB8		0.889	
JB9		0.882	
QWL2			0.819
QWL3			0.748
QWL4			0.738
QWL5			0.744
QWL6			0.863
QWL7			0.839
QWL8			0.814
QWL1			0.852

Source: Field Survey (2023)

From Table 2, the five indicators of employee performance loaded above 0.7. The least was (0.805) and the highest (0.856), indicating that the retained indicators are reliable. The minimum indicator loading on job satisfaction was 0.824 and the highest (0.889). The retained items of quality work life also loaded well above the 0.7 threshold, minimum (0.738) and maximum (0.863).

Assessing Internal Consistency Reliability

In this study, the internal consistency reliability of the constructs was measured using the composite reliability. The composite reliability is a more appropriate measure of internal consistency than the Cronbach's alpha (Rossiter, 2002).

Table 3: Validity and Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Performance	0.892	0.895	0.92	0.698
Job Satisfaction	0.88	0.881	0.917	0.736
Quality Work Life	0.921	0.924	0.936	0.645

Source: Field Survey (2023)

The results in Table 3 indicates that all latent variables in this study are reliable, as they all loaded about the 0.7 threshold by (Bagozzi & Yi, 1988). Quality Work Life had the highest score of composite reliability (0.924) this was followed by Employee Performance (0.895), and the variable with least composite reliability was job satisfaction (0.881). The results indicate that the model has internal consistency reliability. Table 3 also includes results on convergence validity.

Assessing Convergent Validity

The average variance extracted was used in assessing convergent validity. Convergent validity is the extent to which a measure correlates positively with alternative measures of the same construct (Hair et al, 2017). An AVE value of 0.50 or higher indicates that, on average, the construct explains more than half of the variance of its indicators. Conversely, an AVE of less than 0.50 indicates that, on average, more variance remains in the error of the items than in the variance explained by the construct. The results from Table 3 indicates that all constructs have an AVE of more than 0.5. With the highest being job satisfaction (0.736) and the least being quality work life (0.645). This means that the constructs in this model are able to account for

more than half of the variance in their indicators. As part of assessing the measurement model, discriminant validity was also assessed.

Assessing Discriminant Validity

Establishing discriminant validity implies that a construct is unique and captures phenomena not represented by other constructs in the model (MacKinnon, 2008). In this study, both the Fornell-Lacker criterion and the HTMT were used to establish discriminant validity. The Fornell-Larcker criterion compares the square root of the AVE values with the latent variable correlations (Fornell & Larcker, 1981). Specifically, the square root of each construct's AVE should be greater than its highest correlation with any other construct (Hair et al. 2013). The results from Table 4 indicates that the square root of each variable is well above their correlations with other constructs in the study. This means that each construct is unique and no two constructs capture the same phenomenon.

Table 4: Fornell-Lacker Criterion

	Employee Performance	Job Satisfaction	Quality Work Life
Employee Performance	0.835		
Job Satisfaction	0.811	0.858	
Quality Work Life	0.747	0.723	0.803

Source: Field Survey (2023).

The Fornell-Larcker criterion performs very poorly, especially when indicator loadings of the constructs under consideration differ only slightly (e.g., all indicator loadings vary between 0.70 and 0.80). When indicator loadings vary more strongly, the Fornell-Larcker criterion's performance in

detecting discriminant validity issues improves but it is still rather poor in assessing overall discriminant validity (Voorhees, Brady, Calantone, & Ramirez, 2016). As a remedy, Henseler, Ringle and Sarstedt (2015) propose assessing the Heterotrait Monotrait ratio (HTMT) of the correlations. According to Henseler et al (ibid), a latent construct has discriminant validity when its HTMT ratio is below 0.850. The results presented in Table 6 show HTMT values well below 0.850.

Table 5: Heterotrait-Monotrait Ratio (HTMT)

	Employee Performance	Job Satisfaction	Quality Work Life
Employee Performance			
Job Satisfaction	0.792		
Quality Work Life	0.721	0.795	

Source: Field Survey (2023)

Model Fitness

Model fit criteria commonly used in absolute fit are chi-square (χ^2), goodness-of-fit index (GFI), adjusted goodness-of-fit index (AGFI), root-mean-square residual (RMR) and Root-Mean-Square-Error of Approximation (RMSEA). These criteria are based on differences between the observed and model-implied correlation or covariance matrix (Hair et al., 2014). Comparative fit deals with whether the model being considered is better than a competing model in accounting for observed data. Comparative fit assessment is based on the examination of a “baseline” model in comparison with theoretically derived models (Kelloway, 1998). Some criteria in this category

include normed fit index (NFI), comparative fit index (CFI) and the relative non-centrality index (RNI).

The following fit indexes were used to evaluate how well the measurement model fit the data collected, with each one having conventionally acceptable values: Root Mean Squared Error of Approximation ($RMSEA \leq 0.08$), Goodness of Fit Index ($GFI \geq 0.90$), Normed Fit Index ($NFI \geq 0.90$) and Comparative Fit Index ($CFI \geq 0.90$) (Bagozzi & Yi, 2012; Hair et al., 2010). The sufficiency of the theorized model's creation of a covariance matrix is evaluated by the χ^2 goodness-of-fit value; it also estimates coefficients compared with the observed covariance matrix. However, since the value of χ^2 is affected by the sample size, a large number of participants can cause χ^2 to be inflated when assessing model fit (Hu & Bentler, 1999).

Many researchers have applied the method that divides the value of χ^2 by degrees of freedom instead of relying only on the overall χ^2 and its associated test of significance. It is typically suggested that a χ^2/df ratio (Normed Chi square) of less than 3 is favourable for a large sample. These fit indices were employed to assess the strength and acceptability of the construct measurements. The selection of these fit indices was based on the classification proposed by Byrne (2013) as being the most commonly accepted criteria in social sciences.

In view of testing the model fitness, 29 measurement items or questions were used with the view that those variables that did not achieve some of the indicator means be deleted to achieve a model fit or improvement in Fit of Measurement Model. All measurement items were fit hence no item was deleted to achieve the model fit indices.

Table 6: Model Fit Measures for Final Measurement Model

Measure	Estimate	Threshold	Interpretation
CMIN	635.649	--	--
DF	243	--	--
CMIN/DF	2.616	Between 1 and 3	Excellent
CFI	0.996	>0.95	Excellent
SRMR	0.054	<0.08	Excellent
RMSEA	0.053	<0.06	Excellent
PClose		>0.05	Excellent

Source: Field Survey (2022).

According to Hu and Bentler (1999), there are indicators that must be used to measure how fit the data are. These indicators are Normed fit index (NFI), Comparative fit index (CFI) and Relative non-centrality index (RNI), Root Mean Squared Error of Approximation (RMSEA), Goodness of Fit Index (GFI), Normed Fit Index (NFI) and Comparative Fit Index (CFI). Table 7 is the results generated by the Smart PLS version 4. This result therefore means that the questionnaire items and constructs have significant relationship among themselves.

Assessing the structural model

This section provides an assessment of the hypotheses of this study. Assessment of the structural model entails assessing collinearity among constructs, coefficient of determination, predictive relevance, effect size, path coefficient and its significance. In this study, both the direct and the indirect model was run together based on the recommendation of Nitzl et al. (2016).

Table 8 shows the result for assessing multicollinearity among the indicators for this study. In the context of PLS-SEM, a tolerance value of 0.20 or lower and a VIF value of 5 and higher respectively indicate a potential collinearity problem (Hair et al., 2011). More specifically, an indicator's VIF

level of 5 indicates that 80% of its variance is accounted for by the remaining formative indicators associated with the same construct. With respect to the endogenous variable (quality work life and job satisfaction), the results from Table 7 shows a minimum VIF of 2.037 and highest of 2.903, and a minimum tolerance value of 0.344 and highest of 0.491.

Table 7: Multicollinearity

	VIF	tolerance
Quality Work Life	2.363	0.423
Job Satisfaction	2.903	0.344

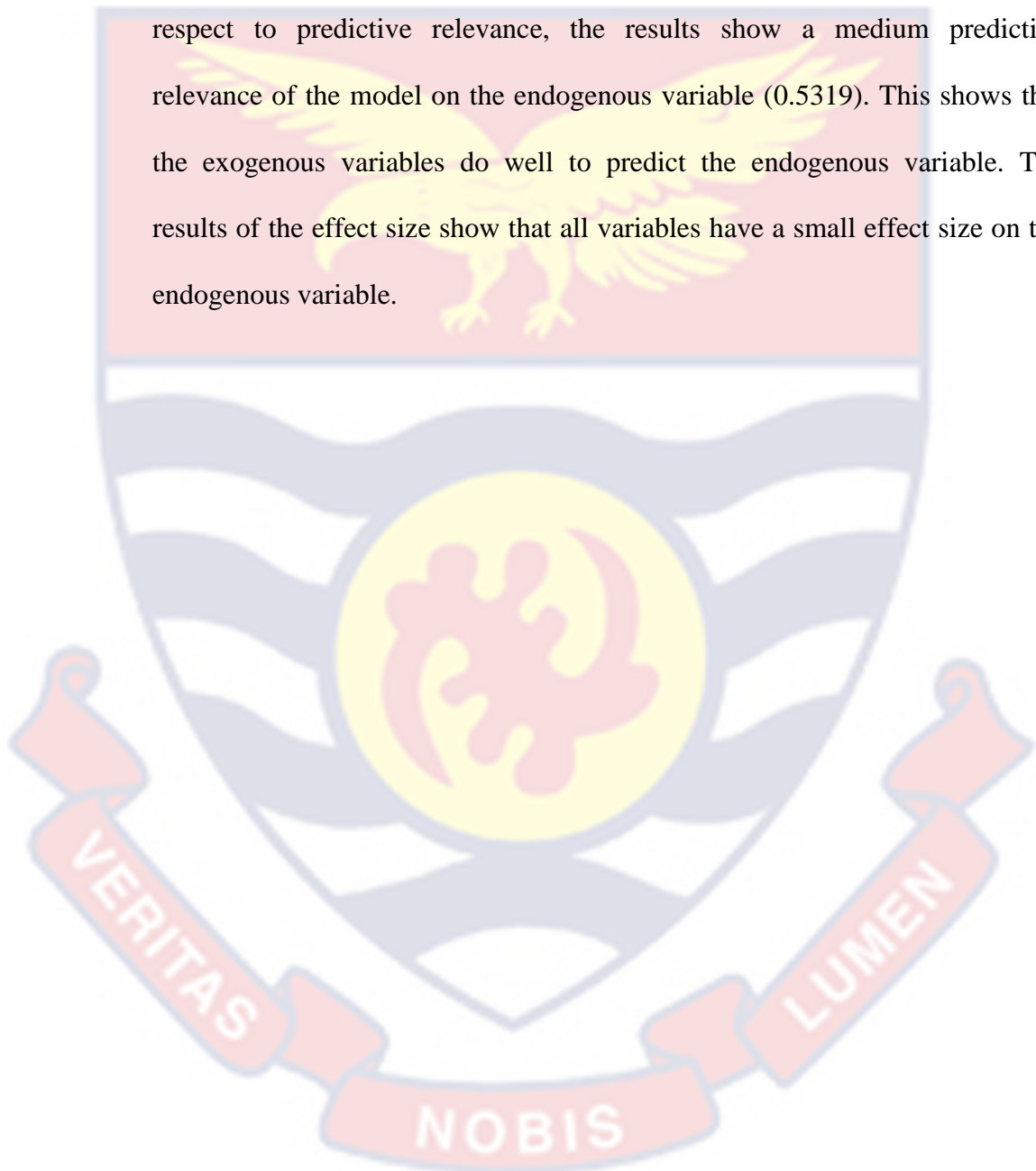
Source: Field Survey (2022)

The VIF results in Table 7 further confirms the absence of common method bias. Based on the criteria proposed by Kock and Lynn (2012), the occurrence of a VIF value greater than 3.3 is proposed as an indication of pathological collinearity, and also as an indication that a model may be contaminated by common method bias. Therefore, if all VIFs resulting from a full collinearity test are equal to or lower than 3.3, the model can be considered free from the problem of vertical or lateral collinearity and common method bias (Kock, 2013).

Assessing coefficient of determination and predictive relevance

The R^2 is a measure of the model's predictive accuracy. Another way to view R^2 is that it represents the exogenous variable's combined effect on the endogenous variable(s). Hair et al. (2014) advanced that a coefficient of determination (R^2) of 0.25, 0.5 and 0.75 are considered as weak, moderate and substantial respectively for structural models. The author further asserted that a predictive relevance (Q^2) of "0.02, 0.15 and 0.35" and effect size (f^2) of "0.02, 0.15 and 0.35" are seen as "small, medium and large" respectively for

structural models. Referring from Table 8, it can be concluded that quality work life and job satisfaction explained 80.7 percent of the variations in employee performance. That is, 80.7 percent of the variations in employee performance were explained by job satisfaction and quality work life. With respect to predictive relevance, the results show a medium predictive relevance of the model on the endogenous variable (0.5319). This shows that the exogenous variables do well to predict the endogenous variable. The results of the effect size show that all variables have a small effect size on the endogenous variable.



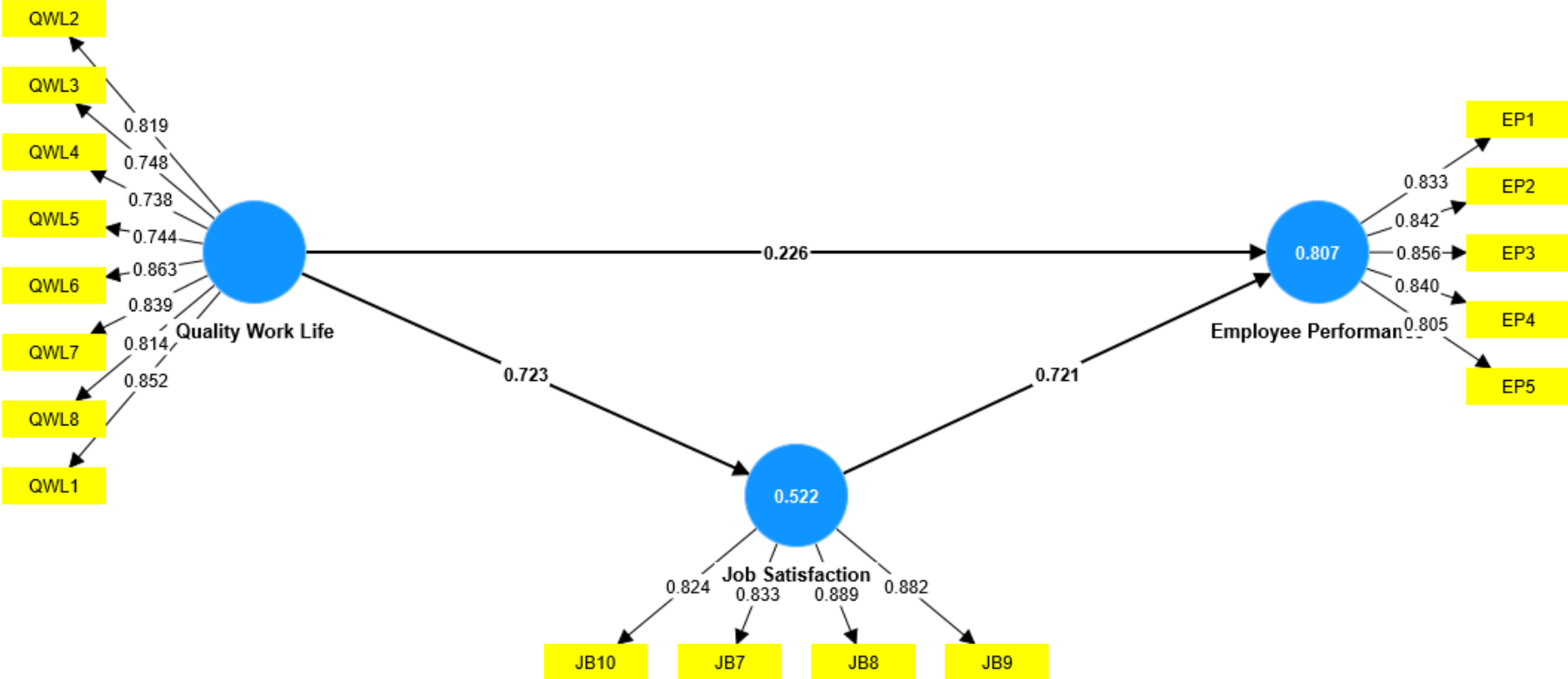


Figure 2: Model
Source: Author's Construct (2023)

Quality work life and Employee Performance

The first objective of the study was to analyse the effect of quality work life on performance of employees of Local Government Service, Kumasi Metropolitan Assembly. This objective was achieved by using the structural equation model. The result is presented on Table 8.

Table 8: Quality work life, Job Satisfaction and Employee Performance

	Path	T-statistics	R ²	Adjusted R ²	Q ²	P-value	F ²
EP			0.807	0.803	0.5319		
QWL	0.226	3.514				0.00	1.286
JS	0.721	12.046				0.00	0.126

Source: Field Survey (2022)

From Table 8, there was a significant relationship between quality work life and employee performance among staffs of Local Government Service [$B=0.226$; $t(243)= 3.514$; $p < 0.00$]. Quality work life was significant in predicting employee performance at 1 percent. A unit increase in quality work life would lead to a 0.226 increase in employee performance. The lack of quality of work life (QWL) is associated with higher levels of work-related occupational stress, anxiety and burnout, which lead to lower job performance and induces significant costs for organisations. Quality of work life is significant to all the organisational inputs which leads to employees' satisfaction and influence organisational effectiveness¹. The importance of quality of work life is to extend jobs and working conditions that are outstanding for employees as well as economic strength of the organisation. Quality of work life is a key factor for the success of any organisation. Quality of work life consists of opportunities for active involvement in groups

arrangements or problem solving that of mutual benefit to employees or employers, based on labour management cooperation.

There is a positive influence between the quality of work-life on performance of employees. This positive influence is in line with Lu (2010), which states that the relationship between Quality of Work Life and Performance is generally favorable. Previous research by Wilson (2012) also shows a positive relationship between practices Quality of Work Life on Employee Performance. Other studies suggest that Quality of Work-Life has a significant positive effect on performance, such as Husnawati's analysis (Shahbazi, Vaezi & Pour, 2019).

Job satisfaction and Employee Performance

The second objective of the study was to analyse the effect of job satisfaction on employee performance. The result is presented on Table 8. From the table, there was a positive and significant relationship between job satisfaction and employee performance [$B=0.721$; $t(243)= 12.046$; $p < 0.000$]. A unit increase in job satisfaction would lead to a 0.721 increase in employee performance.

This finding indicates that there is a relatively high support for the existence of a positive significant relationship between job satisfaction and employee performance. Employee job satisfaction have positively affected by supervisors' support and recognition of employees (Calisir, Gumussoy & Iskin, 2019). The employees can perform better if they are provided good environment. The working outcomes are directly interlinked with working environment; the more it (environment) is conducive the better the outcome will be.

Employee satisfaction plays an important part in the success of organisation. The employees will perform better if they are provided good environment (Calisir, Gumussoy & Iskin, 2019). Johnson (2014) asserts that, it is important to note that the rewards have a lasting impression on the employee and it will continue to substantiate the employee's perception that they are valued. He further said. People who feel appreciated are more positive about themselves and their ability to contribute. Employees who understand how their efforts contribute to the success of the organisation overall are the most engaged, and therefore the least likely to leave. Rewards are very important for job satisfaction because it fulfills the basic needs as well as helps to attain the higher level of goals.

Luthans (2021), has suggested that highly satisfied employees tend to have better physical health, learn new tasks, less grievances and are less involved in job accidents. They take their jobs seriously and ensure that they meet their target. Similarly, the above results re-echoed the argument of Şirin (2019), that factors affecting job satisfaction were; feeling of success, relations with the management and employees, job safety, responsibility, recognition, high salary, promotion opportunity, clarity of roles, participation in decisions, freedom, good coordinated work, lack of continuity, relocation, performance, life satisfaction, and perceived work stress (Çınar & Karcıoğlu, 2020). All these kinds of studies support the idea that employee satisfaction has many aspects and influenced by various factors (Zaim, et al., 2019). These results fall in line with the view expressed by Šir, Lambrou, Kontodimopoulos and Niakas (2020), who found that an achievement, remuneration, co-workers and job attributes had a strong relationship with job satisfaction.

The results agree with Khan, Nawaz, Aleem and Hamed (2022), who found that pay, promotion, job safety and security, working conditions, job autonomy, relationship with co-workers, and relationship with supervisor and nature of work; affect the job satisfaction and performance. The findings concur with research done by Jinyevu (2022), on the relationship between employees; job satisfaction and their performance: the Case of Teachers in Tanzania Government-owned schools. The study found that, there is a positive consistent relationship between employees' satisfaction and their performance. Not only a positive correlation between job satisfaction dimensions and employees' performance, but also positive influence of job satisfaction on job performance thus satisfied employees are highly motivated, have higher job morale and perform better.

Quality work life and Job Satisfaction of employees of Local Government Service, Kumasi Metropolitan Assembly

The third objective of the study was to analyse the effect of quality work life on job satisfaction. The result is presented on Table 9.

Table 9: Quality work life and Job Satisfaction of Local Government Service

	Path	T-statistics	R ²	Adjusted R ²	Q ²	P-value	F ²
JS			0.522	0.517	0.662		
QWL	0.723	12.046				0.00	1.094

Source: Field Survey (2022)

There was a positive and significant relationship between quality work life and job satisfaction of Local Government Service [$B=0.721$; $t(243)=12.046$; $p < 0.000$]. A unit increase in quality work life would lead to a 0.723 increase in job satisfaction. Judging from the value Loading Factor results

from data processing by SEM PLS can be seen that the effect is positive. If the Quality of Work Life increases, then job satisfaction also increases. In other words, it can be stated that there is a significant favorable influence between Quality Work-Life on Job Satisfaction of employees. Most of the employees assess that the Quality of Work Life's improvement gives a sense of satisfaction. The results of this study are in line with the research of (Pawar, 2013; Arief, Pirwama & Saptono, 2021; Chinomona & Dhurup, 2014; Sadri & Goveas, 2013; Fategi, Karimi, Pour, Pour & Azizi, 2015). They state that Quality of Work Life (QWL) can increase Job Satisfaction.

Dhamija, Gupta and Bag (2019) provided a contradictory result. Quality Work life does not affect employee satisfaction. Employees CV Duta Senenan Jepara, who was part of Dhamija's research subjects the magnitude of assessing that improving the Quality of Work Life is not increase their satisfaction. In contrast to most assessments, employees of the Statistic Bureau of Yogyakarta Special Province. This difference can be due to perceptions and different working conditions.

Mediating role of Job satisfaction on the relationship between quality work life and employee performance

The fourth objective of the study was to analyse the mediating role of job satisfaction on the relationship between quality work life and employee performance of Local Government Service, Kumasi Metropolitan Assembly. The result is presented on the Table 10.

Table 10: Job satisfaction mediates the relationship between quality work life and employee performance

Indirect Effect	T statistics		
	Path	(O/STDEV)	P values
Quality work life ->Job Satisfaction ->			
Employee Performance	0.521	8.333	0.000

Source: Field Survey (2022)

Table 10 presented the indirect relationship between quality work life and employee performance [$B=0.521$; $t(243) = 8.333$; $p < 0.000$]. The table showed that the indirect relationship was significant at 1 percent. Since the direct effect was significant, it indicates that job satisfaction had a partial mediating effect on the relationship between quality work life and employee performance of employees of Local Government Services.

When employees are satisfied in a form of receiving a satisfactory incentive, conducive working environment, appropriate leadership style, employee's performance would be improved. Although, the kind of policies that the organisation provides might influence the employee performance. For instance, the provision of leave days, payment of hospital bills of staffs' family and other work life policies would improve the satisfaction of employees. As employees are satisfied with the work they do, it would reflect in their performance.

Rube and Kee (2014) Study on the role of job satisfaction on the relationship between quality of work life and employee performance. In their study, they found that job satisfaction mediates the relationship between work life and their performance. Thus, our current study is consistent with their findings. Asharini, Hardyastuti and Irham (2018) also found that job

satisfaction enhances the relationship between quality of work life and employee performance. Niadianti, Sunaryo and Asiyah (2021) found a contradicting result. They studied on the mediating role of job satisfaction on the effect of quality of work life and work engagement on Psychological Well Being. They found that, even though, job satisfaction had a significant effect on work engagement but it failed to mediate the relationship between work life and work outcome.

Chapter Summary

This chapter analysed and discussed the objectives of the study. The chapter begun by explaining demographic characteristics of the respondents. Age, Gender, educational level and also working experience of staffs were examined. The assessment of the reliability and validity of the indicators used to measure the indicators of the study was also done. The chapter also had the assessment of the model. The hypotheses and objectives of the study were then analysed using the structural equation model.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

Introduction

The summary, conclusions and recommendations of the study are presented in this chapter. The study was conducted to examine the mediating role of job satisfaction on the relationship between quality of work life and employee performance. This chapter begun with the summary of the study. This was followed by the conclusion and the recommendation and suggestions for further studies.

Summary

The main purpose of the study was to analyse the mediating effect of job satisfaction on the relationship between quality work life and employee performance among employees of Local Government Service in Kumasi Metropolitan Assembly. In order to achieve the purpose of the study, four research objectives were stated. The specific objectives of the study were to: examine the effect of quality of work life on employee performance; to examine the effect of job satisfaction on employee performance; to analyse the effect of quality work life on job satisfaction of employees of Local Government Services.

The study was centered on three theories. These theories were Social Exchange theory, Maslow's theory of motivation, and two factor theory. The concepts of quality of work life, job satisfaction and employee performance were explained. The conceptual framework linking the variables were also explained.

The study adopted the positivism philosophical paradigm in the analysing the objectives of the study. Since the research objectives of this study sought to test hypotheses, which are predictive-based, and the investigator seeking to collect large data that can be measured numerically, the quantitative research approach was adopted for this study. Also, given that the research objectives of this study sought to explain the causes and effect among the variables of interest, the explanatory research design was adopted. This study was conducted among staffs of the Local Government Service. A total sample size of 243 respondents were considered. The data collection instrument for the study was questionnaire. Due to the nature of the study's objectives, the structural equation model was employed in analysing the objectives of the study.

Key findings

The first objective of the study was to analyse the effect of quality of work life on employee performance. The study found that there was a positive and significant effect of quality of work life on employee performance.

The second objective of the study was to analyse the effect of job satisfaction on employees' performance. The study found that there was positive and significant relationship between job satisfaction and employees' performance.

The third objective of the study was to analyse the effect of quality of work life on employee's job satisfaction. The study found that there was a positive and significant relationship between the variables.

The fourth objective of the study was to analyse the mediating effect of job satisfaction on the relationship between quality of work life and employee

performance The study found that job satisfaction had a mediating effect on the relationship between quality of work life and employee performance.

Conclusions

Based on the findings of the study, the following conclusions were made;

1. Quality of work life influences employee performance of staffs of Local Government Service, Kumasi Metropolitan Assembly.
2. Job satisfaction is positively related to employee performance among staffs of Local Government Service, Kumasi Metropolitan Assembly.
3. Quality of work life influences job satisfaction of employees of Local Government Service, Kumasi Metropolitan Assembly.
4. Finally, the study concluded that, job satisfaction partially mediates the relationship between quality work life and employee performance of staff of Government Service, Kumasi Metropolitan Assembly.

Recommendation

Based on the findings, the following recommendations were made;

1. Local Government Service needs to continue improving the quality of work-life which needs extraordinary efforts to strengthen employee performance. Although this research concluded that the Quality of Working Life significantly affects increasing Work performance, it can also considerably improve Employee Engagement but still need special efforts to improve employee work performance. One way to do that is to continue to enforce the clock rule, work to come and leave work on time, work better according to procedures, and obey all the regulations.
2. Local Government Service needs to increase the factors that can improve the Quality of Work Life because of the increase in Quality

Work-life. Besides significantly influencing growth in work performance, it can also considerably affect increasing Employee Job Satisfaction. Efforts to improve the quality of work Life in the Local Government Service can be several ways: (1) including maintaining a safe and healthy work environment. (2) continues to provide opportunities for self-development. (3) opportunities to continue education formal as well as career advancement opportunities. (4) various schedule arrangements activities as carefully as possible so that they do not accumulate over time. The tight schedule of work activities still requires consideration of employees' opportunities to have free time to take care of their household and recreational opportunities.

3. While efforts to increase employee job satisfaction by, among others:
 - (1) placing employees according to their abilities and expertise, so they feel comfortable and like and feel proud with his job,
 - (2) guarding the promotion/class employees can be on time according to their rights and need to continue a competency system to occupy positions according to applicable rules be accounted for,
 - (3) The supervision system needs to be able to maintain data quality. The ability of a supervisor/leadership should be better than supervised or his subordinates. It is necessary to do frequent training and coaching to increase employees' skills and expertise, especially for supervisors/leaders.

Suggestions for future studies

Despite this study makes several contributions, there still exists some limitations deserving consideration. First, the cross-sectional research design

may lead to the causality between quality of work life, job satisfaction and employee performance. In future study, researchers can use longitudinal research design or experiment to retest these mediating effects.

Second, the study collected data from a specific institution in a particular metropolitan assembly which may restrict the generalisation of conclusions. Future studies should use multiple data from various firms.



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APPENDICES
QUESTIONNAIRES

“Please write or tick [√] where applicable”

SECTION A: DEMOGRAPHIC INFORMATION OF RESPONDENTS”

1. Sex distribution Male [] Female []
2. Age range of respondents in years:
18-24 [] 25-34 [] 35-44 [] 46 and above-[]
3. Educational level:
Non formal [] Primary Education []
Secondary Education [] Tertiary Education []
4. Length of Service
Less than 1 year [] 2-4 years [] 5-7 years []
8-10 years [] above 10 years []

SECTION B: QUALITY WORK LIFE

Given that 1 = least agreement and 5 = highest agreement, indicate how you feel about the issues in this questionnaire by ticking (√) the appropriate response in the box to the right of the statement.

No.	Details	1	2	3	4	5
1	I work in shifts.					
2	I work for more than eight (8) hours a day.					
3	I worry about work even when I am actually not at work					
4	I am unable to spend enough time with my family because of work.					
5	The organisation has paid maternity / paternity leave policy.					

6	I normally feel efficient each time I return from a leave					
7	My family life does not affect my job efficiency.					
8	My organisation allows for working from home.					
9	I skip holidays to stay on my job.					
10	I receive support from my colleagues to complete my tasks.					

SECTION C: JOB SATISFACTION

Given that 1 = least agreement and 5 = highest agreement, indicate how you feel about the issues in this questionnaire by ticking (√) the appropriate response in the box to the right of the statement.

No.	Details	1	2	3	4	5
1	Generally, I am satisfied with my job.					
2	I find my job very interesting.					
3	My current job meets my expectations					
4	My. Current job is pleasant					
5	I am satisfied with my salary and other incentives.					
6	I am satisfied with my current job position					
7	I am satisfied with the way of receiving instructions (orders) from higher officer					
8	I am satisfied with the cooperation among departmental staffs and other departmental staffs					
9	I am satisfied with the self-respect by management					
10	I am satisfied with the nature of supervision (monitoring) and control of the management					

SECTION C: EMPLOYEE PERFORMANCE

Given that 1 = least agreement and 5 = highest agreement, indicate how you feel about the issues in this questionnaire by ticking (✓) the appropriate response in the box to the right of the statement.

No	Details	1	2	3	4	5
1	I carry out the core parts of my job well.					
2	I always complete my core tasks well.					
3	I ensure that my tasks are completed properly.					
4	I am well adapted to change in my core tasks.					
5	I cope well with changes in the way I have to do my core tasks.					
6	I have acquired new skills to help me adapt to changes in my core tasks					
7	I initiate better ways of doing my core tasks					
8	I always come out with ideas to improve the way in which my core tasks are done.					
9	I make changes to the way my core tasks are done.					

Thank you