

**UNIVERSITY OF CAPE COAST**

**JOB SATISFACTION AND EMPLOYEE TURNOVER IN THE HEAD  
OFFICE OF THE GHANA COMMERCIAL BANK LIMITED**

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UNIVERSITY OF CAPE COAST

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OFFICE OF THE GHANA COMMERCIAL BANK LIMITED

BY

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## **DECLARATION**

### **Candidate's Declaration**

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

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

Name: Richard Arthur

### **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 aspiration by financial institutions to remain competitive and focused in the face of competitive business environment coupled with the changing global economy has re-emphasized the urgent need for firms to integrate their various facets into a coherent system. It is against this development that the call for integration of human resource strategies into the corporate strategic plan is seen appropriate and timely. In the determination and understanding of the problem, the study investigated the extent to which job satisfaction influences employees' turnover in Ghana Commercial Bank. The study also determined what variables affect job satisfaction in Ghana Commercial Bank Ltd. Furthermore, the researcher identified the factors that bring about employee turnover in an institution

Data were acquired by the use of both primary and secondary materials. Review of relevant literature, consisting of earlier publications and works on the topic was done. Models and theories on job satisfaction and staff turnover have also examined for conceptual link and relationship between the variables. Simple random sampling technique was employed to draw a sample of 75 managerial and non-managerial staff of GCB. The data for the study was collected using 75-item questionnaire scaled on Likert-type model. Basic statistical techniques and tools such as frequency distribution tables, measures of dispersions, and percentage have been used in the presentation of the data. Pearson correlation coefficient and t-test was used to analyse the data.

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Finally to all my benefactors, I say God richly bless you for your support, love and prayers.

## **DEDICATION**

To my wife Esther, my mother, Auntie Esi, my grandmother Nana Badua,  
and my children Nana, Naana, Panyin and Kakra.

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **Background to the study**

The super ordinate responsibility of corporate management is the attainment of defined objectives of the organisation, and the Ghana Commercial Bank Ltd is of no exception. The attainment of its objectives will come with its growth and ultimate survival of the organisation. To attain such an objective entails investigating the allocation of human and material resources. This calls for effective and efficient management strategies. This need is just as strong in financial sector as it is in other sectors of the economy.

There are several methods of evaluating management effectiveness; and one of these is the number of employees who leave and enter the organisation (employee turnover). The issue of employee turnover is not only detrimental to performance and long-term growth of institutions and companies, but negatively affects the socio-economic progress of nations. There can be very little doubt that the health of an economy requires competent professionals in to push the visions and missions of financial institutions and companies that form the backbone of the nation's economy. The presence of professionals in a country reflects the commitment of the indigenous to the country's developmental effort and agenda.

It is against this background that the incidence of employee turnover is regarded as a threat to the survival of financial institutions.

Many questions have been asked as to whether, with the current state of unemployment, employee turnover could ever take place. Again the question is; should the inadequacy or absence of jobs prevent people from leaving, entering or changing jobs? However, with the current trends in globalization it is suicidal for firms to remain unconcerned about the crucial issue of employee turnover, especially for institutions like the banks. Labour turnover is disruptive when it becomes excessive or when it involves valuable performers in the organisation. Many reasons have been assigned, in favour of appropriate policies and strategies to curtail human resource problems in the financial institutions, including the current increase in their numbers, the need to stay focused to achieve their corporate goals through relationship marketing. In addition, due to fierce competition among banks and the need to preserve corporate secrets, it beholds on policy makers in the banks to retain their human capital since their frequent exit could leak corporate secret. Also, frequent hiring could increase banking cost which could contradict the risk management philosophy of banks. Moreover, trade liberalization due to economic integration has facilitated the free mobility of labour across national frontiers.

Even though employee turnover is one of the heavily researched topics, the question of what causes labour turnover remains unanswered among researchers. It is however, conceptually and empirically known to have strong association with certain variables; such as job expectation, job satisfaction,

organisational commitment, perceived job security and demographic variable such as age and length of service. Meanwhile, findings from empirical studies seemed *inconclusive* and *diverse*. For instance, Mowday et al (1983) concluded that turnover correlates negatively with job satisfaction and Miner (1991) concluded that although many other factors are involved in the decision to leave a job, dissatisfaction is the central impetus.

Factors that influence turnover to include career opportunity, job influence, teamwork and job challenges as causes of employee turnover. Also the availability of alternative employment, satisfaction with management, pay, work, promotion and supervision causes employee turnover. The stress caused by poor job fit ultimately lead employees to actually quit their jobs. Unmet expectations included limitations in leadership, responsibility, grievance procedures, performance appraisal, promotional criteria, variety, time flexibility and autonomy. The range of views on the determinants of the concept makes the question of what causes turnover more contentious than can be imagined. It is due to the diverse views of this topical issue that has motivated this study.

### **Ghana Commercial Bank Limited**

Ghana Commercial Bank Limited was established in May 1953 for Ghanaian entrepreneurs. It is the largest indigenous Bank with 151 branches nation-wide. Its objective among others is to support the private sector and facilitate the nation's economic growth. GCB aims at bringing banking to the

doorstep of existing and potential customers and extends credit facilities to the private sector.

### **The Bank's Vision**

The bank's vision is to be the established leader in commercial banking in Ghana, satisfying the expectations of customers and shareholders, providing a wide range of cost efficient and high quality services nation-wide through the optimization of information technology and efficient branch network. For the achievement of this mission the bank is committed to the provision of first class customer service; focusing on its core business/competencies-commercial banking. And this will be aided by constant improvements in the use of information technology; ensuring that staff are well motivated and have a conducive work environment; recruiting and retaining the best human resource to carry out the bank's mandate; applying best practices in internal policies, procedures, processes and service delivery and; constant improvement in shareholder value.

### **Management structure**

In consonance with GCB's motto- *we serve you better* - the bank is represented in all the regions and 110 districts of the nation in a bid to make banking accessible to all Ghanaians. It is one thing having a large number of branches but without the requisite qualified staff and competent management, no

organisation will succeed. GCB is proud of its executive management team, which provides the required leadership for a 2,158-strong workforce.

The workforce is currently being moulded, with the Human Resources Division ensuring that key positions are filled with high caliber personnel, while staff is provided with the requisite training to empower and motivate them for efficient service delivery. Management structure consists of Executive Management, General Managers, Middle Management, Supervisory Sub-Officers, and Clerical.

### **Customer relations**

This is the bane of the Bank's service delivery, knowing the importance of the customer in the banking business. Front-line staffs are constantly being sensitized on the need to ensure customer satisfaction. The Bank has introduced the Personal Banker (PB) to enhance customer service. The PB is conspicuously located in the Banking Hall and addresses customer queries and concerns directly and instantly. The main services rendered by the bank to its customers include:

### **Human resources division**

The Human resource division performs activities that are directed toward attracting, maintaining and developing a well-motivated staff and effective workforce for organisational efficiency and profitability in the bank. The department is headed by a General Manager who is assisted by a Personnel



Manager and a Group Training Manager in the execution of the Human Resources activities.

The core functions of the bank Human Resource Department include:

- Manpower Planning
- Staffing and De-staffing
- Career development and training
- Employee relations and welfare
- Rewards management
- Performance management

### **Statement of the problem**

The desire by financial institutions to remain competitive and focused in the face of competitive business environment coupled with the changing global economy has re-emphasized the urgent need for them to integrate their various facets into a coherent system. It is essential if any substantial progress is to be made. It is against this development that the call for integration of human resource strategies into the corporate strategic plan is seen appropriate and timely. Moreover, the goals and objectives of this organisation can be thwarted and obstructed if management to administer the human assets of the organisation embraces “free wheel opportunism system”.

Policies and programmes on human resource need to be directed at developing committed and satisfied workforce who would not only be ready to assume the mantle of leadership to achieve the organisation’s objective but also to

remain in the firm to propel it to attain its stated goals. For this to be a reality means firms need to design policies to combat high employee turnover. Nevertheless, how can employee turnover be minimised if the employees are not satisfied? Another interesting question is does job satisfaction invariably means turnover will reduce? The researcher in this study established the effect of job satisfaction on employee turnover among staff of Ghana Commercial Bank Tower, Kwame Nkrumah Circle.

### **Objectives of the study**

The main objective of the study was to determine the extent to which job satisfaction influence employees' turnover at the Ghana Commercial Bank Limited Tower Building (GCB Tower), Kwame Nkrumah Circle. The study outlined the following research objectives:

- Investigate the variables which affect job satisfaction at the GCB Tower
- Asses the factors which bring about employee turnover at GCB Tower
- Determine how employee turnover and job satisfaction affect Ghana Commercial Bank Limited.
- The study will also make recommendations so as to develop an efficient framework to curb employee turnover in Ghana Commercial Bank Limited through the Human Resource Division

## **Research questions**

In answering the study objectives the following research questions were answered:

- What variables influence job satisfaction in the GCB Tower?
- What are the variables that affect employee turnover in this firm?
- How does employee turnover and job satisfaction affect Ghana Commercial Bank Limited?

## **Research hypothesis**

1. **Ho:** There is a significant relationship between job satisfaction and labour turnover in Ghana Commercial Bank.
2. **Hi:** There is no significant association between job satisfaction and labour turnover in Ghana Commercial Bank.

## **Significance of the study**

It is envisaged that the findings of the study will quicken the emerging awareness among the management of Ghana Commercial Bank about the eminent threat of labour turnover to the survival this institution and perceived difficulty it could pose to management.

The study will also help the management of other institutions to be more focused on the formulation and implementation of policies regarding human capital base. Moreover, the findings and recommendation are expected to assist other financial and non-financial institutions to devise situational – based

approaches to solving labour mobility problem among the workers that have the tendency to thwart the effort aimed at achieving corporate objectives.

Finally, this study will add to the vast literature source emerging from studies conducted in Ghana on labour turnover.

### **Scope**

The study was confined to Managerial and Non-Managerial Staff of Ghana Commercial Bank Limited (GCB Tower). The target population was restricted to employees of Ghana Commercial Bank. The main variables of the study are job satisfaction and labour turnover (tendency to quit) among the staff.

### **Limitation**

There was the possibility of the data being subjective, carrying some informant biases. To overcome such a limitation, the researcher verified the data obtained through triangulation. A sizeable size was chosen due to time and funds constraints.

### **Organisation of the study**

Chapter one is made up of the background of the study, study area, statement of the problem and significance of the study. It also outlined the research question, hypothesis and limitation of the study. Chapter two reviewed the works of other scholars in the same field study and formed the literature review to the study.

Chapter three presented the methodology, relating to the sample size, sample selection, instruments etc. Chapter four presented analysis of the data with the use of graphs and charts Chapter 5 outlined the summary; findings as well as the conclusions and recommendations of the study.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **Introduction**

The advent of strategic human resources have been an eye opener for human resources practitioners, state policy makers and firms as to the strategic role of human capital in the organisations to day. The chapter presents an extensive discussion on theories, models and empirical study on the relationship between job satisfaction and employee turnover.

#### **Theoretical review of job satisfaction and employee turnover**

Employee satisfaction affects every aspect of an organisation. Frederick Herzberg theorized that employee satisfaction has two dimensions: "hygiene" and motivation. Hygiene issues, such as salary and supervision, decrease employees' dissatisfaction with the work environment. Hygiene issues cannot motivate employees but can minimize dissatisfaction, if handled properly. In other words, they can only dissatisfy if they are absent or mishandled. Motivators, such as recognition and achievement, make workers more productive, creative and committed. Motivators, on the other hand, create satisfaction by fulfilling individuals' needs for meaning and personal growth. Once the hygiene areas have been addressed, the motivators will promote job satisfaction and encourage

production (Herzberg et al. Even though the two-factor theory has been criticized on grounds that it only recognizes content and recognition as the only sources of employee motivation, it has nevertheless served as the basis for a serious study into the issue of job satisfaction.

Oldham and Hackman (1980) also proposed the job characteristics model—an emergent out of the two-factor theory by Herzberg. The job characteristics model postulates the motivational properties of jobs as well as specific personal and organisational consequences of these properties. The model identifies five core job dimensions that produce three psychological states. Employees who experience these psychological states tend to have higher level of internal work motivation, job satisfaction and work effectiveness. Among the core job characteristics include skill variety, task identity, task significance, autonomy and job feedback, which affects employee motivation and satisfaction through three critical psychological states – one of these is the experienced meaningfulness – they believe that one’s work is worthwhile or important. Skill variety, task identity, task significance directly contributes to the job’s meaningfulness. If the job has, high levels of all three characteristics employees are likely to feel that their job is highly meaningful. Meaningfulness drops as the job loses one or more of these characteristics.

Also work motivation and performance increase when employees feel personally accountable for the outcome of their effort. Autonomy directly contributes to this feeling of experienced responsibility. Employees must be assigned control of their work environment to feel responsibility for their

successes and failures. Next is the knowledge of results. Employees want information about the consequences of their work effort. Knowledge of results can originate from co-workers, supervisors and clients. However, job design focuses on knowledge of results from the work itself. Employees may react in so many ways such as leaving the job if these core job characteristics are not present at proper perspective.

Another job satisfaction base theory is the Adams Equity Theory. The essence of this theory is that employees compare their effort and rewards with those of others in similar work situation. It is based on the assumption that individuals are motivated by a desire to be equally treated at work. The individual works in exchange for rewards from the organisation. A state of equity exists in the mind of an individual when he or she feels that the ratio of efforts to rewards is equivalent to the ratio of comparison individuals (Adams, 1963). Four important terms deduced in this theory;

- The Person – Thus The Individual Whom Equity Or Inequity Is Perceived;
- Comparison Factor – Any Group Or Persons Used By The Person As a Referent Regarding The Ratio Of Input And Outcomes;
- Input – The Individual Characteristics Brought By The Person To The Job
- Outcome – What The Person Receives From The Job.



Equity exists when employees perceive that the ratios of their input (effort) to their outcomes (rewards) are equivalent to ratios of other employees but inequity exists when these ratios are not equivalent; an individual's own ratio of input to outcomes is greater or less than others.

Employees react in a number of alternative ways to restore feelings or sense of quitting including changing input by putting less effort or time into the job; changing output by producing more units if for instance a piece rate pay plan is being used; changing attitudes, changing reference person or changing the situation by quitting the job. The base for most employee turnover is due to the feeling of inequity. This is because unfavorable inequity creates job dissatisfaction.

As well as the theories above, there have also been attempts to establish whether specific variables such as gender, age, personality or occupational status are predictive of job satisfaction. However, there is evidence that job characteristics have a different impact on men and women. There is growing evidence that there is a relationship between age and job satisfaction but not linear one. Age itself rather than the variables associated with it have a direct impact on job satisfaction. Variables such as socio economic status may also cause different groups of workers to construct different meanings as to what constitutes a satisfactory job.

## **Measuring job satisfaction**

There are many methods for measuring job satisfaction. By far, the most common method for collecting data regarding job satisfaction is the Likert scale (named after Rensis Likert). Other less common methods of for gauging job satisfaction include: Yes/No questions, True/False questions, point systems, checklists, and forced choice answers. This data is typically collected using an Enterprise Feedback Management (EFM) system. The Job Descriptive Index (JDI), created by Smith, Kendall, & Hulin (1969), is a specific questionnaire of job satisfaction that has been widely used. It measures one's satisfaction in five facets: pay, promotions and promotion opportunities, coworkers, supervision, and the work itself. The scale is simple, participants answer either yes, no, or can't decide in response to whether given statements accurately describe one's job. The Job in General Index is an overall measurement of job satisfaction. It is an improvement to the Job Descriptive Index because the JDI focuses too much on individual facets and not enough on work satisfaction in general.

Other job satisfaction questionnaires include: the Minnesota Satisfaction Questionnaire (MSQ), the Job Satisfaction Survey (JSS), and the Faces Scale. The MSQ measures job satisfaction in 20 facets and has a long form with 100 questions (five items from each facet) and a short form with 20 questions (one item from each facet). The JSS is a 36 item questionnaire that measures nine facets of job satisfaction. Finally, the Faces Scale of job satisfaction, one of the first scales used widely, measured overall job satisfaction with just one item which participants respond to by choosing a face.

## **Relationship between job satisfaction and employee turnover**

Employee turnover has become a crucial issue in today's organisation and a major concern for employers. Hence, it remains one of the most widely researched topics in organisational analysis Organ et al (1995). According to Page (2001), the escalation in the rate of labour is a big concern for business and is clearly influencing organisational performance. Turnover thus tells much more about an organisation than can be imagined by the actors of the organisation.

Turnover is the rate at which employees leave an organisation (Leap and Crino, 1992). However, the departure of an individual from his or her position in the organisation should be due to reasons other than death, illness or the elimination of the position (Weiss and Cropanzano, 1995). They further added that labour turnover should include the rate at which workers are replaced in the organisation as and when they leave. It has generally been assumed that most turnovers are undesirable, in large part because of the costs of replacing people (Rafaeli, et.al (1989). The potentially positive effect of turnover as it brings a continuous transfusion of fresh blood into the organisation. However, there is a tendency to assume that most people who leave their organisations are better employees, although the evidence relating to this is somewhat conflicting.

Abraham (1999) explained that when turnover becomes excessive or when it involves valuable performers, it becomes disruptive and could lead to organisation's inefficiency. The key factors affecting job satisfaction were career opportunities, job influence, and teamwork as well as job challenges. So if these needs are not met, there arises the tendency for the individual to leave the firm.

Therefore, Rakich, Longest and Darr (1985) concluded that human behaviour is goal directed and can be induced internally and externally. The goal at which behaviour is directed creates satisfaction of needs, wants and desires.

Therefore, if there is a barrier in attaining these goals, the employees get frustrated and react in various negative ways; one of the reactions is turnover or quitting the organisation. There have been various papers, models and theories on determinants of turnover. These propositions have usually dealt with such variables as job expectation, job satisfaction, perceived job security, organisational commitment and demographic variable such as age (McCormick and Llggen, 1985).

Mowday, Porter and Steers (1987) stated that job satisfaction correlates negatively with turnover. The consistency of relationship has led investigators to look more closely at other factors that might be related to issues of turnover and job satisfaction. Jackofsky and Porter (1983) argued that dissatisfaction with jobs should only lead to turnover when the employees believed that alternative employment is available to them.

March and Simon (1958) made a similar statement, according to them dissatisfaction leads to a search for alternative jobs and that search increases the likelihood that alternatives will be found. They also stated that people become dissatisfied with their jobs for a range of reasons; they may become bored with the content, frustrated by lack of promotion, fed up with their supervisors or irritated by changes in their working environment, in some cases the job may simply fall short of their expectations at the time of appointment. However, for a

resignation to occur, the individual concerned must first perceived that there are better opportunities elsewhere and then secure another position.

Furthermore, Miner (1992) after researching into the relationship between job satisfaction and turnover concluded that although many other factors are involved in the decision to leave a job, dissatisfaction is the central impetus. He continued by saying that the relationship between satisfaction and turnover is disrupted when the labour market conditions are such that jobs are hard to find. This statement supports what Jackofsky and Peters (1983) and March and Simon (1958) said earlier. Cotton and Tuttle (1986) also came out with variables such as job performance, role clarity, job design, and complete job satisfaction, satisfaction with pay and work itself, supervision, healthy relationship with co-workers promotion opportunities and organisation's commitment to welfare of workers as determinants of turnover.

Miner (1992) in support of Cotton and Tuttle's (1986) observation, indicated that higher organisational commitment reduce turnover. Among the most stable findings regarding organisational commitment is the consistent and strong relationship with turnover. This relationship appears to be even more pronounced than that for job satisfaction and turnover (Parasuraman and Alutto, 1984). The observations of these writers, therefore makes it clear that organisational commitment has effect on labour turnover.

Some writers have also viewed the job satisfaction and turnover relationship from other angles. Miner (1992) notes that there is a strong job satisfaction-turnover relationship among the low- rated performers than their

high-rated counterparts in an organisation. He argues that a person who is dissatisfied and viewed as a poor worker is more likely to leave while his counterparts, good performers-both satisfied and dissatisfied counterpart are unlikely to leave their job because they are offered strong inducements to stay. This is because it is more expensive to the organisation when valuable performers quite their jobs. Spencer and Steer (1981) when determining satisfaction – turnover relationship among hospital employees have made similar observations about low performers.

A number of variables apart from job satisfaction and organisational commitment have been studied alongside employees' turnover. Mobley et al (1979) indicated that age and tenure predict turnover, they found these two variables to be negatively related to turnover (that is, the younger the person, the less likely he is to stay in an organisation and also the shorter the person is with an organisation the more likely he is to leave). He continued by saying that the length of service is one of the best single predictors of turnover. Griffith et al, in their research also came out that age and tenure have a negative relationship to turnover.

### **Human resources management practices and employee turnover**

Human resources (HR) are the backbone of an organisation Gerhart and Milkovich (1990). Hence, a firm that does not select the right employees to begin with may not be able to keep these employees in the end because of low employee morale arising from a poor job fit. According to Borman et al (1993), the

continuing prosperity of a firm is likely to be improved by employees who hold attitudes, value and expectations that are closely aligned with the corporate vision.

Porter and Steers (1973), Allen and Meyer (1990), in their research, found out that intention to leave or turnover is lower in organisations with strong employee attachment or organisational commitment than those with weak employee attachment are.

Human resource related practices such as recruitment also affect employee turnover. According to Chartered Institute of Personnel and Development (CIPD) 2004, where poor recruitment and selection decisions are made along with poorly designed or non – existent induction programme, the employee leave after a short period in the job. Pitt and Ramaseshan (1995) found that job preview that employees received during the interview process were not realistic. Larson (1998) cited a study by Wanous, which found that the use of realistic job previews increased retention rate at which new employees remain on the job for a specific length of time. CIPD (2004) proposed that realistic job preview should be given to employees at the recruitment stage without raising expectations.

Stronger motivation is often linked with a greater effort and more commitment to organisation. Hence, it is important for employees to get the appropriate reward for their service. Similarly, Williams and Living stone (1994) found that a negative performance – turnover relationship was stronger in organisations using performance contingent reward systems. Individuals who were compensated more for their high levels of performance were less likely to quit. Recently, researchers mentioned that organisational practices that indicate

investment in employees and their development should reduce organisational turnover.

According to Huselid (1995) high performance work, practices that contribute to employee development or motivation (example, promotion from within, and labour management participation teams) had a negative relationship with organisational turnover rates. In addition, he suggested that human resources practices that signal investments in human capital (example, pay and benefit systems) are intended to enhance commitment and therefore, should reduce organisational quit rate. Finally, Sicherman (1996), found that women were more likely than men to name higher wages, and not bear opportunities, as a reason for switching jobs. Hence, these studies indicated that financial incentives affected a firm's level of employee turnover.

Another Human Resource Management practices concerning employee turnover was found in organisational size. Kirshenbaum and Mano-Negrin (1999) stated that turnover is affected by organisational size. They mentioned that organisational size influence turnover through wage rates and career progression paths. This is because larger firms paid their workers above their opportunity wage, particularly in the area of providing more attractive employee benefits.

Currivan, (1999) came out with some reasons for high staff turnover. Among the main factors identified were the jobs not matching new employees expectation, a lack of attention from line managers and a lack of training, disappointment with the promotion and development opportunities, a lack of autonomy, responsibility, challenge and variety within the work, standards with



management, including unapproachable, uncaring and distant behaviour and a failure to consult. He suggested that to retain efficient and productive employees, firms need to provide employees with an enriched basket of fringe benefits, redefine jobs so that workers perform meaningful tasks, pay equal or higher salaries than the competitors, implement flexible work schedules and sponsor special training or higher education programs. Job satisfaction and turnover intention is said to have relationship. According to Abdel-Halim, (1981), job satisfaction has constantly been found to relate inversely to an individual's turnover intention.

### **Causes of employee attitudes**

In general, HR practitioners understand the importance of the work situation as a cause of employee attitudes, and it is an area HR can help influence through organisational programs and management practices. However, in the past two decades, there have been significant research gains in understanding dispositional and cultural influences on job satisfaction as well, which is not yet well understood by practitioners. In addition, one of the most important areas of the work situation to influence job satisfaction—the work itself—is often overlooked by practitioners when addressing job satisfaction.

#### **Dispositional influences**

Several innovative studies have shown the influences of a person's disposition on job satisfaction. One of the first studies in this area (Staw & Ross,

1985) demonstrated that a person's job satisfaction scores have stability over time, even when he or she changes jobs or companies. In a related study, childhood temperament was found to be statistically related to adult job satisfaction up to 40 years later (Staw, Bell, & Clausen, 1986). Evidence even indicates that the job satisfaction of identical twins reared apart is statistically similar (Arvey, Bouchard, Segal, & Abraham, 1989). Although this literature has had its critics (e.g., Davis-Blake & Pfeffer, 1989), an accumulating body of evidence indicates that differences in job satisfaction across employees can be traced, in part, to differences in their disposition or temperament (House, Shane, & Herold, 1996).

Despite its contributions to our understanding of the causes of job satisfaction, one of the limitations in this literature is that it is not yet informative as to how exactly dispositions affect job satisfaction (Erez, 1994). Therefore, researchers have begun to explore the psychological processes that underlie dispositional causes of job satisfaction. For example, Weiss and Cropanzano (1996) suggest that disposition may influence the experience of emotionally significant events at work, which in turn influences job satisfaction. Similarly, Brief (1998) and Motowidlo (1996) have developed theoretical models in an attempt to better understand the relationship between dispositions and job satisfaction. They also found that one of the primary causes of the relationship was through the perception of the job itself. Thus, it appears that the most important situational effect on job satisfaction—the job itself—is linked to what

may be the most important personality trait to predict job satisfaction—core self-evaluation.

Evidence also indicates that some other personality traits, such as extraversion and conscientiousness, can also influence job satisfaction (Judge, Heller, & Mount, 2002). These various research findings indicate that there is in fact a relationship between disposition or personality and job satisfaction. Even though organisations cannot directly impact employee personality, the use of sound selection methods and a good match between employees and jobs will ensure people are selected and placed into jobs most appropriate for them, which, in turn, will help enhance their job satisfaction.

#### Cultural influences

In terms of other influences on employee attitudes, there is also a small, but growing body of research on the influences of culture or country on employee attitudes and job satisfaction. The continued globalization of organisations poses new challenges for HR practitioners, and the available research on cross-cultural organisational and human resources issues can help them better understand and guide practice (Erez, 1994). The most cited cross-cultural work on employee attitudes is that of Hofstede (1980, 1985). He conducted research on employee attitude data in 67 countries and found that the data grouped into four major dimensions and those countries systematically varied along these dimensions.

The four cross-cultural dimensions are:

- Individualism-collectivism;

- Uncertainty avoidance versus risk taking;
- Power distance, or the extent to which power is unequally distributed;  
and
- Masculinity/femininity, more recently called achievement orientation.

For example, the United States was found to be high on individualism, low on power distance, and low on uncertainty avoidance (thus high on risk taking), whereas Mexico was high on collectivism, high on power distance, and high on uncertainty avoidance. The four dimensions have been a useful framework for understanding cross-cultural differences in employee attitudes, as well as recognizing the importance of cultural causes of employee attitudes. More recent analyses have shown that country/culture is as stronger predictor of employee attitudes as the type of job a person has (Saari, 2000; Saari & Erez, 2002).

There have been numerous replications of Hofstede's research. The importance of culture has also been found in how employees are viewed and valued across countries/cultures -countries systematically vary on the extent to which they view employees in instrumental versus humanistic ways. In terms of practical recommendations, an awareness of, and, whenever possible, adjustments to, cultural factors that influence employee attitudes and measurement are important for HR practitioners as employee attitude surveys increasingly cross national boundaries.

## Work situation influences

As discussed earlier, the work situation also matters in terms of job satisfaction and organisation impact. Contrary to some commonly held practitioner beliefs, the most notable situational influence on job satisfaction is the nature of the work itself—often called “intrinsic job characteristics.” Research studies across many years, organisations, and types of jobs show that when employees are asked to evaluate different facets of their job such as supervision, pay, promotion opportunities, coworkers, and so forth, the nature of the work itself generally emerges as the most important job facet (Judge & Church, 2000; Jurgensen, 1978). This is not to say that well-designed compensation programs or effective supervision are unimportant; rather, it is that much can be done to influence job satisfaction by ensuring work is as interesting and challenging as possible.

Unfortunately, some managers think employees are most desirous of pay to the exclusion of other job attributes such as interesting work. For example, in a study examining the importance of job attributes, employees ranked interesting work as the most important job attribute and good wages ranked fifth, whereas when it came to what managers thought employees wanted, good wages ranked first while interesting work ranked fifth. Of all the major job satisfaction areas, satisfaction with the nature of the work itself— which includes job challenge, autonomy, variety, and scope—best predicts overall job satisfaction, as well as other important outcomes like employee retention. Thus, to understand what

causes people to be satisfied with their jobs, the nature of the work itself is one of the first places for practitioners to focus on.

### **Results of positive or negative job satisfaction**

A second major practitioner knowledge gap is in the area of understanding the consequences of job satisfaction. The study of the relationship between job satisfaction and job performance has a controversial history. The Hawthorne studies, conducted in the 1930s, are often credited with making researchers aware of the effects of employee attitudes on performance. Shortly after the Hawthorne studies, researchers began taking a critical look at the notion that a “happy worker is a productive worker.” Most of the earlier reviews of the literature suggested a weak and somewhat inconsistent relationship between job satisfaction and performance. A review of the literature in 1985 suggested that the statistical correlation between job satisfaction and performance was about 17.

However, further research does not agree with this conclusion. Organ (1988) suggests that the failure to find a strong relationship between job satisfaction and performance is due to the narrow means often used to define job performance. Organ argued that when performance is defined to include important behaviors not generally reflected in performance appraisals, such as organisational citizenship behaviors, its relationship with job satisfaction improves. Research tends to support Organ’s proposition in that job satisfaction correlates with organisational citizenship behaviors (Organ & Ryan, 1995). Further studies found that when the correlations are appropriately corrected (for

sampling and measurement errors); the average correlation between job satisfaction and job performance is a higher. In addition, the relationship between job satisfaction and performance was found to be even higher for complex (e.g., professional) jobs than for less complex jobs. Thus, contrary to earlier reviews, it does appear that job satisfaction is, in fact, predictive of performance, and the relationship is even stronger for professional jobs.

An emerging area of study is the interplay between job and life satisfaction. Researchers have speculated that there are three possible forms of the relationship between job satisfaction and life satisfaction:

- Spillover, where job experiences spill over into non work life and vice versa;
- Segmentation, where job and life experiences are separated and have little to do with one another;
- Compensation, where an individual seeks to compensate for a dissatisfying job by seeking fulfillment and happiness in his or her non work life and vice versa.

Judge and Watanabe (1994) argued that these different models may exist for different individuals and were able to classify individuals into the three groups. On the basis of a national sample of U.S. workers, they found 68% were the spillover group, 20% in the segmentation group, and 12% in the compensation group. Thus, the spillover model, whereby job satisfaction spills into life satisfaction and vice versa, appears to characterize most U.S. employees. Consistent with the spillover model, a review of the research literature indicated

that job and life satisfaction are co-related. Since a job is a significant part of one's life, the relationship between job satisfaction and life satisfaction makes sense—one's job experiences spill over into one's life. However, it also seems possible the causality could go the other way—a happy or unhappy life spills over into one's job experiences and evaluations. In fact, the research suggests that the relationship between job and life satisfaction is reciprocal—job satisfaction does affect life satisfaction, but life satisfaction also affects job satisfaction.

Also in support of a spillover model for job and life satisfaction, the research literature shows a consistent relationship between job satisfaction and depression (Thomas & Ganster, 1995). One might speculate on the possibility that the relationship is simply due to personality traits that cause both low job satisfaction and depression. However, to counter this, there is evidence that job loss and other work events are in fact associated with depression (Wheaton, 1990). Thus, this research suggests that dissatisfaction resulting from one's job can spill over into one's psychological well-being. Based on this research, one conclusion is that organisations only have so much control over a person's job satisfaction, because for many people, their job satisfaction is a result, in part, of spillover of their life satisfaction. However, continuing to take actions to address low job satisfaction is not only important for organisational effectiveness, but by not doing so, organisations can cause spillover of employees' low job satisfaction into their life satisfaction and well-being.



Numerous studies have shown that dissatisfied employees are more likely to quit their jobs or be absent than satisfied employees (Hackett & Guion, 1985; Hulin, Roznowski, & Hachiya, 1985; Kohler & Mathieu, 1993). Job satisfaction shows correlations with turnover and absenteeism in the  $-.25$  range. Job dissatisfaction also appears to be related to other withdrawal behaviors, including lateness; unionization, grievances, and drug abuse, and decision to retire. Hulin et al. (1985) have argued that these individual withdrawal behaviors are all manifestations of “job adaptation” and have proposed that these individual behaviors be grouped together. Because the occurrence of most single withdrawal behaviors is quite low, looking at a variety of these behaviours improves the ability for showing the relationship between job attitudes and withdrawal behaviors (Hulin, 1991). Rather than predicting isolated behaviors, withdrawal research and applied practice would do better, as this model suggests, to study patterns in withdrawal behaviors—such as turnover, absenteeism, lateness, decision to retire, etc.—together. Several studies have supported this, showing that when various withdrawal behaviors are grouped together, job satisfaction better predicts these behavioral groupings than the individual behaviors.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **Introduction**

This chapter dealt with the research design study, population, sample and sampling procedure, instruments for the study, data collection procedure and data analysis.

#### **The research design**

The aim of the study was to examine the extent to which job satisfaction influences labour turnover among employees of Ghana Commercial Bank. In view of this, a non-causal type of investigation was undertaken to establish whether there is an association between the variables. The extent of researcher's interference was reduced to the barest minimum by allowing the variables to behave in their natural cause. Eligible respondents are employees of Ghana Commercial Bank Limited Head Office Staff currently at post in the GCB Tower Circle.

The case study and survey types of design were chosen because they have been able to develop detailed, extensive knowledge about a small number of related cases. The case study was restructured to only a limited area of the problem, hence the need to combine it with the survey method. The survey

strategy helped in the collection of a large amount of data from the sizeable population in a highly economical way. Nevertheless, it was time consuming and it delayed the research process.

The main dependent variables were the employees' turnover scores, which were correlated with the independent variables (employees' job satisfaction). The product moment correlation coefficient was used to determine the correlation between the variables.

### **Population**

The target population of the study consisted of about two hundred and forty two (242) employees of Ghana Commercial Bank Tower House currently at post. This comprised employees working at all the twelve (12) units of the GCB Tower House.

### **Sample procedure**

Purposive Sampling Technique (It is the use of a subset of the population by to represent the whole population) was used to obtain a sample size of 80 respondents from the target population of 242 staff members of the GCB Tower (12) units. Since not all staff can be represented or will take part in the study, six staff members were chosen using the Simple Random Method from all the twelve units representing a different department and the sample was such that they cut across different ranks of staff to arrive at the purposive sample size of Eighty (80). This technique was used because the research is a case study one, and it is

the aim of the researcher to select cases that are particularly informative. The method was also used because of its convenience, its easy implementation and as its accuracy in obtaining precisely the sample size described.

The sample selection process was based on sound criteria. The necessary effort was made to avoid errors, bias and distortions in the selection process. Careful choice of the sample units was made in order to ensure that the sample units were independent, uniform; the same size appear once in the population. The GCB Tower House has (12) units namely: Banking Hall, Trade Services, Global Transfers, Treasury Back Office, Roll Out, ICT, Corporate Banking, Small and Medium Scale Enterprises and Rural Banking, MONDEX, Capital Venture and Operational Support.

All the units were selected as part of the study. Five respondents were selected from each of them to yield a sample size of eighty 80. In selecting the units, the random sampling technique was adopted to ensure fairness in representation.

### **Data collection**

Data was collected from both primary sources and secondary sources. Data from the primary source was obtained through the administration of questionnaire, while the data from the secondary source was obtained from libraries, Ghana Commercial Bank (GCB) websites, bank's brochures and other relevant publications from the bank.

### **Research instruments (Questionnaire)**

The questionnaire was developed based on the nature and scope of the research problem and the objectives of the study. The type of respondents, their social status, level of education, the nature of social situation, the mood of the social environment and the psychology were taken into consideration in deciding on the type of method used. The questionnaire was developed with a covering letter from the Faculty of Social Studies, University of Cape Coast to introduce the respondents to the research topic. The cover letter motivated respondents to participate in the study and answer the questions and they were assured of anonymity and confidentiality. The instructions on how to fill out the questionnaire were written in simple terms to help the respondents understand the questions. The questionnaire consisted of combination of closed and open-ended questions.

The body of the instrument included the questions to be answered by the respondents. In addition, the questionnaire contained adequate and representative set of questions that enabled the needed research objectives and questions to be answered.

The job satisfaction scale was made up of 29 items 16 of which form extrinsic job satisfaction sub-scales and 13 forming intrinsic satisfaction sub-scales. Responses to the items were on the Seven Point Likert - Type Scale with 1 indicating least satisfaction and 7 indicating most satisfaction. The individual's overall satisfaction score is the sum of all the items. A higher score indicated higher satisfaction while lower score indicated lower satisfaction. Employees'

turnover was measured with scale made up of 16 items. The responses to the items were on a Seven-Point Likert-Type Scale; with the respondents having to indicate how much they agree or disagree with each of the statements on the scale.

### **Pre-testing of questionnaires**

There was the need to examine whether the instrument would function well. The instrument was therefore, tried out on six randomly selected formal employees of the bank. This enabled the researcher to discover and correct all ambiguity that was found in the wording of the statements in the instrument. The pre-testing of the instrument was carried out in order to try the items to be chosen to establish construct validity and reliability of the items.

### **Questionnaire administration**

The researcher administered the questionnaires personally. The researcher made follow-ups to retrieve the completed questionnaires, where there seemed to be a delay.

### **Data processing and analysis**

The data collected was edited to check consistency. A short- list was also prepared from a master list of the responses given to the open-ended items. This enabled the key reasons provided by the respondents to be obtained. The data was coded and analyzed with the Statistical Product for the Social Sciences (SPSS)

which percentages and distribution tables. Pearson correlation was the main statistical tool used to test the hypotheses with a 0.05 significance level. The main tool of statistical analysis; Pearson correlation co-efficient was used to find the relationship between job satisfaction and employees' turnover. The correlation co-efficient were tested for statistical significance.

### **Problems encountered**

Some methodological problems common to many social science surveys were encountered during the study. Since in most social science research, most respondents were reluctant to answer the questionnaire claiming that they were too busy to answer them for immediate collection

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

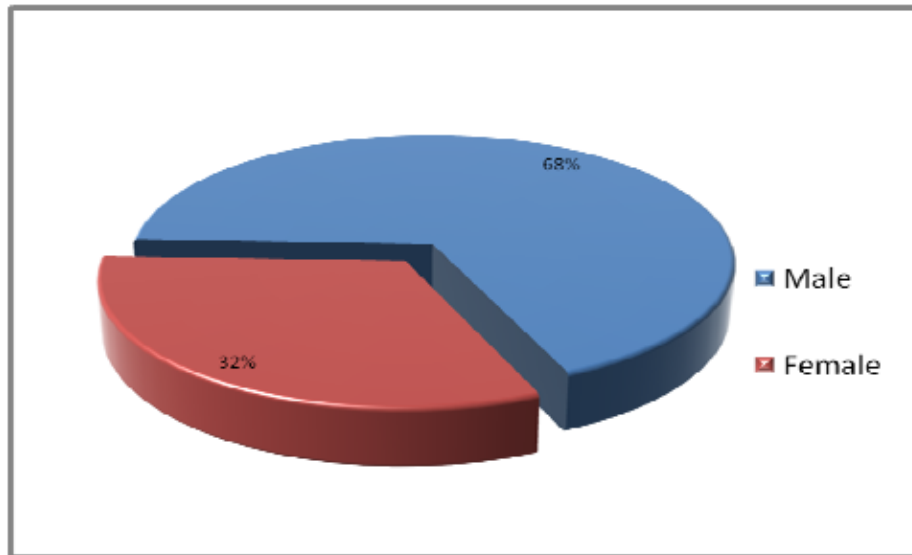
#### **Introduction**

This chapter presents results and discussions based on the analysis of data collected from the field. The chapter has been divided into two parts. The first looks at the socio-demographic characteristics of respondents and the second part tests the research hypothesis.

#### **Socio-demographic characteristics of respondents**

Eighty (80) employees were used as the research subjects. Only 75 questionnaires out of the 80 were collected. This part showed the demographic characteristics of the respondents; in terms of sex, age range, educational level, marital status and length of service. Out of 75 employees, who participated in the study, 32 percent were females and 68 percent were males.

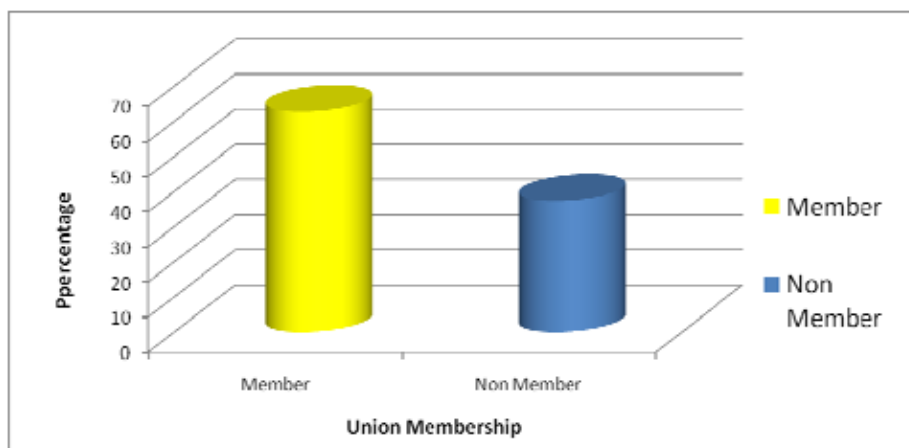




**Fig 1: Sex of the respondents**

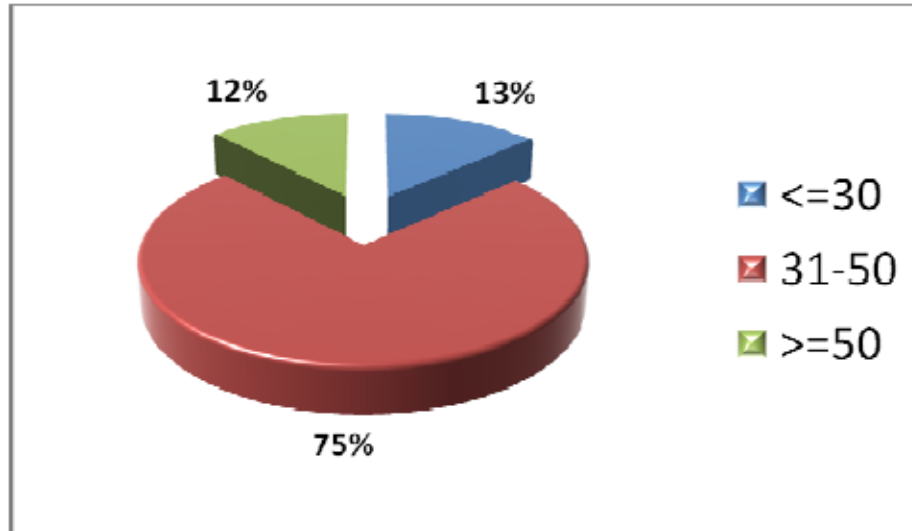
Source: Field survey, 2007

From 75 respondents covered in the study, 47 of them representing 63 percent were union members. Researchers such as Martin (2003) have come out with evidence that unions have effect on labour turnover. According to him unionism is linked to lower turnover (Figure 2).



**Figure 2: Union membership**

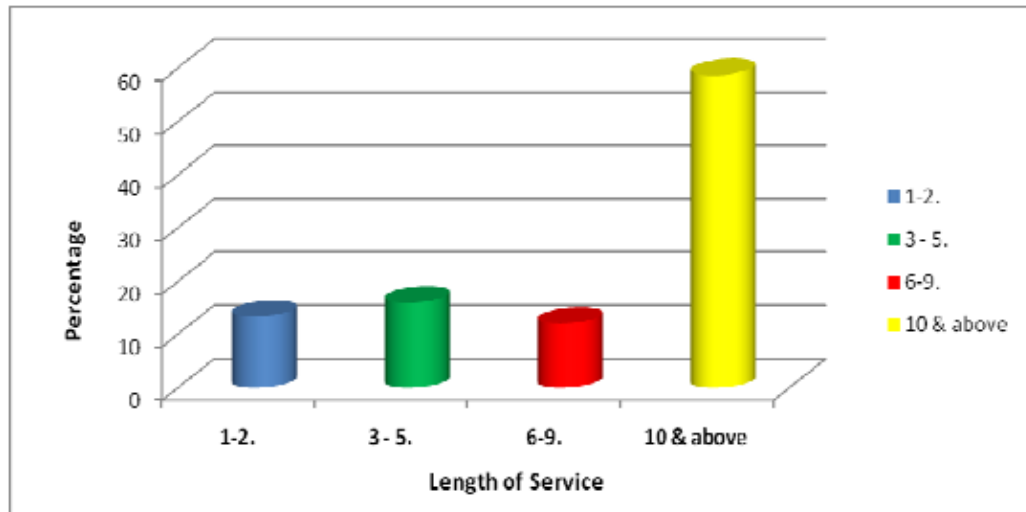
Source: Field survey, 2007



**Figure 3: Distribution of employees by age**

Source: Field survey, 2007

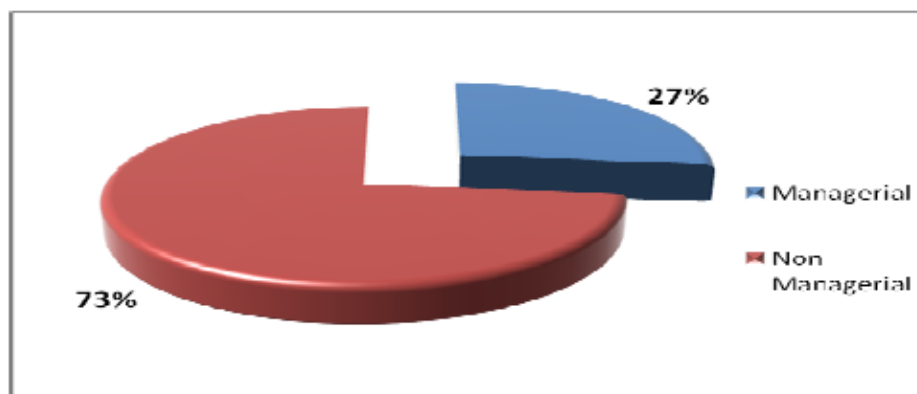
The above chart shows that most of the employees were between 31 and 50 years. Thus, they in addition to the employees below 30 years were described as youthful. This is different from what is going on in the UK, USA and Singapore where organisations are staffed with older workers (Church 1994). Age is also important for the management because it has been found to have inverse relationship with. The chart also shows that few employees were below the age neither of 30 nor above 50 years.



**Figure 4: Distribution of employee's length of service**

Source: Field survey, 2007

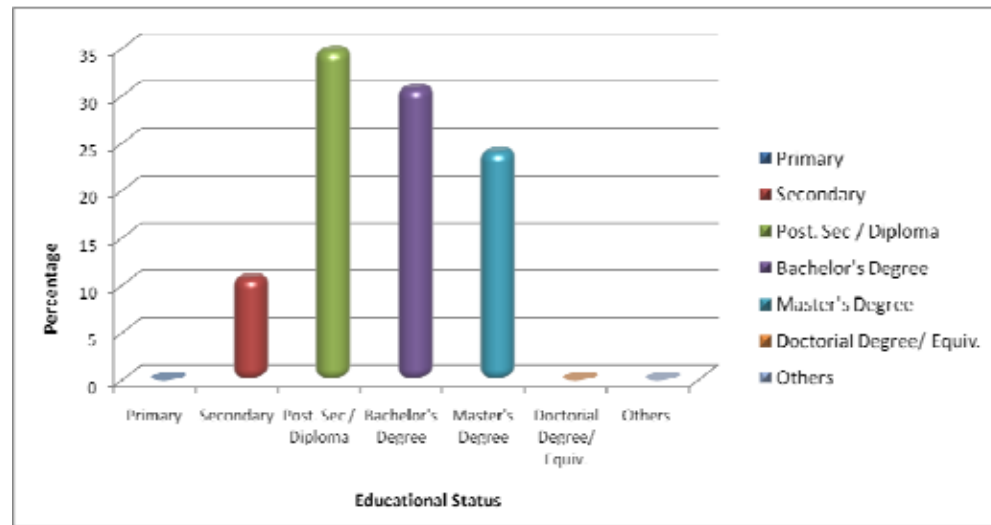
Figure 4 above depicts the length of service of employees. It indicates that 59 percent of the employees had worked for more than ten years. Only a few of the respondents had worked for 1 to 2 years and they comprised 13 percent. It was also realised that 16 percent of the employees were found to have worked for between 3-5 years and 12 percent for staff who have worked for six to nine years.



**Figure 5: Distribution of employees by managerial position**

Source: Field survey, 2007

Figure 5 shows that out of 75 employees covered by the study, 20 of them representing 26.7 percent were at managerial position and the remaining 55 employees representing 73 percent were not in managerial positions.

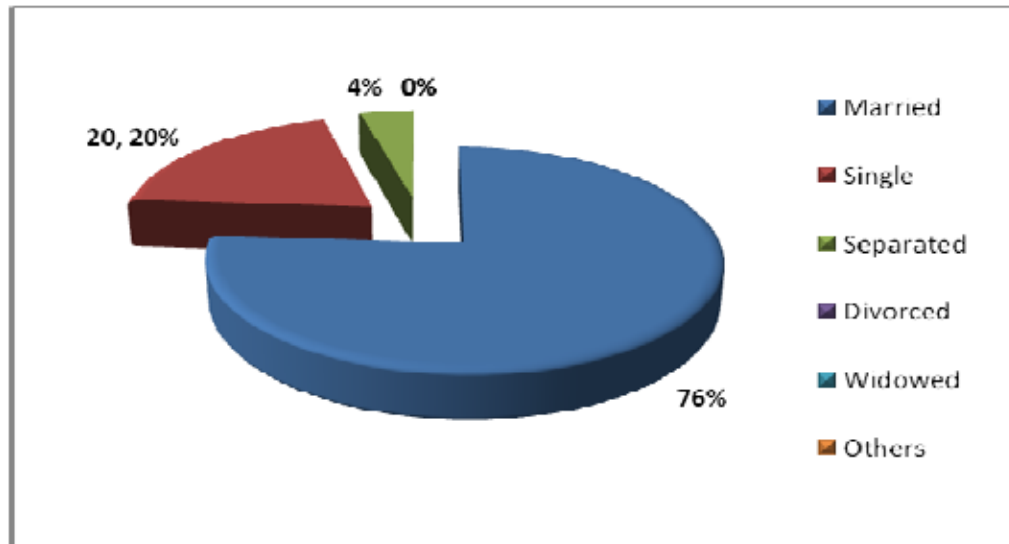


**Figure 6: Distribution of respondents by educational level**

Source: Field survey, 2007

In terms of education, 57 employees representing 76 percent of the respondents covered in the study have had tertiary education and eight employees representing 11 percent of the respondents had qualification below tertiary education, and these include Diploma and Post Secondary and Secondary education as revealed by Figure 6.

From the study, 15 out of the 75 employees were single whereas 57 were married. Two had separated whilst none was divorced or widowed as depicted in Figure 7.



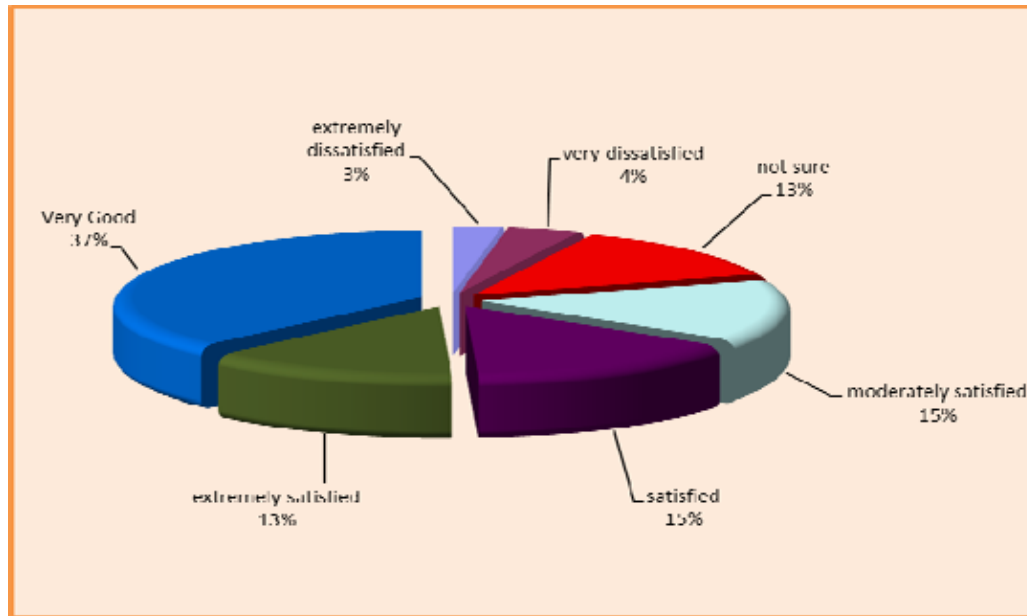
**Figure 7: Distribution of employees' marital status**

Source: Field survey, 2007

### **Job satisfaction**

#### **Salary structure**

From the study 75 respondents were asked of their opinion on the current salary structure in the bank as it operated. Varied responses were obtained and figure 8 below depicts the various responses that were elicited during the study. A total of 37 percent of the respondents were of the view that the current salary structure was very good, whilst 13 percent were extremely satisfied, 15 percent were just satisfied with the current structure. However 3 percent of the respondents were extremely dissatisfied with 4 percent also very dissatisfied. Lastly 13 percent were not sure of whether it was positive or negative with 15 percent advocating that they were moderately satisfied with the current salary structure.



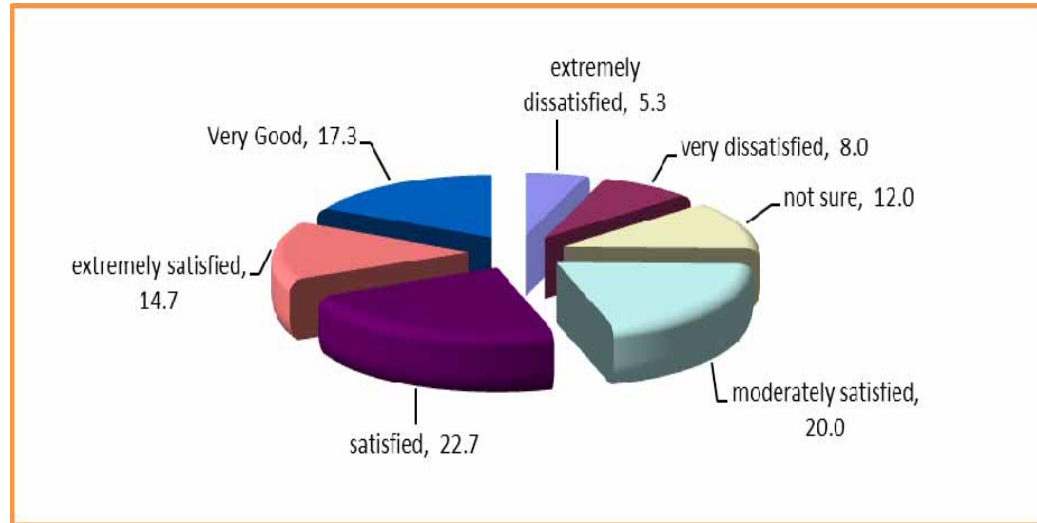
**Figure 8: Satisfaction with current salary structure**

Source: Field survey, 2007

### Working hours

Working hours was defined as the period within each staff worked at the bank. The working hours differed from staff staff and each staff had a period diiferent schedule from where the working period was defined. In terms of satisfaction 17.3 percent of staff repondents indicate that their working period was very good, with 14.73 percent indicating that they were extremely satisfied with their working periods. Anotehr group of 22.7 percent said they were satisfied with their working periods as compared to those who were moderately satisfied of 20 percent. However another group of 5.3 percent were extremely disappointed with their working periods in addition to 8 percent of another group who were also very dissatisfied. A further 12 percent of repondents were not sure of themselves. Figure 9 depicts the various responses obtained in the study regarding working

hours.



**Fig 9: Are you satisfied with your working hours**

Source: Field survey, 2007

### **Carrer development crosstabs**

The table below depicts a cross tabulation of individuals willing to leave the GCB and the prospects of future career development. The table below is structured along two sections with respondents willing to leave the organisations on top row with the prospects of career development in the left column. This cross tab was developed to find the relation between individuals willing to leave the organisation as a result of slow career development. From the table it could be seen that 15 respondents had varied opinions in wanting to leave the organisation and they considered it as very bright in terms of opportunities. However 19 respondents also felt upon the upgrading of ones education, the prospects of career development will be enhanced. Hard work was also evident in career development since everybody has to be rewarded for their hard work and thus 25

respondents saw it as important in career progression and were thus not willing to leave GCB. A total of 16 respondents disagreed with the assertion that career progression was not so bright. Thus in summary respondents provided that they were not willing to leave the organisation but will rather stay to develop themselves.

**Table 1: Career development prospects and quitting the organisation crosstabs**

How bright are changes of career development	Yes strongly agree	I Yes I just a little	I No I strongly disagree	I No I quite a lot	I I am not sure	Total
Very bright	0	4	4	0	7	15
Upgrading of education	0	5	6	0	8	19
By hard work	10	1	14	0	0	25
Not so bright	0	0	0	16	0	16
<b>Total</b>	<b>10</b>	<b>10</b>	<b>24</b>	<b>16</b>	<b>14</b>	<b>75</b>

Source: Field Study, 2007

### **Satisfaction in impacts upon their private life Balanced Life**

A balance life was a life where staff are satisfied with their job requirements and how it impacts private upon the life of a staff. This will emanate from job satisfaction mainly and from the study 12 percent of the staff



repondents are extremely dissatisfied with the ability to maintain a rational balanced life. One person was very dissatisfied with his inability to maintain a rational balance life and work life. Meanwhile 29.3 percent of the staff maintain a balanced life in addition to 13 percent who were extremely satisfied with their balanced life and work life. A total of 17.3 percent of the staff were not sure whether they are able to sustain a balanced working life and work life. However 12 percent were moderately satisfied. In terms of dissatisfaction it was realised that those who due to their work schedule close late and odd hours were mostly found among the dissatisfaction group and they mostly were technical individuals, due to their job description. Table 2 depicts the various scenarios of ability to sustain a rational balanced life and work life.

**Table 2: Satisfaction balance in working life and private life**

Satisfaction level	Frequency	Percent
Extremely dissatisfied	9	12.0
Very dissatisfied	1	1.3
Not sure	13	17.03
Moderately satisfied	9	12.0
Satisfied	8	10.0
Extremely satisfied	13	17.3
Very good	22	29.3
Total	75	100.0

Source: Field Study, 2007

## **General discussion**

On the other hand, the commitment of the staff towards the organisation tended to have no significant link or relationship with the turnover in the organisation. The organisational commitment is a function of loyalty to, involvement in and identification with the organisation. Commitment was found in many studies to have relationship with turnover, therefore, it is important that the Ghana Commercial Bank maintains or improves on the current level of commitment of workers towards the organisation in an attempt to safeguard against probable turnover crisis that might result from lack of workers' commitment.

It was noted that certain work place elements, as environmental variables, individual variables and structural variable have impact on job satisfaction and organisational commitment on staff in the GCB Tower. These variables play a big role in an employee's decision to work for an organisation. An employee will quit a job or search for a suitable alternative when he/she is not satisfied with the current job.

Individual variables such as met expectation, work involvement, and positive affectivity have positive effect on job satisfaction whereas structural variables such as autonomy, job stress, social support, reutilization, distributive justice, promotional chance and pay can lead to employees losing their organisational commitment. Hence Ghana Commercial Bank has to do everything possible to ensure that employees are kept well motivated and highly satisfied. Majority of the employees of the bank had an average age of 36 years.

Meanwhile the study conducted on the turnover showed that the young employees were more likely to quit their job than their older counterparts are. Moreover, since majority of the staff of the bank were quite young, turnover could easily arise if their satisfaction and commitment cannot be guaranteed. The field of industrial/organisational psychology has a long, rich, and, at times controversial history related to the study and understanding of employee attitudes and job satisfaction.

### **Hypothesis test**

The research study was conducted with a view that the results obtained represent a true reflection of the exercise conducted. To verify whether these results are valid or not, the researcher will determine whether the difference between the observed frequencies (*fo*) and the expected frequencies (*fe*) occurred due to random fluctuations in sampling or the possibility that **H<sub>0</sub>** (Null Hypothesis) is false. To determine the validity of the hypothesis the  $X^2$  test will be used, since this is a one-variable problem.

$$X^2 = \sum \frac{(fo-fe)^2}{fe}$$

*fe*

where *fo* = Observed frequencies

*fe* = Expected frequencies

$\sum$  = Sum of the variables involved

Because the  $(fo-fe)$  is squared, the  $\chi^2$  value is supposed to be a positive figure. Also the larger the difference between the  $fo$  and  $fe$ , the more likely is that the **H<sub>0</sub>** will be false.

For a rejection of the **H<sub>0</sub>**, it is expected that the  $\chi^2$  value computed from the formula above will be larger or equal to the  $\chi^2$  critical value / region.

**If  $\chi^2$  (calculated) <  $\chi^2$  (critical value), **H<sub>0</sub> is retained or True****

**If  $\chi^2$  (calculated) >  $\chi^2$  (critical value), **H<sub>0</sub> is rejected or False****

Degrees of Freedom (Df)

$$\mathbf{Df = k - 1}$$

Where k represents the number of categories or levels of the variable

### **Hypothesis 1**

Ha: There is a relationship between job satisfaction and employees turnover

H<sub>0</sub>: There is no relationship between job satisfaction and employees turnover

1. Level of significance 95%

$$\text{i.e. } \alpha = 0.05$$

**c** represents columns

**r** represents rows

$$df = (c-1) \quad (r-1)$$

$$df = (2-1) \quad (2-1)$$

$$df = (1) \quad (1)$$

$$df = 1$$

	Is there a relationship between job satisfaction and employees turnover
Chi-Square(a)/Critical Value	2.253
Df	1
Asymp. Sig.	.133

2. Decision Criteria. At 5% significance level, the chi-square values that would cause a rejection of the null hypothesis should be equal to or greater than the

**Critical Region  $x^2=2.253$**

i.e.  $x^2 \geq 2.253$ ,  $df = 1$

**Formula** 
$$x^2 = \sum \frac{(fo-fe)^2}{fe}$$

where  $fo$  is the Observed Frequency

$fe$  is the Expected Frequency

$\Sigma$  = Sum of the variables involved

Category Yes  $fo$  value is 44

Category No  $fo$  value is 31

	Observed N	Expected N	Residual
Yes	44	37.5	6.5
No	31	37.5	-6.5
Total	75		

The Expected Residual Value of Both Categories (Yes and No) is 37.5

	YES	+	NO
$x^2 = \sum$	$\frac{(fo-fe)^2}{fe}$		$\frac{(fo-fe)^2}{fe}$
$X^2 =$	$\frac{(44-37.5)^2}{37.5}$		$\frac{(31-37.5)^2}{37.5}$
$X^2 =$	$\frac{(6.5)^2}{37.5}$		$\frac{(-6.5)^2}{37.5}$
$X^2 =$	$\frac{42.25}{37.5}$		$\frac{42.25}{37.5}$
$X^2 =$	1.126		1.126
$X^2 =$	<b><u>2.253</u></b>		

**The calculated  $X^2$  value is 2.253**

#### **Decision rule**

The probability associated with the computed  $x^2$  of value should be less than the critical  $x^2$  value for the null hypothesis to be accepted. From the computed values above, **since the  $x^2$  value of 2.253 is equal to the critical value of 2.253**, it also represents the null hypothesis which stipulates that there is a relationship between job satisfaction and employees turnover and will thus be accepted. However, the alternative hypothesis, which stipulated that there is no relationship between job satisfaction and staff turnover, will be rejected. The study thus recognized that members of staff turnover in an organisation such as GCB will depend on each staff enjoying some degree of job satisfaction in whatever field that they found themselves. Much of the empirical research on turnover is based on actual turnover, although some studies are based on

intentions to quit. Apart from the practical difficulty in conducting turnover research among people who have left an organisation, the study identified that there is a strong link between intentions to quit and actual turnover.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATION**

#### **Introduction**

The entire study on employee turnover and job satisfaction have been summarized with recommendations formulated and put forward to curb frequent employee turnover and increase job satisfaction Ghana Commercial Bank and other institutions.

#### **Summary**

The need to determine the inevitabilities which encourage employee dissatisfaction in an organisation necessitated the Research Study. The primary respondents were staff of Ghana Commercial Bank Limited, Tower Building, Kwame Nkrumah Circle (GCB Tower). This group of respondents were chosen because, of the varied personalities in opinions, perceptions and attitudes

The study determined the relationship between organisational job satisfaction and employee turnover. This study has ascertained the effect of job satisfaction on employee turnover at the (GCB Tower). In the determination and understanding of the problem, the study determined what job satisfaction was and how it influenced an employee turnover. The study also determined what variables affect and employee to be satisfied with his job in the GCB Tower.



Furthermore, the factors that bring about employee turnover in an institution were also discussed firmly in the literature appraisal. Finally the effects of employee turnover and job satisfaction on an institution have also been discussed.

Data was acquired by the use of both primary (Questionnaires and interactions with staff) and secondary materials (Scholarly Articles). Review of relevant literature, consisting of earlier publications and work by other scholars on the topic was done. Models and theories on job satisfaction and staff turnover have also examined the conceptual link relationship between job satisfaction and employee turnover.

Simple random sampling technique was employed to draw a sample of 75 managerial and non-managerial staff of GCB. The data for the study was collected using 80 item questionnaire (Only 75 was recovered) scaled on Likert-type model. Basic statistical techniques and tools such as frequency distribution tables, measures of dispersions, and percentage have been used in the presentation of the data. Pearson correlation coefficient and t-test was used to analyse the data. The results on bio data confirmed that there were more young employees as compared to their older counterparts. The results also revealed that majority of the employees are quite young and held educational certificate higher than that of secondary school certificate.

The sample consisted of 24 percent female and 51 percent male. The study also revealed that 22 percent of the respondents had worked for less than 5 years whilst 44 percent of respondents have been working for more than 10 years. Only 47 percent of the respondents were union members and none of the respondents

was found to have certificate below Senior Secondary Certificate. The study revealed a significant association between job satisfaction and employees turnover at the Ghana Commercial Bank Ltd.

### **Study findings**

- Job satisfaction has a direct influence on labour turnover in Ghana Commercial Bank Tower, Kwame Nkrumah Circle.
- The main variables that affect job satisfaction include realistic remuneration, provision of tools to work with positive organisational culture and positive work attitude from fellow employees.
- The variables which affect employee turnover in GCB include health of the staff, age and fraud.
- Employee turnover increases cost of training new staff, and job satisfaction improves upon the image of the bank.

### **Conclusions**

There was significant association between job satisfaction and employees turnover. Though the relationship was not strong, it was an indication that job satisfaction had a link with turnover in the bank. It has the potential to influence the intention to stay on the job or to quit the job. Job satisfaction, as shown in the study and many others, is a function of employees' autonomy, congenial and superior subordinate relationships; Cotton and Tuttle (1986). It also includes friendly co-worker interactions, recognition, promotion, remuneration, and good

physical working conditions. The slightly strong relationship between the job satisfaction and turnover indicated that the above dimensions of satisfaction were weak and this deficiency should be examined and corrected.

One likely future direction of employee attitude research will be to better understand the interplay between the person and the situation and the various internal and external factors that influence employee attitudes. In particular, a better understanding of the role of emotion, as well as broader environmental impacts, is needed and has been largely overlooked in past research. In addition ongoing research will provide more in-depth understanding of the effects of employee attitudes and job satisfaction on organisational measures, such as customer satisfaction and financial measures. Greater insights on the relationship between employee attitudes and business performance will assist Human Resource professionals as they strive to enhance the essential people side of the business in a highly competitive, global arena

### **Recommendations**

The following recommendations are considered very important for consideration by the management of Ghana Commercial Bank Limited in an attempt to safeguard against job dissatisfaction and staff turnover.

#### Employee involvement and empowerment

It is believed that no organisation can perform its best unless each employee is committed to the corporate objectives and works as an effective team

member. From the study employees of the Ghana Commercial Bank Limited should be empowered and involved in major decisions of the bank in order to enhance their commitment. The employees' involvement and empowerment can be achieved through effective communication, sharing information with employees, consultation, involving staff in problem – solving, human resource policies, financial participation, training and development.

#### Autonomy and control

Control and autonomy over choice of work methods, procedures and approaches were identified as an important measure for securing workers' commitment and satisfaction amongst staff of the GCB Tower. Employees need to be organized into teams that cut across old boundaries and formal structure and should be trained and placed in jobs that challenge their abilities, given the information they need and be informed of what they need to accomplish.

#### Increased motivation

It is always said that problems of satisfaction are motivation problems. In order to enhance job satisfaction of workers, the bank should improve the motivation of the workers. The bank should attempt to refrain from the habit of motivating employees with only extrinsic rewards. From the research findings it is suggested that, Intrinsic motivation, which relates to psychological rewards such as opportunity to use, own's ability, a sense of challenge and achievement, receiving appreciation, positive recognition and treated to be caring and manner,

should be adopted alongside the extrinsic motivation. The intrinsic motivation can be achieved through job enrichment. Job enrichment provides greater opportunities for psychological growth. The management of Ghana Commercial Bank should do the following to enrich the job of the employees at the GCB Tower:

- Permits workers greater freedom and control over the scheduling and pacing of work
- Give workers greater freedom to work in self-managing teams with greater responsibility for monitoring their performance and with minimum direct supervision.
- Provide workers with the opportunity to have greater director contact with clients or users of the service.

#### Individual variables

The happier an individual is within their job, the more satisfied they are said to be hence it is important for GCB to know that certain factors can influence a person's level of job satisfaction. Some of these factors include met expectation, work involvement and positive affectivity. Other influence of satisfaction includes opportunity, kinship involvement, autonomy, job stress, promotional chance and salary.

## Job satisfaction

When satisfaction and productivity data are gathered for the organisation as a whole, we find that organisations with more satisfied employees tend to be more effective than organisations with fewer satisfied employees. Satisfied employees would seem more likely to talk positively about the organisation, help others, and go beyond the normal expectations in their job. More recent evidence however, suggests that satisfaction influences Organisational Citizenship Behavior (OCB), but through perceptions of fairness.

## Specific measures to be implemented by the Bank

- Personnel policies should be fair and adequate.
- Payment systems should be seen as fair and reflect the full contribution of individuals and groups.
- Industrial relations policies and procedures should be agreed and understood and issues handled in accordance with collective bargaining agreement.
- Provide feedback on performance.
- Enable workers to contribute to decision affecting their job and objectives.
- Provide opportunity for learning and problem solving within the individual competence.

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**APPENDICES**  
**APPENDIX A**  
**QUESTIONNAIRE**

Dear Sir/Madam,

This questionnaire has been designed to solicit information for a research work being undertaken as part of the requirements for the award of Master of Arts (Human Resources Development) degree at the above named institution. All responses will remain strictly confidential. The Researcher would be very grateful if you could help him with answers to the questions below. Thank you for your help.

**Section A**

In this section, you are to provide the following personal information required.

Please tick, where appropriate.

1. Gender      a) Male [    ]      b) Female [    ]
2. Age;
3. 30 & under [    ]
4. 31 - 50 [    ]
5. over 50 [    ]
6. Marital status
  - i. Married      [    ]
  - ii. Single      [    ]
  - iii. Separated    [    ]

- iv. Divorced [ ]
- v. Widowed [ ]
- vi. Other [ ]

7. What is the highest level of education you have received?

- a. Primary school [ ]
- b. Secondary school [ ]
- c. Post secondary /Diplomat [ ]
- d. Bachelor's degree or equivalent [ ]
- e. Master's degree or equivalent [ ]
- f. Doctoral degree or equivalent [ ]
- g. Other (specify) [ ]

8. Do you hold a managerial position in your organisation?

- a) [Yes] [No]

9. Are you a union member?

- a. [ Yes ] [No]

10. How long have you been with this organisation?

- a) 1-2 [ ] b) 3-5 [ ] d) 6-9 [ ] e) 10 & above [ ]

11. How many days (excluding annual leave) have you been absent from work during the last 12 months (in days)?

## SECTION B



In this section, a scale is provided to assist you in assigning the most suitable rating of your satisfaction or dissatisfaction with the various aspects of your job.

12. The scale is explained below.

- 1. Extremely Dissatisfied [    ]
- 2. Very Dissatisfied [    ]
- 3. Moderately Dissatisfied [    ]
- 4. Not Sure [    ]
- 5. Moderately Satisfied [    ]
- 6. Very Satisfied [    ]
- 7. Extremely Satisfied [    ]

Now indicate your level of satisfaction with the following statement

Questions on Reward System

13. How satisfied are you with your current salary package?

1    2    3    4    5    6    7

14. How satisfied are you with the bank's pay structure?

1    2    3    4    5    6    7

15. How satisfied are you with benefit package?

1    2    3    4    5    6    7

16. How satisfied are you with the regularity of the bank's pay policies?

1    2    3    4    5    6    7

17. How satisfied are you with your pay rise determination?

1 2 3 4 5 6 7

18. How satisfied are you that your compensation matches your responsibilities?

1 2 3 4 5 6 7

19. . How satisfied are you with the recognition you receive for your contribution?

1 2 3 4 5 6 7

#### Questions on Personal Work Life

20. How satisfied are you with your abilities to sustain a rational balance between life and work life?

1 2 3 4 5 6 7

21. My job is affecting my personal life negatively.

1 2 3 4 5 6 7

#### Questions on Training

22. How satisfied are you with the quality of training and development that you received?

1 2 3 4 5 6 7

23. How satisfied are you with your performance evaluation methods?

1 2 3 4 5 6 7

#### Questions on Job Attributes

24. How satisfied are you with the qualities of the working conditions and social relationship?

1 2 3 4 5 6 7

25. How satisfied are you with your opportunity to use your initiative and abilities on your job?

1 2 3 4 5 6 7

26. How satisfied are you with the physical working conditions on your job?

1 2 3 4 5 6 7

27. How satisfied are you with your freedom to choose your own method of working?

1 2 3 4 5 6 7

28. How satisfied are you with your hours of work?

1 2 3 4 5 6 7

29. How satisfied are you with the amount of variety in your work?

1 2 3 4 5 6 7

30. How satisfied are you with the amount of responsibility you are given?

1 2 3 4 5 6 7

31. How satisfied are you with the company as a place to work?

1 2 3 4 5 6 7

32. How satisfied are you with the working environment?

1 2 3 4 5 6 7

33. Attention paid to suggestions you make.

1 2 3 4 5 6 7

34. How satisfied are you with your overall job security?

1 b 2 3 4 5 6 7

35. How do you feel about your job as a whole?

1      2      3      4      5      6      7

Questions on Your Supervisor

36. How satisfied are you with your direct supervisor?

1      2      3      4      5      6      7

37. How satisfied are you with the level of information flow between you and your supervisor?

1      2      3      4      5      6      7

38. My supervisor usually gave clear instructions on the assigned tasks.

a. 1      2      3      4      5      6      7

Questions on Career Development

39. How satisfied are you with your chance of promotion?

1      2      3      4      5      6      7

40. How satisfied are you with the fairness in the promotion system.

1      2      3      4      5      6      7

41. How satisfied are you with the opportunities for career development.

1      2      3      4      5      6      7

**Section C**

In this section, you are to indicate how you feel involved in the bank by using the scale provided below to express your agreement or disagreement with the statement.

The scale of agreement or disagreement with the statements is explained as follows:

1. No I strongly disagree
2. No I disagree quite a lot
3. No I disagree just a little
4. I am not sure
5. Yes I agree just a little
6. Yes I agree quite a lot
7. Yes I strongly agree

Please indicate your level of agreement or disagreement with the following statements.

42. I sometimes feel like leaving this employment for good.

1      2      3      4      5      6      7

43. I am not willing to put myself out just to help the bank.

1      2      3      4      5      6      7

44. Even if my bank was not doing well financially I would be reluctant to change to another firm.

1      2      3      4      5      6      7

45. In my work, I like to feel that I am making some effort not just for myself but also for my bank as a whole.

1      2      3      4      5      6      7

46. The offer of a bit more money from another employer would not make me change job.

1 2 3 4 5 6 7

47. I will not recommend the bank to my friends.

1 2 3 4 5 6 7

48. I always get a feeling of accomplishment when I achieve the job assigned.

1 2 3 4 5 6 7

49. The bank provides career and personal development opportunities.

1 2 3 4 5 6 7

50. I will leave this organisation if something much better turns up.

1 2 3 4 5 6 7

51. I do not intend remaining in my present job for long.

1 2 3 4 5 6 7

52. I do not intend retiring in my present job.

1 2 3 4 5 6 7

53. Even if the conditions of service were improved, I will still quit my present job.

1 2 3 4 5 6 7

54. Staying with my organisation, right now, is a matter of necessity.

1 2 3 4 5 6 7

55. I do not have too many options to consider leaving the organisation.

1 2 3 4 5 6 7

56. I will not feel guilty if I leave my organisation now.

1 2 3 4 5 6 7