

UNIVERSITY OF CAPE COAST

ASSESSMENT OF EMPLOYEE SATISFACTION AT OLAM (GHANA)  
LIMITED

BY

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## DECLARATION

### **Candidate's Declaration**

*I hereby declare that this thesis 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's Signature:.....Date:.....

Name: Yussif Amankwa

### **Supervisor's Declaration**

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

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

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## **ABSTRACT**

The purpose of the study was to assess employees' satisfaction at Olam (Ghana) Ltd. The target population of the study consisted of all employees (casual and permanent) of Olam (Ghana) Ltd. This included all categories of workers out of which a sample of 50 was selected and studied. Only descriptive statistics were used to analyse the data.

The study found that the casual employees of the Company were not satisfied with the job that they were doing. This is apparent evidence that a lot needs to be done to improve the level of satisfaction of these employees. The participants had shown that they had a serious reservation about the manner in which the factors that affect job satisfaction were being handled. On the other hand, the permanent employees seemed not to be satisfied with the working conditions, interaction with management, leadership by management, administrative support in improving productivity, job security and recognition and reward for achievement.

It was, therefore, recommended to the management of Olam (Ghana) Ltd. to consider improving the conditions of employment by designing compensation packages that are motivating enough to win the trust and commitment of the employees; adopting leadership style that values and respects the feelings of the average employee.

## **ACKNOWLEDGEMENTS**

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## **DEDICATION**

To Patience, my wife, and my children, Joshun and Jenella

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **Background to the Study**

Olam, a leading, global supply chain manager and processor of agricultural products and food ingredients, was first established in 1989 as a division of the Kewalarm Chanrai Group. The Company was set up to start a non-oil based export operation out of Nigeria to secure hard currency earnings to meet the foreign exchange requirements of the other Group companies operating in Nigeria. The success of this operation resulted in Olam establishing an independent export operation and sourcing and exporting other agricultural products not related to the Group.

From 1990 to 1995, Olam was headquartered in London and operated under the name of Chanrai International Limited. The company was incorporated in Singapore on 4<sup>th</sup> July 1995 under the company Act as a public limited company and subsequently in 1996, relocated the entire operation from London to Singapore at the invitation of the International Enterprise Singapore under the latter's Global Trade Programme (Olam, 2011).

The company began with the export of cashew from Nigeria and then expanded into exports of cotton, cocoa and sheanuts from Nigeria. This enabled it

to develop its origination capabilities and expertise in the sourcing, processing and marketing of agricultural products. During this phase, the company was a single-country and multi-product operation. By the start of 1993, the Company recognized patterns and similarities in the sourcing, transporting and marketing of these agricultural products in these businesses and the tools and techniques required to manage the particular risks inherent across these product markets. The company saw an opportunity to transfer these skills and competences across geographic boundaries to other developing countries and across product boundaries to other adjacent products. Between 1993 and 1995, the Company grew from a single-country operation into multiple origins, first within West Africa (Benin, Togo, Ghana, Cote d'Ivoire, Burkina Faso, Senegal, Guinea Bissau, Cameroon and Gabon) and then to East Africa (Tanzania, Kenya, Uganda, Mozambique and Madagascar) and then India. The move into multiple origin countries coincided with the deregulation of the agricultural commodity markets (Olam, n.d.).

The Company's Strategic Plan developed in 1995 envisaged the expansion and replication of their successful sourcing operations that they established in Africa into South-east Asia and India sub-continent. As such, the Company believed that better focus could be provided to such an expansion out of Singapore. The Singapore Government awarded Olam the Approved International Trader status now called the Global Trader Programme under which it was granted a concessionary tax rate of 10%, which was reduced in 2004 to 5% (Olam, n.d.).

The Company used its business model to capitalize on growth opportunity present in their various businesses. Singapore became the corporate headquarters and the key marketing and trading center for all their operations. To further focus on providing quality customer service, marketing offices were open in Poland, Netherlands, France, UK, Italy and USA. It also established sourcing and marketing operations in Indonesia, Vietnam, Thailand, China, Papua, New Guinea, Middle East, Central Asia and Brazil (Olam, 2011).

In 2002, Russell AIF Singapore Investment Limited became the first external investor to take an equity stake in the Olam. Temasek Holding, through its wholly owned subsidiary, Seletar Investments took a stake in Olam followed by International Finance Corporation (IFC) in 2003. 2005 marked a key inflection point in Olam's history. After nearly a decade as a highly successfully private Company, it was listed on the Main Board of the Singapore Exchange on 11<sup>th</sup> February 2005. The floatation was oversubscribed 15 times.

Olam today is a global leader in the supply chain management of agricultural products and food ingredients with operation across more than 60 countries. The Company sources 20 products like cashew, almond, spices and dehydrates, sesame, cocoa, coffee, rice, cotton, teak, palm, and rubber from over 45 origin countries and market them to over 10,000 customers with a global employee strength of more than 13,000 employees. Olam's growth strategy was driven by a clear focus on its core business and a systematic and repeatable formula for adjacency expansion based on that core. It has also grown through carefully selected acquisitions since 2007.

Over the last 20 years, it has stayed focus on this single agric-commodities assets class and within that built a diversified and relatively recession resilient portfolio, largely comprising food, raw material and ingredient. The agric-business value chain consists of four parts; an upstream piece which includes plantations, farming, forest concessions, dairy farming and agric-input; a supply chain piece (Olam's core) which includes sourcing/origination, primary processing, logistics and trading/marketing; a midstream which is value-added processing piece; and a downstream contract manufacturing, private label manufacturing and distribution piece.

From the Company's founding in 1995, it has consistently pursued the highest standard of corporate governance. The Board comprises both Non-executive and Executive Directors and holds regular meetings to review the operations of the Company. There is a clear division of responsibility between the chairman and the Chief Executive Officer, ensuring a balance of power and authority. Olam trained and developed a large member of its managers to build, lead and grow business. Its goal is to grow a team of entrepreneurs into leadership positions.

The vision is to be a leading, global, integrated supply chain manager and processor of agric-commodities by serving its strong grower and customer franchise globally, pursuing select scalable and attractive niches in upstream and midstream valued-added processing; and capitalizing on its emerging market expertise (Anonymous, n.d.). In achieving this feat, Olam harnesses its human

resources and manages them effectively. The core of this managerial process is worker motivation.

Employee satisfaction has always been an important issue for organizations. Employees are viewed as the greatest strength and resources of an organization (Kwarteng, 2011). This is because employees have a wealth of information about what it is like to work at a Company and what customers are telling them about the Company and its competitors (Mello, 2002; Armstrong, 2003). Employees also have considerable knowledge about what can be done to improve Company's productivity, quality, customer service, customer satisfaction, customer loyalty, growth and profit and what can be done to improve risk profile. Equally important, employees know how satisfied or dissatisfied they are working at the organization. They also know how engaged they are and what could be done to increase their level of engagement. Therefore, it could be concluded that the extent of employee satisfaction greatly influences employee productivity (Cole, 2000).

### **Statement of the Problem**

Employee satisfaction is paramount as it, in part, determines the success or failure of an organization. When employees are satisfied and happy about working in an organization, the customer is the first person to notice that. However, the quest of Olam to positioning itself as the leading, global, integrated supply chain manager and processor of agric-commodities by serving its stronger

grower and customer franchise globally might compromise the satisfaction of its employees.

Olam (Ghana) Ltd. focuses much attention and energy on its service or customer experience. This might happen at the cost of employee satisfaction. Yet it is important not to lose sight of people who deliver the end product or service to the customer. Being customer conscious may leave Olam (Ghana) Ltd. with no option than to give its employees the due care and attention as it is required of it. Added to this perceived problem is the seasonality of Olam (Ghana) Ltd. undertakings in Ghana. Since agriculture in Ghana depends on the climatic condition in the country, Olam (Ghana) Ltd. has its peak business season and its troughs. During bumper harvest, business in the organization is brisk. In cases where there are no agricultural produce then most of the casual workers become redundant. Even the permanent workers who desire work may not have their expectations met since there would be little to do in such seasons. One may therefore wonder whether employees in Olam (Ghana) Ltd. are satisfied with their engagement. This study therefore investigated the extent to which the operations of Olam (Ghana) Ltd. encouraged job satisfaction amongst its employees.

### **Purposes of the Study**

The purpose of this was to assess employee satisfaction in Olam. The specific purposes were to find out:

1. Personnel dimensions at Olam (Ghana) Ltd. and its implications on job satisfaction;

2. The level of job satisfaction among employees at Olam (Ghana) Ltd.;
3. Whether casual employees were satisfied with the work they do at Olam (Ghana) ltd.; and
4. Whether permanent employees were satisfied with the work they do at Olam (Ghana) ltd.

### **Research Questions**

In relation to the purpose of the study, the following research questions were formulated to guide the study.

1. What are the implications of the personnel dimensions at Olam (Ghana) Ltd. on job satisfaction?
2. What is the level of job satisfaction among employees at Olam (Ghana) Ltd.?
3. How satisfied are casual employees with the work they do Olam (Ghana) ltd.?
4. How satisfied are permanent employees with the work they do at Olam (Ghana) ltd.?

### **Significance of the Study**

It is hoped that the findings of this study would be a tremendous source of information for managers to check employee satisfaction in business organizations so as to increase productivity. First, it would enable Olam (Ghana) Ltd. just like any other employer get a clear understanding of their policies,



benefits, and compensation, from the perspective of the employees. It would also give management the chance to identify problems that employees are facing with their work so as to enable it to come up with appropriate solution.

This study would give employees the opportunity to advance their grievances with an appreciable degree of confidence. The research would provide an avenue for employees to voice their concerns so as to enable them have better conditions of services, better pay, good human relations and be motivated to work hard. Because this provides the only opportunity for the employees to air their grievances in so far as their conditions of service are concerned.

Finally, the research would contribute to the stock of research materials in Ghana. It would be useful to researchers seeking information relating to the assessment of employee satisfaction and also scholars to research into related areas.

### **Delimitation of the Study**

It would have been most appropriate to conduct the research throughout the entire area of Olam's operation. However, due to resources and time constraint and proximity to research areas, the study was limited to Ghana. With respect to population settings, the general universe was business organizations whereby Olam International limited was selected. Also, there are myriad of issues that could have been looked at, but it had been limited to employee satisfaction.

There are so many aspects of employee satisfaction. Some of which are related to compensation packages such as pension, salary, bonuses, perquisites.

Others are related to the job itself. These might include job satisfaction, holidays and annual leaves. The study, however, was delimited to job satisfaction and employee engagement.

### **Limitation of the Study**

There might be the fear in respondents to honestly provide the genuine circumstance as it exists in Olam (Ghana) ltd. This fear might be backed by the reasonable belief that if they gave out any unfavourable information about the organization they might lose their jobs. This might therefore lead to invalid conclusion based on such erroneous data collected. To limit the effects of these limitations on the results of the study, the researcher developed a rapport with the respondents and assured them of anonymity and that the information given would only be used for academic purposes and not to be released to management.

### **Organization of the Study**

The study comprises five chapters. Chapter One deals with the introduction. It focuses on the background to the study, the statement of the problem, purposes of the study, research questions, significance, delimitation of the study and organization of the study. Chapter Two deals with the review of related and relevant literature to the study. It reviews the works of other authors that relate to the research topic. This is followed by Chapter Three which looks at

the procedure used for the collection of data as well as data analysis. It deals also with the methodology of the study. Chapter Four presents the results and discusses the implications of the data collected. The last chapter, ends the study by summarizing the study to draw conclusions so as to offer recommendations to deal with the problem identified.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

The main objective of this chapter is to review the literature that relates to the topic, “assessment of employee satisfaction at Olam (Ghana) Ltd’. The significance of this was to survey the pool of knowledge on the subject under study and more importantly to create a context for analyzing the data. Specifically, the review was categorized under the following sub-headings: the concept of employee satisfaction, factors that affect employee satisfaction, importance of employee satisfaction, and how to maintain and improve employee satisfaction.

#### **The Concept of Employee Satisfaction**

Employee satisfaction means different things to different people. While we intuitively believe that employee satisfaction is necessary for high performance, studies in the past have not supported this belief. Several years ago, Wilson Learning Worldwide (1965) began asking why, and concluded that the problem was in the definition of satisfaction after their research which aided them to publish a book on employee turnover.

Satisfaction is the gratification of an appetite and pleasure (Wilson Learning Worldwide, 1965). In general, people most often associate satisfaction

with happiness and comfort. It is likely that in most of the previous studies, people responded to the question “Are you satisfied?” by interpreting the question as “Are you comfortable in your work? Do you feel secure and content?” While this may not have been the intent of the question, this understanding of the question does suggest why organizational performance has not been linked statistically to employee satisfaction. We do not often associate high performance with contentment, security, and comfort.

Locke (1969) describes job satisfaction a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences. From Locke's definition, employee satisfaction is a function of the perceived relationship between what one wants from one's job and what one perceives it as offering.

Employee satisfaction is the individual employee's general attitude towards the job. It is also an employee's cognitive and affective evaluation of his or her job (Ho, 2009). Ho (2009) relates employee satisfaction to the attitudes employees have about their job. The fundamental and essential property of attitude is evaluation. An attitude is not an emotional reaction, but an evaluation or an evaluative assessment with regards to an object. When employee satisfaction is defined as an attitude, the means of understanding and evaluating job satisfaction comes to a scale, where an employee can relatively rate his attitude on a scale which can then be evaluated to understand his attitudinal disposition. If satisfaction were to be defined as an emotion, the result of

measuring job satisfaction would be binary, with positive and negative emotional feelings being the only measures.

Defining employee satisfaction as an attitude is very broad and hence causes considerable problems in evaluating employee satisfaction. But the essential characteristic of this definition is that employee satisfaction is also a broad subject, as a person's job is considered to more than just peddling papers or driving trucks or making decisions, both by the individual and also by the organization. Apart from his own work, an employee is expected to cooperate and form relationships with colleagues, follow the rules and the policies of the organization, adapt to and manage the working conditions and also meeting the performance standards set for him.

Cranny, Smith and Stone (1992) suggest that employee satisfaction encompasses a lot of different facets. Hence overall employee satisfaction describes a person's overall affective reaction to the set of work and work-related factors whereas the facets of job satisfaction involve workers' feelings toward different dimensions of the work and work environment.

Judge and Hulin (1993), on the other hand, mention that employee satisfaction is positively correlated with motivation, job involvement, organizational citizenship behaviour, organizational commitment, life satisfaction, mental health, and job performance, and negatively related to absenteeism, turnover, and perceived stress and identify it as the degree to which a person feels satisfied by his/her job.

In contrast, Rousseau (1978) identified three components of employee satisfaction: they are characteristics of the organization, job task factors, and personal characteristics. According to Rousseau's (1978) identification, the characterization of the organization and the job task factors can be regarded as work factors in job satisfaction, while personal characteristics can be regarded as non-work factors of job satisfaction.

It is believed employee satisfaction is a measure of how happy workers are with their job and working environment. It must be noted that employee satisfaction, while generally a positive in organization, can also be a downer if mediocre employees stay because they are satisfied with your work environment.

### **Factors that influence Employee Satisfaction**

In this environment for employee satisfaction, it is vitally important to know which factors most affect employee satisfaction. Several factors influence employee satisfaction. Each factor interacts with the others, and collectively all factors contribute to employee satisfaction. Some of the factors are discussed below.

### **Employee Participation**

When employees are involved in most of things that go on in the organization such as meetings, and decision making process, it makes them feel part of the organization, hence satisfied. Scott, Bishop and Chen (2003) indicated that participatory initiatives in companies in United States have stimulated

employee involvement, increased flexibility and autonomy and causally increased employee satisfaction. Locke and Schweiger (1979) found a significant relationship between employee participation and job satisfaction, as well as a strong correlation between satisfaction and voluntary attrition. They also argue that the relationship between employee participation, empowerment and employee satisfaction involved: (a) employee input in work processes; (b) enhanced commitment; (c) control, choice or self-determination and (d) communication.

### **Employee Perception**

The role of the perceptive process of the individual cannot be discounted from the understanding of satisfaction, because perception is how the environment is viewed and understood. Perception leads to the formation or the emergence of work related emotions to employees (Griffeth, Hom & Gaertner , 2000). The first response to any stimulus is evaluation and evaluation is central to the perceived meaning of the causes and the evaluated effects of a construed response. Although perceptions can be described factually, an individual cannot avoid forming connotations which are evaluative in nature (Marshall, Warr & West, 2004). Evaluations and forming of connotations to augment these evaluations form the core of an attitudinal disposition of the employee, which is primarily aided by perception.

Perception is passive and as such does not impel action, but adds to the body of awareness of an individual. Perceptions do vary according to the level of



the individual within the organization. Managers tend to develop more positive perceptions than non-managers, apparently due to the power of determination which managers possess over the environment and the wide ranging awareness on which their perceptions are based on, compared to non-managers whose world view is restricted to their work related areas within the organization (Payne & Mansfield, 1973). In a research performed by Sefton (1999), it was determined that there is a relationship between employee satisfaction and the perceptions of employees, perceptions of managers and the compatibility between these perceptions. Sefton (1999) determined an employee was more satisfied when the perceptions and realities within the work environment were consistent with their expectations.

### **Work Environment**

The single most important factor contributing to employee satisfaction is the internal quality of the work environment. This internal environment is determined by the employees' feelings towards their jobs, colleagues, and employers.

Employees want to be treated with respect and dignity by colleagues, employers and clients. Employees want to feel that they are part of the team and that they serve a valued function in the operation of the practice. Employees need to have a feeling of mutual respect with both colleagues and employers. Unlike their employers, employees thrive on responsibility and a feeling of accomplishment. Greater responsibility gives employees a feeling of worth.

Responsibility instills in them the feeling that they are trusted and valued by their employers. Employees will go to great lengths not to betray this sense of trust (Steven & Howard, 2000)

### **Organizational Culture**

Organizational culture is a system of shared meanings, where members of these organizations develop a system of understanding the environment and to interact with it (Robbins, 2002). Culture is a common perception held by different individuals within the environment considered. Culture differentiates one organization from another.

The major point to be noted here is that culture is descriptive in nature, used to describe and understand the institution by an individual, whether he likes it or not. While job satisfaction is evaluative in nature, culture is merely descriptive. The meeting point of culture and satisfaction lies in the fact that culture is also a part of the formation of the employee attitude towards his work. While culture is used to describe, satisfaction is used to assess (Robbins, 2002).

Culture helps the employee form opinions, in line with the thoughts and emotions of the other employees. The culture of an organization is a legacy which is carried forwards for years, though it could remain undefined for many years or decades. The culture of the place determines the person-organization fit. The person could fit into the organization through change. But the organization's culture, though realized, cannot be changed. Managements agree to go in for a cultural change only when the Company is in a dire strait or in survival struggle

(Robbins, 2002). In such situations, top management will is necessary to change the culture or to remodel it and it is a long and laborious process of many years and may or may not be successful.

Within the organization, the culture of the place sets the tone for the experiences of the employee and influences his perception, through the collective wisdom of everyone which is institutionalized within the organization. Thus, the institutions and rituals in the company may be enjoyable for some or even many and may be not agreeable for some individuals. This makes it imperative on the part of the HR and the management to build a sense of tolerance and acceptance within the organizational culture to ensure that the employee, or for the matter, any employee is able to fit into the organization, to settle down, establish and start performing in the shortest possible time. In the organizational culture, tolerance and acceptance form the two dimensions which are keys to employee satisfaction within the organization.

The rituals and institutions within the organization influence the perception of the employee and also affect his work related attitudes. An existing employee could behave in a certain manner to his manager because of the culture of the organization. Usually, culture of an organization is evolved from the vision of the founders of the Company and gets handed down with time and minor changes to the next generations of workers (Dozier, 2011).

## **Job Design**

Job design can be defined as “organizing tasks, duties and responsibilities into a productive unit of work” (Mathis & Jackson 2003: 171). Job design is concerned with the content of the work allocated to an individual and also on the effects it has on the individual. Mathis and Jackson (2003) believe that job design is critical because of the following reasons:

- i. Job design can influence performance in jobs which require high employee motivation
- ii. Job design can influence job satisfaction – some jobs for some individuals are considered to be the best fit. Identifying the right job for an employee is very critical or so is finding the right individual for the job.
- iii. Job design can influence the physical and mental health of employees – a physically unfit employee, if put to tiring work, can hurt himself. A stressful job may affect the mental health of a person not able to cope with the pressure.

The two fundamental concepts in effective job design are Job Enrichment and Job Rotation. These two concepts help human resources to ensure that a job which is designed actually appeals to the individual and thus creates satisfaction and thus eventually performance. In an analysis performed by Moye (2003), it was found that individuals in higher level positions within the company felt more empowered and satisfied than those who held lower-level positions. Specifically,

managerial job-types had a stronger relation to empowerment than other job-types.

### **Workplace Design**

The physical setting has an effect on the way the work is done, the effectiveness and the efficiency because of the fact that an individual gets affected by the physical surroundings he is occupying. Employee satisfaction depends on the extent to which the workplace ambience meets the expectations, personal and job related, for the individual. The important aspects of the workplace design which can affect employee satisfaction are (Van der Voordt, 2004)

- i. The extent to which the environment fits with the daily activities
- ii. The functionality of the workplace
- iii. The extent to which the design stimulates communication
- iv. The extent to which the employee can concentrate on his individual work
- v. The extent to which the workplace satisfies the psychological needs of the employee, such as privacy, territorialism, identity and expression of status
- vi. Accessibility of people (physical, telephone, digital)
- vii. Climate (lighting, temperature, etc.)

It must be noted here that the safety and the security of the employee with respect to work related hazards and other environmental factors is considered to

be a hygiene factor in workplace design. The safety of the employee or the hazards which he faces when at work, particularly in risky jobs, is a matter which needs to be considered during the job design stage itself and effective means of mitigating the risk of the employee by automation or by effective use of technology.

### **Employee Rewards and Recognition**

Rewards are an important constituent of the satisfaction of the employee. The financial reward or the recognition the employee gains forms the core of any employment for any individual. More important than rewards and recognition is the fact that employee has to know his goals or the expectations from him very clearly. Locke (1968) developed the Goal Setting Theory in the 1960s, one of the most important management theories of the 20<sup>th</sup> century. This theory has shaped our careers and workplaces in every way. This theory is the basis of all performance metrics being set for employees and the employees' motivation to achieve these metrics.

Rewards which are designed for the success of an individual at work must be based on actual studies on what could be attractive for the individual (Mathis & Jackson, 2004). Though such customization may not be possible for every worker, the idea would be to make the rewards appealing by giving the worker a number of choices in the reward process to make them involving in decisions concerning their welfare – cash or other benefits or a job rotation, etc. This will

help the employee stay focused for his personal goals and also for the organizational goals on the whole.

### **Employee Selection and Development**

The recruitment policies of the company and the process the company uses to select the right person for the right job and in developing the required skills for a particular job are critical to the person-job fit that is eventually achieved (Anonymous, n.d.). Internal recruitment process involves the selection of an employee who could be suitable for a particular job and moving him to the new responsibility. The key lies in the analysis of the requirements of the new job and the process of the internal selection which happens.

In employee selection, HR can utilize two approaches: external and internal. While external selection can give the Company resources from competitors and can be very useful in some industries or some skills required, the most effective and efficient way of selecting a person for a job is internal (Mathis & Jackson, 2004). The advantage of internal recruitment is that the person is already accustomed to the culture and the environment of the organization and does not need a slow start to the new responsibility. Also, the new job could add to the satisfaction of the employee, which results in job rotation and thus aids employee satisfaction for the company.

The most important part of selecting the right individual for the job lies in good job analysis. HR managers can perform job analysis in a number of ways like interviewing personnel in the work floor or the same department or through

understanding the nature of the work through qualitative studies of the inputs and skills needed for the job. Right job analysis will help in identifying the right person for the job, with the necessary skills which will help in ensuring job-person fit, resulting in job satisfaction for the incoming employee, external or internal (Dozier, 2011).

### **Tools for Serving Customers**

In a service industry setting, serving the customer is an everyday affair for the employee at the ground level. In a retail environment, the floor executive faces hundreds or even thousands of customers every day. In such a scenario, the employee has to be equipped with the right tools to service the customers. Such tools include the right job fit, empowerment, training and skills and also the physical infrastructure to perform the job well (Jackson & Mathis, 2004). The face the employee presents to the customer is what the customer sees of the organization. For example, an employee who has to welcome customers, needs the appropriate space, training, process definition, adequate flowers and other paraphernalia and also the right attire to do so. Without any one of these, the employee will feel handicapped in welcoming customers in a hotel lobby, for example, in the best manner possible or expected.



### **Affective Attachment**

Affective attachment (Lawler, 1992) linked what are to be more immediate emotions such as satisfaction with more lasting affective attachments such as commitment. The conditions in which an employee operates will produce either positive or negative emotions and the employee will attempt to understand these feelings within the contexts of their work environment. These emotions are then projected on the organization, which then is perceived to be responsible for these emotions. If the projection is positive, the employee is more likely to remain with the Company; if negative, the employee is more likely to leave (Mueller & Lawler, 1996).

### **Ability to Achieve Results**

Employees who service the public are fulfilled by being able to achieve results for customers. Conversely, they become frustrated and dissatisfied when they are unable to achieve results for customers. A study by Barton (2007) on the topic “job satisfaction as a recruiting tool” found that the single greatest contributor to employee motivation and job satisfaction was the ability to accomplish something in the job. He indicated that the single most important differentiator was a sense of being able to make progress in their work. Achieving a goal, accomplishing a task, or solving a problem often evoked great pleasure and sometimes elation. Even making good progress toward such goals could elicit the same reactions.

### **Longevity, Individual Differences and Education**

While there is an empirical relation between work environment and employee satisfaction, Staw and Ross (1985) determined employees may be satisfied for reasons other than their current work situation. Their research involved individuals who had change employers or changed job-types, and indicated that satisfaction was relatively stable in the individuals making the change. Staw and Ross (1985) concluded that there are individuals who are satisfied at one job are likely to be satisfied at another job, and were related to the personality of an individual. Muchinsky and Morrow (1980) also identified this concept as one of the three factors involved in the intent to discontinue employment. Gehart (1987) also found evidence that satisfaction correlated across jobs and was related to personality. Newton and Keenan (1991) performed a longitudinal study and discovered a moderate but consistent relationship between attitude and satisfaction. They noted there were fluctuations when an employee started a new job, where the satisfaction levels were higher. The analysis, nonetheless, determined that some individuals are more likely than others to be satisfied at work strictly due to their underlying personalities.

The relationship between the education level of an employee and employee satisfaction has also been a subject investigated in scholarly research. According to Bluedorn (1982), education levels were not significant to job satisfaction, but they did influence the decision to leave a Company by an employee. Interestingly, the higher the education level, the more likely an

employee indicated intent to leave the Company. Mohrman, Lawler and Ledfold (1996) also did not find a significant relationship employee education levels and employee satisfaction.

The Motowidlo model of job satisfaction identified the relationship of individual characteristics may affect job satisfaction (Motowidlo, 1996). The model is based on information processing regarding employee satisfaction and involved the cognitive process an employee uses to assess their perceived attitude. These assessments are based on several factors, including the immediate work environment, the social environment and the organization environment. The model emphasized there are differences in the cognitive processes of employees and how they associate these differences to employee satisfaction.

A survey, by the Society for Human Resource Management (SHRM, 2009) looked at 24 factors that are regularly thought to relate to employee satisfaction. The study found that employees identified these five most important factors: job security, benefits (especially health care) with the importance of retirement benefits rising with age of the employee, compensation/pay, opportunities to use skills and abilities, and feeling safe in the work environment.

The next five most important satisfaction factors for employees were: relationship with immediate supervisor, management recognition of employee job performance, communication between employees and senior management, the work itself, and autonomy and independence.

Factors that were not strongly connected to employee satisfaction included: “the organization’s commitment to a ‘green’ workplace, networking,

career development opportunities, paid training and tuition reimbursement programs, and organization's commitment to professional development.”

In contrast, Human Resources professionals ranked these ten factors as most important in employee satisfaction: job security, relationship with immediate supervisor, benefits, communication between employees and senior management, opportunities to use skills and abilities, management recognition of employee job performance, job-specific training, feeling safe in the work environment, compensation/pay, and overall corporate culture.

### **Importance of Employee Satisfaction**

One of the biggest investments a company makes is in its employees; promoting employee satisfaction ensures a maximum return on this investment. Making sure employees are happy and satisfied with their jobs is more than a kind gesture. Quality employee engagement has a very significant impact on an organization's bottom line.

Ho (2009) categorized the importance of employee satisfaction into two: importance of employee satisfaction for the organization and importance of employee satisfaction for employees. The importance of employee satisfaction for the organization includes the following:

1. Enhance employee retention.
2. Increase productivity.

3. Increase customer satisfaction.
4. Reduce turnover, recruiting, and training costs.
5. Enhance customer satisfaction and loyalty.
6. More energetic employees.
7. Improve teamwork.
8. Higher quality products and/or services due to more competent, energized employees.

The importance of employee satisfaction for employee includes the following:

1. Employees will believe that the organization will be satisfying in the long run.
2. They will care about the quality of their work.
3. They will create and deliver superior value to the customer.
4. They are more committed to the organization.
5. Their works are more productive.

### **How to Improve Employee Satisfaction**

Employee attitudes typically reflect the moral of the company. In areas of customer service and sales, happy employees are extremely important because they represent the Company to the public. Satisfaction, however, is not linked solely to compensation. Sure, a raise or benefits will probably improve employee contentment, at least temporarily, but small, inexpensive changes can have a long-term impact. Shetrone (2011) has identified seven areas to improve employee satisfaction. These areas are: give employees more control; ease commuting

stress; stop wasting time; encourage social connections; promote good health; create an atmosphere of growth; and break up routines.

### **Give Employees More Control**

Happiness is affected by employee's sense of control over their lives. Employers should look for ways to give employees more control over their schedules, environment, and/or work habits. For instance, employers could offer alternative work schedules such as flextime or telecommuting. Today's employees have demanding schedules outside of work, and many workers appreciate a boss who considers work-life balance. Because every person's obligations outside of work are different, customized schedules are a great way to improve employee satisfaction.

Employers should also encourage employees to customize their workstations. This could include décor and/or equipment. This not only gives employees control over their work environments, but it can ease personal barriers such as back pain or eyestrain. In addition, studies show that certain colors or décor can improve happiness. Employees will be able to create a place they enjoy working in rather than being stuck in a bland office cubicle. Another way to give employees a sense of control is to create employee-driven competitions such as sales competitions. These activities put employees in control of their success. Each employee can set personal goals, and they will feel a sense of accomplishment rather than obligation.

## **Ease Commuting Stress**

According to the U.S. Census Bureau (2010), 86.5% of workers over the age of 16 drive to work, whether carpooling or driving alone. Bad commutes are a major source of unhappiness. People feel frustrated, powerless, and stressed.

Employers should consider ways to decrease commuting stress. For instance, employers could stagger work times to avoid heavy traffic. Review beginning and ending times and determine if the specific times or the amount of people arriving at each time can be adjusted. In addition, review late arrival policies. If employees are severely reprimanded for arriving late, they will be much more stressed during a bad commute and will arrive at the office miserable. Another possibility is to offer telecommuting options. This eliminates the necessity of commuting and allows employees to work where they are most comfortable. Telecommuting also has a variety of benefits for the employer such as reduced costs.

## **Stop Wasting Time**

Tight deadlines are other major sources of stress for many employees. Employers can ease this stress by freeing up more time. For instance, employers can make meetings shorter and more efficient. Consider tricks that sound silly but are actually effective such as having a meeting with no chairs. People will be more likely to stick to the necessary agenda when they have to stand the entire meeting.

Whenever possible, substitute conference calls for meetings. To reduce unnecessary chitchat, make calls before lunchtime or at the end of the day. People will want to cut to the chase, so they can go to lunch or get home.

Another idea is to create organizational systems that improve efficiency. Clutter and confusion are major time zappers. Organized offices and systems ease stress, save time, and increase productivity.

### **Encourage Social Connections**

Socialization is a key component of happiness. Interacting with others gives people a boost in mood – surprisingly, this is true even for introverts. Employers should find ways to encourage social relations. Consider an office arrangement that fosters communication. Arrange workstations so employees can see each other and talk.

Employers can also encourage office celebrations for holidays and birthdays. These celebrations do not need to be expensive. It can be as simple as asking everyone to bring in a covered dish. Even when there is no reason to celebrate, encourage employees to eat lunch together. Provide a comfortable eating area.

Socialization is not limited to office hours. Encourage out of office socialization such as volunteer programs. This gives employees a change to develop relationships outside of the office while promoting the Company in a positive way. Community service is a great way to build a positive reputation, and it is a happiness booster for employees. Those who work to further causes they



value tend to be happier and healthier, experience fewer aches and pains, and even live longer.

### **Promote Good Health**

Poor health is not only damaging to employees, it is detrimental to businesses. Corporations pay a heavy cost for stress-related illnesses, such as hypertension, gastrointestinal problems, and substance abuse. Chronic stress has a variety of negative side effects such as weight gain, lower immune system, increased risk of disease, and fatigue. Employers should encourage employees to reduce stress levels and improve their overall health.

The first step is to educate employees on health topics. Provide reading materials or offer seminars. People can't make positive changes if they don't know what to change. Once employees know about health topics such as stress, exercising, and healthy eating, start a health related competition. This offers employees motivation and a support system. If the entire office is involved, employees will be more likely to accomplish their goals. To help employees make positive lifestyle changes, have a kitchen equipped with a refrigerator and microwave to prepare healthy meals. Research shows that preparing food is healthier than eating out. Also, encourage breaks throughout the day. Even small amounts of exercise throughout the day are beneficial.

If possible, offer a Company discount on gym memberships. This will encourage employees to make positive choices outside of the office and to exercise regularly.

## **Create an Atmosphere of Growth**

Jobs are more than a source of income. Jobs are a venue for employees to grow and learn. In a survey about employee motivation, employees ranked job characteristics that motivated them. Surprisingly, high wages and promotion were not in the top three. Instead, the number one desire was Full Appreciation of Work Being Done.

Employers can create an atmosphere of growth by providing training, acknowledging benchmarks, and celebrating accomplishments. Employers should also encourage employees to take risks and learn new skills. Employees will become bored and lose motivation if they are never given an opportunity to expand their skills and responsibilities.

## **Break Up Routines**

Surprises add spark to all areas of life, including the workplace. Even a small treat can boost people's happiness – and people get a bigger kick from an unexpected pleasure. Employers should look for small ways to surprise employees. For instance, you can occasionally bring in a special treat such as coffee or baked goods. Small gestures show employees that you appreciate their time.

Another idea is to host an office party for a quirky holiday. Employers could even allow employees to create a holiday. Again, this does not need to be expensive. The keys are breaking up the routine of the workweek, promoting

socialization, and demonstrating your appreciation. Also consider an office give-away. You can hold a raffle or competition to motivate employees.

The prize can be as simple as a gift card or as extravagant as a vacation. If you don't think you need to improve employee satisfaction, read all the comments from dissatisfied employees on message boards. Prove these disgruntled employees wrong. Be the best boss you can be and strive to improve happiness in the workplace. Your extra effort may just lead to a better a business.

### **Summary**

HR department must have the monitoring methods for improvement programmes of employee satisfaction. Many organizations just do appraisal of employee satisfaction but do not pay attention to role of monitoring to build solutions to improve satisfaction. Previous research efforts were accordingly concentrated on the general employment climate without paying attention to kinds of employment contracts relative to time effect. However, the circumstances of individual employees might influence the extent to which they deem the compensation packages as being satisfactory or otherwise. This study, therefore, bridges that gap in the literature by carefully studying the level of satisfaction of permanent and casual employees and how the levels of satisfaction differ given the nature of the employment contract.

## **CHAPTER THREE**

### **METHODOLOGY**

This chapter describes the procedures by which data required for the study were collected and analyzed. It specifically takes a critical look at the research design, population, sample and sampling procedures, research instrument, data collection procedures and data analysis plan.

#### **Research Design**

Descriptive research was used in this study because of its relevance in the field of education. Some scholars such as Ary (1993) and Jones (1979) have explained that descriptive research helps in studying the present problems of students, teachers, administration, curriculum, teaching learning process, and the like, and to suggest some solutions to these problems. The use of this method in this study helped in describing and exploring in as much as possible what occurred in the organization as a whole and also describing how employees (causal and permanent) with the work they did and the nature of employment contract. Fraenkel and Wallen (2000) also believe that obtaining answers to a set of carefully designed and administered questions from a large group of people lies at the heart of a survey research.

The study used a descriptive survey for the collection and analysis of the information in order to answer the questions which were posed. According to Polit and Hungler (1995), descriptive survey aims at describing, observing and documenting aspects of a situation as it occurs rather than explaining them. This design has the advantage of producing a good amount of responses from a wide range of people. Descriptive survey involves asking the same set of questions of a large number of individual either by telephone, mail or in person. This design provides an accurate picture of events and it also seeks to explain peoples' perceptions and behaviour on the basis of data gathered at a point in time. It is also important to note that this design is appropriate when a researcher attempts to describe some aspects of a population by selecting unbiased sample of individual who are asked to complete questionnaires, interview or tests. Fraenkel and Wallen (2000) added that, a significant advantage of a descriptive survey is that it has the potential to provide a lot of information obtained from quite a large sample of individuals.

In using descriptive survey one must be critical about the questions in that they should be clear and not misleading. This is because descriptive surveys results can vary significantly depending on the exact wording of questions. The results produced by this design can however be unreliable because the questions which are normally asked seek to delve into private matters of the respondents who may not be completely truthful (Fraenkel & Wallen 2000).

Fraenkel and Wallen (2000) further stated that questionnaires require subjects (respondents) who can articulate their thoughts well and sometimes put

such thoughts in writing. It is again very difficult to get all the questionnaires completed for meaningful analysis to be made on them. Though these difficulties and disadvantages exist, the descriptive survey design was considered the most appropriate since it has the potential to provide us with a lot of information obtained from quite a large sample of employees at OLAM Ghana Ltd. Specifically, how satisfied the employees both casual and permanent are in doing their work in Olam (Ghana) Ltd.

### **Population**

The target population of the study consists of all employees (casual and permanent) of Olam (Ghana) Ltd. This includes all categories of workers. Olam was chosen for the study because the researcher would have easy access to data. The accessible population will be all employees in Olam (Ghana) Ltd who will be willing to participate in the study.

### **Sample and Sampling Procedure**

A sample of 50 employees was selected for the study. Even though the sample size may not be representative of the entire population of workers in Olam (Ghana) Ltd., it was considered appropriate because the study was not to generalize the result or findings but to obtain evidences of the situation. A more detailed study may be needed to be carried out for a generalization to be valid.

The 50 respondents were selected through stratified random sampling. Two strata of permanent and casual employees were considered. From each

stratum a proportionate number of employees had been drawn to make the total sample. Stratified random sampling was used because each of the casual group of employees and permanent group of employees needed to be drawn and studied to help achieve the purposes of the study.

### **Instrumentation**

The focus of this study was to find how satisfied employees (casual and permanent) were with the work they were doing and how the nature of employment contract influenced their satisfaction. The data were collected from only the employees. Management was not involved in the assessment because the study was initiated by management to find out the views of employees about the satisfaction level of the work they do at Olam (Ghana) Ltd. so as to formulate appropriate work policies to ensure the mutual satisfaction of all the parties to the employment contract.

The instrument that the study deemed appropriate to use was a questionnaire. The study therefore developed and used questionnaire to survey the views of the respondents. The use of questionnaire enabled a large number of respondents to be surveyed within a shorter period of time. Again the questionnaire was preferred to other instruments because it could be judged the fastest mode of collecting data from the sample. The questionnaire is also believed to guarantee confidentiality and anonymity of respondents since it is

generally self-reporting. The questionnaire will elicit more honest responses and is also less expensive compared to the other data collection techniques.

The questionnaire, as an instrument, however has some inherent problems. For instance, some of the items could be misinterpreted due to poor wording or differential meaning of terms, which might not elicit the responses expected by the researcher. To reduce the problems associated with the use of questionnaires, care was taken to ensure that all those variables that might influence the validity and reliability of the questionnaire were present.

The researcher developed the questionnaire by complying with the laid down rules for writing items. In developing the questionnaire for the study, the researcher obeyed the rules that Kumar (2005) suggested. Kumar (2005) asserts that in developing questionnaire there are some specific steps that must be taken into consideration and these steps are outlined below

1. The researcher should clearly define and individually list all the specific research questions.
2. For each specific research question, the researcher should list all the associated questions that will be answered through the study.
3. The researcher should also take each research question identified in Step Two and list all the information required to answer it.
4. The researcher should formulate questions to obtain the information.

The researcher developed items for quantitative measures of employee's satisfaction with the work they did in Olam (Ghana) Ltd. The questionnaire was in two parts. Section A consisted of five items which were made up of the bio



data of the respondents. According to Fraenkel & Wallen (2000), closed ended questions are easy to score, use and code for analyses on a computer. This is because the entire sample responds to the same options, and standardized data are provided. Therefore, Section B had a series of 35 close ended statements on a five-point Likert scale through *Very Important, Important, Not Sure, Unimportant, to Very Unimportant*. Other variables of job satisfaction were measured on *Very Satisfied, Satisfied, Not Sure, Unsatisfied to Very Unsatisfied*. It was only Item 16 that was an open ended requiring respondents to provide their own responses. The Likert scale gauges the degree to which there is agreement or disagreement with the statements representing a common issue. The Likert scale is preferred to other scales because it is the most simple, but an equally efficient approach in terms of graduation. The ratings of items on the instruments were based on the same decisive factor.

The entire questionnaire consisted of personal data of respondents; factors that influenced job satisfaction; and levels of job satisfaction. The description of each section and the number of items were as follows: under personal data, (Items 1-5) respondents were required to indicate their gender, age range, highest academic qualifications, length of service with Olam (Ghana) Ltd. and type or nature of employment contract. Section B consisted of 22 items which were designed to seek factors that influenced job satisfaction. Section C also had 22 items that measured levels of job satisfaction among employees in Olam (Ghana) Ltd.

## **Validation of Instrument**

Reliability is the consistency of measurement, or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects. In short, it is the repeatability of your measurement. A measure is considered reliable if a person's score on the same test given twice is similar. It is important to remember that reliability is not measured, it is estimated. Validity is also the strength of our conclusions, inferences or propositions. Cook and Campbell (1979) define it as the best available approximation to the truth or falsity of a given inference, proposition or conclusion.

To ensure validity and reliability of the instrument, the researcher pilot tested it in Kuapa Cocoa Ltd., an organization whose employees had similar characteristics as Olam (Ghana) Ltd. The pretesting helped in revealing ambiguous statements, poorly worded questions that might not be understood by respondents, unclear choices and double-barreled questions to be taken care of. The outcome of this exercise helped to modify the instrument so as to make it appropriate in collecting the desired data.

Ten employees of Kuapa Cocoa Ltd. were made respond to the survey instrument. SPSS computer programme was used to analyse each section of the questionnaire for the strength of the reliability estimate. Cronbach alpha was generated to establish reliability for all the items.

### **Data Collection Procedure**

The researcher personally administered the questionnaire to the respondents. An introductory letter was taken from the Department of Accounting and Finance, School of Business, University of Cape Coast, Cape Coast (See Appendix B) to the management of Olam (Ghana) Ltd. to officially seek permission for the employees to participate in the study.

After permission had been granted, the researcher briefed the employees as to what the study was about in order to get the needed attention, support and co-operation of the staff. The questionnaires were hand-delivered to all the respondents by the researcher. The researcher then guided the respondents to complete the instrument. The assistance just involved the explanation of instructions or terminologies so as to get the most valid data for inclusion in the analysis. Respondents were given four weeks to complete the instrument. To ensure an effective return rate, follow up telephone calls as well as personal visits were made to encourage the respondents to complete the questionnaires. This led to a situation where most of the questionnaires were retrieved given a return rate of 72 percent.

### **Data Analysis**

The data collected were sifted to eliminate any incomplete response. The valid questionnaires were coded to reflect their corresponding categories in accordance with the following scoring key: Very Important or Very Satisfied-1,

Important or Satisfied-2, Not Sure-3; Unimportant or Unsatisfied-4; and Very Unimportant or Very Unsatisfied-5. Afterward the scored questionnaires were analysed using Statistical Product and Service Solutions (SPSS) into the desired descriptive statistics.

Since a descriptive sample survey was used in gathering data, it was prudent for the researcher to use the same descriptive method in analyzing the data that were obtained. Descriptive surveys do not typically require complex statistical analysis. However, both descriptive and inferential statistics were used in analyzing the data that were gathered. Hence, the study used means, standard deviations, frequencies and percentages to analyse the data to address the research questions.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

In this chapter, data from questionnaires were collated and the Statistical Product and Service Solution (SPSS version 16) was used to analyse the data. This is followed by a discussion of key issues on the data and any other relevant information that could be represented by the tables. Descriptive statistics and frequency tables are provided to give statistical reflection on key issues with regard to the objectives of the study. There are discussions on how findings relate to previous studies on the subject under consideration.

#### **Personnel Dimensions at Olam (Ghana) Ltd**

There have been attempts to establish whether specific variables such as gender, age, personality or occupational status are predictive of job satisfaction. Employees' characteristics are a strong influence on their level of satisfaction in employment contract. Accordingly, the study sought to find out the personnel dimensions of the employees of Olam (Ghana) Ltd. the results of which were classified into demographic patterns of the participants and the nature of employment contract including their length of service at Olam (Ghana) Ltd.

### **Demography of Participants and Job Satisfaction**

The background information of participants was sought. These included gender, age, and academic qualification. Table 1 presents a summary of the responses obtained.

#### **Gender of Participants and Job Satisfaction**

From Table 1, it can be observed that 27 (75%) of the participants were males while 9 (25%) were females. This means that the male workers in Olam (Ghana) Ltd. might exceed the female workers. This is partly true since the nature of the work is predominantly male oriented. Bogg and Cooper (1994) intimated that females are hard-driving, persistent, involved in work, have sense of time urgency and used coping strategies more often than males. However, they found females to be more dissatisfied with their jobs and to have lower mental and physical well-being scores than their male counterparts. Therefore, due to the male dominance in Olam (Ghana) Ltd. the degree of job satisfaction and consequential productivity among the workers would be higher.

#### **Age of Participants and Job Satisfaction**

There is growing evidence that there is a relationship between age and job satisfaction. Age itself rather than the variables associated with it might have a direct impact on job satisfaction at Olam (Ghana) Ltd. In terms of age, it was observed that, 10 (28%) of the participants were between the ages of 31 and 35, this was followed by those between the ages of 26 and 30, who formed 9 (25%)

while only one (3%) was above the age of 45. Thus, a majority of the workforce in Olam (Ghana) Ltd were middle-aged people. Mirroring this finding to Rhodes' (1983) conclusion that overall job satisfaction is related to age, there is a hazy idea of the level of job satisfaction in the Company. The older workers in the company might appear to evince greater satisfaction with their employment than younger workers; however, this relationship is not clear.

Table 1

**Demography of Participants**

Variable	Sub-scale	N	%
Gender	Male	27	75
	Female	9	25
Age (in years)	25 and below	4	11
	26 – 30	9	25
	31 – 35	10	28
	36 – 40	7	19
	41 – 45	5	14
	46 and above	1	3
Academic qualification	Basic	1	3
	SSCE/WASSCE	4	11
	‘A’ Level	5	14
	Bachelor’s degree	17	42
	Master’s degree	5	14
	PhD	1	3
	ICA	3	8

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Source: Field Work

Clark (1996) ascribes this to the fact that younger employees may feel satisfied because they have little experience about the labour market against which to judge their own work. Alternatively, older employees in the company



may have reduced aspirations as they realise that they face limited alternative choices as they get older.

### **Academic Qualification and Job satisfaction**

The academic qualifications of the various participants were also considered. This ranged from Basic to ICA (Professional qualification). It was observed that 17 (42%) had a bachelor's degree, 5 (14%) had Master's Degree and 'A' level qualification respectively. However, in terms of PhD, only 1 (3%) indicated that he/she has that qualification. Generally, the greater percentage (67%) of the participants had at least bachelors or professional degree. Since research is unequivocal with respect to the relationship between job satisfaction and educational level (Camp, 1994), the academic qualification structure of the workforce in Olam (Ghana) Ltd suggested that most of the employees were not satisfied with their conditions of service in the company. This is supported by Gazioglu and Tansel (2002) that those employees with degrees and postgraduate holders had lower levels of job satisfaction compared to individuals with lower levels of education. This could be due to expectation differentials between different levels of education. Educational level is positively related to job satisfaction, subject to a successful match being made between the individual's work and qualifications (Jones Johnson & Johnson, 2000).

The personnel records of the employees surveyed were gathered. These were categorized into length of stay (tenure) at Olam (Ghana) Ltd. and the nature employment contract. Table 2 summarises the data obtained on the employment contracts of the participants.

Table 2

**Personnel Records at Olam**

Variable	Sub-scale	N	%
Years of work at OLAM	Less than 5	16	45
	5 – 10	12	33
	11 – 15	8	22
Nature of employment	Permanent	34	94
	Casual	2	6

Source: Field Work

**Job Satisfaction and Tenure**

Available has established a link between tenure and job satisfaction. To determine the state of events in Olam (Ghana) Ltd in this direction, the personnel records of the participants were extracted. The records revealed that one participant (3%) possessed a Basic Education qualification. In terms of years of working, it was observed that 16 (45%) have worked for less than 5 years, 12 (33%) have worked for between 5 and 10 years while 8 (22%) had worked in the company for 11 to 15 years. It can, therefore, be stated that, majority of the participants had worked for less than five years. Since a majority (55%) of the

employees has worked for less than five years, there is a greater likelihood of job dissatisfaction. This point is made in reference to Jinnett and Alexander (1999) and Jones, Johnson & Johnson (2000) position that employees with longer tenure have a greater propensity to be satisfied with their jobs than employees with shorter tenure. Moreover, a study by Chambers (1999) established that employees with longer tenure were more satisfied with their work itself as well as their level of pay. From this it might be concluded that if satisfaction increases with time then there is grotesque job dissatisfaction among the workers in Olam (Ghana) Ltd because most of the workers had not worked in the company for a very long time.

### **Job Satisfaction and Nature of Employment Contract**

The final aspect on the personnel records of the respondents was about the nature of employment participants were engaged in. Generally, two groups of employees were used as participants for the study. Thirty-four (94%) of the participants were permanent employees while 2 (6%) were casual employees. This was indeed very good, since majority of the participants would know the in and outs of the company and therefore would be able to represent the views of the other employees. This is confirmed by Butler and Ehrlich (1991) that nature of employment contract largely determines the job demands and characteristics of the work environment experienced by workers.

### **Levels of Job Satisfaction among Employees at Olam (Ghana) Ltd**

The study sought to find out the level of job satisfaction among the employees at Olam (Ghana) Ltd. This was the subject of research question two. The results to this research question are presented as categorized into the level of satisfaction among casual and permanent employees.

#### **Levels of Job Satisfaction among Casual Employees**

Table 3 gives a summary of the responses on the levels of job satisfaction among casual employees in terms of the factors that influenced job satisfaction. Employees tend to be very satisfied with factors such as allowances (M = 4; SD = 0.00), opportunities for career advancement (M = 3.50; SD = 0.71) and challenging environment (M = 3.50; SD = 2.15). The values of standard deviations indicated a general consensus in the responses given by the participants. Again, in terms of factors like salary (M = 3.00; SD = 1.41), job security (M = 3.00; SD = 1.41) and freedom to work at employees own pace (M = 3.00; SD = 1.41), the participants were satisfied. However, the employees seemed to be not satisfied or not at all satisfied with factors like working conditions, flexible working hours, interaction with management, good leadership by management, involvement in decision making, administrative support in improving productivity and recognition and reward for achievement. The mean and standard deviation values all indicated a high consensus in the responses given.

Table 3

**Levels of Job Satisfaction among Employees**

Factors	M	SD
Salary	3.00	1.41
Allowances	4.00	.00
Job security	3.00	1.41
Opportunities for career advancement	3.50	.71
Working conditions	1.50	.71
Flexible working hours	2.00	.00
Interaction with subordinates	1.50	.71
Interactions with colleagues	1.50	.71
Interaction with management	1.00	.00
Nature of the job	1.50	.71
Challenging Environment	3.50	2.12
Freedom to work at employee's own pace	3.00	1.41
Good leadership by management	1.00	.00
Involvement in decision making	1.00	.00
Prestige associated with the job	1.50	.71
Manageable workload	2.00	.00
Recognition and reward for achievement	1.50	.71
Administrative support in improving productivity	1.00	.00

Source: Field Work

Mean ranges: Not at all Satisfied (NAS) - (0.00 – 1.40); Not Satisfied (NS) - (1.50 – 2.40); Satisfied (S) - (2.50 – 3.40); and Very Satisfied (VS) - (3.50 – 4.00).

Mean of Means = 2.06; Mean of Standard Deviation = 0.63

These findings are similar to what Locke and Schweiger (1976) found in their study. Locke and Schweiger (1976) found a significant relationship between employee participation and job satisfaction, as well as a strong correlation between satisfaction and voluntary attrition. They also argue that the relationship between employee participation, empowerment and employee satisfaction involved: (a) employee input in work processes; (b) enhanced commitment; (c) control, choice or self-determination and (d) communication.

An attempt was made to find out the overall levels of job satisfaction among employees of Olam (Ghana) Ltd. A mean of means and standard deviations were computed ( $M = 2.03$ ,  $SD = 0.63$ ). These figures according to the scale used for the analysis indicate that, in a whole, the employees of the company were not satisfied with the job that they were doing. In effect, it means that a lot is not being done to improve on the level of satisfaction of these employees. The participants had shown that they had a serious reservation about the manner in which the factors that affected job satisfaction were being handled. This is very true since out of the 18 factors that were identified to have an effect on job satisfaction, the participants indicated that they were not satisfied with 12 of them. A standard deviation ( $SD = 0.63$ ) showed a relatively high consensus about the mean of means value ( $M = 2.03$ ). This means that the level of job satisfaction among the casual employees of Olam (Ghana) Ltd. was very low.

### **Levels of Job Satisfaction among Permanent Employees**

Table 4 presents the level of satisfaction among permanent employees in terms of the factors that influenced job satisfaction. Employees tended to be satisfied with factors such as allowances (M = 2.82; SD = 1.57), salary (M = 2.94; SD = 1.58), flexible working hours (M = 3.41; SD = 1.64) and involvement in decision making (M = 2.68; SD = 1.38). The values of standard deviations indicated a relatively moderate consensus in the responses given by the participants although the standard deviations were relatively high.

However, the employees seemed to be not satisfied or not at all satisfied with factors like working conditions, interaction with management, good leadership by management, administrative support in improving productivity, job security and recognition and reward for achievement. The mean and standard deviation values all indicated a high consensus in the responses given.

An attempt was made to find out the overall levels of job satisfaction among permanent employees of Olam (Ghana) Ltd. For this, a mean of means and mean of standard deviations were computed (M = 2.36, SD = 1.22). These figures according to the scale used for the analysis indicated that the employees of the company were not satisfied with the job that they were doing.

Table 4

**Levels of Job Satisfaction among Permanent Employees**

Factors	M	SD
Salary	2.94	1.58
Allowances	2.82	1.57
Job security	2.21	1.17
Opportunities for career advancement	2.26	1.33
Working conditions	1.91	1.19
Flexible working hours	3.41	1.64
Interaction with subordinates	1.76	.96
Interactions with colleagues	1.68	.88
Interaction with management	1.85	1.08
Nature of the job	1.79	.98
Challenging Environment	1.97	1.00
Freedom to work at employee's own pace	2.44	1.08
Good leadership by management	1.94	1.15
Involvement indecision making	2.68	1.39
Prestige associated with the job	2.15	1.21
Manageable workload	2.29	1.12
Recognition and reward for achievement	2.44	1.48
Administrative support in improving productivity	1.88	1.12

Source: Field Work



Mean ranges: Not at all Satisfied (NAS) - (0.00 – 1.40); Not Satisfied (NS) - (1.50 – 2.40); Satisfied (S) - (2.50 – 3.40); and Very Satisfied (VS) - (3.50 – 4.00).

Mean of Means = 2.36; Mean of Standard Deviation = 1.22

In effect, it means that a lot was not being done to improve on the level of satisfaction of the permanent employees. The permanent employees were also not enthused about the way certain factors that had an influence on their level of job satisfaction were dealt with. This is very true since out of the 18 factors that were identified to have an effect on job satisfaction, the participants indicated that they were not satisfied with 12 of them. A standard deviation (SD = 1.22) showed a relatively low consensus about the mean of means value (M = 2.03). This means that the level of job satisfaction among the permanent employees of Olam (Ghana) Ltd. was very low although the workers themselves had different views about that.

The Society for Human Resource Management (SHRM, 2009) undertook a survey on 24 factors that were regularly thought to relate to employee satisfaction. The study found that employees identified five most important factors as: job security, benefits (especially health care) with the importance of retirement benefits rising with age of the employee, compensation/pay, opportunities to use skills and abilities, and feeling safe in the work environment.

The next five most important satisfaction factors for employees were: relationship with immediate supervisor, management recognition of employee job performance, communication between employees and senior management, the work itself, and autonomy and independence.

Factors that were not strongly connected to employee satisfaction included: “the organization’s commitment to a ‘green’ workplace, networking, career development opportunities, paid training and tuition reimbursement programmes, and organization’s commitment to professional development.”

In contrast, Human Resources professionals ranked ten factors as most important in employee satisfaction: job security, relationship with immediate supervisor, benefits, communication between employees and senior management, opportunities to use skills and abilities, management recognition of employee job performance, job-specific training, feeling safe in the work environment, compensation/pay, and overall corporate culture.

However, factors such as salary, job security, interaction with supervisors, nature of the job, manageable workload, involvement in decision making, good leadership by management, the feeling of having an impact on the life of young people and recognition and reward for achievement recorded low mean values which seems to be an indication that these factors do not have influence on job satisfaction when dealing with permanent employees. For instance, manageable workload (M=2.25; SD=1.12), involvement in decision making (M=2.68; SD=1.39), salary (M = 2.96; SD = 1.58), job security (M = 2.21; SD = 1.17) and good leadership (M = 1.94; SD = 1.15) was an indication that participants strongly disagreed that these factors did affect their job satisfaction. The low standard deviations indicated that the data points tended to be very close to the mean and signified a general consensus to the responses given. This is in

consonance with the earlier assertions by the casual employees that these factors did not necessarily have influence on job satisfaction.

### **Job Satisfaction among Casual Employees**

One of the research questions sought to find out how satisfied casual employees were with the work they did at Olam (Ghana) Ltd. Casual employees were those employees who usually worked on an irregular basis and might or might not be offered work which he or she has the option to refuse. They were often contacted regularly by their employers to arrange working times from week to week. As there was no expectation in a casual work contract between employee and employer of ongoing work, employees could legally refuse a specific work opportunity at any time. It therefore became necessary to find out the factors that influenced casual employees' level of satisfaction in their work place with specific reference to Olam (Ghana) Ltd. Table 5 presents a summary of the responses obtained.

From Table 5, it can be observed that 18 factors that affect job satisfaction were listed and measured on a scale of 0.00 to 4.00 with the least indicating the level of disagreement of how the factor affected job satisfaction while the highest signifying the level of agreement as to how the factor influenced job satisfaction. Out of the 18 factors listed, the participants indicated that four factors had a high level of influence on their job satisfaction.

Table 5

**Factors that influence Casual Employees' Level of Satisfaction**

Factors	M	SD
Salary	1.00	.00
Allowances	2.00	.00
Job security	1.00	.00
Opportunities for career advancement	2.00	.00
Working conditions	1.50	.71
The feeling of having an impact on the life of young people	2.50	.71
Flexible working hours	3.50	2.12
Interaction with supervisors	1.50	.71
Interactions with colleagues	1.50	.71
Interaction subordinates	1.50	.71
Interaction with management	1.50	.71
Nature of the job	1.00	.00
Challenging Environment	3.50	2.12
Freedom to work at employee's own pace	3.50	2.12
Good leadership by management	1.00	.00
Involvement in decision making	1.00	.00
Prestige associated with the job	2.00	.00
Manageable workload	3.00	2.83
Recognition and reward for achievement	1.50	.71
Administrative support in improving worker productivity	1.50	.71

Source: Field Work

Mean ranges: Strongly Disagree (SD) - (0.00 – 1.40); Disagree (D) - (1.50 – 2.40); Agree (A) - (2.50 – 3.40); and Strongly Agree (SA) - (3.50 – 4.00).

These factors included flexible working hours (M = 3.50; SD = 2.12), manageable workload (M = 3.00; SD = 2.83), freedom to work at employee's own pace (M = 3.50; SD = 2.12) and challenging environment (M = 3.50; SD = 2.12).

The means of these factors indicated that participants strongly agree that these factors had an influence on their job satisfaction. However, the standard deviations sought to show how much variation or "dispersion" there was from the average (mean, or expected value). The high standard deviations indicated that the data were spread out over a large range of values and there seemed to be no consensus in the responses given. However, factors such as salary, job security, working conditions, interaction with supervisors, nature of the job, good leadership by management and recognition and reward for achievement recorded low mean values which seemed to be an indication that these factors do not necessarily have influence on job satisfaction when dealing with casual employees. For instance, salary, job security and good leadership are indications that participants strongly disagree that these factors do not affect their job satisfaction. The low standard deviations indicate that the data points tend to be very close to the mean and signify a general consensus to the responses given.

A study by Barton (2007) on the topic "job satisfaction as a recruiting tool" found that the single greatest contributor to employee motivation and job satisfaction was the ability to accomplish something in the job. He indicated that the single most important differentiator was a sense of being able to make

progress in their work. Achieving a goal, accomplishing a task, or solving a problem often evoked great pleasure and sometimes elation. Even making good progress toward such goals could elicit the same reactions.

### **Job Satisfaction among Permanent Employees**

The factors that influenced permanent employees' level of satisfaction were explored. The object of this was to determine the degree to which the employees were satisfied with their job. Table 6 presents a summary of the factors that influenced the level of satisfaction of permanent employees.

From Table 6, it can be observed that 18 factors that affected job satisfaction of permanent employees were listed and measured on a scale of 0.00 to 4.00 with the least indicating the level of disagreement of how the factor affected job satisfaction of permanent employees while the highest signify the level of agreement as to how the factor influenced job satisfaction of permanent employees. It can be observed that the mean values of all 18 factors fall within 0.00 and 4.00. This means that, to the permanent employees, all these 18 factors did not have an effect on their level of job satisfaction. Apart from factors such as freedom to work at own pace (Mean=2.29), allowances (Mean=1.38) and possible involvement in decision making in the administration of work at Olam (Ghana) Ltd., almost all other factors were not significant in influencing employee job satisfaction.

Table 6  
**Factors that influence Permanent Employees' Level of Satisfaction**

Factors	M	SD
Salary	1.26	.62
Allowances	1.38	.65
Job security	1.24	.61
Opportunities for career advancement	1.29	.63
Working conditions	1.18	.46
The feeling of having an impact on the life of young people	1.85	.74
Flexible working hours	1.82	.97
Interaction with supervisors	1.50	.71
Interactions with colleagues	1.41	.78
Interaction subordinates	1.56	.93
Interaction with management	1.47	.79
Nature of the job	1.29	.46
Challenging Environment	1.53	.56
Freedom to work at employee's own pace	2.29	1.06
Good leadership by management	1.44	.82
Involvement in decision making	1.88	1.23
Prestige associated with the job	1.76	.92
Manageable workload	1.85	.82
Recognition and reward for achievement	1.53	.99
Administrative support in improving worker productivity	1.68	.91

Source: Field Work

Mean ranges: Strongly Disagree (SD) - (0.00 – 1.40); Disagree (D) - (1.50 – 2.40); Agree (A) - (2.50 – 3.40); and Strongly Agree (SA) - (3.50 – 4.00).

This confirms the submission by Locke and Schweiger (1976) that there exists a significant relationship between employee participation and job satisfaction. This finding suggests that the employee would be granted leverage, in the views of Jackson and Mathis (2004), to be equipped with the right tools to service the customers. Such tools include the right job fit, empowerment, training and skills and also the physical infrastructure to perform the job well.



## **CHAPTER FIVE**

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

This chapter summarises the study by highlighting the methodology adopted in collecting and analyzing data, the key findings of the study as well as the conclusions drawn from the study

#### **Summary of Research Process**

The research was undertaken to assess employee satisfaction at Olam (Ghana) Ltd. Other subsidiary objectives included finding out whether casual employees were satisfied with the work they did at Olam (Ghana) Ltd.; and whether permanent employees were satisfied with the work they did at Olam (Ghana) Ltd. The following research questions guided the study:

1. What are the implications of the personnel dimensions at Olam (Ghana) Ltd. on job satisfaction?
2. What is the level of job satisfaction among employees at Olam (Ghana) Ltd.?
3. How satisfied are casual employees with the work they do Olam (Ghana) Ltd.?
4. How satisfied are permanent employees with the work they do at Olam (Ghana) Ltd.?

Using descriptive sample survey, questionnaire was used to collect the relevant data. The questionnaire was used to survey 50 employees of Olam (Ghana) Ltd. who were selected randomly and 72% of the questionnaires distributed were retained.

### **Summary of Key Findings**

The following key findings were obtained after a thorough discussion of the results:

1. The demographic patterns of employees in Olam (Ghana) Ltd suggested that there are more males than females. Since females were found to be highly satisfied with their job in comparison to the male counterparts, there is likely job dissatisfaction among the workers. Generally, taking the age structure, educational qualification, the nature of employment contract as well as the tenure of employment into consideration, individually, these factors suggested that there was likely job dissatisfaction among the employees.
2. The level of job satisfaction among the casual employees of Olam (Ghana) Ltd. was very low. The consequences on productivity are likely to be negative. The nature of the casual employment contract might not motivate the casual employees to remain committed to the job and hence might not be intrinsically motivated to improve or, at least, maintain performance.

3. The permanent employees of the company were not satisfied with the job that they were doing either. They rated low on each of the 18 factors of job satisfaction that were employed to survey their level of job satisfaction. A general assessment of the level of job satisfaction of employees in Olam (Ghana) Ltd, as one would expect from the foregoing evidences, was generally low.

### **Conclusions**

The casual employees of the company were not satisfied with the job that they were doing. This is apparent evidence that a lot needs to be done to improve the level of satisfaction of these employees. The participants had shown that they had a serious reservation about the manner in which the factors that affect job satisfaction were being handled. The result of this might be a decrease in productivity.

Similarly, the permanent employees seemed not to be satisfied with the working conditions, interaction with management, leadership by management, administrative support in improving productivity, job security and recognition and reward for achievement. This might reduce morale of the workers which would eventually decrease productivity. Ordinarily, if the permanent workforce failed to value their job security, it is a good indication that they have options and will switch anytime soon. This might lead to increase in labour turnover which might

have some unpleasant consequences on the integrity, efficiency and productivity of the company.

### **Recommendations**

The findings obtained suggest some remediation if any mark is to be made by the management of Olam (Ghana) ltd. to motivate its workers to increase worker output. Therefore, in the light of such findings, the following recommendations are made.

Because the employees were not satisfied with their employment and the terms of the employment contract, there is the need for management of Olam (Ghana) ltd. to institute some measures to improve employee morale. It is prudent for the management of Olam (Ghana) ltd. to consider improving the conditions of employment by:

1. Designing compensation packages that are motivating enough to win the trust and commitment of the employees.
2. Adopting leadership style that values and respects the feelings of the average employee and acting on identified employee concerns on time.
3. Interacting with the employees periodically to sample their concerns and views about the work so as to provide timely interventions to avoid any unpleasant outcomes.

4. Improving the conditions of service so as motivate the employees to remain committed to their work.
5. Management should consider regularising the appointment of the casual worker so as to increase employees' morale to increase productivity.

### **Areas for Further Research**

The study explored the level of satisfaction of the employees of Olam (Ghana) Ltd. The study dealt with both casual and permanent employees of the Company. It is therefore recommended that future research efforts be concentrated on the assessment of equity sensitivity of the casual and permanent employees to the reward system of Olam (Ghana).

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**APPENDICES**

APPENDIX A:

**Consent Form**

Dear Respondent,

I am conducting a research study and would like to ask for your help. If you are willing to participate, it should take about 10-15 minutes of your time. I would be most grateful if you could complete attached questionnaire which seeks to measure how satisfied you are with your contract with Olam (Ghana) Ltd.

You are assured of the anonymity of the response you give and that no personal information about you is sought for any use whatsoever.

Please sign the space provided below.

Thank you

I ..... agree to participate.

## APPENDIX B:

### Questionnaire

#### **Instruction for Respondents**

Please kindly tick [ ] the responses that best correspond to your opinion or write your response in the space provided.

#### Section A: Demographic Data

1. Gender      Male [ ]                      Female [ ]
  
2. I belong to this particular age group
  - a. 25 years and below                      [ ]
  - b. 26 years to 30 years                      [ ]
  - c. 31 to 35 years                              [ ]
  - d. 36 to 40 years                              [ ]
  - e. 41 to 45 years                              [ ]
  - f. 51 years and above                      [ ]
  
3. My highest academic qualification is
  - a. Primary school                              [ ]
  - b. BECE /Middle School Leaving Certificate                      [ ]
  - c. SSCE/WASSCE                              [ ]
  - d. Diploma/Higher National Diploma                      [ ]
  - e. BA (Arts), BA (Social Sciences), Bsc, BMS, B.Com, etc                      [ ]
  - f. MA, MSc, MBA, MPil, etc.                      [ ]

g. PhD [ ]

h. Other, please specify .....

4. I have been working with Olam (Ghana) Ltd. for

a. Less than 5 years [ ]

b. 5 to 10 years [ ]

c. 11 to 15 years [ ]

d. 16 to 20 years [ ]

e. 21 years and above [ ]

5. What is the nature of your employment?

a. Permanent [ ]

b. Casual [ ]

**Section B: Factors that Influence Job Satisfaction**

6. How important to you are the factors of job satisfaction listed below?

No.	Factors	Very important	important	Not sure	unimportant	Very important
a.	Salary					
b.	Allowances					
c.	Job security					
d.	Opportunities					

	for career advancement					
e.	Working conditions					
f.	The feeling of having an impact on the life of young people					
g.	Flexible working hours					
h.	Interaction with supervisors					
i.	Interactions with colleagues					
j.	Interaction subordinates					
k.	Interaction with management					
L.	Nature of the job					
No.	Factors	Very	important	Not	unimportant	Very

		important		sure		important
o.	Challenging Environment					
p.	Freedom to work at employee's own pace					
q.	Good leadership by management					
r.	Involvement in decision making					
s.	Prestige associated with the job					
t.	Manageable workload					
u.	Recognition and reward for achievement					
v.	Administrative support in improving					

	worker productivity					
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**Section C: Levels of Job Satisfaction**

7. Kindly indicate how satisfied you are in your work in terms of the following factors

No.	Factors	Very important	important	Not sure	unimportant	Very important
a.	Salary					
b.	Allowances					
c.	Job security					
d.	Opportunities for career advancement					
e.	Working conditions					
g.	Flexible working hours					
h.	Interaction with subordinates					
i.	Interactions with colleagues					

k.	Interaction with management					
L.	Nature of the job					
o.	Challenging Environment					
p.	Freedom to work at employee's own pace					
q.	Good leadership by management					
r.	Involvement in decision making					
s.	Prestige associated with the job					
t.	Manageable workload					
u.	Recognition and reward for achievement					



v.	Administrative support in improving productivity					
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8. Taking everything into consideration, how satisfied are you with your job as a teacher?

- a. Very satisfied [ ]
- b. Satisfied [ ]
- c. Not sure [ ]
- d. Not satisfied [ ]
- e. Not very satisfied [ ]