UNIVERSITY OF CAPE COAST

ASSESSMENT OF JOB SATISFACTION AMONG STAFF OF GHANA

BROADCASTING CORPORATION

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ASSESSMENT OF JOB SATISFACTION AMONG STAFF OF GHANA

BROADCASTING CORPORATION

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 Name: Ebenezer Tetteh Azu

Signature: ……………………………………… Date: ………………………

Supervisor's declaration

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

Supervisor's Name: Mr. Daniel Agyapong

Signature: ……………………………………… Date: …………………….

ABSTRACT

The concept of job satisfaction is considered to be a very critical issue for any organisation's performance. Thus, employers benefit from lower staff turnover and higher productivity if their employees experience a high level of job satisfaction. The study sought to assess the state of job satisfaction among the staff of Ghana Broadcasting Corporation. A cross-sectional survey design was used for the study and data were obtained from 126 respondents, using questionnaires.

The study revealed that adequate pay, healthy working environment and adequate working incentives among others were very important motivating factors for the workers. Also, while workers were very satisfied with some of the intrinsic and extrinsic job factors, they were also very dissatisfied with some of them. However, the majority of the respondents did not wish to quit working with Ghana Broadcasting Corporation, mostly because of their age and their long years of service.

In a nutshell, even though workers may be satisfied with some of the job related factors, total job satisfaction may actually be low among the workers, since the majority indicated that they would not work with Ghana Broadcasting Corporation if they had a chance to start all over again. It is therefore recommended that the Government of Ghana should improve the working conditions as well as the remuneration of employees of the Ghana Broadcasting Corporation.

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DEDICATION

To my loved ones

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LIST OF ACRONYMS

GBC   Ghana Broadcasting Corporation

GNS   Growth Need Strength

IGF   Internally Generated Funding

NA   Negative Affectivity

OLS   Ordinary Least Squares

PA   Positive Affectivity

CHAPTER ONE

INTRODUCTION

Background to the study

Organisations need people from diverse backgrounds both skilled and unskilled to exert their energies towards the accomplishment of their goals. People are the greatest single asset available to an organisation. Thus, they constitute the only asset that can work towards an organisational goal. Consequently, one major concern of employers is to attract and retain a qualified and dedicated workforce that is willing to release its latent energy and creativity in the service of the organisation (Cole, 1997).

The concept of job satisfaction has been a focus for research and practice for several decades in particular (Greasley, Bryman, Dainty, Price, Soetanto, & King, 2005) and considered to be a critical issue for organisational performance. A number of scholars and management experts stressed the importance of job satisfaction and its influences on organisational performance as much as customer satisfaction (Chen, Yang, Shiau, & Wang, 2006). According to Weiss (2002), job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job.

Studied by several disciplines such as psychology, sociology, economics and management sciences show that job satisfaction is a frequently studied subject in work and organisational literature. This is mainly due to the fact that many experts believe that job satisfaction trends can influence labour market behaviour, work productivity, work effort, employee absenteeism and staff turnover. Moreover, job satisfaction is considered as a strong predictor of

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overall individual well-being (Diaz-Serrano & Cabral Vieira, 2005), as well as a good predictor of intentions or decisions of employees to leave a job (Gazioglu & Tansel, 2002).

Job satisfaction is valuable to study for a number of reasons: increased satisfaction is identified to be related to increased productivity; and promoting employee satisfaction has inherent humanitarian value (Smith, Kendall, & Hulin, 1969). In addition, job satisfaction is also related to other positive outcomes in the workplace, such as increased organisational citizenship behaviours (Organ & Ryan, 1995), increased life satisfaction (Judge, Bono, & Locke, 2000), decreased counterproductive work behaviours (Dalal, 2005), and decreased absenteeism (Hardy, Woods, & Wall, 2003). Each of these outcomes is desirable in organisations, and as such shows the value of studying and understanding job satisfaction.

Beyond the research literature and studies, job satisfaction is also important in everyday life. Organisations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work (Spector, 1997). This makes job satisfaction an issue of substantial importance for both employers and employees. As suggested by many studies, employers benefit from lower staff turnover and higher productivity if their employees experience a high level of job satisfaction. Also, employees should be happy in their work, given the amount of time they have to devote to it throughout their working lives (Nguyen, Taylor, & Bradley, 2003).

According to Ting (1997), job characteristics such as pay satisfaction, opportunities for promotion, task clarity and relationships with co-workers and

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supervisors have significant influence on job satisfaction of government employees. Besides, Ellickson and Logsdon (2002) assert that job satisfaction of public sector employees was significantly influenced by perceptions of employee satisfaction in terms of pay, promotional opportunities, relationships with supervisors, employees' performance management systems and fringe benefits.

According to Luthans (1989), high or low employee turnover rates, absenteeism and grievances lodged are factors that indicate whether job satisfaction or job dissatisfaction exists within organisations. Thus, the level of job satisfaction in any organisation is influenced by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group and the degree to which individuals succeed or fail in their work (Armstrong, 2006). It is also believed that the behaviour that helps the firm to be successful is most likely to happen when the employees are well motivated and feel committed to the organisation, and when the job gives them a high level of satisfaction (Armstrong, 2006).

Organisations typically measure job satisfaction with an annual survey, or a progressive survey in which a specified percentage of randomly chosen employees are surveyed each month, through questionnaires and/or interviews. Elements in a job satisfaction survey could include involvement with decision making, recognition for doing a good job, access to sufficient information to do the job well, active encouragement to be creative and use initiative, support level from staff functions and overall satisfaction with company (Kaplan, 1996). Therefore, it is important for both private and public organisations including Ghana Broadcasting Corporation (GBC) to progressively embark on

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job satisfaction surveys in order to know the level of job satisfaction as well as the intention to quit among their employees, and how these can be improved.

Statement of the problem

In many countries, employers pay close attention to the subjective well-being of their employees and its impact on their jobs. In Denmark, several companies regularly conduct their own job satisfaction surveys and an employee satisfaction index has been computed for a number of European countries (European Commission, 2002). Hence, the European Union has called the attention of member states to the quality aspects of work and highlighted the importance of improving job satisfaction and quality to promote employment and social inclusion (European Commission, 2002).

Meanwhile, a study conducted by Pohlmann (1999) found that public sector employees indicated dissatisfaction with supervision, communication and pay. Spector (1997) also posits that the assessment of job satisfaction is only a common activity in organisations where management feels that employee well-being is important. According to Hills and Michalis (2000), the problem of retaining broadcast journalists is primarily related to job satisfaction with conditions of service and motivational incentives.

In spite of efforts by the Government of Ghana concerning this issue over the years, workers in the public broadcast sector have periodically been asking for more compensation and other incentives, maintaining that much attention is not been given to the improvement of their remuneration and working conditions. Furthermore, little if any, assessment of job satisfaction has been done over the years in the Ghana Broadcasting Corporation (GBC),

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through job satisfaction surveys in order to examine the state of job satisfaction and turnover intentions among staff. It is to fill this gap that this study seeks to assess the state of job satisfaction among the staff of GBC.

Objectives of the study

The main objective of the study was to assess the state of job satisfaction among the staff of GBC. The specific objectives of the study were to:

a. Identify the factors that motivate the staff of GBC

b. Examine the intrinsic job satisfaction factors among the staff of GBC

c. Appraise the extrinsic job satisfaction factors among the staff of GBC

d. Ascertain the turnover intentions among the staff of GBC

e. Make recommendations for informing job satisfaction among staff of GBC.

Research questions

To address the specific objectives of the study, the following research questions were posed:

a. What are the factors that motivate the staff of GBC?

b. What is the state of the intrinsic job satisfaction factors among the staff of GBC?

c. What is the state of the extrinsic job satisfaction factors among the staff of GBC?

d. What are the turnover intensions of the staff of GBC?

e. What strategies should be put forward to improve job satisfaction among staff of GBC?

Scope of the study

This study is limited to job satisfaction among employees of GBC at the Headquarters in Accra who were working at GBC as at the time of the study. This includes motivating factors for work, intrinsic and extrinsic job satisfaction factors as well as turnover intentions.

Significance of the study

This study will serve as a job satisfaction survey for measuring the level of job satisfaction in GBC, in order to bring to fore the state or level of job satisfaction in GBC, as well as employees' intention to quit and how this can be improved. Similarly, finding from this study will help unearth the liable facets of job satisfaction where the staff of GBC may be deficient as well as potent, so that the management of GBC will get to know the strengths and weaknesses of the organisation in terms of employee satisfaction.

Furthermore, findings from this study will assist GBC to help develop and maintain a quality work life, which will provide opportunities for employee job satisfaction and self-actualisation; as well as enable the management of GBC to introduce modern schemes for employee satisfaction, to be able to meet the challenges of organisational competition. Lastly, findings from this study will complement the existing literature on job satisfaction among workers in the public sector organisations and serve as a

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basis for further research on job satisfaction in other public sector organisations.

Organisation of the study

The study is organised in five chapters. The first chapter examines the background to the study, the statement of the problem, objectives of the study, research questions, significance of the study, and finally organisation of the study. The second chapter deals with the review of related literature on job satisfaction as well as some theories of job satisfaction.

Chapter Three focuses on the methodology of the study which includes the study organisation, study design, source of data, target population, sampling procedure, research instrument, data processing and analysis, and ethical issues that were considered during the field survey. Chapter Four deals with results and discussion of findings from the fieldwork, while Chapter five provides the summary, recommendations and conclusions of the study as well as areas for further studies.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

A literature review goes beyond information search; it helps to identify and articulate the relationships between the literature and the field of research (Boote & Beile, 2005). This chapter focuses on the review of related literature on job satisfaction globally and within Ghana. Specific themes that are captured include theoretical reviews, the concept of job satisfaction; factors influencing job satisfaction; building job satisfaction among employees, factors influencing employee motivation; causes of lack of employee motivation; turnover intentions as well as theoretical review.

Theoretical review

Theories, frameworks and models abound concerning employee job satisfaction. These perspectives have in diverse ways contributed to deeper appreciation of job satisfaction at the theoretical level. This section of the review, presents and discusses some of these theories in the context of how they shape the understanding of job satisfaction. Among the theories discussed are the Value-percept theory, job characteristics theory, the dispositional theory, and the Two-factor theory.

Value-percept theory

The value-percept theory was proposed by Locke (1976), in which he defines values as that which one desires or considers important. In this theory, Locke (1976) argues that individual's values would determine what satisfied

them on the job and that only the unfulfilled job values that were valued by the individual would be dissatisfying. Accordingly, Locke's (1976) value-percept theory expresses job satisfaction as follows: $S = (V_c - P) \times V_i$ or Satisfaction = (want – have) x importance.

Where S is satisfaction, V_c is value content (amount wanted), P is the perceived amount of the value provided by the job and V_i is the importance of the value to the individual. Thus, value-percept theory predicts that discrepancies between what is desired and received are dissatisfying only if the job facet is important to the individual. Individuals consider multiple facets when evaluating their job satisfaction, so the satisfaction calculation is repeated for each job facet (Locke, 1976).

One potential problem with the value-percept theory is that what one desires (V or want) and what one considers important (V_i or importance) are likely to be highly correlated. Even though in theory, these concepts may be separable, in practice, it becomes difficult to distinguish between the two. In spite of this, Locke's theory has been very supportive in research (Rice, Phillips, & McFarlin, 1990). Rice, Gentile and McFarlin (1991) found that facet importance made the rated relationship between facet amount and facet satisfaction, but it did not moderate the relationship between facet satisfaction and overall job satisfaction. This is exactly what Locke (1976) predicted in his theory, when he argued that facet satisfactions should additively predict overall satisfaction because facet importance was already reflected in each facet satisfaction score.

Job characteristics theory

Hackman and Oldham (1976) propounded the job characteristics theory to explain how particular job characteristics can influence job satisfaction or outcomes. The job characteristics theory argues that jobs which contain intrinsically motivating characteristics would lead to higher levels of job satisfaction as well as other positive workout outcomes such as enhanced job performance and lower withdrawal. Even though this theory was introduced by Hackman and Oldham (1976), it was derived from earlier work by Hackman and Lawler (1971) which focuses on 5 core job characteristics.

Task identity describes the degree to which one can see one's work from beginning to the end. Task significance describes degree to which one's work is seen as important and significant. Skill variety is the extent to which job allows employee to do different tasks. Autonomy is the degree to which employees have control and discretion for how to conduct their job. Feedback describes the degree to which the work itself provides feedback for how the employee is performing the job.

According to the theory, jobs that are enriched to provide these core characteristics are likely to be more satisfying and motivating than jobs that do not provide these characteristics. More specifically, it is proposed that the core job characteristics would lead to three critical psychological states: experienced meaningfulness of the work; responsibility for outcomes; and knowledge of results – which in turn lead to the outcomes.

However, there are both indirect and direct supports for the validity of the model's basic proposition that core job characteristics led to more satisfying work. In terms of indirect evidence, first, when individuals are

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asked to evaluate different facets of work such as pay, promotion opportunity, co-workers, the nature of the work itself consistently emerges as the most important job facet (Jurgensen, 1978). Second, of the major job satisfaction facets including pay, promotion, opportunities, co-workers, supervision and the work itself; satisfaction with the work itself is almost always the facet most strongly correlated with overall job satisfaction (Rentsch & Steel, 1992). Hence, if we are interested in understanding what causes people to be satisfied with their jobs, the nature of the work (intrinsic job characteristics) is the first place to start.

According to Hackman and Oldham (1976), the relationship between intrinsic job characteristics and job satisfaction depends on employees' Growth Need Strength (GNS), which is employee's desire for personnel development, especially as it applies to work. High GNS employees want their jobs to contribute to their personal growth, and derive satisfaction from performing challenging and personally rewarding activities. According to the model, intrinsic job characteristics are especially satisfying for individuals who score high on GNS. Some researches tend to support this aspect of the theory (Frye, 1996; James & Jones, 1980).

However, this theory has its own limitations. First, most of the studies have used self-reports for job characteristics, which have their own criticisms (Roberts & Glick, 1981). These subjective reports of job characteristics correlate more strongly with job satisfaction than objective reports. However, objective reports even with all of their measurement in perfection still consistently show positive correlations with job satisfaction (Glick, Jenkins, & Gupta, 1986). Second, the relationship between perception of job

characteristics and job satisfaction appears to be bi-directional (James & Jones 1980; James & Tetrick, 1986). Thus, it cannot be assumed that any association between job characteristics and job satisfaction demonstrates a causal effect of job characteristics on job satisfaction. Lastly, the combinations of the five core characteristics had not been supported by some researches, as just a few researches indicate that simply adding the dimensions works better (Arnold & House, 1980).

Dispositional theories

Research on job satisfaction antecedents has been dominated by dispositional approaches for some decades. As reviewed by Judge and Lanen (2001), these studies have been both indirect, inferring a dispositional source of job satisfaction without measuring personality and direct.

The indirect studies seek to demonstrate a dispositional basis to job satisfaction by inference. Typically, in such studies, disposition or personality is not measured, but inferred to exist from a process of logical deduction or induction. Staw and Ross (1985) for example, inferred a dispositional source of satisfaction by observing that measures of job satisfaction were reasonably stable over a period of time. Staw and Ross (1985) further discovered that job satisfaction showed significant stability under situational change even when individuals changed either occupation or employer.

Another indirect, was authored by Arvey, Bouchard, Segal and Abraham (1989), who found significant similarity in the job satisfaction levels of 34 pairs of monozygotic (identical) twins reared apart from early childhood. Though, this series of indirect studies can be credited for establishing interest

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in the dispositional perspective, they have an obvious limitation: they cannot demonstrate a dispositional source of job satisfaction. For instance, stability in job satisfaction over time can be due to many factors, only one of which is due to the personality of the individual (Gerhart, 1987; Gutek & Winter, 1992). Similarly, since babies have no jobs they cannot be born with job satisfaction. Thus, evidence showing similarity in twins' job satisfaction levels is indirect evidence, since the similarity must be due to other factors (i.e. personality).

On the other hand, the direct studies relate a direct measure of a construct purported to assess a personality trait to job satisfaction. The specific traits that have been investigated have varied widely across studies. Staw, Bell and Clause (1986) for instance, utilised clinical routings of children with respect to a number of adjectives assumed to assess affective disposition (cheerful, warm and negative). Judge and Hulin (1993) and Judge and Locke (1993) used a measure adapted from Weitz (1952) to assess employees' reactions to neutral objects common to everyday life. In spite of the predictive validity of these measures for job satisfaction, most researches had focused on other measures.

One group of studies had focused on positive and negative affectivity (PA and NA). According to Watson, Clark and Tellegen (1988), PA is characterised by high energy, enthusiasm and pleasurable engagement; whereas, NA is characterised by distress, unpleasurable engagement and nervousness. An interesting finding in the literature supporting the distinction between PA and NA is that they appear to display different patterns of relationships with other variables (Watson, 2000). The general trend seems to be that PA is more strongly related to positive outcomes, while NA is more

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strongly associated with negative outcome. Several studies have related both PA and NA to job satisfaction (Agho, Mueller, & Price, 1993; Brief, Butcher, & Roberson, 1995; Necowitz & Roznowski, 1994; Watson & Slack, 1993). Thoresen and Judge (1997) reviewed 29 studies that have investigated the PA and job satisfaction relationship; and 41 studies that have investigated the NA and job satisfaction relationship, and found true score correlations of 0.52 and -0.40 respectively. Thus, it appears that both PA and NA are generally related to job satisfaction.

Recently, Judge, Locke and Durham (1997) drawing from several different literature introduced the construct of core self-evaluations. According to Judge et al. (1997), core self-evaluations are fundamental premises that individuals hold about themselves and their functioning in the world. Judge et al. (1997) further argue that core self evaluation is a broad personality construct comprising several specific traits: self esteem; generalised self-efficacy; locus of control; and neuroticism or emotional stability.

Although research on the dispositional source of job satisfaction has made enormous strides, but considerable room for further development exists. David-Blake and Pfeffer (1989) criticise dispositional research for its failure to clearly define or carefully measure affective disposition. To some extent, this criticism is still relevant. As the above review attests, even those that have directly measured affective disposition have done so with fundamentally different measures. What traits and measures are best suited to predicting job satisfaction, there have been very few efforts to compare, contrast and integrate these different conceptualisations and measures of affective disposition. Brief, Burke, George, Robinson and Webster (1988) focus on

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mood at work and have used positive and negative affectivity as dispositional constructs. Weiss, Nicholas and Daus (1995) emphasised affective events at work and the emotions and cognitions these events produced; Judge et al (2001) focus on core self- evaluations. The differences in these approaches are important. However, they all seek to better the understanding of the dispositional source of job attitudes.

Two-factor theory

Herzberg's (1967) two-factor theory is concerned with factors that are responsible for job satisfaction and job dissatisfaction. His theory was derived from Abraham Maslow's hierarchy of needs. He conducted a widely reported motivational study following Maslow's model using 203 Accountants and Engineers employed by firms in and around Pittsburgh, Pennsylvania, USA which he tagged: what do people want from their jobs?

Herzberg (1967) argued that an individual's relation to his work is a basic one and that his attitude to his work can determine his success or failure. Subjects were asked to relate times when they felt exceptionally good or exceptionally bad with their present job or any previous job. Responses to the interviews were generally consistent and revealed that there were two different sets of factors affecting motivation and work. This led to the two-factor theory of motivation and job satisfaction. He categorised the responses and reported that people who felt good about their jobs were different significantly from those who felt bad. Certain characteristics that tend to relate to job satisfaction are achievement, recognition, the work itself, advancement, responsibility and growth; while others that tend to relate to job dissatisfactions are supervision,

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company policy and administration, working conditions and interpersonal relations (Robbins, 1988).

Herzberg (1967) believes that two separate dimensions contribute to an employee's behaviour at work. Number one dimension is the hygiene factors that involve the presence or absence of job dissatisfaction. These factors are related to job content; they are concerned with job environment and extrinsic to the job itself. They are also known as maintenance factors. They serve to prevent dissatisfaction. These factors include salary/pay, interpersonal relations with supervisors, peer and subordinates, working conditions, company policy and administration, status, security, personal life and supervision. If these factors are poor, work is dissatisfying. When there are good hygiene factors, dissatisfaction is removed. Good hygiene factors simply remove the dissatisfaction and do not cause people to become highly satisfied and motivated in their work. They are needed to avoid unpleasantness at work and to deny unfair treatment.

The second dimension of factors is motivating factors. They are the variables, which actually motivate people and influence job satisfaction (Judge, Bona, Thoreson, & Patton, 2001; Luthans, 2002). Motivators are high-level needs and they include aspects such as achievement, recognition, work itself, responsibility, advancement or opportunity for growth. When these are absent, workers are neutral toward work but when present, workers are highly motivated and satisfied. These two dimensions of factors influence motivation. They are factors that induce satisfaction on the job and those causing no satisfaction. Hygiene factors concentrate only in the area of job dissatisfaction, while motivators focus on job satisfaction. For instance; interpersonal conflicts

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will cause people to be dissatisfied and the resolution of interpersonal conflicts will not lead to a high level of motivation and dissatisfaction; whereas motivators such as challenging assignments and recognition must be in place before employees will be highly motivated to excel at their workplace (Daft, 2000). Herzberg (1967) emphasises the importance of job centred factors that increased interest in job enrichment including effort to design jobs which would increase employees' satisfaction.

In addition, Morrison (1993) argues that there are other motivators that do not promote a sense of growth because they do not provide significant meaning to the worker. These include group feelings, job security, status, feelings about fairness, unfairness, pride and shame. Based on the above findings, the researcher's observation in the workplace is that the mentioned factors are important to employees. Employees do raise dissatisfaction if the organisation does not provide job security, status and when unfairness is exhibited.

Moreover, Herzberg (1967) discovers that intrinsic factors such as achievement, responsibility, recognising the work itself and advancement seem to be related to job satisfaction. On the other hand, when employees are not satisfied, they tend to cite extrinsic factors such as work conditions, interpersonal relations, company policy and administration and supervision as reasons for their not being satisfied. According to Herzberg (1967), satisfaction is not the absence of dissatisfaction because removing dissatisfying characteristics from the job does not necessarily make the job more satisfying. He further argued that the opposite of satisfaction is 'no satisfaction' and the opposite of dissatisfaction is 'no dissatisfaction'

(Robbins, 1988). The hygiene factors are needed to ensure that employees are not dissatisfied while motivation factors are needed to motivate employees to achieve higher performance.

In this study, the two-factor theory was used to guide the pattern of the work. This is because it caters for both intrinsic and extrinsic factors that impinge on employee satisfaction. The following descriptions have been provided for the variables captured in the two-factor theory.

Recognition describes acts of notice, praise, or blame supplied by one or more superior, peer, colleague, management person, client, and/or the general public. Achievement is the accomplishment of endeavours including instances where failures were incurred and in instances where success or both success and failures were incurred. Responsibility describes tasks carried out by employees. Work itself is the actual job performance related to job satisfaction.

Advancement is an actual change in job status. Salary is an agreed payment given by employers at regular intervals to employees in exchange for work performed by employees. Interpersonal relations describe relationships involving superiors, subordinates, and peers. Supervision deals with supervisor's willingness or unwillingness to delegate responsibility and/or willingness to teach subordinates. Company and administrative policies are rules and regulations operating in an organisation. Working conditions are physical working conditions, facilities, and quality of work as related to job satisfaction.

The concept of job satisfaction

The concept of job satisfaction is a multi-faceted as well as inter-disciplinary term that has attracted the attention of researchers and practitioners from various disciplines including psychology, human resource management and organisational behaviour among others. In literature, there are a large number of studies that analyse the term from many different perspectives and its relationship with various organisational variables (Lund, 2003).

Consequently, there is no universal definition of job satisfaction that captures all these dimensions at the same time (Bernal, Castel, Navarro, & Torres, 2005). While most of the definitions focus on the importance of employees' job-related perceptions that link their expectations and what they receive in return; some underline the overall job satisfaction or even life satisfaction of employees (Judge, Erez, Bono, & Locke, 2005), whereas others underscore a variety of satisfaction facets including satisfaction with pay, promotion, supervisor, or co-workers.

For instance, Locke (1969) describes job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences. According to this, employee satisfaction is a function of the perceived relationship between what one wants from his/her job and one's perception about what it actually offers (Locke, 1969). Judge and Hulin (1993) also mentions that employee satisfaction is positively correlated with motivation, job involvement, organisational citizenship behaviour, organisational 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 with his/her job. Demir (2002) refers job satisfaction to employees' feel of contentment and discontentment for a job. Cranny et al. (1992) also conclude that job satisfaction is a contribution of cognitive and affective reactions to the differential perceptions of what an employee wants to receive compared with what he or she actually receives.

For Spector (1997), job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. Also, Sousa-Poza and Sousa-Poza (2000) believe that there are basic and universal human needs, and that, if an individual's needs are fulfilled in their current situation, then that individual will be happy. This postulates that job satisfaction depends on the balance between work-role inputs (such as education, working time, effort) - and work-role outputs (wages, fringe benefits, status, working conditions and intrinsic aspects of the job). If work-role outputs ('pleasures') increase relative to work-role inputs ('pains'), then job satisfaction will increase (Sousa-Poza & Sousa-Poza, 2000).

However, Rousseau (1978) identifies three components of job satisfaction: they are characteristics of the organisation, job task factors, and personal characteristics. According to Rousseau's (1978) identification, the characterisation of the organisation 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 (Hagihara, Babazono, Nobutomo, & Morimoto, 1998).

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Additionally, Rose (2001) views job satisfaction as a bi-dimensional concept consisting of intrinsic and extrinsic satisfaction dimensions. Intrinsic sources of satisfaction depend on the individual characteristics of the person, such as the ability to use initiative, relations with supervisors, or the work that the person actually performs; these are symbolic or qualitative facets of the job. Extrinsic sources of satisfaction are situational and depend on the environment, such as pay, promotion, or job security; these are financial and other material rewards or advantages of a job. Both extrinsic and intrinsic job facets should be represented, as equally as possible, in a composite measure of overall job satisfaction.

This distinction, as described by Rose (2001), relates to the double meaning of the word 'job': the work tasks performed and the post occupied by the person performing those tasks. Job satisfaction has long been an important concept in the organisational study of the responses employees have towards their jobs; and can be an important predictor of how employees feel about their jobs and work behaviours such as absenteeism (Wegge, Schmidt, Parkes, & van Dick, 2007) and turnover (Saari & Judge, 2004).

Factors influencing job satisfaction

There is a variety of factors that can influence the level of job satisfaction among the staff of any organisation or institution. Some of these factors may include pay and benefits, perceived fairness of the promotion system within a company, working conditions, the quality of individual's relationship with their supervisor, social relationships, and the job itself. The literature often distinguishes between situational and dispositional factors of

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job satisfaction. While the situational factors represent job characteristics, dispositional factors are personal features of the individual.

However, job satisfaction tends to vary from country to country depending on job-culture of that country. Chimanikire, Mutandwa, Gadzirayi, Muzondo and Mutandwa (2007) assert that while Americans value achievement, equity, democracy and ambition, English-Canadians value competition, achievement, independence as well as pragmatism and French-Canadians value spiritual and society-oriented outcomes while the Japanese value self-respect, helpfulness and forgiveness. High job satisfaction has been observed among Americans while low job satisfaction has been observed among the Japanese because the Japanese assign workers to jobs despite their interests whereas Americans look at the worker personality and preferences (Robbins, 1998).

Employees prefer work situations that allow them to use all their skills, mentally and physically, freedom and quick feedback on their work performance though it has been noted that excessive challenge to one's abilities may bring in frustrations (Robbins, 1991). Employees prefer jobs that reward them on the basis of what they perceive as economically justifiable (Robbins, 1991). It is not the amount of money one receives but it is the job-wage agreement based on worker perception that leads to job satisfaction. Supportive work environments that do not pose perceived danger such as fire, and accidents, are more preferred by employees. Provision of adequate and appropriate working equipment and clean facilities are related to high job satisfaction (Robbins, 1998).

According to DeVaney and Chen (2003), demographic variables such as age, gender, race, and education have an effect on job satisfaction. It has been established that older workers are more likely to be satisfied than younger workers and also that white employees are more satisfied than non-white employees. Job-related variables such as whether the job is interesting, good relations with management, job security (permanent or contract jobs), higher pay, a sense of control over one's work were identified as important factors underlying job satisfaction (Souza-Poza & Souza-Poza, 2000).

Also, Wiedmar (1998) used age, education level, sex, shift, and part or full-time status as the factors constituting job satisfaction in Wal-Mart Supercenter in St Joseph, Missouri. Equal treatment by management, sex and employees seeing themselves as part of the organisation's future were important variables predicting job satisfaction; but educational level and age were not significant predictors of job satisfaction.

Furthermore, Onu, Madukwe and Agwu (2005) examined the factors affecting job satisfaction of field extension workers in Enugu State Agricultural Development Programme in Nigeria using a sample of 42 extension staff randomly selected across three agricultural zones. The field extension workers indicated low level of satisfaction with their job content, conditions of service and working environment, which were subsequently identified as key factors that could enhance job satisfaction among extension personnel in Nigeria. Salmond (2006) used a sample of 437 nurses drawn from 20 different states in the United States. Variables used to predict job satisfaction in the analysis included personal factors of educational level, certification level, continuing education credits, years of experience, perceived

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competence (self-efficacy) and organisational factors of social support, professional practice environment, type of hospital, as well as type of unit; and found that work environment score was the main determinant of job satisfaction among nursing staff in the 20 states.

Similarly, Ito, Eisen, Sederer, Yamada and Tachimori (2001) surveyed 1494 nurses employed in 27 psychiatric hospitals in Japan and used the National Institute for Occupational Safety and Health job stress questionnaire to study job satisfaction. Forty-four percent of the respondents wanted to leave their job, and 89 percent of those perceived a risk of assault. Younger age, fewer previous job changes, less supervisory support, lower job satisfaction, and more perceived risk of assault were significant predictors of intention to leave.

Moreover, Tutuncu and Kozak (2006) measured job satisfaction in the Turkish Hotel industry using a job satisfaction index and found that attributes such as the work itself, supervision and promotion were the main determinants of the level of overall job satisfaction among Turkish hotel workers. Likewise, DeVaney and Chen (2003) conducted a survey of job satisfaction among 211 graduates in financial services in the U.S.A using Ordinary Least Squares (OLS) as the analytical tool. The aspects of job satisfaction measured in the study were attitude to the job, relations with fellow workers, supervision, company policy and support, pay, promotion and advancement, and customers. Realisation of expectation, company support, attitude, relations with fellow workers, pay, and gender were significant determinants of job satisfaction. However, job security, opportunity for promotion, age of the graduate, and stress were not significantly related to job satisfaction in the

regression analysis; and the study did not indicate why these factors were not statistically significant.

Sur, Mumcu, Soylemez, Atli and Idrim (2004) investigated job satisfaction among 855 dentists selected from nine provinces in Turkey. Job satisfaction was conceptualised intrinsically and extrinsically and items were rated using a 5-point Likert scale. The type of social insurance, the amount of monthly income, and the number of patients examined per day were the statistically significant predictors of intrinsic, extrinsic, and overall satisfaction among Turkish dentists.

Building employee job satisfaction

The practices, policies, and programmes that an organisation establishes are the foundation for efforts throughout the organisation to maintain high morale and retain staff. Most people do not quit an organisation for just one reason alone. Several factors usually contribute to shaping individuals' perceptions about their organisations. Building job satisfaction therefore requires more than a one-dimension approach. There are many approaches an organisation may choose to build job satisfaction in their employees (Messmer, 2005). This could be done by offering balance, giving the employee increased control of their own time to enable them to balance competing demands in their lives. This will boost their morale and loyalty to the organisation. Another way to boost job satisfaction is to provide people with intellectual challenges in their job (Messmer, 2005).

Additionally, the chance to accept diverse assignments enables workers to sharpen their technical and interpersonal skills, continually

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upgrading their knowledge base. Avoid micro-managing your workforce; let the employee take ownership of their work. Managers should be encouraged to demonstrate faith in their employee's abilities and allow them to come up with their own solutions whenever practical to do so (Saxby, 2008). Other methods include, providing ongoing feed-back, developing career paths for your workforce, good paying salaries, by offering attractive benefits, recognising achievements, promoting open communications, setting realistic expectations, being consistent, managing under performers effectively and by offering mentoring programmes. Thus, there are many methods an organisation may choose to follow in order to produce a motivated workforce. It is ideal if an organisation can apply all the above to its everyday dealing with its workforce and promote employees into top management vacancies that are able to provide the above to their teams.

Factors influencing employee motivation

Even though individuals are unique, there are certain common elements that may motivate employees to perform (Robbins, 2003; Ayeh-Danso, 2011). Studies underscore the fact that employees are not solely motivated by money and that employee behaviour is linked to their attitude; and that employers will do themselves a great deed if they acknowledge the relevance of behaviour and attitude in their bid to motivate their employees (Robbins, 2003). Allen (1998) also suggests that key factors including individual differences, job characteristics and organisational practices influences workplace motivation.

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Allen's (1998) study revealed that individual differences are the personal needs, values and attitudes, interests and abilities that people bring to their jobs. The study suggested further that job characteristics are the aspects of the position that determine its limitations and challenges. Hence, the job description of an employee affects his or her level of motivation because if the individual is performing a task that he or she has no love for, the completion of the task will have a minimal satisfaction and ultimately result in low output, which translates into reduction in productivity. Thus, an individual will be better motivated if he or she does something of personal interest.

This is not to stay that an individual will automatically be motivated if he pursues a job that personally interest him or her, but of course the individual is likely to be better motivated in a job setting of personal interest (Robbins, 2003; Ayeh-Danso, 2011). Besides, if resources that make the performance of task are at the disposal of employees, a motivation atmosphere is created in the first place. For instance, if organisations procure computer software which can make analysis and reporting easier and efficient manner, then to a large extent, the availability and use of the computer software will facilitate work motivation, even though some staff may prefer the manual way of analysis.

The nature of organisational behaviour also influences the motivation of employees. Motivation packages like financial incentives, goal setting, and participation form part of traditional performance concept (Nyhan, 2000). Stajkovic and Luthans (2003) argue that organisations need to be conscious of three kinds of manners which are critical to organisations

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working well as follows: membership behaviours including hiring individuals and maintaining them in the organisation; reliable role behaviours which includes approved job turnout and carrying out tasks well; and innovative activity like an ingenious way of performing tasks not part of core duties. Thus, it is not surprising that, when individuals are motivated, the performance of task is easily achieved (Stajkovic & Luthans, 2003). Hence, monetary incentives, social appreciation and feedback go a long way in motivating staff which enhances job performance.

Apart from monetary incentives, social recognition and feedback, as well as task significance also leads to meaningful work which motivate staff (Nyhan, 2000). Employee participation in issues that affect them can lead to motivation. Agyenim-Boateng (2001) argues that individuals at a senior rank organisations need to accord subordinates clear roles in their areas of job performance. This may be because individuals who have some form of freedom end up been more satisfied, motivated and devoted to their organisations (Stajkovic & Luthans, 2003). Collective judgment also creates employee's contentment and this toughens employee's commitment to decisions and their faith in the organisation (Nyhan, 2000).

Causes of lack of motivation among employees

Managers today complain that their employees are no longer motivated to work. However, studies have shown that it is rather the managers and organisational practices that are the problems (Robbins, 2003; Stajkovic & Luthans, 2003; Mawoli & Babandako, 2010). Robbins (2003) contends that when there is a lack of motivation, the problem usually lies in one of the

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following areas: poor selection; unclear goals; inadequate performance appraisal system; unsatisfactory rewards systems; or the manager's inability to provide the needed feedback to employees.

Furthermore, Mawoli and Babandako (2010) suggest that a lack of motivation occurs when employees see a weakness in any one of the following three relationships: the first is the relationship between the employees' effort and their performance. Hence, managers must make sure that employees believe that if they exert maximum efforts in performing their jobs, it will be recognised in their performance appraisal. This is because in most cases, employees do not believe that their efforts will be recognised, as performance appraisal systems often fail to take cognisance of such efforts and consequently serve as a de-motivator (Robbins, 2003).

Secondly, the relationship between the employees' performance and organisational rewards is vital. It is the responsibility of managers to ensure that whenever employees perform well, it will lead to organisational rewards (Robbins, 2003). Indeed, many employees see this relationship as weak because the organisation does not give rewards on their performance, hence low level of motivation among employees. Thirdly, is the relationship between the rewards received and those ones desired. Here, managers must determine whether the rewards the employees receive are the ones they actually desire. For instance, some employees may want a promotion, instead, they are given a pay rise or vice versa. Sometimes, some managers assume that all employees want the same rewards and hence fail to notice the motivational effects of individualising rewards (Stajkovic & Luthans, 2003). Such a situation will

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most likely cause low morale and eventually impact negatively on productivity.

Some employers also hold the opinion that if employees feel they are not well-motivated, they should quit their jobs. Even though this may hold in the short run, in the long term it is the employer who loses. This is affirmed by the cost of training, time spent in recruitment and period used by new employees in settling down in the new organisation as well as conditions created by the organisation. Therefore, organisations should rather focus on keeping their employees by considering motivation as a way of reducing employee turnover. However, this does not imply that employee turnover will be absent once employees are well motivated. Indeed employee performance do not hinge only on motivation as other factors such as logistics, finance and availability of factor inputs also determine performance on the job (Mawoli & Babandako, 2010).

Turnover intentions of workers

Turnover is referred as an individual's estimated probability that they will stay an employing organisation (Cotton & Tuttle, 1986). Meanwhile, Tett and Meyer (1993) defined turnover intentions as conscious wilfulness to seek for other alternatives in other organisation. Reviews on the antecedents of turnover intentions have highlighted intent to leave rather than actual turnover as the outcome variable. This is due to two reasons. Firstly, employees have decided in advance the decision to leave the organisation. This is in line with attitude-behaviour theory (Fishbein & Ajzen, 1975) that one's intention to perform a specific behaviour is the close predictor of that behaviour. Results

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on the study of the relationship between turnover intentions and actual turnover have given support and evidence on the significant relationship between these variables (Lambert, Hogan, & Barton, 2001). Therefore, Price (2001) suggested turnover intentions construct as alternative in measuring actual turnover. Secondly, cross sectional study is more appropriate than longitudinal study in investigating employees' intention to quit.

Furthermore, turnover is not only influenced by certain factors as there are several factors that could predict turnover intentions. This includes attitudinal, behavioural and organisational factors. Literature has also identified that work related factors, personal characteristics and external factors as determinants of employee turnover tendency (Tyagi & Wotruba, 1993). Therefore, the identification of factors that relate and give impact on turnover intentions is considered as important due to some recent evidence that job characteristics and job satisfaction are more efficacious predictor of turnover intentions than is intention to remain (Kopelman, Ravenon, & Milsap, 1992).

Job satisfaction also has high relationship with intention to quit. It is found in many researches that job satisfaction can lead to intention to stay or quit in an organisation (Krishnan & Singh, 2010). Some studies have also shown that intention to quit can have effect like poor performance orientation, organisational deviance and poor organisational citizenship behaviours. In a nutshell, the relationship of satisfaction to productivity is not necessarily straightforward and can be influenced by a number of other work-related constructs, and the notion that a happy worker is a productive worker should

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not be the foundation of organisational decision-making (Krishnan & Singh, 2010).

CHAPTER THREE

METHODOLOGY

Introduction

Research methodology explains how research is done scientifically; thus, it is a way of systematically solving a research problem by logically adopting various steps (Perez, 2009). This chapter presents the techniques and approaches used to collect data for the dissertation. Key areas focused on are the description of study organisation, research design, target population, data and sources, sampling procedure, pretesting, data collection instrument, data analysis and ethical issues.

Study organisation

Like most African countries, Ghana has a long established publicly-owned and financed broadcaster, Ghana Broadcasting Corporation (GBC) which provides national and regional radio services and a national television service. GBC has played a major role in engendering national identity and national development throughout the country's post-colonial history. Through telegraphic connections and local relay transmitters, it sought to provide a single national radio service covering the whole of Ghana. After independence, the national broadcaster was renamed Ghana Broadcasting Corporation (GBC) and television was introduced later in 1965 (Buckley, Apenteng, Bathily & Mtimde, 2005).

GBC wholly owns, controls and operates three national radio services, ten regional radio services, and the national television channel, GTV. The national radio services consist of two shortwave services, Radio1 and Radio 2

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plus Accra-based Uniiq FM, which covers a large part of the country   with a primarily English language service covering each of the administrative regions. They have their own programmes and emphasis is on local languages, but all carry GBC national news (Buckley et al., 2005).

GBC broadcasts programmes in the diverse fields to reflect national progress and aspirations in the main Ghanaian   languages   and   in English. GBC held a broadcasting monopoly until 1994 and is still a dominant force in radio and television broadcasting. Additionally, GBC holds 50 percent of the shares and appoints the Chair of the Board of Metro TV, the first commercial television service. It also has minority shareholdings in the Multimedia Broadcasting Company which owns two local commercial radio services – Joy FM (Accra) and Adom FM (Tema) (Buckley et al., 2005).

Funding for GBC is partly provided through direct government support for salaries and partly internally generated through commercial activities. Internally Generated Funding (IGF) accounting for around 50 per cent of the total revenues is generated from adverts and selling airtime to private production companies. Government funding is   negotiated annually with the Ministry of Finance and Planning and administered through the Ministry of Information. Even though there is a licence fee collectable from all television viewers, it has not increased for many years and is now worth less than the costs of collection (Buckley et al., 2005).

Study design

A cross-sectional survey design was used for this study. The cross-sectional survey design was used because the study takes a snap shot of the

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target population and reports things the way they are at a given point in time. In this context, the researcher did not manipulate variables and data were collected under natural settings to answer the research questions which were geared towards determining the status variables as they occur in their natural settings (Saunders, Lewis, & Thornhill, 2000; Creswell, 2003). Furthermore, variables and procedures were described as accurately and completely as possible in the cross-sectional survey design, making it possible for the study to be replicated by other researchers.

Also, in the cross-sectional survey design, the desired data for the study can be obtained more readily and it is less expensive than any other designs (Saunders et al., 2000). However, this study design has a problem with differentiating cause and effect from simple association, and do not usually provide an explanation for their findings (Mann, 2003).

Target population

The target population of any particular study includes all people or items with the characteristics of interest to the researcher. In other words, you seek those groups or individuals who are in a position to answer the questions and to whom the results of the survey apply. Ideally, a target population should be represented as a finite list of all its members. It is by this population that the researcher generalises his/her results.

In this context, the target population for the study was the staff of the Ghana Broadcasting Corporation (GBC) at the Headquarters in Accra. The headquarters in Accra was chosen because it comprises the vast majority of employees of GBC nationwide. The target population comprised staff from the

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eight departments in GBC including the Administration, Accounting, Engineering, Marketing, Newsroom, Production, Technical and Television Departments.

Sampling procedure

In order to obtain an accurate sample size which is representative of the study population, the International Fund for Agricultural Development (IFAD) (2009) formula for determining sample size was used.

IFAD sample size formula:

$$n= \frac{t^2 \times p(1-p)}{m^2}$$

Where:

n = required sample size

t = confidence level at 95% (standard value of 1. 96)

p = estimated proportion of the study population with similar characteristics.

m = margin of error at 5% (standard value of 0.05)

With the (z) statistic being 1.96, degree of accuracy (d) set at 0.05 percent and the proportion of the study population with similar characteristics regarding their views on job satisfaction at GBC (p) set at ninety one (91) percent, which is equivalent to 0.91, the sample size for the study is calculated as follows:

Calculation of the sample size

$$n= \frac{1.96^2 \times 0.91(1-0.91)}{.05^2}$$

$$n = \frac{3.8416 \times 0.0819}{}$$

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$$0.0025$$

$$n = \frac{0.31462704}{0.0025}$$

$$n = 125.850816 \sim 126$$

The calculated sample size (n) of 126 respondents was used for the study.

Furthermore, probability sampling techniques were used to select respondents from the eight departments of GBC. This was done to ensure that each worker from each department has an equal chance of participating in the study. Stratified sampling technique was used to select respondents from each of the departments (see Table 1). Thus, 126 respondents were selected proportionately from the eight departments of GBC in line with the size of their staff population.

Table 1: Sample size allocation of respondents

Department	Population	Sample	Percent
Television	403	33	26
Technical/Production	319	26	21
Radio	253	21	17
Administration	252	20	16
Finance	108	9	7
Engineering	85	8	6
Corporate affairs	70	5	4
Marketing	42	4	3
Total	1532	126	100

Source: Fieldwork, 2013

In getting the shortlisted respondents for each department, the lottery method of the simple random sampling technique was applied. Hence, a list containing the names of workers in each district was obtained. The names were then written on pieces of papers, folded and put into a bowl and then randomly selected. This procedure was repeated until the sample size assigned to each department was exhausted.

Data and sources

The principal source of data for this study was primary data. This is because, considering the nature of the research subject, primary source of data was the only obtainable and reliable data source that will inform the study findings and conclusions. This source of data basically derived from fieldwork activities including administration of questionnaires. Furthermore, secondary sources of information which formed the basis of literature for the study were obtained from internet sources including journals, articles, research papers, and published books.

Data collection instrument

Data for the study was collected using questionnaire. Questionnaire was chosen because it is economical and provides a considerable amount of quality and quantifiable data for a low cost in terms of materials, money and time (Denscombe, 1998). In this study, the questionnaire is divided into five sections. Section A centres on the background characteristics of the respondents; while Second B focuses on factors that motivate the respondents. Section C deals with issues on satisfaction with intrinsic job factors; while

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Section D focuses on issues on satisfaction with extrinsic job factors; and lastly, Section E centres on respondents' turnover intentions.

Ethical issues

Much attention was given to ethical issues when collecting data from the field. Ethical issues that were involved in this study include the following:

With regard to informed consent, the researcher identified himself to respondents to avoid any false impression that is likely to be created in the minds of respondents. In addition to this, the purpose of the study or the reason why the research was being conducted was also explained to respondents for them to get clear understanding of the study. Lastly, the nature of the questionnaires was made known to the respondents for them to have clear picture and idea about how to answer the questionnaires and participate fully in the study.

In terms of confidentiality, the respondents were informed and assured that the information given by them will solely be used for the purpose of the study but not for other matters. Furthermore, respondents were informed that the information given will not be made available for other people for any reason.

Also, all forms of identification including respondent names, addresses and telephone numbers on the questionnaires were avoided during the study in order to assure anonymity.

Respondents' right to privacy was also respected during the administration of the questionnaire. Hence, questions relating to respondents

private matters were avoided. Respondents were also given the liberty not to answer any question that they thought was personal to them.

Field work

The data collection process was completed within one week. The data collection was done with the help of some trained field assistants who helped in administering the questionnaires. The questionnaires were administered to respondents, and the researcher returned in some few days time for them. However, some of the respondents were able to fill and hand the questionnaires to the researcher the same day.

Data processing and analysis

Data obtained from the fieldwork through the questionnaire administration were edited and cleaned to rid the data of any abnormalities and errors. The edited and cleaned data were subsequently coded to facilitate data entry and processing. The Statistical Product and Service Solutions (SPSS version 17) was used to process the data to facilitate analysis. Charts, diagrams, percentages and tables were the basic descriptive tools employed in presenting the processed data.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the results and discusses the findings on job satisfaction levels at GBC. The discussion is presented under five broads sections in accordance with the specific objectives of the study. The first section deals with the discussion of the background characteristics of the respondents, while the subsequent sections deal with the specific objectives of the study.

Background characteristics of respondents

This section discusses the background characteristics of the respondents, including sex, age, level of education, marital status, and number of years in service at GBC. A summary of the results are presented Table 2.

The study sought to find out the sex of the respondents. The results in Table 2 indicate that 58 percent of the 126 respondents who took part in the study were females while 42 percent were males. Thus, the majority of the employees of GBC who took part in the study were females. The GBC is typically engaged in the operation of radio and television programmes across the country, and some of these programmes include news casting as well as presentation of television shows among others which may be easily done by women; hence, majority of the respondents were females.

Age of respondents is a very essential demographic characteristic in every study. The age structure of the respondents is important in every research work because it gives the overview of the proportion of each age

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Table 2: Background characteristics of respondents

Variables	Frequency	Percent
Sex of respondents		
Male	73	58.0
Female	53	42.0
Age of respondents		
20-29	13	10.3
30-39	53	42.0
40-49	39	31.0
50 and above	21	16.7
Level of education		
Secondary	12	9.5
HND/Diploma	28	22.2
Degree	86	68.3
Marital status		
Never married	9	7.1
Married/living together	73	58.0
Divorced	26	20.6
Widowed	18	14.3
Number of years in service		
0-9	15	11.9
10- 19	28	22.2
20-29	62	49.2
30-39	21	16.7

Source: Fieldwork, 2013

group in the study sample. As indicated in Table 2, it was found that out of the 126 respondents who took part in the study, 42.0 percent were aged 30 to 39 while 31.0 percent were aged 40 to 49 and only 10.3 percent were aged 20 to 29. This implies that more of the respondents were aged 30 to 39 while just a few were aged 20 to 29. Hence, the majority of the respondents were generally between 30 to 49 years and for that matter some were getting close to their retirement, which may have implications for the job satisfaction of the respondents in one way or the other.

Education is a crucial variable because it helps in the acquisition of knowledge and the application of basic concepts, skills and regulations. Since the focus of the study was to examine the level of job satisfaction among the staff of GBC, it was important to find out the level of education of the respondents as this will help to assess the level to which they can appreciate key issues involved in job satisfaction. It was found that all the respondents had attained some level of formal education (Table 2). As indicated in Table 2, 68.3 percent of the respondents were degree holders while 22.2 percent were HND or Diploma holders; however, only 9.5 percent were secondary school certificate holders. Thus, the majority of the respondents had at least their first degree.

Marriage is an important social obligation that exerts pressure on career professionals, as a result of the responsibilities that come along with managing the home and family as well as engaging in economic activities to earn a living. The results revealed that of the 126 respondents who took part in the study, 58.0 percent were married or living together, while 20.6 percent were divorced and 14.3 percent were widowed; however, only 7.1 percent were never

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married. Generally, this is expected especially in Ghana where marriage is a very important social obligation, and therefore women who are of age may face some pressure from the public and the family to marry. Hence, the majority of the respondents are married or living together.

To understand the operations and the conditions of service in GBC, it requires some level of experience which is often acquired through the day-to-day operations of the organisation for quite a considerable time. Thus, the study sought to ascertain the working experience of respondents in terms of how long they have worked in the GBC.

As indicated in Table 2, close to half of the respondents (49.2%) have been working with GBC for 20 to 29 years, while 22.2 percent have been working for 10 to 19 years and 16.7 percent have been working for 30 to 39 years. However, only few of the respondents (11.9%) have been in the service for up to 9 years at GBC. The results imply that most of the respondents have gained quite a considerable working experience with GBC. Considering the fact that most of the respondents have been working with GBC for over 20 years, they might have gained enough insight into the operations of the organisation which may influence respondents' job satisfaction.

Factors that motivate GBC staff

This section of the chapter discusses the specific objective one: to appraise the factors that motivate the staff of GBC to give off their best. A considerable number of studies have recognised some key issues or factors that motivate employees to give their best or seek employment from some

particular organisations (Agyenim-Boateng, 2001; Robbins, 2003; Stajkovic & Luthans, 2003; Ayeh-Danso, 2011).

The study ascertained the views of respondents on the degree of importance of factors that motivate them on a scale of 1 to 4 as follows: Very Important (VI) =1; Important (I) =2; Least Important (LI) =3; Unimportant (U) =4. Table 3 presents the summary of the results. As indicated in Table 3, it can be observed that respondents attached high importance to most of the statements concerning factors that motivate them as GBC staff. The majority of the respondents (86%) indicated that adequate pay was a very important motivating factor while 10 percent indicated that adequate pay was an

Table 3: Factors that motivate GBC staff

	N=126	Level of importance (%)		
Statement	VI	I	LI	U
Adequate pay	86	10	4	-
Healthy working environment	82	12	6	-
Adequate incentives	78	9	3	10
Recognition and appreciation	74	12	10	4
Opportunities for career training and advancement	67	17	12	4
Identification and fulfilment of needs	7	15	68	10
Fair and consistent policies	14	20	24	42
Trust and respect gained from peers	48	26	18	8

Source: Fieldwork, 2013

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important motivating factor, and only 4 percent indicated that it was least important. Likewise, it has been observed that monetary reward in the form of salaries or pay rise is the key external motivation that derives most employees to work (Dartey-Baah & Amoako, 2011). Hence, to the majority of the GBC staff who took part in the study, adequate salary was a driving factor that encourages them to work hard for the organisation.

Furthermore, 82 percent of the respondents indicated that healthy working environment was a very important factor that motivates them to give off their best, while 12 percent indicated that healthy working environment was important, and only 6 percent indicated that healthy working environment was least important. This is consistent with the observation made by Mawoli and Babandako (2010), that healthy working environment serve as a motivation factor to employees to give of their best. Healthy working environment promotes good working relations and mutual respects between employees and management and thus serve as incentive for workers to increase productivity.

Furthermore, respondents indicated that adequate incentives served as another very important factor that motivated them. That is, 78 percent of the respondents indicated that an adequate incentive was a very important factor, while 9 percent indicated that adequate incentive was an important factor to their work motivation; however, only 10 percent indicated that adequate incentive was unimportant.

In a similar way, Robbins (2003) argued that adequate incentives provided by some organisations in the form of free medical care for staff and their dependents, accommodation, transportation and maintenance allowances

often motivate or attract employees to particular organisations. Hence, the majority of the respondents believed that the provision of some incentives such as maintenance allowances, free medical care and in some cases subsidised accommodation for GBC staff can help motivate employees to strive to improve productivity for the organisation.

Also, Table 3 indicates that recognition and appreciation from management of the organisation was deemed a very important motivating factor by the majority of the respondents. The majority of the respondents (74%) indicated that recognition and appreciation from management was a very important factor, while 12 percent indicated that recognition and appreciation was important, and only 10 percent indicated that indicated that recognition and appreciation was least important as a motivating factor.

With regard to the issue of career training and advancement, 67 percent of the respondents indicated that the issue of opportunities for career training and advancement was a very important motivating factor, while 17 percent indicated that it was an important motivating factor. However, 12 percent indicated that an opportunity for career training and advancement was least important while 4 percent indicated that it was unimportant. This suggests that career advancement and training was considered a key issue for GBC staff in terms of motivation.

Additionally, respondents showed less importance to some other factors on motivation with respect to GBC. That is, 68 percent of the respondents indicated that identification and fulfilment of needs was a least important motivating factor, while 10 percent indicated that it was unimportant. However, only 15 percent of the respondents indicated that

identification and fulfilment of needs was an important motivating factor. This finding is in contrast with that of Agyenim-Boateng (2001) who asserted that being identified with an organisation provides an incentive for employees to work harder and strive to achieve more laurels for the organisation. Thus, the majority of the respondents believed that identification and fulfilment of needs was not a very important motivating factor.

Likewise, 42 percent of respondents indicated that fair and consistent polices was an unimportant motivating factor to them, while 24 percent indicated that it was least important motivating factor to them. However, 20 percent indicated that fair and consistent policies were an important motivating factor to them. Hence, most of the respondents believed that fair and consistent policies were not a very important motivating factor and for that matter may not be influenced by it.

Lastly, most of the respondents (48%) indicated that trust and respect gained from peers was a very important motivating factor while 26 percent indicated that it was an important motivating factor to them. On the contrary, only 18 percent indicated that trust and respect gained from peers was least important while 8 percent indicated that it was unimportant. Thus, trust and respect gained from peers was believed to be a very important motivating factor by the respondents.

Level of satisfaction with the intrinsic job factors among GBC staff

This section focuses on the specific objective two, which seeks to examine the level of satisfaction with the intrinsic job factors among GBC staff. Respondents were asked to indicate their level of satisfaction with their

job using a five-point Likert Scale statements, the study ascertained the views of respondents on the level of job satisfaction of 1 to 5 as follows: Very Satisfied (VS) =1, Satisfied (S) =2, Uncertain (U) =3, Dissatisfied (D) =4 and Very Dissatisfied (VD) =5. Job satisfaction in this context was discussed on intrinsic job factors including the work itself, achievements, recognition, responsibility and advancement.

Satisfaction with work itself

It was established that the respondents were generally satisfied with the nature of their work itself. From Table 4, 52 percent of the respondents were very satisfied with the amount of their work responsibilities while 24 percent were satisfied; however, only 10 percent were very dissatisfied with 6 percent being uncertain. Thus, the majority of the respondents were comfortable with the amount of work responsibilities they have in GBC, which may be a motivating factor for job satisfaction.

Table 4: Respondents' satisfaction with work itself

	N=126	Level of satisfaction (%)			
Statement	VS	S	U	D	VD
Your amount of responsibilities	52	24	6	8	10
Hours that you work	40	22	8	12	18
Flexibility in schedule of duties	46	17	7	20	10
Opportunities for part time work	15	10	6	14	55
Leave offers	49	23	10	12	6

Source: Fieldwork, 2013

Likewise, Onu et al. (2005) found in Nigeria that job content and conditions of service among others were key factors that could enhance job satisfaction among workers.

Also, 40 percent of the respondents were very satisfied with the number of hours they work while 22 percent were satisfied. However, 18 percent were very dissatisfied with the number of hours they work, with 8 percent being uncertain. In effect, most of the respondents thought that the number of hours they work is good for them, which could help make their work flexible and for that matter may fuel job satisfaction. Also, more respondents (46%) were very satisfied with the flexibility in their duty schedules while 17 percent were satisfied; however, 20 percent of the respondents were dissatisfied while 7 percent were uncertain. Thus, to most of the respondents, their duty schedules were quite flexible which could have some positive implications for job satisfaction among GBC staff. This supports what Robbins (1991) asserted that freedom in work may boost work performance and consequently influence job satisfaction.

Moreover, more than half of the respondents (55%) were very dissatisfied with the opportunities for part time work in GBC, while 14 percent were dissatisfied; however, only 15 percent were very satisfied with the opportunities for part time work with 6 percent being uncertain. Thus, the majority of the respondents thought that they had no enough opportunities to engage in part time work, hence, their dissatisfaction in this particular context.

In terms of leave offers in GBC, 49 percent of the respondents were very satisfied with the leave offers in GBC while 23 percent were merely satisfied. On the contrary, 12 percent were dissatisfied with their leave offers

while 10 percent were not certain. Hence, the majority of the respondents were comfortable with the leave offers in GBC, which may serve as a boost for job satisfaction among the employees.

Satisfaction with achievements

As indicated in Table 5, 36 percent of the respondents were dissatisfied with the opportunities to utilise their abilities and talents while 22 percent were very dissatisfied; however, 20 percent of the respondents were satisfied with the opportunities to utilise their abilities and talents and 14 percent were very satisfied with only 8 percent being uncertain. Thus, most respondents were not satisfied with the opportunity to utilise their abilities and talents in

Table 5: Respondents' satisfaction with achievements

	N=126	Level of satisfaction (%)			
Statement	VS	S	U	D	VD
Opportunities to utilise abilities and					
talents	14	20	8	36	22
Reward for good performance	13	30	-	42	15
Achievements made by GBC	16	7	4	58	15

Source: Fieldwork, 2013

GBC. Also, 42 percent of the respondents were dissatisfied with the issue of reward for good performance at GBC while 15 percent were very dissatisfied. However, 30 percent of the respondents were satisfied with the reward for good performance and 13 percent being very satisfied. Thus, the majority of

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the respondents were not satisfied with the reward for good performance at GBC. Further, 58 percent of the respondents were dissatisfied with the achievements made by GBC while 15 percent were very dissatisfied. On the contrary, only 16 percent of the respondents were very satisfied with the achievements made by GBC with 4 percent being uncertain. It follows that, the majority of the respondents were generally not satisfied with the issue of achievements in relation to their job at GBC.

Satisfaction with recognition

Recognition of staff among their colleagues and superiors may also serve as a boost for job satisfaction. Respondents exhibited satisfaction with all the issues concerning recognition. As indicated in Table 6, more than half of the respondents (52%) were very satisfied with the recognition of their work by co-workers while one-fifth (20%) were merely satisfied.

Table 6: Respondents' satisfaction with recognition

	N=126	Level of satisfaction (%)			
Statement	VS	S	U	D	VD
Recognition of your work by co-officers	52	20	6	12	10
Recognition of your work by supervisors	21	54	5	20	-
Recognition of your work by GBC management	15	47	8	18	12
Recognition of your work by the general public	58	24	-	12	6

Source: Fieldwork, 2013

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However, at least 12 percent were dissatisfied with the recognition of their work by their co-workers while 6 percent were uncertain.

Likewise, 54 percent of the respondents were merely satisfied with the recognition of their work by supervisors while 21 percent were very satisfied; whereas 20 percent were dissatisfied with the recognition of their work by supervisors with 5 percent being uncertain. Thus, majority of the respondents believed that they were satisfied with the recognition of their work by supervisors, which may help generate congenial environment for the staff, and for that matter encourage job satisfaction among them. Further, 47 percent of the respondents were merely satisfied with the recognition of their work by the management of GBC while 15 percent were very satisfied, with at least 18 percent being dissatisfied while 8 percent were not certain. Thus, the majority of the respondents felt that the management of GBC really recognised their work, which may help boost their work morale and job satisfaction.

Moreover, 58 percent of the respondents were very satisfied with the recognition of their work by the general public, while 24 percent were merely satisfied. However, only at least 12 percent of the respondents were dissatisfied with the recognition of their work by the general public. Likewise, Agyenim-Boateng (2001) asserts that being identified with an organisation provides an incentive for employees to work harder and strive to achieve more laurels for the organisation. Hence, the vast majority of the respondents believed that their work was very recognised by the general public, which could have some positive implication for job satisfaction level among staff.

Satisfaction with responsibility

From Table 7, 64 percent of the respondents were very satisfied with their control on what goes on in your work settings while 22 percent were merely satisfied. However, only 10 percent of the respondents were dissatisfied with their control on what goes on in your work settings. That is, the majority of the respondents were very satisfied with their control on what goes on in your work settings in GBC.

Further, more than half of the respondents (54%) were very satisfied with their freedom and authority to work at GBC, while 18 percent were merely satisfied. However, only 14 percent of the respondents were dissatisfied with their freedom and authority to work while 10 percent were not certain. In effect, the majority of the respondents were very satisfied with

Table 7: Respondents' satisfaction with responsibility

	N=126	Level of satisfaction (%)			
Statement	VS	S	U	D	VD
Control on what goes on in your work setting	64	22	-	10	4
Freedom and authority to work	54	18	10	14	4
Opportunities for periodic changes in duties	19	58	6	18	5

Source: Fieldwork, 2013

their freedom and authority to work at GBC. Also, 58 percent of the respondents were merely satisfied with the opportunities for periodic changes

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in duties at GBC, while 19 percent were very satisfied; however, only 18 percent of the respondents were dissatisfied with the opportunities for periodic changes in duties at GBC with 6 percent being uncertain. Therefore, the majority of the respondents were generally very satisfied with the opportunities for periodic changes in duties at GBC.

Satisfaction with advancement

As indicated in Table 8, 42 percent of the respondents were merely dissatisfied with the opportunities for promotion, while 24 percent were very dissatisfied. However, only 21 percent of the respondents were merely satisfied with the opportunities for promotion while 13 percent were very satisfied. Furthermore, more than half of the respondents (52%) were merely dissatisfied with the opportunities for career development at GBC, while 26

Table 8: Respondents' satisfaction with advancements

	N=126	Level of satisfaction (%)			
Statement	VS	S	U	D	VD
Opportunities for promotion	13	21	-	42	24
Opportunities for career development	4	18	-	52	26
Opportunities for study leaves	-	8	-	24	68

Source: Fieldwork, 2013

percent were very dissatisfied; however, only 18 percent of the respondents were merely satisfied with the opportunities for promotion and 13 percent being very satisfied. Also, 68 percent of the respondents were very dissatisfied

with the opportunities for study leaves at GBC, while 24 percent were merely dissatisfied. On the contrary, only 8 percent of the respondents were merely satisfied with the opportunities for study leaves at GBC. In effect, the vast majority of the respondents were generally not satisfied with the issue of opportunities for advancements in their job at GBC; which may however serve as a disincentive for job satisfaction among the staff.

Level of satisfaction with the extrinsic job factors among GBC staff

This section deals with the specific objective three, and seeks to examine the level of satisfaction with the extrinsic job factors among GBC staff. The study requisitioned the views of respondents on the level of job satisfaction using a five-point Likert Scale of 1 to 5 as follows: Very Satisfied (VS) =1, Satisfied (S) =2, Uncertain (U) =3, Dissatisfied (D) =4 and Very Dissatisfied (VD) =5. Job satisfaction was discussed on extrinsic job factors including administrative policies, supervision, remuneration, interpersonal relations as well as working conditions.

Satisfaction with administrative policies

From Table 9, it can be observed that respondents exhibited dissatisfaction with the statements concerning administrative policies at GBC. That is, 46 percent of the respondents were merely dissatisfied with the administrative policies at GBC, while 20 percent were very dissatisfied; whereas only 26 percent of the respondents were merely satisfied with the administrative policies at GBC with only 8 percent being uncertain. Besides, 51 percent of the respondents were merely dissatisfied with the enforcement of

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policies at GBC, while 15 percent were very dissatisfied. However, one-quarter of the respondents (25%) were merely satisfied with the enforcement of policies at GBC with only 9 percent being very satisfied.

Table 9: Respondents' satisfaction with administrative policies

Statement	N=126	Level of satisfaction (%)			
	VS	S	U	D	VD
Administrative policies at GBC	-	26	8	46	20
The enforcement of these policies	9	25	-	51	15
Opportunities to participate in the formulation of these policies	-	15	10	16	59

Source: Fieldwork, 2013

Further, 59 percent of the respondents were very dissatisfied with the opportunities to participate in the formulation of policies at GBC, while 16 percent were merely dissatisfied. On the other hand, only 15 percent of the respondents were merely satisfied with the opportunities to participate in the formulation of policies at GBC, while 10 percent were uncertain. It follows that, the vast majority of the respondents were generally dissatisfied with the issues concerning administrative policies at GBC.

Satisfaction with supervision

The respondents showed satisfaction with the issues concerning supervision at GBC. As indicated in Table 10, 62 percent of the respondents were very satisfied with the supervision of GBC staff, while 24 percent were

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merely satisfied; however, only 14 percent of the respondents were merely dissatisfied with the supervision of GBC staff. Also, 58 percent of the respondents were very satisfied with the credibility of supervisors at GBC, while 14 percent were merely satisfied. On the contrary, only 18 percent of the

Table 10: Respondents' satisfaction with supervision

	N=126	Level of satisfaction (%)			
Statement	VS	S	U	D	VD
Supervision of GBC staff	62	24	-	14	-
Credibility of supervisors	58	14	10	18	-
Amount of encouragement and positive feedback given by supervisors	20	64	-	10	6

Source: Fieldwork, 2013

respondents were merely dissatisfied with the supervision of GBC staffs with 10 percent being uncertain.

Furthermore, 64 percent of the respondents were merely satisfied with the amount of encouragement and positive feedback given by supervisors at GBC, while 20 percent were very satisfied. However, only 10 percent of the respondents were merely dissatisfied with the amount of encouragement and positive feedback given by supervisors at GBC with 6 percent being very dissatisfied. It follows that, the large majority of the respondents were generally very satisfied with the amount of encouragement and positive feedback given by supervisors at GBC, which could be an incentive for job satisfaction among the workers.

Satisfaction with remuneration

The respondents generally exhibited strong dissatisfaction with issues concerning their remuneration. As indicated in Table 11, 45 percent of the respondents were merely dissatisfied with their monthly salaries, while 23 percent were very dissatisfied. However, 16 percent of the respondents were merely satisfied with their monthly salary while 6 percent were uncertain.

Table 11: Respondents' satisfaction with remuneration

	N=126	Level of satisfaction (%)			
Statement	VS	S	U	D	VD
Amount of monthly salary	10	16	6	45	23
Benefit packages (retirement, insurance, other incentives)	6	10	4	54	26
Extra duty allowances	-	9	5	62	24
Allowances for working in the weekends	10	6	-	60	24

Source: Fieldwork, 2013

According to DeVaney and Chen (2003), workers pay or salary may be a significant determinant of job satisfaction in any particular organisation. Hence, the majority of the respondents were not satisfied with their monthly salary; and may be a disincentive for job satisfaction. Also, 54 percent of the respondents were merely dissatisfied with the benefit packages at GBC, while 26 percent were very dissatisfied; however, 10 percent were merely satisfied with the benefit packages at GBC with 4 percent being uncertain.

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Additionally, 62 percent of the respondents were merely dissatisfied with their extra duty allowances, while 24 percent were very dissatisfied. On the contrary, only 9 percent were merely satisfied with their extra duty allowances with 5 percent being uncertain. Besides, 60 percent of the respondents were merely dissatisfied with their allowances for working in the weekends, while 24 percent were very dissatisfied. However, only 10 percent were very satisfied with their allowances for working in the weekends. Thus, the large majority of the respondents were generally dissatisfied with issues concerning their remuneration, which may have negative implications for job satisfaction among the workers and consequently for job performance.

Satisfaction with interpersonal relations

The quality of interpersonal relationship could also be a fuel for job satisfaction among the workers. Thus, the respondents showed satisfaction with the interpersonal relations in GBC. As indicated in Table 12, 58 percent of the respondents were very satisfied with the Opportunities for interpersonal relations with co-workers, while 22 percent were merely satisfied; whereas 12 percent were merely dissatisfied and 8 percent were very dissatisfied. In a similar way, DeVaney and Chen (2003) assert that relationship with fellow workers is a significant determinant of job satisfaction among workers.

Also, 56 percent of the respondents were merely satisfied with the opportunity for interpersonal relations with the management of GBC, while 18 percent were very satisfied. On the contrary, only 16 percent of the respondents were merely dissatisfied with the opportunity for interpersonal relations with management with 10 percent being uncertain.

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Table 12: Respondents' satisfaction with interpersonal relations

Statement	N=126	Level of satisfaction (%)			
	VS	S	U	D	VD
Opportunities for interpersonal relations with co-workers	58	22	-	12	8
Opportunities for interpersonal relations with management of GBC	18	56	10	16	-
Relationship with supervisors	55	20	8	17	-

Source: Fieldwork, 2013

It is believed that if workers strongly value their relations with their management, this will produce stronger feelings of job dissatisfaction among the workers (Gupta, 2009). Also, Souza-Poza and Souza-Poza (2000) identified work related variables such as good relations with management as an important factor underlying job satisfaction. Hence, the majority of the respondents were very satisfied with the interpersonal relations between them and the management.

Furthermore, more than half of the respondents (55%) were very satisfied with the relationship with supervisors, while 20 percent were merely satisfied. However, only 17 percent of the respondents were dissatisfied relationship with supervisors at GBC with 8 percent being uncertain. According to Mumcu et al. (2004), good relationship with supervisors has positive effect on job satisfaction. Thus, the majority of the workers at GBC were very satisfied with their relationship with their supervisors.

Satisfaction with working conditions

The respondents however exhibited their dissatisfaction with most of the issues concerning working conditions at GBC. As shown in Table 13, 47 percent of the respondents were merely dissatisfied with the condition of machines and equipments used at work, while 20 percent were very dissatisfied; however, 26 percent were merely satisfied while only 7 percent were very satisfied the condition of machines and equipments used at GBC.

Table 13: Respondents' satisfaction with working conditions

	N=126	Level of satisfaction (%)			
Statement	VS	S	U	D	VD
Condition of machines and equipments used at work	7	26	-	47	20
Condition of the physical environment in which you work	-	21	-	61	18
Accommodation provisions for GBC staff	-	24	10	44	22
Job security at GBC	60	12	10	18	-

Source: Fieldwork, 2013

Thus, the majority of the respondents inferred that their machines and equipment used at work were in poor conditions, hence their dissatisfaction. However, Robbins (1998) cautioned that provision of adequate and appropriate working equipment and clean facilities are related to high job satisfaction.

Furthermore, 61 percent of the respondents were merely dissatisfied with the condition of physical environments in which they work, while 18 percent were very dissatisfied; but, only 21 percent of the respondents were satisfied with the condition of physical environments in which they work. Thus, vast majority of the respondents were clearly not satisfied with the physical environments in which they work. However, Salmond (2006) cautions that professional practice environment among other factors has significant effect on job satisfaction.

Also, from Table 13, 44 percent of the respondents were merely dissatisfied with the accommodation provisions for GBC staff, while 22 percent were very dissatisfied; however, only 24 percent of the respondents were with the accommodation provisions, with 10 percent being uncertain. It is obvious the vast majority of the respondents were not satisfied with the accommodation provisions for them at GBC.

Lastly, however, 60 percent of the respondents were very satisfied with the state of job security at GBC, while 12 percent were merely satisfied. However, only 18 percent of the respondents were dissatisfied the state of job security at GBC with 10 percent being uncertain. Likewise, Souza-Poza and Souza-Poza (2000) also found that work related variables such as job security (permanent or contract jobs) is an important factor underlying job satisfaction among workers. Hence, the chunk majority of the workers were very satisfied with their job security at GBC. However, DeVaney and Chen (2003) in their study found the otherwise, that job security has no significant relationship with job satisfaction among the workers studied.

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Turnover intentions of GBC staff

This section of the chapter discusses issues under specific objective four, which is to ascertain the turnover intentions among the GBC staff. When asked whether they intended to quit working with GBC, 69 percent of the respondents indicated no while 31 percent indicated yes (Figure 1).
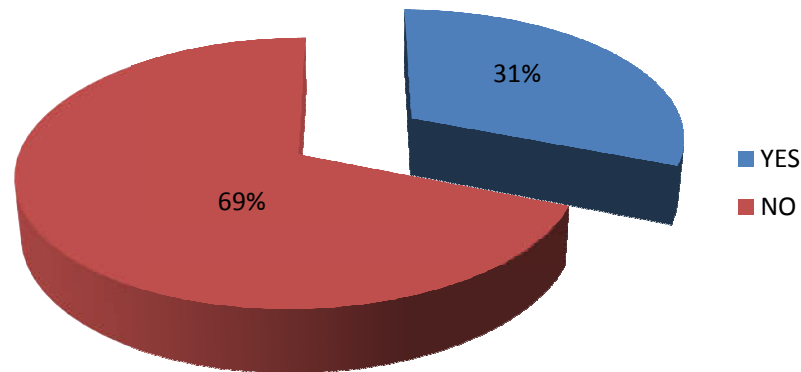
Figure 1: Turnover intentions of GBC staff

Source: Field work 2013

Thus, it is obvious that the large majority of the respondents would not want to quit working with GBC. Krishnan and Singh (2010) assert that job satisfaction has high relationship with intention to quit, and for that matter it can lead to intention to stay or quit in an organisation. Also, it is believed that the intention to quit can have effects like poor performance orientation, organisational deviance and poor organisational citizenship behaviours (Krishnan & Singh, 2010).

Furthermore, among those who intended to quit, when asked about their reason to quit GBC, from Table 14, 47 percent indicated the issue of unattractive salary, while 28 percent indicated limited opportunities for

advancement and only 9 percent indicated unattractive retirement benefits. Thus, clearly, most of the respondents who intended to quit wanted to do so because of unattractive salary in GBC.

Table 14: Reason for wanting to quit working at GBC

Reason	Frequency	Percent
Poor working conditions	8	16
Limited opportunities for advancement	13	28
Unattractive salary	23	47
Unattractive retirement benefits	4	9
Total	48	100

Source: Fieldwork, 2013

Moreover, when respondents who intended to stay were ask about their reason for wanting to stay at GBC, from Table 15, 58 percent of them indicated their age or number of years of service at GBC, while 29 percent indicated the state of job security at GBC; and only 13 percent indicated the lack of employment elsewhere. It then follows that, for most of the workers

Table 15: Reason for wanting to stay at GBC

Reason	Frequency	Percentage
Age/years of service	45	58
Lack of employment elsewhere	10	13
Job security	23	29
Total	78	100

Source: Fieldwork, 2013

who intended to stay at GBC, it was because of their age which gets them close to retirement or for their long years of service in GBC.

Moreover, respondents were asked whether when given the opportunity to start all over again, they will choose to work with GBC. As indicated in Figure 2, 62 percent of the respondents indicated no while 38 percent indicated yes.
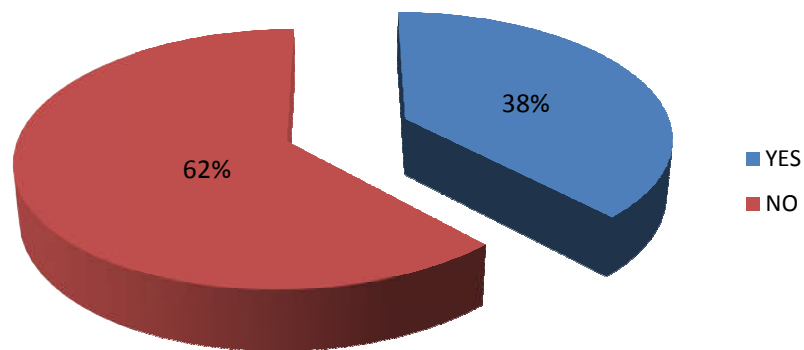
Figure 2: Choice of working with GBC

Source: Field work 2013

Thus, the majority of the respondents would not want to work with GBC again, if they were to have the opportunity to start all over again. This could be due to reasons such as promotional problems, job insecurity as well as salary as cited early on by the officers who intended to quit the job.

Finally, when respondents were asked to make suggestions for addressing job satisfaction at GBC; from Table 16, 46 percent of them indicated improved remuneration, while 33 percent indicated that better working conditions will help improve job satisfaction. However, only 6 percent indicated that adequate logistics will help improve job satisfaction. In

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effect, most of the workers thought that improved remuneration may help to improve job satisfaction as well as performance at GBC.

Table 16: Suggestions for improving job satisfaction at GBC

Suggestion	Frequency	Percentage
Better working conditions	37	33
More opportunities for promotion	26	15
Improved remuneration	5	46
Adequate logistics	12	6
Total	126	100

Source: Fieldwork, 2013

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter summarises the key findings from the study, draws conclusions based on the findings and then makes recommendations in relation to the findings of the study, in order to improve upon the job satisfaction level of workers of GBC.

Summary

The study sought to assess the state of job satisfaction among the staff of Ghana Broadcasting Corporation. A cross-sectional survey design was used for the study and data were obtained from 126 respondents, using questionnaires. Based on the results of the study discussed in the previous chapter, the following key findings were made:

- With regard to the background characteristics of the respondents, the study established that the majority of the respondents were females. The large majority of the respondents were aged 30 to 39, with the majority of them being first degree holders. Also, the chunk majority of the respondents were married or living together. It was further revealed that most of the respondents had served GBC for 20 to 29 years.

- Also, adequate pay, healthy working environment, adequate working incentives, recognition and appreciation, opportunities for career training and advancement, and trust and respect gained from peers were found to be the important factors or issues that motivate

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employees of the GBC. However, issues such as identification and fulfilment of needs as well as fair and consistent polices were not factors or issues that motivated employees of GBC.

- On the satisfaction with the intrinsic job factors, it was found that were generally satisfied with the nature of their work itself; however, the majority were rather very dissatisfied with the opportunities for part time work. Also, the majority of the respondents were on a whole not satisfied with the issue of achievements in relation to their job at GBC.

- The majority of respondents were also wholly satisfied with the issue concerning recognition of their job by people; the majority of the respondents were also very satisfied with the responsibilities associated with their job; however, the majority of the respondents were wholly dissatisfied with the opportunities for advancements in their job at GBC.

- With regard to the satisfaction with the extrinsic job factors, it was found that the majority of the respondents were wholly dissatisfied with the administrative policies at GBC. Also, the majority of the respondents showed strong dissatisfaction with issues concerning their remuneration. However, the majority showed whole satisfaction with the issues concerning supervision of workers at GBC.

- The study further established that the majority of the respondents showed strong satisfaction with the interpersonal relations among workers in GBC. However, the majority of the respondents exhibited strong dissatisfaction with most of the issues concerning working

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conditions at GBC, except with the issue of job security at GBC where the majority were very satisfied.

- In relation to the turnover intentions of the workers, the study established that the large majority of the respondents did not want to quit working with GBC; simply because of long years of service in GBC and proximity to retirement. Also, the majority of the respondents would not wish to work with GBC again, if they were given the opportunity to start all over again. In effect, most of the workers thought that improved remuneration could help improve job satisfaction among workers at GBC.

Conclusions

The study therefore concludes that there are varieties of factors that motivate employees in a particular organisation. While most of these factors motivated employees of the GBC to improve performance; others did not motivate them to perform well on the job. Additionally, while the staffs of GBC were wholly satisfied with some of the intrinsic as well as the extrinsic job factors in GBC, they were also wholly dissatisfied with others.

The study further revealed that a considerable proportion of employees at GBC had no turnover intentions, simply because of their age. However, it also came out that the chunk majority would not work with GBC, if they were given the opportunity to start all over again, which is an indication of quite a low level of job satisfaction among workers.

Recommendations

Based on the findings and conclusions of the study, the following recommendations are made:

- The study revealed that respondents were dissatisfied with opportunities for part time work for GBC staffs; based on this, it is recommended that the management of GBC should provide enough opportunities for part time work for employees of GBC in order to help improve their job satisfaction. This can be done by making a policy that will allow willing employees to work on part time basis while they also focus on their other personal ventures.

- It also came out that respondents were not wholly satisfied with their achievements at GBC; therefore, it is recommended that the management of GBC should recognise good performance by giving annual awards to outstanding employees and giving employees the opportunity to use their abilities and talents. This will help to improve the achievements of these workers as well as that of GBC.

- The study further found that the majority of the workers were wholly dissatisfied with the opportunities for advancements in their job at GBC; consequently, it is recommended that the GBC management should provide more opportunities for promotions. GBC can do this by organising career development programmes for employees and offering more study leave with pay for employees, which will help to improve the advancement of employees and employee satisfaction.

- It is also recommended that the management of GBC should modify their administrative policies to make it more flexible to the needs of

workers, since workers were wholly dissatisfied with the administrative policies at GBC. This can be done by involving employees in developing administrative policies.

- It is further recommended that the management of GBC in collaboration with Government of Ghana should improve the working conditions including remuneration of employees of GBC, since the majority were very dissatisfied with the working conditions and remuneration at GBC.

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APPENDIX

Questionnaire for GBC staff

Introduction

This questionnaire seeks to solicit your views on job satisfaction in GBC. This is solely for academic purpose and the responses you provide will be treated with utmost confidentiality. You are not obliged to answer any question you are not comfortable with. However, your co-operation in responding to this questionnaire will be highly appreciated.

Please tick the appropriate response to each of the questions

Section A: Background characteristics of respondents

1. Sex

   a. Male [   ] b. Female [   ]

2. Age group

   a.20 – 29 yrs [   ]   b. 30 – 39 yrs [   ]   c. 40 – 49 yrs [   ]   d. 50 yrs and

   above [   ]

 3. Please indicate the number of years of post-basic education..........................

 4. Marital status

    a. Never married [   ] b. Married/living together [ ] c. Divorced/separated

       [   ]   d. Widowed [   ]

5. Please indicate the number of years you have been working at

   GBC...

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Section B: Factors that motivate the staff of GBC

6. To what extent are the following job issues important for your job satisfaction in GBC? 1=Unimportant; 2=Least Important; 3=Important; 4=Very Unimportant.

Variables	1	2	3	4
Adequate pay				
Healthy working environment				
Recognition and appreciation				
Adequate incentives				
Opportunities for career training and advancement				
Identification and fulfilment of needs				
Fair and consistent policies				
Trust and respect gained from peers				

Section C: Satisfaction with extrinsic job factors

7. To what extent are you satisfied or dissatisfied with the following job issues in GBC? 1= Very dissatisfied; 2= dissatisfied; 3= Undecided; 4= Satisfied; 5= Very Satisfied.

Variables	1	2	3	4	5
Administrative policies					
Administrative policies at GBC					
The enforcement of these policies					

Opportunities to participate in the formulation of these policies					
Supervision					
Supervision of GBC staff					
Credibility of supervisors					
Amount of encouragement and positive feedback use by supervisors					
Remuneration					
Amount of monthly salary					
Benefit packages (retirement, insurance, other incentives)					
Extra duty allowances					
Allowances for working in the weekends					
Inter personal relations					
Opportunities for interpersonal relations with co-workers					
Opportunities for interpersonal relations with management of GBC					
Relationship with supervisors					
Working conditions					
Condition of machines and equipments used at work					

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Condition of the physical environment in which you work					
Accommodation provisions for GBC staff					
Job security at GBC					

Section D: Satisfaction with intrinsic job factors

8. To what extent are you satisfied or dissatisfied with the following job issues in GBC? 1= Very Dissatisfied, 2= Dissatisfied, 3= Undecided, 4= Satisfied, 5= Very Satisfied.

Variables	1	2	3	4	5
Work itself					
Your amount of responsibilities					
Hours that you work					
Flexibility in scheduling of duties					
Opportunities for part-time work					
Leave offers					
Achievements					
Opportunities to utilise abilities and talents					
Reward for good performance					

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Achievements made by GBC					
Recognition					
Recognition of your work by co-staff					
Recognition of your work by supervisors					
Recognition of your work by GBC management					
Recognition of your work by the general public					
Responsibility					
Control of what goes on in your work settings					
Freedom and authority to work					
Opportunities for periodic changes in duties					
Advancement					
Opportunities for promotions					
Opportunities for career development					
Opportunities for study leaves					

Section E: Turnover intentions

9. Considering your level of job satisfaction, do you intend to quit working

   with   GBC.

   a. Yes   [   ]

   b. No   [   ] If NO , go to question 11

10. If YES, why do you intend to quit?

   ....

   ....

   ....

   ....

   ....

11. If NO, why do you intend to stay with GBC?

   ....

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   ....

   ....

12. If you have the opportunity to start all over, would you choose to work

   with GBC?

   a. Yes   [   ]

   b. No   [   ]

13. What suggestions do you have to improve the job satisfaction of GBC

   staff?...

   ....

   ....

   ....