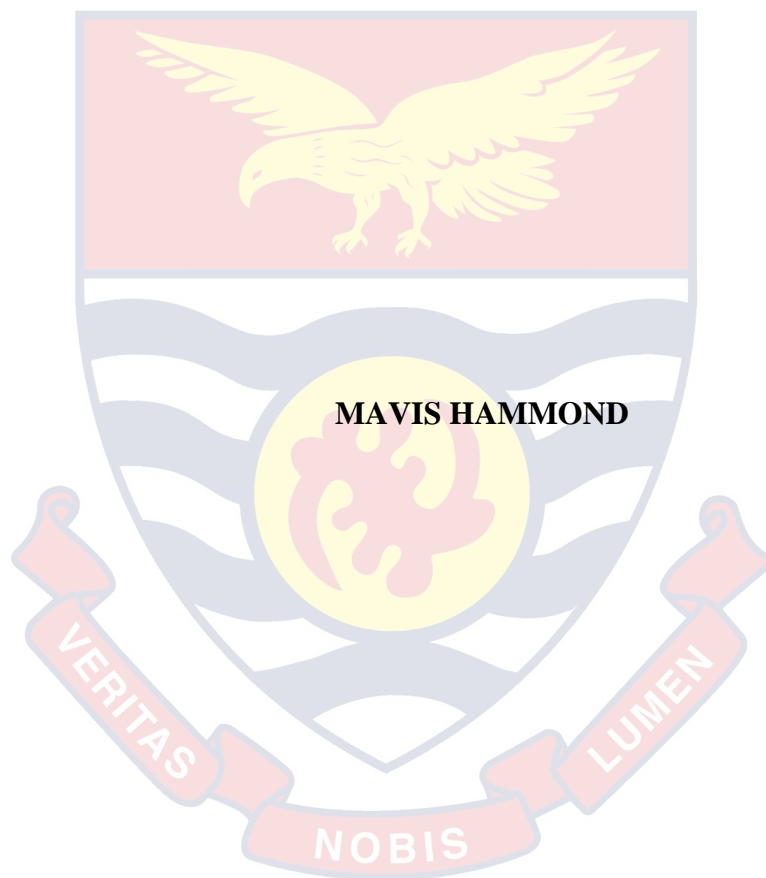


UNIVERSITY OF CAPE COAST

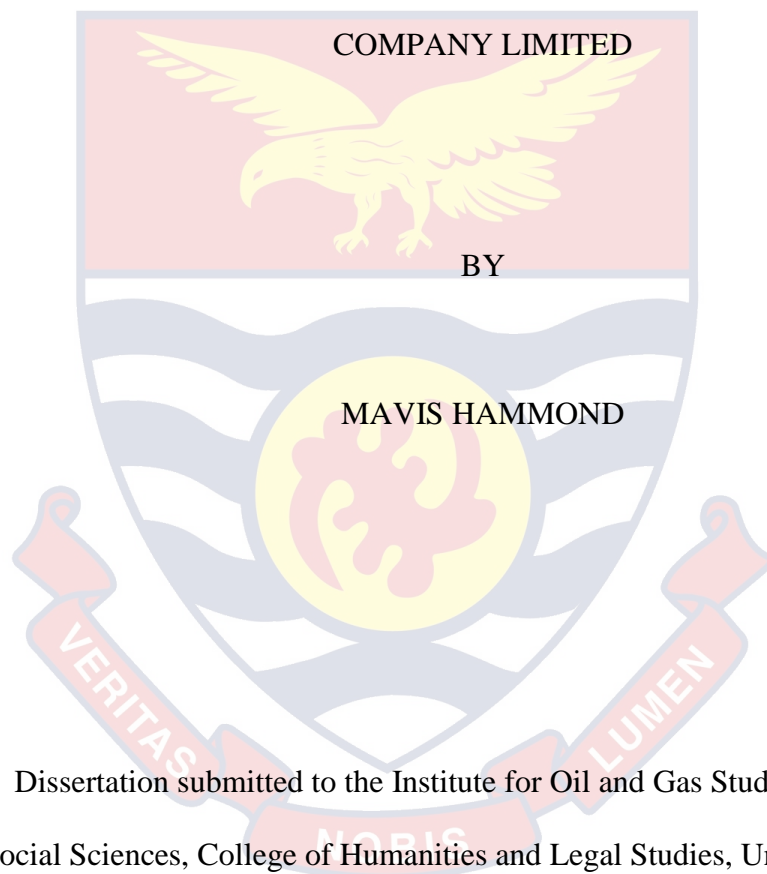
THE INFLUENCE OF QUALITY OF WORK LIFE (QWL) ON JOB  
SATISFACTION AMONG EMPLOYEES OF GHANA NATIONAL  
GAS COMPANY LIMITED



2021

UNIVERSITY OF CAPE COAST

THE INFLUENCE OF QUALITY OF WORK LIFE ON JOB  
SATISFACTION AMONG EMPLOYEES OF GHANA NATIONAL GAS



Dissertation submitted to the Institute for Oil and Gas Studies, Faculty of Social Sciences, College of Humanities and Legal Studies, University of Cape Coast in Partial Fulfillment of the Requirements for the Award of Master of Business Administration Degree in Oil and Gas Management.

JUNE 2021

## DECLARATION

### Candidate's Declaration

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

Candidate's signature..... Date.....

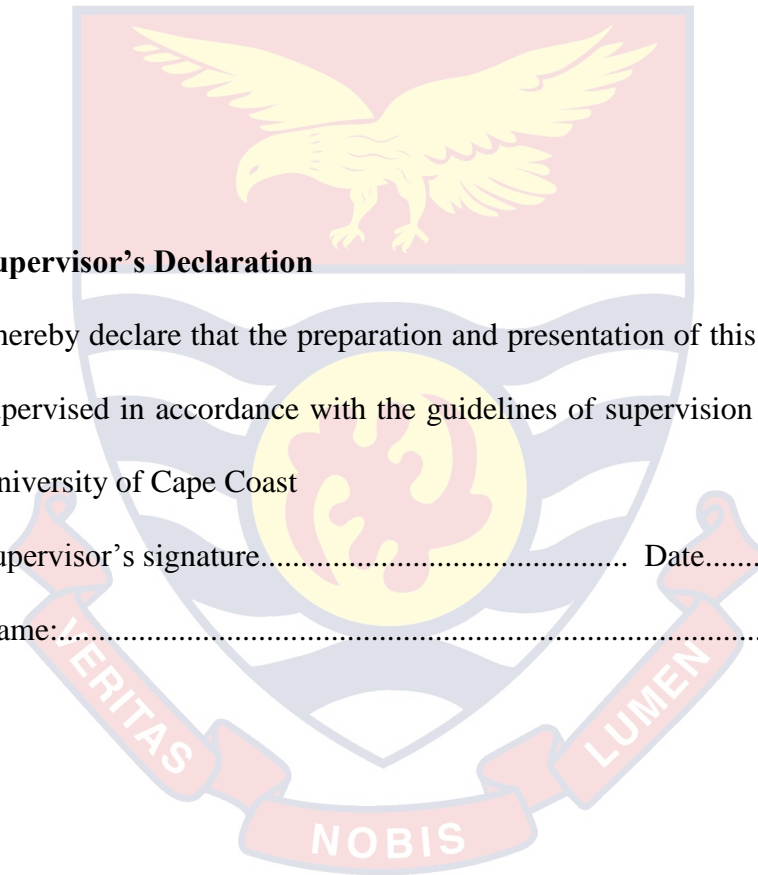
Name: Mavis Hammond

### Supervisor's Declaration

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

Supervisor's signature..... Date.....

Name:.....



## ABSTRACT

A high quality of work life and job satisfaction is very significant for ensuring sustained and productivity from the employees of an organization. It is an impressive contribution to the development and utilization of energy resources in Ghana. The main objective of this study is to examine the influence of quality of work life on job satisfaction among the employees at Ghana Gas Company. The study employed a descriptive-analytical design. The study used a quantitative approach. The population was 200 and the sample size was 200 staff using the census method. A self-administered questionnaire was the main research instrument. The statistical tools used to analyze the study were the frequency table, percentages, Pearson Product-Moment correlation analysis and Multiple Regression analysis. Overall, results showed that there was a positive relationship between safety working environments on employee job satisfaction. Moreover, work-life balance was positively related to employee job satisfaction. Further, personal development had a positive relationship with job satisfaction. Finally, there was a positive relationship between emotional wellbeing and job satisfaction. Due to the highest correlation between emotional wellbeing and job satisfaction ( $r = 0.943$ ), management should strive to provide support and guidance to employees showing signs of emotional wellbeing issue. Having a basis, it was then recommended that human resource management should establish safety protocols to ensure that the employees of Ghana Gas Company will have the ease of working in a relaxed and free environment without burden or pressure that would cause their satisfaction to decline, and as well promote employee workplace assistance programs to confidentially discuss employee stress, anxiety and other concerns.

## KEY WORDS / PHRASES

Quality of Work Life

Safety working environment

Work-Life Balance

Personal Development

Emotional Wellbeing

Job Satisfaction



## ACKNOWLEDGEMENTS

I wish to express my sincerest gratitude to God almighty and to all individuals who contributed to the success of this dissertation. My special thanks to my supervisor for his direction and assistance in supervising this work.

Also, special thanks go to all my families and friends who helped me through all these endeavours.



## DEDICATION

This work is dedicated to my family and friends



## TABLE OF CONTENT

	<b>Page</b>
DECLARATION	ii
ABSTRACT	iii
KEY WORDS / PHRASES	iv
ACKNOWLEDGEMENTS	v
DEDICATION	vi
TABLE OF CONTENT	vii
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ACRONYMS	xii
CHAPTER ONE: INTRODUCTION	
Background to the Study	1
Statement of the Problem	5
Purpose of the Study	7
Research Objectives	7
Research Hypothesis	8
Significance of the Study	8
Delimitation	9
Limitations	9
Definition of Terms	10
Organisation of the Study	10
CHAPTER TWO: LITERATURE REVIEW	
Introduction	12
Theoretical Review	12

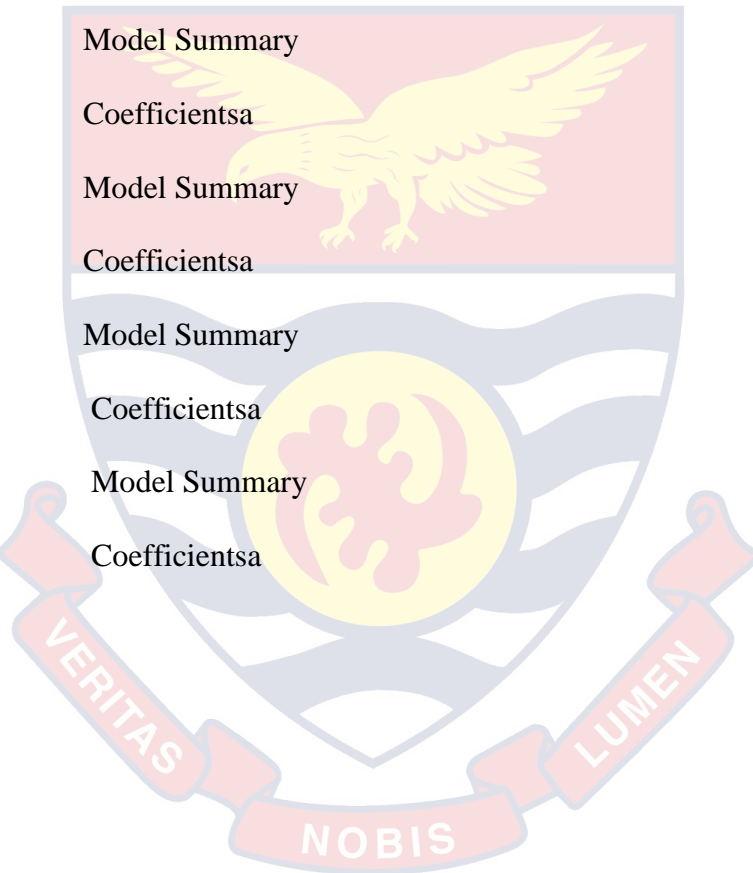


Conceptual Framework	29
Lessons Learnt from the Review	30
Chapter Summary	30
<b>CHAPTER THREE: RESEARCH METHODOLOGY</b>	
Introduction	32
Research Approach	32
Study Design	33
Study Area	33
Population of the study	34
Sample and Sampling Procedures	35
Data Collection Procedure	35
Response Rate	36
Data Collection Issues	36
Instrument Design	37
Validity and Reliability	38
Results of the Cronbach's Alpha in this Study	38
Ethical Considerations	39
Data Preparation and Analysis	40
<b>CHAPTER FOUR: RESULTS AND DISCUSSION</b>	
Table 3: Demographic Characteristics of the Respondents	43
Main Study Findings	45
Objective One: Analyze the impact of safety working environment on job satisfaction.	51
Objective Two: Examine the association between work-life balance and job satisfaction.	53

Objective Three: Assess the effect of personal development on job satisfaction.	54
Objective Four: Analyze the influence of emotional wellbeing on job satisfaction.	56
Discussions	57
Chapter Summary	60
<b>CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS</b>	
Introduction	61
Study Summary	61
Key Findings	63
First Objective	63
Second Objective	63
Third Objective	63
Fourth Objective	64
Conclusion	64
Recommendations	65
Suggestions for Further Studies	66
References	67
APPENDICE A:	86
APPENDIX B: Research Questionnaire	85

## LIST OF TABLES

Table		Page
1	Response Rate	36
2	Reliability of Scales and Cronbach's Alpha of Study Variables	39
3	Demographic Characteristics of the Respondents	43
4	Model Summary for OVERALL VARIABLES	50
5	ANOVAa	50
6	Model Summary	51
7	Coefficientsa	52
8	Model Summary	53
9	Coefficientsa	53
10	Model Summary	54
11	Coefficientsa	55
12	Model Summary	56
13	Coefficientsa	56



## LIST OF FIGURES

Figure		Page
1	Conceptual Framework	30



## LIST OF ACRONYMS

QWL            Quality of Work Life



## CHAPTER ONE

### INTRODUCTION

#### Background to the Study

QWL is one of the most important factors for human motivating and improving of job satisfaction (Saraji and Dargahi, 2006). It is a comprehensive concept which is consisted of physical and psychological health, economic situations, personal belief and interaction with environment (Kermansaravi, F., Navidian, A., Rigi, S. N., and Yaghoubinia, F., 2015). Some have argued that the quality of work life might vary between groups of employees. For example, Ellis and Pompil (2002) identified a number of factors contributing to job dissatisfaction and quality of working life including poor working environments, resident aggression, workload, inability to deliver the quality of care preferred and balance of work and family. QWL is best described as a favorable working environment that supports and promotes satisfaction by providing employees with rewards, job security, and career growth opportunities (Lau, Wong, Chan and Law, 2001).

According to Campbell (1981), the satisfaction people experience in the domains - self, standard of living, family life, marriage, friends and work - have the greatest influence in accounting for the level of satisfaction people feel with their lives in general. In general, the overall motivation when studying satisfaction with quality of work life must encompass some sort of benefit to the organisation and its workforce. Normally, it is the concern of management to establish and meet certain expectations, whether these be making a profit or delivering a service efficiently and cost effectively. It is increasingly being recognized that reaching organizational goals is not the only responsibility of

the management or leaders of an organisation - they also bear the responsibility of the well-being of their subordinates (Thurman, 1977). To have committed, involved, responsible and motivated subordinates is a goal towards which most managers strive, and yet providing the conditions that facilitate the development of these qualities is by no means easy. Managers must work to alleviate the stressors experienced by subordinates, because employees have an increased concern about balancing their work and personal lives (Grant-Vallone and Donaldson, 2001). For these reasons, most organizations must take into account the quality of work life of employees for higher output else, face poor performance through job dissatisfaction.

The realization of an organization's stated goals is largely dependent on the quality of its human resources, as well as the conditions of work. One key characteristic of job satisfaction is job behaviors. Every job satisfaction is driven by life satisfaction which comes from within the individual and organization. However, this can be reciprocal in a way. Thus, people who are satisfied with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life. A survey conducted by FlexJobs in 2006 revealed that 97% of respondents believe a job that offered flexibility would positively impact their lives, 87% think it would help lower stress and 79% think the flexibility would help them live healthier. Furthermore, some research has found that job satisfaction is not significantly related to life satisfaction when other variables such as non-work satisfaction and core self-evaluation are taken into consideration. Thus notwithstanding, the quality of work life first affects the intrinsic motivational factors of the employee and then affects the desire for job satisfaction.

Job satisfaction leads to increased productivity (Porter and Lawler, 1967). Positive results of quality of work life which leads to desired job satisfaction include safety working environment, work-life balance, personal development, emotional wellbeing, and organizational commitment (Daud, 2010). QWL enhances employees' dignity through job satisfaction and humanizing the work by assigning meaningful jobs, giving opportunities to develop human capacity to perform well, ensuring job security, adequate pay and benefits, and providing safe and healthy working conditions (Adhikari and Gautam, 2010). Less of QWL leads to job dissatisfaction and strike actions. Especially in Ghana, government job strikes are a result of the increment in pay or research allowance, poor working conditions or poor structures and systems, which are the components of QWL and more. The effect of QWL on job satisfaction can be good or cancerous depending on how an organization manages it.

The need satisfaction and spillover theories believe that quality of life is the employees' economic welfare, safe working environment, and describes their general feeling of well-being, life satisfaction, and happiness at the workplace. The purpose on quality of life programs or efforts makes employee more loyal, committed and motivated; such employees contribute positively to the organization's goals and competitiveness improvement. The main consequence of quality of work life are: higher level of work engagement (Kanten and Sadullah, 2012), higher level of job satisfaction (Lee, J. S., Back, K. J. and Chan, E. S., 2015), a low rate of absenteeism (Havlovic, 1991; Marks, Mirvis, Hackett and Grady, 1986), higher level of organizational performance (Koonmee, K., Singhapakdi, A., Virakul, B., and Lee, D. J., 2010).



Concurrently, Adams' Equity Theory also calls for fair balance to be struck between an employee's input (hard work, skill level, acceptance, enthusiasm among others) and an employee's outputs (salary, benefits, intangibles such as recognition and so on). It posits that workers are motivated by a desire to be treated fairly, which is measured by the ratio of their inputs and outcomes (Adams, 1965). Workers possess certain inputs that they bring to the job, like skills, time, and effort, and in return, they expect to receive certain outcomes from the job, such as a salary, benefits, and other forms of compensation. Workers are therefore satisfied if they think their inputs are equal to their outcomes.

An inability to create a balance between work and personal life could influence employees' effectiveness and productivity in the workplace (Elloy and Smith, 2003). A problem with the balance between work and personal life has been identified in employees in the Ghana Gas Company Limited. The voluntary departure of specialized employees is a significant challenge in the gas company (Sarmad, M., Ajmal, M. M., Shamim, M., Saleh, M., and Malik, A., 2016), and this turnover can be linked to numerous factors including poor quality of employee work-life. Employees find it difficult to balance personal life and work and this has affected their level of satisfaction for the work (Human Resource and Administration, 2020). This diminishing talent pool has created a problem in the company and they are no longer able to retain specialized employees. Consequently, it is important for the Gas Company to develop a deeper understanding of the problem of work-life balance and to identify the antecedents to the problem. The present research is an attempt to assist the company in this regard.

## Statement of the Problem

The Oil and Gas Industry is a very important sector in contributing to the nation's development and economy. As the industry is recognized as the most important industry to the country's and world's economy, the jobs are multifaceted and focus-oriented, hence this situation exposed the organizations to high attrition rate and job switching among its employees and this becomes the difficulties to the Ghana Gas Company. Therefore, effective human resource management should be implemented to continuously motivate the employees through the provision of a safe working environment, the development of their capabilities through training, their ability to balance work and family life and also having the emotional wellbeing at heart since all these could affect their satisfaction at the workplace.

Ghana has experienced changing family structure and urban lifestyle with many people adopting the nuclear family style of life as against the society's entrenched extended family system (Sackey and Sanda, 2011). This change has brought to the fore, the issue of support challenges for employees working in organizations concerning the qualities of their work lives and the support mechanism available to them for managing difficult situations and their concerns in the organizations. In Ghana, the Labour Act of 2003 prescribes both employer and employee duties and rights. There are rights and duties on remunerations, health and safety, issues on equal employment, and training just to mention a few.

Furthermore, employees' dissatisfaction with working life affects the workers some time or another, regardless of position or status. The frustration, boredom and anger common to employees can be costly to both individuals and

organizations. Companies with QWL have employees with a high degree of job involvement. Job involvement leads to job commitment and job satisfaction. Employee satisfaction and quality of work-life directly affect the company's ability to serve its customers (Korunka, C., Hoonakker, P., and Carayon, P., 2008); Normala, 2010; Sumathi, and Velmurugan, 2017). Poor quality of work-life may lead to increased absenteeism, stress and ultimately job dissatisfaction. Therefore, organizations are required to adopt a strategy to improve the employee's quality of work-life to satisfy both the organizational objectives and employee needs (Normala, 2010). The knowledge of factors that can help in boosting QWL among employees in Ghana Gas Company is considered important in improving the comprehension of employees' behavior that aims at job satisfaction.

In order to solve the problem above, several studies Aryeetey and Aminu, 2012; Opoku –Addai, 2012; Mensah and Lebbaeus, 2013; Nkulenu, 2015; Gyambrah & Hanson, 2017; Darko-Asumadu, 2018; Turpin-Quaye, 2018), educational institutions (Aryeetey and Aminu, 2012; Mensah and Lebbaeus, 2013; Nkulenu, 2015; Acheampong, Muhammed and Agyapong, 2016; Gyambrah & Hanson, 2017), health institutions (Aryeetey and Aminu, 2012; Abubakari, 2013; Amin, 2013; Mensah and Lebbaeus, 2013; Nkulenu, 2015; Gyambrah & Hanson, 2017), communication institutions (Aryeetey and Aminu, 2012; Mensah and Lebbaeus, 2013; Nkulenu, 2015; Gyambrah and Hanson, 2017), police service (Ofori et al., 2013), mining institutions (Umar-Faruk Asumeng and Nyarko, 2014), other public services (Ojedokun, Idemudia and Desouza, 2015) among others have been conducted in Ghana on QWL and

job outcome-related variables such as job satisfaction, commitment, performance, engagement and involvement.

Most of these studies conducted have concentrated on the private sector of the economy of Ghana, and only a few concentrated on the public sector, so attention needs to be shifted to the public sector due to the rampant strike actions that occur there. This leaves the research area still under-researched and there is the need to shift attention to using regression and correlation analyses together, to arrive at findings that can give a clear direction for future studies. Energy consumption is very critical and relevant to Ghana's economy and firms and industry handling it should be treated better to reflect the high quality of work life in job satisfaction. It is against these gaps in the literature that the study is conducted.

### **Purpose of the Study**

The purpose of the study is to determine the influence of quality of work life QWL on job satisfaction among employees in government institutions using Ghana Gas Company as a case study.

### **Research Objectives**

The specific objectives are:

1. To analyze the effect of safety working environment on employee job satisfaction.
2. To examine the effect between work-life balance and employee job satisfaction.
3. To assess the effect of personal development on employee job satisfaction.

4. To analyze the effect of emotional wellbeing on employee job satisfaction.

### **Research Hypothesis**

To address the objectives, the following research hypothesis were formulated

*H1:* Safety working environment positively influence employee job satisfaction

*H2:* Work life balance positively influence employee job satisfaction

*H3:* Personal development positively influence employee job satisfaction

*H4:* Emotional wellbeing positively influence employee job satisfaction

### **Significance of the Study**

Quality of work life and employee job satisfaction is an important issue for the management of any organization. The outcome of this study contributes to the theory and practice of both QWL and job satisfaction. The outcome of this provides relevant information that helps management to provide a good working environment where employees can work without stress, where necessary information for accomplishing tasks be made available. The findings of the study have an influence in human resource development policies that focus on improving the QWL of employees and job satisfaction.

Moreover, the findings of the study help to enhance the employees' personal and professional wellbeing. It will help to improve their relationships with the stakeholders, where they can communicate their views, policies, and performance on complex social issues. Also, work life strategies adopted can help attract new skilled employees to the company, and keep existing ones

satisfied. Lau and Johnson (1999) pointed out that companies offering better QWL and supportive work environments would likely gain leverage in hiring and retaining valuable people and companies with high QWL enjoy exceptional growth and profitability. Finally, this research will also contribute to the knowledge base in the aspect of quality of work life perceptions among academicians. By using the knowledge, it would increase the level of commitment among academicians and motivate them to produce excellent graduates in the long run.

### **Delimitation**

The study includes all employees at Ghana National Gas Company in the Greater Accra Region. The focus of the study is on quality of work life and job satisfaction any other thing outside this is not considered in the study. Staff and any other relevant stakeholders of the Ghana Gas Ltd were included in the study. The study also included all issues of job satisfaction, and quality of work life at Ghana gas, which will extend working conditions that are outstanding for employees as well as the economic strength of the company. Also, to improve the employees' performances within the gas company. The views on the topic were taken from the respondents that have a direct interest in the operations of Ghana. Thus, the results of the study are not far from objects.

### **Limitations**

This study should be regarded as an initial exploration. Since this study proposed correlational and regression approaches, there can be differing results in the relationships between the independent variables and dependent variable when different respondents are employed. The findings of this study will be limited to the samples of employees in the Ghana Gas Company Limited

only. Accordingly, future studies can focus on private companies. Furthermore, future studies should also consider any possible role of other mediating and moderating constructs such as personality traits, leadership styles, role ambiguity, social support, perceived organizational support and other related factors to provide new perspectives and to contribute to the body of knowledge in the job satisfaction study.

### **Definition of Terms**

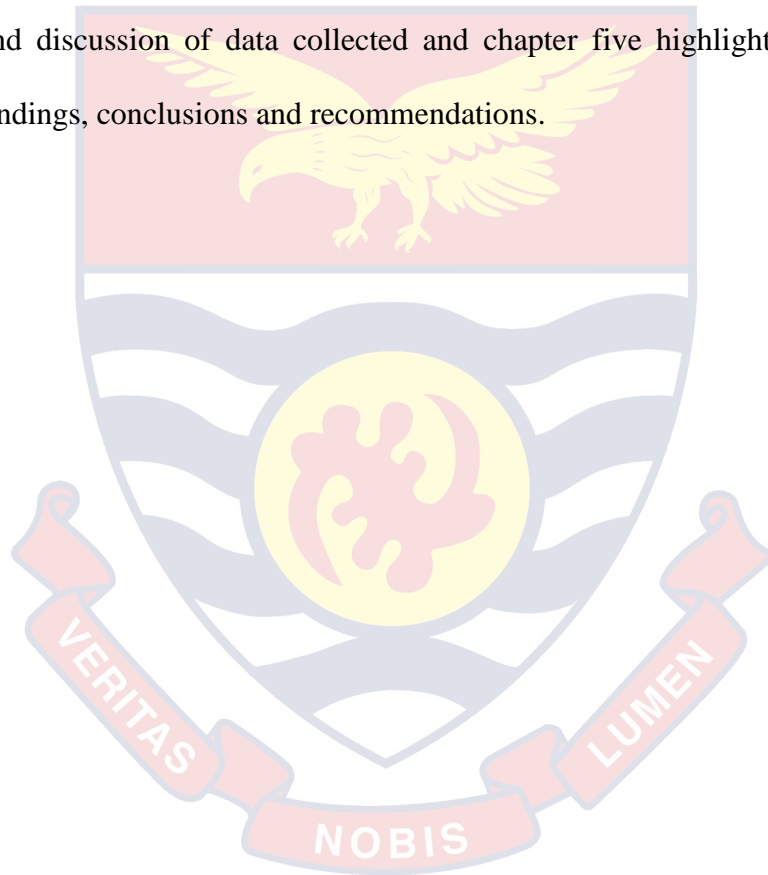
1. Quality of Work Life – It is the total quality of an employee’s personal life and work at an organisation
2. Job Satisfaction – A measure of employees’ contentedness with their job
3. Safety working environment – The absence of poor conditions of work, threats or severe harm at the workplace.
4. Work-life balance – The ability to balance personal life, career and work to achieve effective results at the work place
5. Personal development – Activities that develop an employee’s capabilities and potential, build human capital, facilitate employability, and enhance quality of life and the realization of aspirations
6. Emotional wellbeing – Ability to practice stress-management techniques, be resilient, and generate the emotions that lead to good feelings.

### **Organisation of the Study**

The study was conducted in five chapters. Chapter one focused on introducing the topic and the motivation behind the study. It revealed the background to the study, problem statement, objectives of the study, and research questions of the study. Chapter two of the study revealed how the

concepts of the study have been examined in the literature. The chapter reviewed existing literature on problems associated with funds allocation to local government.

Chapter three of the study focused on the right tools and techniques employed to conduct the study. It shows the overall research methodology adopted for the study. The chapter discussed the research design, sampling, method of data collection and data analysis. Chapter four focuses on analysis and discussion of data collected and chapter five highlights a summary of findings, conclusions and recommendations.





## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

This chapter covers a presentation of literature that gives additional details on the background of the study. It captures diverse literature from a global viewpoint on the topic of research. The chapter captures in detail the horizon of the study's knowledge base regarding the concept and meanings of variables, theoretical context, empirical research and the conclusion on the literature review.

The chapter provides the analysis of theories underpinning the work, and continues with the conceptual review that provides a comprehensive explanation of the concepts of Quality of Work Life (QWL) and job satisfaction; it highlights works on the evolutions, dimensions, and drivers of QWL and job satisfaction. Further, the empirical review of the influence of quality of work-life on job satisfaction among employees in both developing and developed countries. In the end, the chapter presents a conceptual framework analysis, which provides direction for the study.

#### Theoretical Review

This section of the study examines theories underpinning the work. It examines the need satisfaction theory and spillover theories. Generally, these theories unravel the influence of quality of work-life on job satisfaction among employees.

### **Need Satisfaction Theory**

The *need satisfaction* approach to QWL is based on need-satisfaction models developed by Maslow (1954), McClelland (1961), Herzberg (1966), and Alderfer (1972). The basic tenet of this approach to QWL is that people have basic needs they seek to fulfill through work. Employees derive satisfaction from their jobs to the extent that their jobs meet these needs. For example, Porter (1961) developed a QWL measure to gauge need satisfaction in an organizational context. Porter's Need Satisfaction Questionnaire (NSQ) was used to assess (a) the level of employee needs that are pursued on the job, (b) the level of organizational resources relevant to the needs experienced by the employee, and (c) the congruence between a person's needs and organizational resources – with greater congruence reflecting increased need fulfillment by the organization. Four need categories, including seven needs based on Maslow's hierarchy were covered by the NSQ measure. These are: survival needs, security needs, and Pay, Social needs, Need of interpersonal interactions friendships, and Need for membership and being-in-the-know in a significant social group, Ego needs, Need for self-esteem, and Need for autonomy, Self-actualization needs.

### **Spillover Theory**

The *spillover* approach to QWL posits that satisfaction in one area of life may influence satisfaction in another. For example, satisfaction with one's job may influence satisfaction in other life domains such as family, leisure, social, health, financial, etc. (e.g., Andrisani and Shapiro, 1978; Bromet et al., 1990; Crohan et al., 1989; Crouter, 1984; George and Brief, 1990; Kabanoff, 1980; Kavanagh and Halpern, 1977; Leiter and Durup, 1996; Levitin and Quinn, 1974; Loscocco, 1989; Orpen, 1978; Rice et al., 1980; Schmitt and Bedian,

1982; Schmitt and Mellon, 1980; Staines, 1980; Steiner and Truxillo, 1989). There is horizontal spillover and vertical spillover. *Horizontal spillover* is the influence of affect in one life domain on a neighboring domain. For example, job satisfaction may influence feelings of satisfaction in the family life domain, and vice versa. To understand the concept of *vertical spillover*, we need to first understand the notion of domain hierarchy. Life domains (job, family, leisure, community, etc.) are organized hierarchically in people's minds. At the top of the hierarchy is the most superordinate domain, namely overall life. Feelings in this most superordinate domain reflect what quality-of-life (QOL) researchers call life satisfaction, personal happiness, or subjective well-being. Subordinate to the most superordinate life domain are the major life domains such as family, job, leisure, community, and so on.

### **Equity Theory**

Adams (1965) demonstrated that individuals compare their inputs (efforts) and outputs (rewards) at their job with their friends, colleagues and/or those working in a similar sector. When an individual determines that they are receiving less output than others or there is an inequity, they are reportedly becoming dissatisfied, and react by putting less effort into their work, taking long coffee breaks and reducing their level of input (Gruneberg, 1979). Inputs comprise the quantity and quality of an individual's contributions to his or her work. They include effort, time, commitment, tolerance, personal sacrifice and enthusiasm.

On the other hand, outputs are the rewards gained in return for their input, this includes job security, remuneration, benefits, recognition, reputation, responsibilities, sense of achievement, commendation and acknowledgments

(Dugguh and Dennis, 2014). Remuneration or salary is the main focus in this theory as employees want to feel that their efforts are appreciated, so they expect to be paid well. If an employee feels or perceives that he or she is getting underpaid, this can lead to potential job dissatisfaction and ultimately results in a lack of motivation and low performance from the employee.

The need satisfaction theory is the major theory with the equity and spillover as supporting theories. The focus of QWL is beyond job satisfaction. It involves the effect of the workplace on satisfaction with the job, satisfaction in non-work life domains, and satisfaction with overall life, personal happiness, and subjective wellbeing. For example, Danna and Griffin (1999) view QWL as a hierarchy of concepts that includes life satisfaction (top of the hierarchy), job satisfaction (middle of the hierarchy), and work-specific facet satisfaction such as satisfaction with pay, co-workers, supervisor, among others. The need satisfaction resulting from workplace experiences contributes to job satisfaction and satisfaction in other life domains. Satisfaction in the major life domains (e.g., work life, family life, home life, leisure life) contributes directly to satisfaction with overall life. There is some evidence showing that a happy employee is a productive employee; a happy employee is a dedicated and loyal employee (e.g., Greenhaus et al., 1987). Much research has shown that QWL may have a significant impact on employee behavioral responses, such as organizational identification, job satisfaction, job involvement, job effort, job performance, intention to quit, organizational turnover, personal alienation (e.g., Carter et al., 1990; Efraty and Sirgy, 1990; Efraty et al., 1991; Lewellyn and Wibker, 1990). Danna and Griffin (1999), in a recent review and synthesis of the literature on health and wellbeing in the workplace, provided much

evidence for the consequences of low levels of health and well-being. These include absenteeism, reduced productivity and efficiency, reduced product and service quality, high compensation claims, costly health insurance, and direct medical expenses.

### **Conceptual Review**

This section reviews among others the conceptual definitions, evolutions, dimensions and drivers of the key concepts of QWL and job satisfaction. The study focused on the Quality of Work Life and Job Satisfaction. The dimensions of the independent variable, QWL are safety working environment, work-life balance, personal development and emotional wellbeing.

### **Concept of Quality of Work Life**

The term Quality of Work Life (QWL) was introduced in the late 1960s as a way of focusing on the effects of employment on health and general well-being and ways to enhance the quality of a person's on the job experience. According to Che Rose et al. (2006), QWL refers to the quality of the relationship between employees and the total working environment which includes, adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capacities, the opportunity for career growth, social integration in the workforce, work-life balance, participative management style, reward and recognition. The phrase “Quality of Work Life” (QWL) is in use to evoke a broad range of working conditions and the related aspirations and expectations of the employees.

Chelte (1983) defines QWL as, quality of the relationship between employees and the total working environment with human dimensions, technical and economic consideration. Many researchers have tried to identify

the different kinds of dimensions that determine the quality of work life. Mirvis and Lawler (1984) pointed out the indicators such as satisfaction with wages, hours and working conditions, safe work environment, equitable wages, equal employment opportunities and opportunities for advancement are the basic elements of a good quality of work- life. Baba and Jamal (1991) listed the indicators of quality work life such as job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turnover intentions.

The view that work-life balance is drawn from an individual's multiple life roles derives from the early recognition that non-work demands may carry over into the working day and adversely influence individual health and performance at work. Work-life balance is about people having a measure of control over when, where and how they work (Fleetwood, 2007 p. 351). Deducing from his view, it could be said that work – family balance reflects an individual's orientation across different life roles, where the individual achieves satisfying experiences in all life domains and that requires personal resources such as energy, time and commitment to be well distributed across domains. Other researchers have primarily focused on the importance of individual satisfaction with multiple roles.

Personal development focuses on the activities that develop an employee's capabilities and potential, build human capital, facilitate employability, and enhance quality of life and the realization of dreams and aspirations. It may take place over the course of an individual's entire lifespan and is not limited to one stage of a person's life. It can include official and informal actions for developing others in roles and it is not restricted to self-

help. Personal development include the methods, programs, tools, techniques and assessment systems offered to support employee development at the individual level in organisations (Aubrey, 2010). Ramawickrama (2017) measure the quality of work-life as the favorable working atmosphere that chains and promotes satisfaction by giving employees rewards, job security and career development opportunity.

Emotional Wellbeing may be seen as happiness and the experience of pleasant emotions. Research on emotional wellbeing includes a positive balance of pleasant to unpleasant affect and a cognitive appraisal of satisfaction with life in general (Keyes, 2003). The positive feelings may be operationalized as positive effect, happiness, and life satisfaction. The ability to recognize your emotions and learn to manage them is one of the most important skills an employee can possess. Employees who are able to notice how they feel and can calm themselves down or adjust their behaviour are more likely to do well at work, have healthy relationships and manage difficulties and setbacks.

### **Concept of Job Satisfaction**

Hoppock (1935) defines job satisfaction as any combination of psychological, physiological and environmental circumstances that brings satisfaction in the job. Locke (2001) defines job satisfaction as the degree to which an employee likes the job. Chappel (1995) opines that job satisfaction has been a topic of interest to researchers because of the perception that it is associated with absenteeism, worker productivity, employee turnover, and general mental health of employees. Watson et al. (2003) explain that job satisfaction is the favorableness or unfavorableness with which employees view their work. It is affected by the environment. Different aspects such as pay,

promotions, supervision, fringe benefits, co-workers' support are associated with the levels of job satisfaction. Tasmin (2006) claimed that women teachers' job satisfaction is influenced by their work environment, interpersonal relation and supervision of the headteachers, whereas men's teacher's job satisfaction is influenced by salary and job security. Drobic et al. (2010) opined that those employees who have secured better jobs and a good pay structure would feel comfortable at the workplace and this affects their quality of work-life.

Researchers and practitioners have given job satisfaction considerable attention, particularly in terms of its importance and its impact on organizations and their employees. High levels of job satisfaction have been associated positively with job performance (Samad, 2005) and organizational commitment (Bytyqi et al., 2010), as well as, negatively with withdrawal behaviors and health (Hames, R. S., Crookes, R. E., Straatman, K. R., Merdes, A., Hayes, M. J., Faragher, A. J., & Fry, A. M., 2005). It is well established that job satisfaction leads to organizational success, however, emphasis needs to be placed on understanding the factors which drive job satisfaction among individuals and the risk factors associated with conducting shift work.

Due to the extensive literature available on job satisfaction, the meaning of the term has been conveyed differently by researchers. In organizational research, the most common perspective of job satisfaction is the positive or pleasant emotional state resulting from an individual's appreciation of his or her job or experience (Zaman and Rahman, 2013). While others view it as how individuals feel towards their job, such as Spector (1997), defined job satisfaction as the "extent to which people like their jobs; job dissatisfaction is



the extent to which they dislike them” or expresses employees' feelings about their work (Arches, 1991).

According to Hoppock's (1935), often cited definition, job satisfaction is a “combination of psychological, physiological and environmental circumstances that causes a person to say: I'm satisfied with my job”. In addition, Samad (2005) defined job satisfaction as “a contribution of cognitive and affective reactions to the differential perceptions of what an employee wants to receive compared with what he or she receives”. It is evident that there are several inconsistencies in defining job satisfaction, this is common among literature which is widely studied and various determinants and scope on job satisfaction, such as personal issues and/or job characteristics, influence each researcher's definition.

Given the aforementioned views on job satisfaction, we view job satisfaction as a set of favorable or unfavorable feelings that employees have towards their jobs within an organization. It is widely accepted that job satisfaction reflects the way an employee feels about his or her employment. All employees experience a degree of satisfaction or dissatisfaction within their job at some point in their life. Some tend to be more satisfied with certain aspects of their job compared to others. An individual with a high level of job satisfaction tends to have a positive attitude, in contrast to one with a lower level of job satisfaction who tends to have a less positive attitude (Mohanty, 2016) which would in turn impact the working environment and co-worker relationships.

## Empirical Review

QWL was developed based on need satisfaction and spillover theories. The measure was designed to capture the extent to which the work environment, job requirements, supervisory behavior, and ancillary programs in an organization are perceived to meet the needs of an employee. Although there is no formal definition of quality of working life (QWL), industrial psychologists and management scholars agree in general that QWL is a construct that deals with the well-being of employees, and that QWL differs from job satisfaction (e.g., Champoux, 1981; Davis and Cherns, 1975; Efraty and Sirgy, 1988; Hackman and Suttle, 1977; Kabanoff, 1980; Kahn, 1981; Lawler, 1982; Near et al., 1980; Quinn and Shephard, 1974; Quinn and Staines, 1979; Staines, 1980). QWL differs from job satisfaction in that job satisfaction is construed as one of many outcomes of QWL. QWL does not only affect job satisfaction but also satisfaction in other life domains such as family life, leisure life, social life, financial life, and so on.

The empirical findings from various research on the influence of quality of work-life on job satisfaction among employees. It highlights presentations on the impact of safety working environment on job satisfaction; the association between work-life balance and job satisfaction; the effect of personal development on job satisfaction; and the influence of emotional wellbeing on job satisfaction.

A meta-analysis study with a sample size of 51,213 participants conducted by Thorsteinson (2003) confirmed the findings, with no difference found among full-time and part-time employees and job satisfaction. Shields (2006) examined dissatisfied full-time and part-time shift workers in relation to

gender across Canada, however, they did not disclose the industry or sector the study was conducted in. It was found that men working part-time were more dissatisfied than those working full-time. In contrast, women working full-time were more dissatisfied than those working part-time. A possible explanation identified within the study was that men working part-time possibly dislike having to share household duties. Whereas women working full-time were possibly physically and/or mentally exhausted towards the end of the day, therefore, they prefer to work part-time as it enables them to balance work and home responsibilities. Working part-time provides shift workers with flexibility as it allows them to have time and energy to spend with their children and perform domestic duties during their time off (Agosti et al., 2015).

Shift work was found to have a negative impact on employee health and well-being (Jaradat et al., 2017). It was discovered that shift workers experience sleep disruption and poor eating habits in the short-term, whereas, in the long-term, they are at risk of developing chronic fatigue, cardiovascular disease, gastrointestinal disease (due to poor eating habits), obesity, cancer, peptic ulcers, metabolic syndrome and abnormal blood glucose levels (Phillips and Houghton, 2007). As per Haalebos (1998), Folkard stated that employees who have been working shifts for two to three decades are twice or thrice as more likely to experience heart diseases than regular day employees.

Megdal, S. P., Kroenke, C. H., Laden, F., Pukkala, E., and Schernhammer, E. S., 2005) conducted a systematic review and meta-analysis of 13 observational studies to assess the link between breast cancer risk in women working night shifts, the majority being cabin crews. A positive relationship was identified; however, the reason was unclear but one could

assume that it could be due to working night shifts which reduce the production of a hormone that is considered to have a cancer-preventing effect. Furthermore, in 2008, the International Agency for Research on Cancer (IARC) found that shiftwork that involves circadian disruption could possibly increase the risk of cancer, especially breast cancer in women, thus validating the previous assumption (Megdal et al., 2005). In addition, a few studies have reported a possible risk of prostate cancer among male employees who work night shifts (Chen and Guo, 2016).

Further, several studies have argued that family responsibilities have no effect on job satisfaction (Baral, 2016). However, Dartey-Baah (2015) stated that, when it is difficult to balance between family and work, family-work conflicts causes negative impacts on job satisfaction. Luo (2016) outlined that family responsibilities have a stronger effect on women's job satisfaction compared to that of men. This could be due to married women preferring to work in a less demanding job so, enabling them to manage professional and personal lives simultaneously (Beauregard, 2007).

A few studies have documented that females experience problems in balancing shift work and family life more than males (Mills, 2014). However, Gerson (2009) suggested that men are also experiencing such an issue. Female employees with young children have reported tiredness and interrupted sleep after completing night shifts (Costa, 1996). Shen and Dicker (2008) found that married employees who work shifts and have children are more likely to experience family conflict because of their inability to participate in family duties.

An employee's marital status is another variable that can impact his or her job satisfaction (Adeoye et al., 2014). Married employees could potentially be responsible for providing financial support to their families; therefore, a difference in the level of satisfaction could be found between married and single employees (Jayaraman, 2015). Studies have found that married employees are more satisfied with their jobs than single employees (Dawal and Taha, 2006). This could be in result of the excessive amount of responsibilities, such as child care and household responsibilities, that married employees tend to have, making them value and adjust to their current job, thus restricting the choice of alternatives and lowering expectations (Azim et al., 2013). However, other studies concluded that marital status does not play a significant role in determining the level of satisfaction of employees (Azim et al., 2013; Jayaraman, 2015).

According to Feldman (2010), organizational level performance and individual level satisfaction are often connected theoretically to each other by assuming that individual-level well-being leads to a higher level of individual performance. Salis and Williams (2010) conducted a meta-analysis of the relationship between personal development on job satisfaction. Their results showed that personal development had the strongest positive effects on job satisfaction.

In a quantitative study by Kessuwan and Muenjohn (2010), a T-test and analysis of variance were applied to analyze the differences among employees' work and personal variables for their level of job satisfaction in a multinational corporation in Thailand. They found that employees experienced a high level of job satisfaction towards the work itself, as their job was challenging, interesting,

enjoyable, and allows authority and freedom while performing their job. However, this study was conducted in a single location, therefore the findings are not representative of the whole corporation.

Shah and Nina (2009) conducted a study to measure the relationship between fatigue and job satisfaction among doctors working at different hospitals in an Indian context using a structured questionnaire with a sample of 110 participants. They found a significant negative correlation between fatigue and job satisfaction where, when fatigue increases, job satisfaction decreases and vice versa. Similar results were found by Choi and Kim (2013) in their quantitative descriptive study to identify the relationship between fatigue and job satisfaction among 162 clinical nurses at two small and medium-sized hospitals in two different cities, however, the researcher did not reveal where the study had been conducted.

A study conducted by Iqbal and Waseem (2012) examined the impact of job stress on job satisfaction for the Air Traffic Controller of the Pakistan Civil Aviation Authority. They reported a negative relationship between job stress and job satisfaction, where employees who had high-stress levels experienced low levels of job satisfaction in contrast to those with low stress experiencing higher levels of job satisfaction. In addition, Newbury-Birch and Kamali (2001) measured the relationship between stress and job satisfaction in a sample of 109 group pre-registration house officers in England. Results illustrate that women experience more psychological stress than men and the mean job satisfaction for men to be higher than women. They concluded that a significant negative correlation exists between stress and job satisfaction, determined by using Spearman's rank correlation test.

Having examined previous research works, the study will be centered on four constructs of the quality of work life influencing job satisfaction. First, a work environment is described as both the physical and emotional aspects surroundings of the workplace that drive commitment, productivity and employees' satisfaction. A conducive work environment plays a vital role in stimulating employees' job satisfaction, especially in the service sector which is plagued with incessant strike actions because of the poor work environment. Such physical and emotional surroundings defines the working conditions, employee rights, employee voice, safe conditions of work, cooperative team members and friendly supervisor among others (Akinwale, 2019). It comprises two larger spectrums: work and context. Work consists of all the features of jobs and task activities such as training, autonomy, sense of accomplishment on the job, a variety of tasks and internal value for tasks.

The other dimension of the work environment and employees' satisfaction is context. It consists of the physical working atmosphere and the social working conditions (Baah and Amoako, 2011). In the broad view of Edem et al. (2017), the work environment entails employees' safety, job security, good working relationship among employees, recognition for best effort and performance, greatly inspired for performing well and effective involvement in decision-making processes of the organization. Adegoke et al. (2015) established that the moment employees understand that their organization places a high priority on them, they would likely exhibit a greater level of dedication and sense of ownership in the workplace. Diverse elements associated with a working environment such as wages, working hours, employee independence, organizational structure and effective communication

between management and its workforce may positively impact on employees' satisfaction (Lane et al., 2010). Another core factor of the work environment that provokes satisfaction in the workplace is a positive supervisory predisposition.

Furthermore, work-life balance is referred to as the ability of a worker to manage both paid work and social life adequately (Guest, 2002). To manage both domains efficiently depends on the strategies employed by both employees and employers. In this regard, Lockwood (2003) asserts that employers have increasingly realized that, to enhance work-life balance, they must consistently improve the quality of life of employees with their families to increase the quality of work. This suggests the need for vibrant businesses to promote work and family integration to enhance the commitment of workers. Guest (2002) noted that work-life balance has always been a concern of those interested in the quality of working life and its relation to the broader quality of life. The concept of work-life has been abstracted from the job satisfaction level of an employee, which is an extrinsic factor of job satisfaction. It aimed to provide quality of life for an employee at the same time retaining the productivity levels of an employee at the workplace. The level of employees' job satisfaction increases by many factors and when employees are satisfied with their work, they feel motivated. The demand for employees' work-life balance is increased by a change in trends in the business such as a change in organization structure, diversity of the workforce and female employees working in organizations. Organizations should provide work-life balance facilities to their employees so that employees can perform their duties effectively and lead the organization to



success (Parvin and Kabir, 2011). Employees' attitudes toward their organizations and life are affected by work-life balance.

Also, employees become more satisfied with their current job if they see a path available to move up the ranks in the company and be given more responsibility and along with it higher compensation. Many companies encourage employees to acquire more advanced skills that will lead to the chance of promotion. Companies often pay the cost of tuition for employees taking university courses, for example. During an employee's annual performance review, a supervisor should map out a path showing her what she needs to accomplish and what new skills she needs to develop in order to be on track to advancement within the organization. The impact of wage raise, a result of promotion, is found to be more significant than fixed income on job satisfaction. According to Nadeem and Abbas (2009) the employees who are dissatisfied with the opportunity available for promotion show a greater intention to leave the organization. Bennet (2010) established that greater the chances of promotion higher will be the job satisfaction of employees. Apart from job satisfaction, employee satisfaction is determined by satisfaction with promotion.

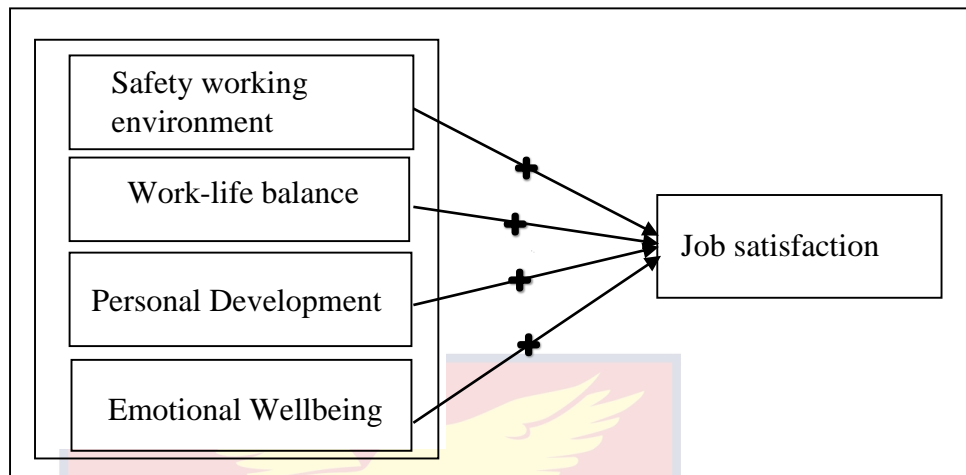
Lastly, the definition of wellbeing is associated with health and wellness. It is an employer's responsibility to create a working environment (workplace wellness culture) that promote employee wellbeing. Furthermore, the authors suggest that physiological wellbeing leads to mental wellbeing, and both are helping to achieve work-life balance. The other previous findings suggest that employee wellbeing directly influence productivity and

performance; as well as organizational commitment, job satisfaction, and work-life balance are outcomes of employee wellbeing (Pruyne et al., 2012).

### **Conceptual Framework**

The conceptual structure for the analysis is represented in Figure 1. Philosophers such as Alderfer (1972), Herzberg et al. (1959), and Maslow (1954) have sought to explain employee motivation by holding on to the assumption that all individuals possess the same set of needs and therefore prescribe the characteristics that ought to be present in the jobs. These theorists have afforded opportunities for managers to design motivational schemes (Quality of Work Life) to influence job satisfaction by employees.

The framework establishes that the key determinants of Quality of Work Life are grouped into four categories, including safety working environment, work-life balance, personal development and emotional well-being, as reviewed by Chelte (1983); Mirvis and Lawler (1984); Baba and Jamal (1991); Hossain and Tariqual (1999). Findings from the literature have confirmed that Quality of Work Life is one of the most important factors for human motivating and improving job satisfaction. In other words, the framework postulates that a safe working environment, work-life balance, personal development and emotional well-being have major effects or impact on the realization of job satisfaction behavior. Drawing from literature, it is arguably admitted that employee performance behavior hinges on job satisfaction level (either favorable or unfavorable) and also contingent on the presence of key ingredients or factors, including safety working environment, work-life balance, personal development and emotional well-being.



*Figure 1: Conceptual Framework*

**Source: Author's construct, 2020**

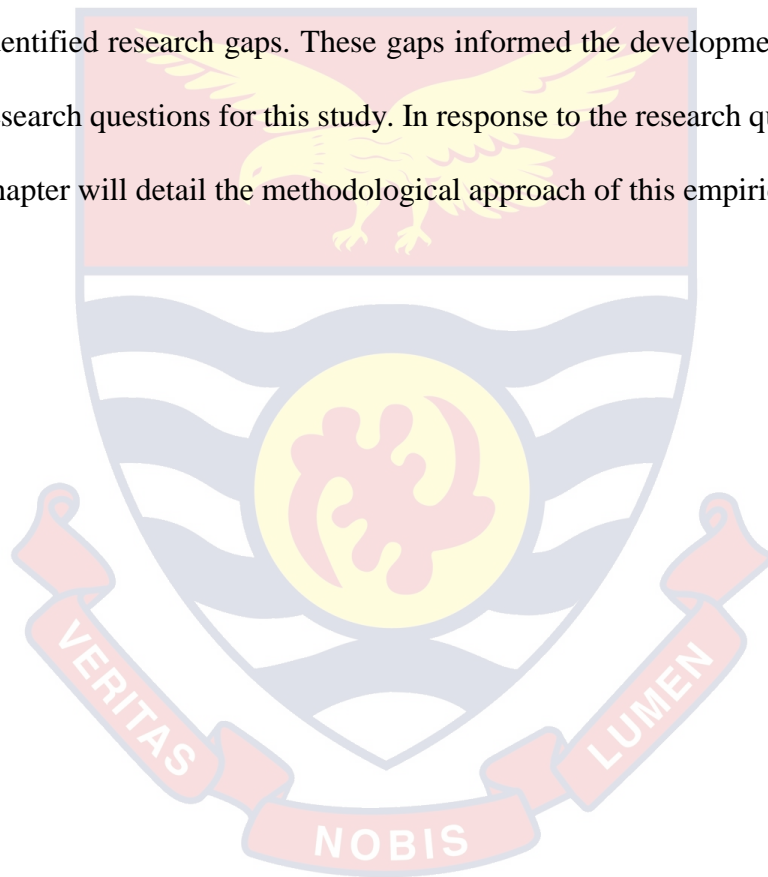
### **Lessons Learnt from the Review**

Empirical review is used to validate multiple hypotheses and increase human knowledge and continue doing it to keep advancing in various fields. Per the above empirical literature, it can be seen that QWL has had significant impact on job satisfaction, performance, turnover intention and other independent variables that is, either influencing negatively or positively. So in order to achieve a high quality of work life, management must devote time and resources in implementing policies, which is geared towards improving employee job satisfaction, and hence reducing the adverse impacts of poor quality of work life in the Ghana Gas Company Limited.

### **Chapter Summary**

This chapter has provided an overview of the studies on the influence of quality of work-life on job satisfaction among employees. It emerged that there is equivocal research in relation to the impact of safety working environment on

job satisfaction; the association between work-life balance and job satisfaction; the effect of personal development on job satisfaction; and the influence of emotional wellbeing on job satisfaction. However, most of these studies conducted have conflicting findings concerning QWL impact on job satisfaction. Most of these studies concentrate on the private sector of the economy. Attention needs to be shifted to the public sector due to the rampant strike actions that occur there. Thus, further research is required to fill the identified research gaps. These gaps informed the development of several key research questions for this study. In response to the research questions, the next chapter will detail the methodological approach of this empirical inquiry.



## CHAPTER THREE

### RESEARCH METHODOLOGY

#### Introduction

Having reviewed literature, it was necessary to discuss the methods and approaches employed in collecting data and analyzing the available information as this provides the information by which the study's validity is judged. This chapter is dedicated to establishing the methods, tools and techniques employed in the interpretation, analysis and collection of the data. Key issues captured here include research approach, research strategy, research philosophy, research design, unit of analysis, sampling process, methods of data collection and analysis as well as ethical consideration employed in analyzing data.

The selection of the positivist philosophy for the study was informed by the fact that the positivist approach favors quantitative research design and therefore advances the mathematical rigor of the study which could provide more useful findings and explanations. Furthermore, positivism allows researchers to move away from unobservable beliefs and desires and to focus on objective facts. As Friedman (1953) states, the design of positivism and the quantitative approach to research is to provide a system of generalization that can be used to make correct predictions about the consequences of events.

#### Research Approach

From the foregoing, the deductive research approach was adopted in assessing the influence of quality of work-life on job satisfaction among employees in Ghana National Gas Company Limited. In agreement with Malhorta (2017), the deductive approach starts with an uncertain hypothesis to explain a theory to explain a situation or specific problem and then proceeds as

observations to test the hypothesis rigorously (confirm the hypothesis). The quantitative research method can take the form of a deductive approach. This technique adopts numerical and statistical procedures in analyzing and processing information gathered, while corroboration between the variables and experimenting with the theories to draw a valid conclusion (Creswell, 2014).

### **Study Design**

The study aims to examine the influence of quality of work-life on job satisfaction among employees in Ghana National Gas Company Limited. The research design adopted in this study was descriptive-analytical design and the objective is to gather exhaustive and factual data which outlines a prevailing phenomenon. The bone backing the use of descriptive design is to have a better understanding of the behaviour, attitude and opinion of the people under study concerning the subject. This study intends to scrutinize the relationship between QWL and employee job satisfaction among employees of Ghana Gas Company Limited in Accra.

### **Study Area**

Ghana's Oil production was however started in 2010. With about 368 million tonnes of oil and a commercial amount of associated gas found 60km offshore, between the Deepwater Tano and West Cape Three Points, the government decided to develop a strategic plan to make use of the natural gas present in the discovered wells. In view of this, a "National Gas Development Taskforce" was commissioned in February 2011 by the government to review and make appropriate recommendations for the speedy realization of a national gas commercialization infrastructure system. In April 2011, the Taskforce submitted its report recommending the evacuation and treatment of associated

gas from the Jubilee Field production. Acting upon the above, the government sanctioned the establishment of an indigenous company to undertake the project. As a result, the Ghana National Gas Company (GNCC) was formed, hence giving true meaning to government's emphasis on 'local content' in the oil and gas industry. Ghana Gas was thus incorporated as a limited liability company in July 2011 with the responsibility to build, own and operate the infrastructure required for the gathering, processing, transporting and marketing of natural gas resources in the country and internationally.

### **Population of the study**

According to Dunn (2001), before asking any question, a researcher must identify a population of interest. The unit of analysis addresses the question of who (individual or groups) or what is analyzed within the research work. The right alignment among research questions, research design and data analysis is important in ensuring good results in research work. The selection of the appropriate unit of analysis prevents erroneous results in research work and has significant effects on the research design, responses to surveys, as well as reliability of results and conclusion of the research.

The population for this study from which primary data were collected are staff/workers at Ghana National Gas Company Limited of a size of 200 staff workers. These staff belonged to departments including the finance, communication/public relations, operations, procurement/logistics, human resource and administration, technical services, as well as the legal department. The unit of analysis was nominated within the constraints of time and resources to increase and help get a good representation of the entire population.

## **Sample and Sampling Procedures**

The sampling frame was 200 staff. From the point of Israel (1992), there are a number of approaches that can be used in determining the sample size. These include using census for small populations, imitating a sample size of similar studies, using published tables, and applying formulas to calculate sample size. In the context of this study, a census was used because of the relatively small number of staff. A sample size of Two Hundred (200) was used which was made up of the staff at all levels at Ghana National Gas Company Limited. Census method was used in order to gain accurate information for all the subdivisions within the gas company. Clearly, a census eliminates sampling error and provides data on all the individuals in the population. This means that all employees have the same opportunity to participate. Some employees may still choose not to participate, but at least the opportunity to do so is presented and no one person or group can feel left out.

## **Data Collection Procedure**

As the study depended on primary data for the fulfilment of the specific research objectives, it became vital for dependence on reliable method that could guarantee access to the respondents as well as the right kind of data needed. These prospective respondents were personally contacted through mobile phone before the actual day for the primary data collection was agreed on with each would-be respondent. This was done after the formal authorization for the gathering of the primary data had been granted by the authorities of Ghana Gas Company Limited, specifically, the Human Resource and Administration. The questionnaire were administered personally to the



employees. The sharing and retrieval of questionnaire lasted for two months (September-November, 2020). It reported a response rate of 80%.

### Response Rate

The population size was 200 employees and due to the small number of the population the same number was used for the sample size. This means that a total number of 200 were issued from which 180 were filled and returned which represented a response rate of (90%) whilst 20 representing 10% was not returned. The fundamental reason for this success rate could be ascribed to the hard work of the researcher who administered the questionnaires personally to the respondents. In addition, a lot of efforts were made in making many follow-up calls to clarify queries by the researcher with the intention to enhance the high response rate. The response rate is represented in table 2.

**Table 1: Response Rate**

Questionnaire	Count	Percentage (%)
Returned	180	90
Non Returned	20	10
Total	200	100

Source: Field data, Hammond (2020)

### Data Collection Issues

The non-response of participants in a sample size is a daunting challenge in collecting the data. Researchers anticipate getting the smallest sample size to generate outcomes that are statistically consistent and generalizable as an insufficient sample can weaken the correctness of the conclusions (Barlett, Kotrlik, and Higgins, 2001). It can unequivocally be said that the accuracy of quantitative research results hinges on the sample size of the population. Non-

response rate should be decreased to the bare minimum. By so doing, a letter should be sent to the respondents in advance to reduce non-response rate (Hox, 2007). An advance letter will pre-inform and prepare the respondent towards the answering of the questionnaire.

### **Instrument Design**

The analysis relied on only a primary source of data that is, by means of questionnaire only. The study was undertaken at the office of Ghana National Gas Company Limited in Accra by directly interviewing sampled staffs using a semi-structured questionnaire. The survey of staff was broken down into five sections. Part one concerning demographics and information-building. Part two dealt with the impact of safety working environment on job satisfaction. Part three was about the association between work-life balance and job satisfaction. Part four dealt with the effects of personal development on job satisfaction, and Part five was about the influence of emotional wellbeing on job satisfaction.

Specifically, the study presents a brief background of the respondents including the level of education, age group and gender. The study adopted the descriptive statistics to analyze the level of agreement of the impact of safety working environment on job satisfaction; the association between work-life balance and job satisfaction; the effect of personal development on job satisfaction; and the influence of emotional wellbeing on job satisfaction. The influence of quality of work-life on job satisfaction among employees was assessed by asking participants to specify their level of agreement on five-point Likert scales, established on "1 = Strongly disagree" and "5 = Strongly agree."

## **Validity and Reliability**

According to Joppe (2000), reliability and validity start from the instrument used and this transcends to ensure that, the study can be repeated in a similar environment with all things being equal and the same results will be achieved. In a quantitative design, validity is looked at from the point of construct validity and content validity, which are the prerequisite for reliability (Wainer and Braun, 1998). At the content and construct validity levels, the questionnaires are designed in such a way that they make meaning for respondents without any ambiguity. To ensure validity and reliability, questionnaires were adapted from authors who have published in recognized journals.

To ensure reliability and validity, Saunders, Lewis and Thornhill (2019) argued that an instrument must be reliable before it can be valid, suggesting that an instrument should be capable of being reproduced; and that the instrument can then be scrutinized after this has been achieved to decide if it is what it claims to be. The researcher checked other related literature to ensure the validity of the questionnaire, and those literatures accepted the instrument's construct. Some of the items in the scales were scientifically validated items. In addition, before distributing it to the respondents, the crafted questionnaire was presented to the researcher's supervisor for examination, correction and approval. After collecting the data, the Cronbach alpha was run to confirm the instrument's reliability.

### **Results of the Cronbach's Alpha in this Study**

Table 1 shows the Cronbach's alpha of all indicators, which measures the reliability of the gathered data,

**Table 2: Reliability of Scales and Cronbach’s Alpha of Study Variables**

Variables	No. of Items	Cronbach's Alpha
Quality Work-Life (QWL)		
Safety Working Environment	5	0.838
Work-Life Balance	5	0.852
Personal Development	4	0.793
Emotional Wellbeing	5	0.714
Job Satisfaction	12	0.840

Source: Field Data, Hammond (2020)

Table 1 above provides the values of Cronbach’s alpha for all the variables. It appears from the table that the values of Cronbach’s alpha is between 0.713 and 0.853. These values are above the minimum value of 0.70 and considered acceptable. In this case, it can be concluded that the measures have an acceptable level of reliability.

**Ethical Considerations**

The researcher was very much sensitive to the ethical factors in research where three main ethical reasons were applied; (i) seeking the consent of respondents, (ii) ensuring the anonymity of participants and (iii) declaring to respondents about the confidentiality of the information they provided. The permission of respondents was first sought before administering questionnaires to them. Employees had their consents sought through the management. A research is expected to be free from any biases and it must be scientifically sound and reported honestly, thoroughly and completely (Malhotra and Birks, 2007). As such, employees were informed about the purpose of the research and what objective it sought to achieve. They were encouraged to feel free and

express their views as objectively as possible and that they have the liberty to choose whether to participate or not. They also had the option to withdraw their consent at any time and without any form of adverse consequences. Individual staff was informed of the reason for the whole exercise and the tremendous benefit the institution would derive if the research was carried out successfully. Anonymity and confidentiality were guaranteed and the researcher did not cause harm or mental stress to those who choose to participate. This research and its associated methodology adhered to all of these ethical considerations.

### **Data Preparation and Analysis**

To provide answers to the research questions, the data obtained from the data sources were processed and analyzed. Information analysis required a close review of the data collected to identify and correct errors. It was done to ensure the data is reliable and compatible with other collected data. After data editing, it was necessary to group or classify data under various categories or patterns that were consistent with the objectives of the study.

The results of the survey were evaluated using descriptive statistics and an analysis of correlation. The review of the survey consisted of five principal parts: (i) socio-demographic information; (ii) the impact of safety working environment on job satisfaction; (iii) the association between work-life balance and job satisfaction; (iv) the effect of personal development on job satisfaction; and (v) the influence of emotional wellbeing on job satisfaction.

The data analysis and presentation of findings was carried out using the Statistical Package for Social Sciences (SPSS) Version 22. Inferential data analysis techniques such as correlation analysis and regression analysis were also used to analyze the collected data. The Product-Moment Correlation

Coefficient was used to test the relationship between Quality of Work Life and job satisfaction. This was to enable the study to test the extent the QWL variables were able to determine job satisfaction behavior among employees. Further, a regression analysis was used to ascertain the amount of variations in Employee Job Satisfaction, which can be associated with changes in the degree of the Quality of Work Life. Other tests done were analysis of variance (ANOVA), and t-test were undertaken.

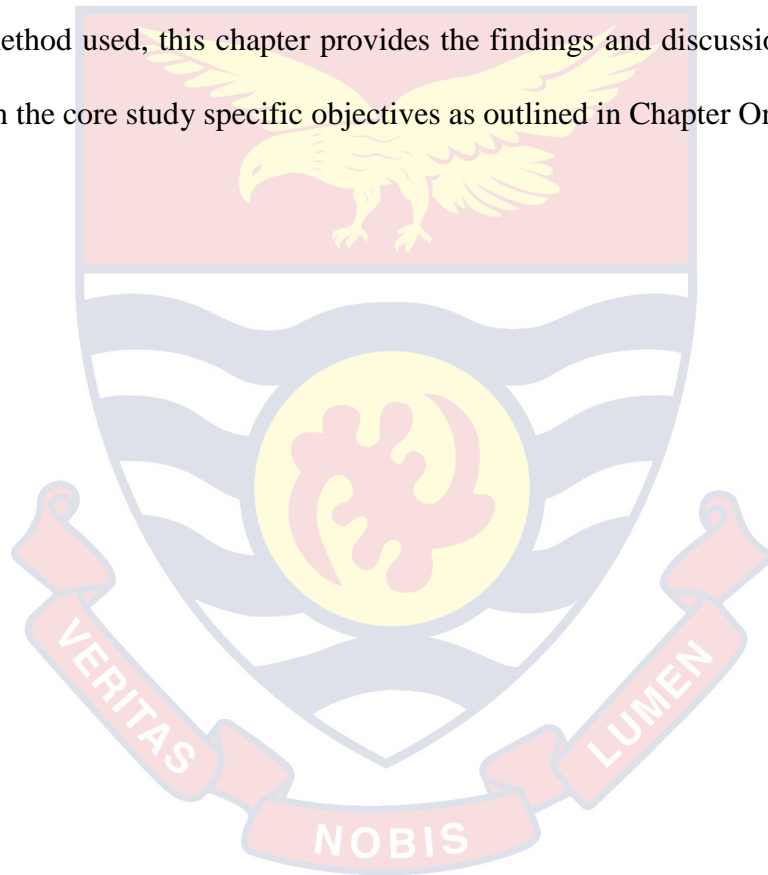


## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

In this study, the main research objective has been, “*to determine the influence of QWL on job satisfaction among employees at Ghana Gas Company Limited*” Based on this main research objective, specific objectives were used to achieve the study goal. In line with these original research objectives and the method used, this chapter provides the findings and discussions which reflect on the core study specific objectives as outlined in Chapter One.



**Table 3: Demographic Characteristics of the Respondents**

Source: Field Data, Hammond (2020)

<b>Variables</b>	<b>Options</b>	<b>Frequency</b>	<b>Percent</b>
<b>Gender</b>	Female	48	26.7
	Male	132	73.3
	<b>Total</b>	<b>180</b>	<b>100.0</b>
<b>Age</b>	21-30	53	29.4
	31-40	66	36.7
	41-50	30	16.7
	51 years and above	31	17.2
	<b>Total</b>	<b>180</b>	<b>100.0</b>
		SSS	9
<b>Level of Education</b>	Diploma	20	11.1
	1st Degree	53	29.4
	2nd Degree	79	43.9
	Professionals	19	10.6
	<b>Total</b>	<b>180</b>	<b>100.0</b>
<b>Employees' Years of Work</b>	1-5 years	29	16.1
	6-10 years	93	51.7
	11-15	30	16.7
	16 years and above	28	15.6
<b>Total</b>		<b>180</b>	<b>100.0</b>



In order to understand the demographic characteristics of the respondents, the study deemed it fitting to find out the demographic data of the respondents. Table 3 presents demographic statistics on the frequencies and percentages of responses on gender received from the respondents. It clearly illustrates that there were more male participants than their females counterparts in this survey. More than half of the respondents (73.3%) were males while the remaining respondents, (that is 26.7%) were females. This implies that a lot of males are employed in the service which is not surprising considering the gender inequality in terms of employment in the country. According to the Annual Report of Ghana Statistical Service, (2014) generally, labour force participation rate of females remains lower than that of males. In Ghana, the labour force participation rate of females has often trended below that of men even though females constitute over half of the entire population. In addition, the unemployment rate is estimated to be higher among women than men, whilst at the same time the share of females in wage employment is also lower than that of males.

On the age distribution of the respondents, it was found out that the majority of the respondents (66) are between the age of 31 and 40 years representing 36.7%, which gives a positive impression that most of the respondents are in their prime age and that the institution can be considered to have had a lot of potentials in terms of development in the future. Again, the result shows that 53 respondents representing (29.4%) were between 21 to 30 years which implies that in the service that quite a number of employees are beginning their career in the service. This could mean that the service the young and inexperienced ones are going to benefit from the experiences of the matured

ones. This also implies that the succession plan in the organization will be relatively easier as more young ones will be available to benefit from the few matured experienced officers. In addition, 31 of the respondents representing (17.2%) were between the ages 51 and above years implying a relatively small percentage of matured officers in the service. The least age group was those between 41 and 50 representing (30%) in the service.

Moreover, it can be noted that nine (9) respondents representing (5%) had senior high school education from various fields, while twenty (20) respondents representing (11.1%) are diploma holders. However, a larger percentage number of the staff had first and second degree; 29.4% and 43.9% respectively, and 10.6% of the staff were professionals. The study results from the table highlights the significance that the organization attaches to education as most workers in the institution are qualitatively gifted with educational prowess.

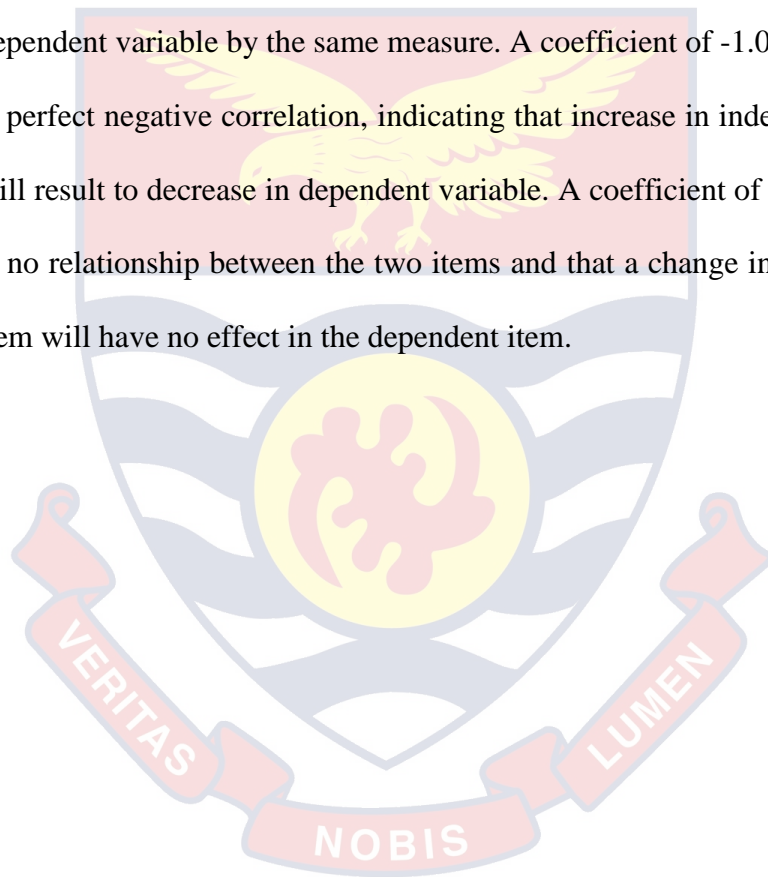
In terms of the how long the each employee has worked in the organisation, it was found that most of them fell within 6 to 10 years. Within these years, 93(51.7%) has worked within them, while 30 (16.7%) has worked within the years of 11-15. This is followed by those who have worked between 1 and 5 years – 29 (16.1%), and while those who have worked for more than 16 years make up a total number of 28 (15.6%).

### **Main Study Findings**

In line with the study objectives, a correlation was first done on the four constructs of Quality of Work Life in order to assess those that are significantly correlated to Job Satisfaction. Correlation analysis helps with policy formulation where employers would be able to formulate policies regarding the

safe working environment, work-life balance, personal development and emotional wellbeing, and further know how best the policies could be implemented to improve the quality of work life and employee's satisfaction at the Gas Industry.

The correlation coefficient ranges between -1 to +1. A coefficient of +1.0 means that there is perfect positive correlation between the variables indicating that increase in independent variable will result to an increase in dependent variable by the same measure. A coefficient of -1.0 means that there is perfect negative correlation, indicating that increase in independent variable will result to decrease in dependent variable. A coefficient of zero means there is no relationship between the two items and that a change in the independent item will have no effect in the dependent item.



**Table 3: Correlations**

		SAFETY WORKING ENVIRONMENT	WORK-LIFE BALANCE	PERSONAL DEVELOPMENT	EMOTIONAL WELLBEING	EMPLOYEE JOB SATISFACTION
SAFETY WORKING ENVIRONMENT	Pearson Correlation	1	.389**	.978**	.320**	.333**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	180	180	180	180	180
WORK-LIFE BALANCE	Pearson Correlation	.389**	1	.387**	.676**	.738**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	180	180	180	180	180
PERSONAL DEVELOPMENT	Pearson Correlation	.978**	.387**	1	.342**	.335**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	180	180	180	180	180
EMOTIONAL WELLBEING	Pearson Correlation	.320**	.676**	.342**	1	.943**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	180	180	180	180	180
EMPLOYEE JOB SATISFACTION	Pearson Correlation	.333**	.738**	.335**	.943**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	180	180	180	180	180

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Field data, Hammond (2020)

As presented in Table 3, there was correlation between safety working environment and Employee Job satisfaction because the correlation significance level is 0.00. This indicates that safety working environment has a significant positive correlation with employee job satisfaction ( $r= 0.333$   $p<0.000$ ). This implies that the variable safety working environment and employee Job satisfaction change in the same direction, the presence of safety working environment will lead to high employee Job satisfaction and less or no safety working environment will lead to low employee Job satisfaction. Therefore, this correlation analysis confirms the hypothesis (H1) that safe working environment positively influences employee job satisfaction.

Moreover, the results in Table 3 also shows the correlation between work-life balance and Employee Job satisfaction because the correlation significance level is 0.00. This indicates that work life balance has a significant positive correlation with employee job satisfaction ( $r= 0.738$   $p<0.000$ ). This implies that the variable work life balance and employee Job satisfaction change in the same direction, the presence of work life balance will lead to high employee Job satisfaction and less or no work life balance will lead to low employee Job satisfaction. Therefore, this correlation analysis confirms the hypothesis (H2) that work-life balance positively influences employee job satisfaction.

Keeping Table 3 in view, the results indicate that there is correlation between personal development and Employee Job satisfaction because the correlation significance level is 0.00. This indicates that personal development has a significant positive correlation with employee job satisfaction ( $r= 0.335$   $p<0.000$ ). This implies that the variable personal development and employee

Job satisfaction change in the same direction, the presence of personal development will lead to high employee Job satisfaction and less or no personal development will lead to low employee Job satisfaction. The correlation test output shows that the significant value (0.00) is less than 0.01, therefore the estimated coefficient can be believed with 99% confidence. Therefore, this correlation analysis confirms the hypothesis (H3) that personal development positively influences employee job satisfaction.

Finally, the results in Table 3 indicate that there is correlation between emotional wellbeing and employee Job satisfaction because the correlation significance level is 0.00. This indicates that safe working environment has a significant positive correlation with employee job satisfaction ( $r= 0.943$   $p<0.000$ ). This implies that the variable emotional wellbeing and employee Job satisfaction change in the same direction, the presence of emotional wellbeing will lead to high employee Job satisfaction and less or no emotional wellbeing will lead to low employee Job satisfaction. Therefore, this correlation analysis supports the hypothesis (H4) which indicates that emotional wellbeing positively influences employee job satisfaction.

In order to take into account the correlation between the independent variables and the dependent variable, a regression analysis was run to predict the extent to which QWL (X) influences employee job satisfaction (Y) at Ghana Gas Company Limited. Thus, the total effect of QWL on job satisfaction. This has been presented from Table 4 to Table 13.

**Determining the influence of the four dimensions of Quality of Work Life on Job Satisfaction among employees at Ghana Gas Company Limited**

With regard to the extent of influence that combined four components of Quality Work-Life has on Employee Job Satisfaction, multiple regression analysis was performed which is explained by the model in Table 5, and Table 6.

**Table 4: Model Summary for OVERALL VARIABLES**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.955 <sup>a</sup>	.913	.911	.309

Predictors: (Constant), EMOTIONAL WELLBEING, SAFETY WORKING ENVIRONMENT, WORK-LIFE BALANCE, PERSONAL DEVELOPMENT

**Table 5: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.389	4	4.347	45.669	.000 <sup>b</sup>
	Residual	16.658	175	.095		
	Total	190.550	179			

a. Dependent Variable: EMPLOYEE JOB SATISFACTION

b. Predictors: (Constant), EMOTIONAL WELLBEING, SAFETY WORKING ENVIRONMENT, WORK-LIFE BALANCE, PERSONAL DEVELOPMENT

**Source: Field Data, Hammond (2020)**

Table 4 above shows that the adjusted R square is 0.911 and R is 0.955 at 0.05 significant levels. The coefficient of determination means that the combined four dimensions of Quality of Work-Life was 91.1%, while only the

rest of 18.9% are explained by other variables, which are not considered in this study.

Table 5 above indicate the significance of these two variables: Independent (Quality of Work-Life) and dependent (Employee job satisfaction) was confirmed by the F-test, with (p=0.000) which is less than 0.05 and the value of F-test (45.669) hence implying that quality work life has a strong positive significant outcomes on employee job satisfaction.

Accordingly, the first objective was examined:

**Objective One: Analyze the impact of safety working environment on job satisfaction.**

In order to predict the extent of influence that safety working environment has on employee job satisfaction, linear regression analysis was employed. Model summary shows the coefficient of determination (R<sup>2</sup>) which tells us the percentage of the variation in employee job satisfaction explained by the model.

**Table 6: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.333 <sup>a</sup>	.111	.106	.976

a. Predictors: (Constant), SAFETY WORKING ENVIRONMENT



**Table 7: Coefficients**

Model		Unstandardized		Standardized		t	Sig.
		Coefficients		Coefficients			
		B	Std. Error	Beta			
1	(Constant)	2.127	.209			10.160	.000
	SAFETY WORKING ENVIRONMENT	.327	.069	.333		4.705	.000

Dependent Variable: EMPLOYEE JOB SATISFACTION

**Source: Field data, Hammond (2020)**

Table 6 shows that the adjusted R square is 0.106 and R is 0.333 at 0.05 significant levels. This indicate that 10.6% of the increase in employee job satisfaction is explained by safety working environment, while the rest of 89.4% are explained by other variables, which are not considered in this study.

Table 7 indicates the significance of these two variables; Independent (safety working environment) and dependent variable (employee job satisfaction) shows the t-value with (p=0.00) which is significant, and the value of t-test (4.705) hence implying that there is a significant influence of safety working environment on employee job satisfaction among the Ghana Gas employees. In addition, results show that there is a positive association between safety working environment and employee job satisfaction as shown by a correlation coefficient of 0.333.

**Objective Two: Examine the association between work-life balance and job satisfaction.**

In respect to the extent of influence that work-life balance has on employee job satisfaction, linear regression analysis was used. Model summary shows the coefficient of determination (R<sup>2</sup>) which tells us the percentage of the variation in employee job satisfaction explained by the model.

The result is shown in Table 8 and Table 9.

**Table 8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.738 <sup>a</sup>	.544	.541	.699

a. Predictors: (Constant), WORK-LIFE BALANCE

**Table 9: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.994	.150		6.604	.000
WORK-LIFE BALANCE	.736	.051	.738	14.571	.000

Dependent Variable: EMPLOYEE JOB SATISFACTION

Source: Field Data, Hammond (2020)

Table 8 above shows that the adjusted R square is 0.541 and R is 0.333 at 0.05 significant levels. This indicate that 54.1% of the increase in employee job satisfaction is explained by work-life balance, while the rest of 45.9% are explained by other variables, which are not considered in this study.

Table 9 indicates the significance of these two variables; Independent (work-life balance) and dependent variable (employee job satisfaction) shows the t-value with (p=0.00) which is significant, and the value of t-test (14.57) hence implying that there is a significant influence of work-life balance on employee job satisfaction among the employees. In addition, results show that there is a positive association between work-life balance and employee job satisfaction as shown by a correlation coefficient of 0.738.

**Objective Three: Assess the effect of personal development on job satisfaction.**

With regard to the extent of influence that personal development has on employee job satisfaction, linear regression analysis was performed. Model summary shows the coefficient of determination (R<sup>2</sup>) which tells us the percentage of the variation in employee job satisfaction explained by the model in Table 10. The result is shown in Table 10 and 11.

**Table 10: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.335 <sup>a</sup>	.112	.107	.975

Predictors: (Constant), PERSONAL DEVELOPMENT

**Table 11: Coefficients<sup>a</sup>**

Model	Unstandardized		Standardized		t	Sig.
	Coefficients		Coefficients			
	B	Std. Error	Beta			
(Constant)	2.134	.206			10.347	.000
PERSONAL DEVELOPMENT	.326	.069	.335		4.747	.000

Dependent Variable: EMPLOYEE JOB SATISFACTION

**Source: Field Data, Hammond (2020)**

Table 10 above demonstrates that the adjusted R square is 0.107 and R is 0.335 at 0.05 significant levels. This indicates that 10.7% of the increase in employee job satisfaction is explained by personal development, while the rest of 89.3% are explained by other variables, which are not considered in this study.

Table 11 indicates the significance of these two variables; Independent (personal development) and dependent variable (employee job satisfaction) shows the t-value with (p=0.00) which is significant, and the value of t-test (4.747) hence implying that there is a significant influence of personal development on employee job satisfaction among the employees. In addition, results show that there is a positive association between personal development and employee job satisfaction as shown by a correlation coefficient of 0.335.

**Objective Four: Analyze the influence of emotional wellbeing on job satisfaction.**

The fourth objective of the study was to assess the extent of the influence of emotional wellbeing on employee job satisfaction. The result is shown in Table 12 and 13.

**Table 12: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.943 <sup>a</sup>	.889	.889	.344

Predictors: (Constant), EMOTIONAL WELLBEING

**Table 13: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.302	.077		3.923	.000
	EMOTIONAL WELLBEING	.916	.024	.943	37.789	.000

Dependent Variable: EMPLOYEE JOB SATISFACTION

**Source: Field Data, Hammond (2020)**

Table 12 above demonstrates that shows that the adjusted R square is 0.889 and R is 0.943 at 0.05 significant levels. This indicate that 88.9% of the increase in employee job satisfaction is explained by emotional wellbeing, while the rest of 11.1% are explained by other variables, which are not considered in this study.

Table 13 indicates the significance of these two variables; Independent (emotional wellbeing) and dependent variable (employee job satisfaction) shows the t-value with ( $p=0.00$ ) which is significant, and the value of t-test (37.789) hence implying that there is a significant influence of emotional wellbeing on employee job satisfaction among the employees. In addition, results show that there is a positive association between emotional wellbeing and employee job satisfaction as shown by a correlation coefficient of 0.943.

### **Discussions**

This study has sought to the influence of quality of work life, QWL on job satisfaction among employees in government institutions using Ghana Gas Company as a case. Thus, the study sought to establish the nature of associations between the variables captured in the conceptual model. The initial variable relationships were established through correlations analysis. After correlations, the variables were then tested for relationships with the outcome variable through linear and multiple regression.

In analyzing the extent of influence that the combined four components of Quality Work-Life has on Employee Job Satisfaction, result showed that QWL has a strong positive correlation on job satisfaction, and very significant. This implies that the four dimensions are being practiced at the Company by management, even though, each dimension has its own degree of influence. Therefore, when combined and practiced in any organisation, it is likely to affect employee job satisfaction positively by a degree.

Emotional Wellbeing dimension of QWL was found to be the largest important positive indicator of employee job satisfaction (Beta = 0.943). The results of this study are consistent with previous research (Hames et al., 2005;

Page and Vella-Brodrick, 2009). A causal relationship cannot be automatically inferred. However, causal inferences do appear to be very plausible. Meta-analysis (Hames et al., 2005) found that employees with low levels of job satisfaction are most likely to experience negative psychological outcomes such as burn-out and depression. Considering that job satisfaction, a single aspect of one's life, still impacts psychological wellbeing to such a degree, even when correcting for important factors such as the Psychological Capital (PsyCap), means that job satisfaction is quite important for an individual's psychological wellbeing. The results indicate that PsyCap is also important for wellbeing. Although wellbeing depends on many factors, satisfaction with one's job is a crucial one. Job satisfaction is an important factor influencing the health of employees and is strongly associated with burnout and other mental/psychological problems (Hames et al., 2005).

Work-Life Balance was found to be the second largest important positive indicator of employee job satisfaction (Beta=0.738) indicating a positive relationship. This shows that employees are able to manage both work and family in order to avoid work-family conflicts, which can adversely affect employee job satisfaction. The balance of work and family enables employees to stay engaged in the organisation, however, if an employee is unable to manage both, then it is likely to lead to low satisfaction. This major finding is contradictory with regard to the study findings of Maren et al (2013), Shujat and Bhutto (2011); Adams, McNally and Dolan (1996).

Personal Development was found to be the third important positive indicator of employee job satisfaction (Beta=0.335). As Kinzl, Knotzer, Traweger, Lederer, Heidegger and Benzer (2005) concluded that job

satisfaction has positive relationship with opportunities provided to employees by the organization. Organisations that offer effective training and development may find they have better trained, more satisfied employees. Employees satisfied with job training are also more committed to their organizations (Bartlett, 2001) and employees who are satisfied in their jobs are more willing to accept organizational goals and values, more motivated (Jalajas and Bommer, 1999). Babin and Boles (1996), argued that supervisory support and worker involvement decreases the work stress however; it is helpful in increasing job satisfaction and job performance. In the modern era, management of workforce has become more difficult because employees are highly qualified and aware of their rights while working in an organization. Therefore, it is imperative that the organizations identify the needs of their employees and satisfy them to ensure effective accomplishment of its goals and objectives.

Finally, safety working environment was found to be the least positive and significant indicator of employee job satisfaction (Beta = 0.333). As the competition has increased and business environment remains dynamic and challenging, so different organizations in order to operate up to their maximum potential, have to ensure that their employees are working in a conducive and friendly environment. Employees are becoming concerned about the working environment which includes working hours, job safety & security, relationship with co-worker, esteem needs and top management as mentioned in this study. The results are therefore supported by Lee and Brand (2005) as their study also had shown that job satisfaction is increased by conducive working environment. Whereas the results of this study contradicted with the study result of Rafiq et al. (2012) that working environment is negatively associated with employees'



job satisfaction whereas extrinsic rewards are the best motivator to cause job satisfaction.

### **Chapter Summary**

In this chapter, the discussion has centered on the main research objective which reflects on the influence of quality of work life QWL on job satisfaction among employees in government institutions using Ghana Gas Company as a case study. Based on this main research objective, four specific objectives were discussed this chapter. However, the first section discussed the response rate and the demographic features of the respondents, while the second section, addressed the main specific research questions relating to the study. These objectives were to examine the impact of safety working environment on employee job satisfaction; to determine the association between work-life balance and employee job satisfaction; to determine the effect of personal development on employee job satisfaction and determine the influence of emotional wellbeing on employee job satisfaction. So far the results have indicated that the four dimensions of Quality of Work Life has significant influence on employee job satisfaction

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This chapter presents a summary of the findings that emerged from the study and data analysis. It draws conclusions and makes recommendations as well. Finally, the suggestion for future research is also made.

#### Study Summary

The study set out to determine the influence of quality of work life QWL on job satisfaction among employees in government institutions at Ghana Gas Company Limited. There were four main specific objectives, which the study aimed to achieve and these included to:

1. To analyze the impact of safety working environment on employee job satisfaction.
2. To examine the association between work-life balance and employee job satisfaction.
3. To assess the effect of personal development on employee job satisfaction.
4. To analyze the influence of emotional wellbeing on employee job satisfaction.

In general, the study result indicates a positive relationship between emotional wellbeing and employee job satisfaction, which means that employees with positive emotional health and wellbeing are likely to enjoy the work roles assigned to them as compared to employees with negative emotional wellbeing. Also, there was a positive relationship between work life balance and employee job satisfaction, indicating that employees who are able to effectively

manage both their career and personal life will enjoy their work role in the organization. A positive relationship between personal development and employee job satisfaction reveals that if employees are given the opportunity to develop themselves intellectually, emotionally, psychologically and others at work, they tend to enjoy their work roles and such developments will contribute to their individual and organizational performance. Moreover, results showed a positive relationship between safety working environment and employee job satisfaction which indicate that a good working environment is likely to increase employee loyalty, level of commitment, efficiency and effectiveness, productivity, and also develop a sense of ownership among them, which ultimately increases organizational effectiveness. Therefore, with a combined effect of the dimensions of QWL, it is likely to influence job satisfaction and the effect will be strong.

Further, the study was based on the views of 180 employees from Ghana Gas Company. A self-administered questionnaire was the main research instrument. The questionnaire contained several questions (items) and was subdivided into subscales. The maximum and minimum score for each question ranged from 5 to 1 where 5 stands for Strongly Agreed, 4 is Agreed, 3 is Neutral, 2 is Disagreed and 1, Strongly Disagreed. The results from the survey were analysed with Correlation and Regression Analyses.

## **Key Findings**

### **First Objective**

Findings revealed that safety at the company require that safe working conditions should not create significant risk of employees being rendered unfit to perform their work. Employees agreed to the assertion that safety at the company was aimed at creating conditions, capabilities and habits that enable them and the company as a whole to carry out their work efficiently and in a way that avoids events which could cause them harm. Safe working conditions have an effect on the habits of workers, which in turn impacts satisfaction and efficiency.

### **Second Objective**

It was revealed that a happy employee, whose needs for work-life balance are achieved, tend to stay with the company and are more productive. Employees point to a variety of reasons for their poor work-life balance and these include having salaries that haven't increased much, but expenses have, having increased responsibilities at work and working for longer hours, having increased responsibilities at home with children in the picture.

### **Third Objective**

Employees' assertion that personal development allow you to create strategic and tactical plans for personal and professional growth towards their goals. An avenue to hone their personal development skills so that they can naturally work them into their daily routines and use them to achieve personal and career goals, advance their career, improve their strengths and talents, better themselves and find fulfilment and satisfaction.

#### **Fourth Objective**

Employees are faced with a reasonable amount of pressure in the company where they feel challenged, focused and engaged in what they do. They are more likely to feel healthy, happy and hence more able to sustain satisfaction over time. Their assertion that having the right attitude and approach within the company to emotional wellbeing can have a huge impact on how long an employee's condition lasts, and how quickly the individual will return to work.

#### **Conclusion**

The findings of this research confirm that the dimensions of quality of work life bring about higher job satisfaction among the staff at Ghana Gas Company. The belief here is that it is very necessary for the organization to focus on the QWL so as to achieve high work commitments of employees. Organisations should note that bad working conditions restrict employees to portray their capabilities and attain full potential, so it is imperative that organisations realize the importance of good and safety working environment. Such working environments where employees are made a part of the overall decision making process, being given flexible working hours, less work load, a team work approach and a supportive top management have positive impact on the performance of employees. Also, employees must be given the chance to engage in personal growth and development because the absence of it affects employee performance. Work life balance and emotional wellbeing must be taken into consideration because both employee psychological and emotional welfare, as well as their ability to balance work and family influence their work role and performances.

## Recommendations

Based on the study findings with regards to the importance of QWL, it is recommended that the management must give full support to Quality of Work Life as that could help workers to have an increased confidence and value which will in turn make the employees become loyal and committed to their work.

Secondly, management must implement safety protocols and have regular meetings on workplace safety to ensure that the employees of the organization will have the ease of working in a relaxed and free environment without burden or pressure that would cause their performance to decline. The benefits of providing a good working environment to the employees are tremendous for both the organization and its employees.

Moreover, the company must review the allocation of duties to ensure employees have achievable workloads. Employees leave the office on time to attend to issues at home, given the opportunity to take breaks and employers must refrain from emailing workers out of office hours or expecting them to deliver work in unworkable time scales when it isn't urgent. If employees are allowed the freedom to give back while working, they will generally feel good about themselves and about their work role.

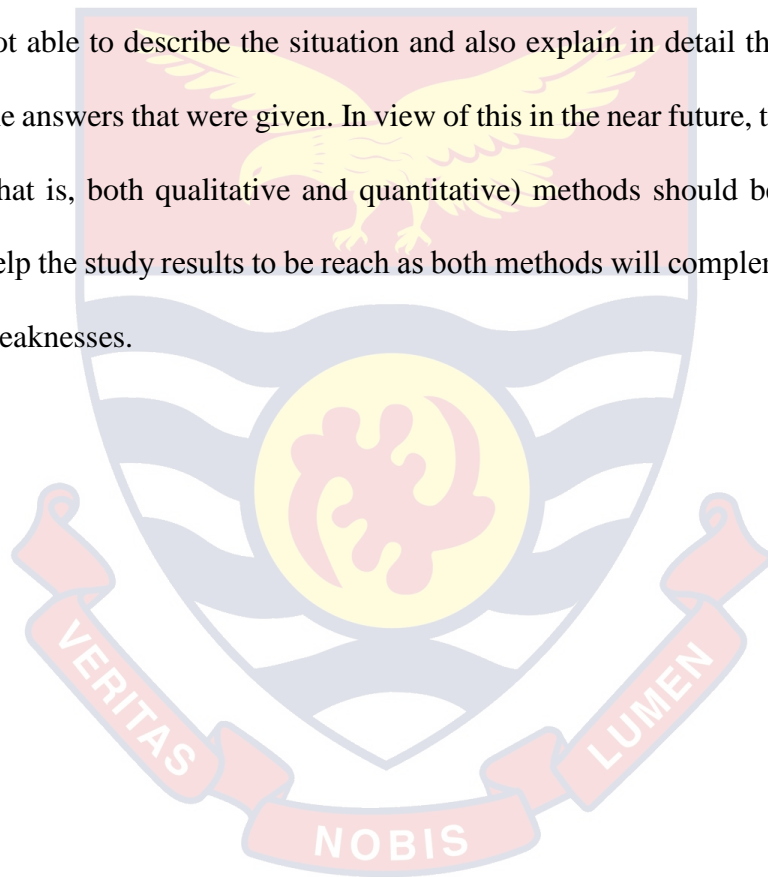
Furthermore, employees must be given the opportunity to engage in personal growth and development programs such as workshops and trainings so as to develop a growth mindset, learn new things, develop emotional intelligence, improve their public speaking skills, as well as unleash their passions and interests and bring them into reality.

Finally, the emotional wellbeing of employees can be improved by developing appropriate policies and procedures to address bullying, harassment

and discrimination prevention, conflicts, grievances, and critical incidents in the workplace. Also, management must promote employee workplace assistance programs as an option to confidentially discuss stress, anxiety and other concerns. Organisations must as well consider work life balance strategies to protect frequent travelers or shift workers.

### **Suggestions for Further Studies**

This study was based on quantitative analysis as a result the employees were not able to describe the situation and also explain in detail the reasons behind the answers that were given. In view of this in the near future, the mixed method (that is, both qualitative and quantitative) methods should be used. This will help the study results to be reach as both methods will complement each other's weaknesses.



## REFERENCES

- Adams, J. S. (1965). Inequity in social exchange. In *Advances in experimental social psychology* (Vol. 2, pp. 267-299). Academic Press.
- Adams, J. S. (1965). Inequity in social exchange. In *Advances in experimental social psychology* (Vol. 2, pp. 267-299). Academic Press.
- Adams, M. A., McNally, D. S., & Dolan, P. (1996). Stress Distributions inside Intervertebral Discs: The Effects of Age and Degeneration. *The Journal of bone and joint surger. British volume*, 78(6), 965-972.
- Adebola, J. O. (2014). Knowledge, attitude and complia
- Ahasan, M., & Partanen, T. (2006). Occupational health and safety in the least developed countries: A simple case of neglect. *J Epid*; 11, 74–80.
- Ahmad, I., Sattar, A., & Nawaz, A. (2016). Occupational health and safety in industries in developing world. *Gomal J Med Sci*, 14, 223-228.
- Ahmed, H. Q., & Newson-Smith, M. S. (2010). Knowledge and practices related to occupational hazards among cement workers in United Arab Emirates. *Journal of Egypt Public Health Association*, 85(3 & 4), 123-128
- Akinyele, S. T. (2010). The influence of work environment on workers' Productivity: A case of selected oil and gas industry in Lagos, Nigeria. *African Journal of Business Management* 1(1), 299- 307.
- Alderfer, C.P.: 1972, Existence, Relatedness, and Growth: Human Needs in Organizational Settings (Free Press, New York).
- Alimo-Metcalf, B. (2001). The Development of a New Transformational Leadership Questionnaire. *Journal of Occupational & Organisational Psychology*, 74(1), 1- 27.



- Aliyu, A., & Saidu, S. (2011). Pattern of occupational hazards and provisions of occupational health services among workers of Kaduna refinery and petrochemical company Ltd. (KRPC), Kaduna, Nigeria. *Cont. J. Trop. Med*, 5(1), 1-5.
- Andrews, F.M. and Withey, S.B. (1976). Social indications of well-being: American's perceptions of life quality. New York: Plenum Press.
- Andrisani, P. and M. Shapiro: 1978, 'Women's attitudes towards their jobs: Some longitudinal data on a national sample', *Personnel Psychology* 31, pp. 15-34.
- Argyris, C. (1987). *Personality and Organisation: The conflict between system and individual*. New York: Garland Publishers.
- Avedian, A. (2014). Survey design. Harvard Law School. Retrieved from <http://www.sciepub.com/reference/285342> on July 1<sup>st</sup> 2020.
- Aubrey, B. (2010). *Managing your Aspirations: Developing Personal Enterprise in the Global Workplace*. McGraw-Hill, p. 9
- Baba, V.V. and Jamal, M. (1991). Routinisation of job context and job content as related to employee's quality of working life: A study of psychiatric nurses. *Journal of Organisational Behaviour* 12(1) 379-386.
- Babbie, E. (1990). *Survey Research Methods*. Belmont, CA: Wadsworth.
- Babin, B. J., & Boles, J. S. (1996). The effects of perceived co-worker involvement and supervisory support on service provider role stress, performance and job satisfaction. *Journal of retailing*, 72(1), 57-75
- Baiden, B.K. (2006). Framework for the Integration of the Project Delivery Team. Unpublished Thesis (PhD), Loughborough University, United

Kingdom. Retrieved from <https://www.researchgate.net/> on July 2<sup>nd</sup> 2020.

Barlett, J. E., Kotrlik, J. W., & Higgins, C. C. (2001). Organizational research: Determining appropriate sample size in survey research. *Information Technology, Learning, and Performance Journal*, 19(1), 43-50.

Barlett, K. R. (2001). The relationship between training and organizational commitment: A study in the health care field. *Human Resource Development Quarterly*, 12(4), 335 – 352.

Bass, B.M. (1990). From transaction to transformational leadership: Learning to share a vision. *Organisational Dynamics*, 19(3), 19-44.

Bateman, T.S. and Organ, D.W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee “citizenship”. *Academy of Management Journal*, 26(3), 587-593.

Borkan, J. M. (2004). Mixed methods studies: A foundation for primary care research. *The Annals of Family Medicine*, 2(1), 4-6.

Bowen, P., Edwards, P., Cattell, K. and Jay, I. (2010). The awareness and practice of value management by South Africa consulting engineers: Preliminary research survey findings. *International Journal of Project Management*, 28(3), 285-295.

Bromet, E.J., A. Dew and D.K. Parkinson: 1990, ‘Spillover between work and family: A study of blue-collar working wives’, in J. Eckenrode and S. Gore (eds.), *Stress between Work and Family* (Plenum, New York/London),pp. 133– 151.

- Bryman, A. and Bell, E. (2007). "Business Research Methods" (2nd edition). Oxford University Press. Retrieved from <https://www.worldcat.org/> on July 3<sup>rd</sup> 2020.
- Campbell, A. (1981). *The sense of well-being in America: Recent patterns and trends*. New York: McCraw-Hill.
- Champoux, J.E.: 1981, 'A sociological perspective on work involvement', *International Review of Applied Psychology* 30, pp. 65–86.
- Clark, A. M. (1998). The qualitative-quantitative debate: Moving from positivism and confrontation to post-positivism and reconciliation. *Journal of Advanced Nursing*, 27(6), 1242-1249.
- Cohen, L. and Manion, L. (1986). *Research Methods in Education*, (6thEd). London and Routledge.
- Cooper, P. S. and Schindler, D. R. (2003). *Business Research Methods*. 8<sup>th</sup> Edition New York: McGraw Hill.
- Corbetta, P. (2003). The Qualitative Interview. *Social Research: Theory, Methods and Techniques*, 1(1), 264-286.
- Creswell, J. W. (2003). *Research design*. Thousand Oaks, CA: Sage. Retrieved from <http://www.sciepub.com/reference/159651> on July 2<sup>nd</sup> 2020.
- Creswell, J. W. (2014). The Selection of a Research Approach. *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*, 1(1), 3-24.
- Crohan, S.E., T.C. Antonucci, P.K. Adelman and L.M. Coleman: 1989, 'Job characteristics and well-being at midlife: Ethnic and gender comparisons', *Psychology of Women Quarterly* 13, pp. 223–235.

- Danna, K. & Griffin, R.W. (1999). Health and well-being in the workplace: A review and synthesis of the literature. *Journal of Management*, 25(1), 357-384.
- Davis, L.E. and Cherns, A.B. (eds.). (1975). The quality of working life. Volume 1: Problems, Prospects and the state of the art. New York: The Free Press.
- Davis, L.E., Levine, M.F. and Taylor, J.C. (1984). Defining quality of working life. *Human Relations*, 37(1), 81-104.
- Deci, E.L. and Ryan, R.M. (1985). Intrinsic motivation and self-determination in human behaviour. New York: Plenum Press.
- Denzin, N. K. (2010). On elephants and gold standards. *Qualitative Research*, 10(2), 269-272.
- Durcharme, L.J. and Martin, J.K. (2000). Unrewarding work, co-worker support, and job satisfaction. *Work and Occupations*, 27(2), 223-243.
- Efraty, D. and M.J. Sirgy: 1990, 'Job satisfaction and life satisfaction among professionals and paraprofessionals', in H.L. Meadow and M.J. Sirgy (eds.), *Quality-of-Life Studies in Marketing and Management* (International Society for Quality-of-Life Studies, Blacksburg, Virginia), pp. 157-169.
- Efraty, D. and M.J. Sirgy: 1990, 'The effects of quality of working life (QWL) on employee behavioral responses', *Social Indicators Research* 22(1), pp. 31-47.
- Efraty, D. and M.J. Sirgy: 1992, 'Occupational prestige and bureaucratization effects on the spillover between job satisfaction and life satisfaction', in M.J. Sirgy, H.L. Meadow, D. Rahtz and A.C. Samli (eds.),

Developments in Quality-of-Life Studies in Marketing, vol. 4 (Academy of Marketing Science and International Society for Quality-of-Life Studies, Blacksburg, Virginia), pp. 115–119.

Efraty, D., M.J. Sirgy and C.B. Claiborne: 1991, 'The effects of personal alienation on organizational identification: A quality-of-work life model', *Journal of Business and Psychology* 6 (Fall), pp. 57–78.

Efraty, D., M.J. Sirgy and P.H. Siegel: 1997, 'The job satisfaction/life satisfaction relationship for professional accountants: The moderating effect of organizational commitment', in H.L. Meadow (eds.), *Developments in Quality-of-Life Studies*, vol. 1 (International Society for Quality-of-Life Studies, Blacksburg, Virginia), p. 25.

Ellis, N. and Pompli, A. (2002). Quality of working life for nurses. Commonwealth Department of Health and Ageing Canberra.

Elloy, D.F. & Smith, C.R. (2003). Patterns of stress, work/family conflict, role conflict, role ambiguity and overload among dual-career and single-career couples: An Australian study. *Cross Cultural Management*, 10 (1), 55-66.

Faubian, C.W., Palmer, C.D. and Andrews, J.D. (2001). Rural/urban differences in counsellor satisfaction and extrinsic job factors. *Journal of Rehabilitation* 67(4), 4-11.

Field, R. H. G. and Abelson, M.A. (1982). Climate: A reconceptualisation and proposed model. *Human Relations*, 35(3), 181- 201.

Fleetwood, S. (2007). Why work-life balance now? *The International Journal of Human Resource Management*, 18, 387 - 400

- Forehand, G.A. and Gilmer. B. H. (1964). Environmental variations in studies of organizational behaviour. *Psychological Bulletin*, 62(6), 361-382.
- Fraenkel, R. J. and Wallen, E.N., (2003). How to Design and Evaluate Research in Education. McGraw Hill, New York.
- Friedman, M. (1953). The methodology of positive economics. Chicago: University of Chicago Press. Retrieved from kimoon.co.kr on July 2<sup>nd</sup> 2020.
- Frone, M.R. (2000). Interpersonal conflict at work and psychological outcomes: Testing a model among young workers. *Journal of Occupational Health Psychology*, 5(2), 246-255.
- Galliers, R. D. (1992). Choosing information systems research approaches. Retrieved from <https://www.researchgate.net/> on July 2<sup>nd</sup> 2020.
- George, J.M. and A.P. Brief: 1990, 'The economic instrumentality of work: An examination of the moderating effects of financial requirements and sex on the pay-life satisfaction relationship', *Journal of Vocational Behavior* 37, pp. 357– 368.
- Golembiewski, R.T. and B.C. Sun: 1989, 'QWL improves worksite quality', *Human Resource Development Quarterly* 1, pp. 35–44.
- Goodale, J.G., Hall, D.T., Burke, R.J. and Joyner, R.C. (1975). Some significant contexts and components of individual quality of life. In Davis, L.E. and Cherns, A.B. (eds.). *The quality of working life. Volume 1: Problems, Prospects and the state of the art.* New York: The Free Press.
- Grant-Vallone, E.J. & Donaldson, S.I. (2001). Consequences of work-family conflict on employee well-being over time. *Work and Stress*, 15 (3), 214-226.

- Greenberger, D.B. and Strasser, S. (1986). Development as application of a model of personal control in organisations. *Academy of Management Review*, 11(1), 164-177.
- Greenhaus, J.H., A.G. Bedian and K.W. Mossholder: 1987, 'Work experiences, job performances, and feelings of personal and family well being', *Journal of Vocational Behavior* 31, pp. 200–215.
- Hackman, J.R. and J.L. Suttle: 1977, *Improving Life at Work* (Scott, Foresman, Glenview, IL).
- Hackmann, J. and Oldham, G. (1974), "The Job Diagnostic Survey. New Haven: Yale University.
- Hafiz, O., Mark, S., & Newson-Smith, M. S. (2010). Knowledge and practices related to occupational hazards, among cement workers in United Arab Emirates. *Journal of Egypt Public Health Association*, 85(3/4), 149-166
- Hames, R. S., Crookes, R. E., Straatman, K. R., Merdes, A., Hayes, M. J., Faragher, A. J., & Fry, A. M. (2005). Dynamic recruitment of Nek2 kinase to the centrosome involves microtubules, PCM-1, and localized proteasomal degradation. *Molecular biology of the cell*, 16(4), 1711-1724.
- Harrison, H., Birks, M., Franklin, R., and Mills, J. (2017). Case study research: Foundations and methodological orientations. In *Forum Qualitative Sozialforschung/Forum: Qualitative Social Research*, 18(1), 1-32.
- Hart, P. M. (1994). Teacher quality of work life: Integrating work experiences, psychological distress and morale. *Journal of Occupational and Organisational Psychology*, 67(1), 109-132.

- Hartenstein, A. and Huddleston, K.F. (1984). Values: The cornerstone of quality work life. *Training and Development Journal*, 9(1), 65-67
- Herzberg, F. (1976). The managerial choice. To be efficient and to be human. Homewood, Illinois: Dow Jones- Irwin.
- Herzberg, F., Mausner B. and Snyderman B., (1959). The Motivation of Work. New York: Wiley.
- Hodson, R. (1997). Group relations at work. *Work and Occupations*, 24(4), 426-452.
- Hox, J. (2007). The influence of advance letters on response in telephone surveys: A metaanalysis. *The Public Opinion Quarterly*, 71(3), 413-443.
- Jalajas, D. S., & Bommer, M. (1999). The influence of job motivation versus downsizing on individual behavior. *Human Resource Development Quarterly*, 10(4), 329-341.
- James, L.R. and Jones, A.P. (1974). Organisational climate: Refining the concepts of psychological and organisational climate. *Human Relations*, 35(11), 951-972
- Johnson, R. B., and Onwuegbuzie, A. J. (2004). Mixed methods research: A research paradigm whose time has come. *Educational Researcher*, 33(7), 14-26.
- Joppe, G. (2000). Testing reliability and validity of research instruments. *Journal of American Academy of Business Cambridge*, 4(1/2), 49 - 54
- Kaae, S., and Traulsen, J. M. (2015). Qualitative methods in pharmacy practice research. *Pharmacy Practice Research Methods*, 1(1), 49-68.
- Kabanoff, B.: 1980, 'Work and nonwork: A review of models, methods, and findings', *Psychological Bulletin* 88, pp. 60-77.



- Kermansaravi, F., Navidian, A., Rigi, S. N., & Yaghoubinia, F. (2015). The relationship between quality of work life and job satisfaction of faculty members in Zahedan University of Medical Sciences. *Global Journal of Health Science*, 7(2), 228.
- Keyes, C. L.M. (2003). Complete mental Health: An agenda for the 21<sup>st</sup> Century. In Keyes, C. L. M. & Haidt, J. (Eds.), *Flourishing: Positive Psychology and the life well-lived*. Washington, DC: American Psychological Association, 293 – 312
- Kinzl, J. F., Knotzer, H., Traweger, C., Lederer, W., Heidegger, T., & Benzer, A. (2005). Influence of working conditions on job satisfaction in anaesthetists. *British Journal of Anaesthesia*, 94(2), 211-215.
- Kirsh, B. (2000). Factors associated with employment for mental health consumers. *Psychiatric Rehabilitation Journal*, 24(1), 13-22.
- Kissi E., Boateng, E. B. and Adjei-Kumi, T. (2015). Strategies for Implementing Value Management in the Construction Industry of Ghana. Retrieved from <https://www.researchgate.net/> on July 4<sup>th</sup> 2020.
- Koberg, C.S., Boss, R.W., Senjem, J.C. and Goodman, E.A. (1999). Antecedents and outcomes of empowerment: Empirical evidence from the health care industry. *Group and Organisation Management*, 24(1), 71-83.
- Koonmee, K., Singhapakdi, A., Virakul, B., & Lee, D. J. (2010). Ethics institutionalization, quality of work life, and employee job-related outcomes: A survey of human resource managers in Thailand. *Journal of business research*, 63(1), 20-26.

- Korunka, C., Hoonakker, P., & Carayon, P. (2008). Quality of working life and turnover intention in information technology work. *Human Factors and Ergonomics in Manufacturing & Service Industries*, 18(4), 409-423.
- Kothari, C.R. (2004). *Research Methodology: Methods and Techniques*. 2nd Edition, New Age International Publishers, New Delhi. Retrieved from <https://www.scirp.org/> on July 2nd 2020.
- Kothari, C.R. and Garg, G. (2018). *Research Methodology: Methods and Techniques*. 4th Ed, New Age International (P) Ltd, New Delhi. Retrieved from <https://www.academia.edu/> on July 2<sup>nd</sup> 2020.
- Kreuger, L. W. and Neuman, W.L. (2006). *Social Work Research Methods: Quantitative and Qualitative Applications*. New York: Pearson Education.
- Kwabia, K. (2006). *Theory in Social Research: the link between Literature and Observation*. Woeli Publishing Services, Accra.
- Landy, F.J. (1989). *Psychology of Work Behaviour*. (4<sup>th</sup> Ed). Belmont, California: Brooks/Cole Publishing.
- Lawler, E.E. (1982). Strategies for improving the quality of work life. *American Psychologist*, 37(1), 486-493.
- LeBreton, J. M. (2004). History and use of relative importance indices in organizational research. *Organizational research methods*, 7(3), 238-257.
- Lee, J. S., Back, K. J., & Chan, E. S. (2015). Quality of work life and job satisfaction among frontline hotel employees: A self-determination and need satisfaction theory approach. *International Journal of Contemporary Hospitality Management*.

- Lee, S. Y., & Brand, J. L. (2005). Effects of control over office workspace on perceptions of the work environment and work outcomes. *Journal of environmental psychology*, 25(3), 323-333.
- Leiter, M.P. and M.J. Durup: 1996, 'Work, home, and in-between: A longitudinal study of spillover', *Journal of Applied Behavioral Science* 32(1), pp. 29–47.
- Levitin, T.E. and R.P. Quinn: 1974, Changes in sex roles and attitude toward work. Paper presented at the 1974 Conference of the American Association for Public Research.
- Lewellyn, P.A. and E.A. Wibker: 1990, 'Significance of quality of life on turnover intentions of certified public accountants', in H.L. Meadow and M.J. Sirgy (eds.), *Quality-of-Life Studies in Marketing and Management* (International Society for Quality-of-Life Studies, Blacksburg, Virginia), pp. 182–193.
- Li, W., Chen, Y., Xiang, P., Xie, X. and Li, Y. (2017). Unit of Analysis: Impact of Silverman and Solomon's Article on Field-Based Intervention Research in Physical Education in the U.S.A. *Journal of Teaching in Physical Education*, 36(1), 131-141.
- Lin, C. (1999). The association between organisational climate and quality management practices: An empirical study on small- and medium sized manufacturing companies in Taiwan. *Total Quality Management*, 10(6), 863-869.
- Locke, E. A. (2007). The case for inductive theory building. *Journal of Management*, 33(6), 867-890.

- Loscocco, K.A. and Roschelle, A.N. (1991). Influences on the Quality of Work and Non-work Life: Two Decades in Review. *Journal of Vocational Behaviour*, 39(1), 182-225.
- Malhotra, G. (2017). Strategies in Research. *International Journal for Advance Research and Development*, 2(5), 172-180.
- Maren, S., Phan, K. L., & Liberzon, I. (2013). The contextual brain: implications for fear conditioning, extinction and psychopathology. *Nature reviews neuroscience*, 14(6), 417-428
- Maslow, A. (1954). *Motivation and personality*. New York, NY: Harper
- Mathers, N., Fox, N., and Hunn, A. (2007). Surveys and Questionnaires. The NIHR RDS for the East Midlands/Yorkshire & the Humber. Retrieved from <https://www.researchgate.net/> on July 1<sup>st</sup> 2020.
- Medcof, W. And Hausdorf, P.A. (1995). Instruments to measure opportunities to satisfy needs, and degree of satisfaction of needs, in the work place. *Journal of Occupational and Organisational Psychology*, 68(3), 193-209.
- Megdal, S. P., Kroenke, C. H., Laden, F., Pukkala, E., & Schernhammer, E. S. (2005). Night work and breast cancer risk: a systematic review and meta-analysis. *European journal of cancer*, 41(13), 2023-2032.
- Meir, E.I., Tziner, A. and Glazner, Y. (1997). Environmental congruence, group importance, and job satisfaction. *Journal of Career Assessment*, 5(3), 343-353.
- Mirvis, P.H. and Lawler, E.E. (1984). Accounting for the Quality of Work Life. *Journal of Occupational Behaviour*, 5(1), 197-212.

- Moen, P. (2000). Effective work life strategies: working couples, work conditions, gender and life quality. *Social Problems*, 47(3), 291-327.
- Mostafa, N. S., & Momen, M. (2014). Occupational health and safety training: Knowledge, attitude and practice among technical education students. *Egyptian J Occup Med*, 38, 153-65.
- Muijs, D. (2010). Doing quantitative research in education with SPSS. Sage. Retrieved from <https://methods.sagepub.com/> on July 1<sup>st</sup> 2020.
- Mutran, E.J. Reitzes, D.J., Bratton, D.J. and Fernandez, M.E. (1997). Self-esteem and subjective responses to work among mature workers: Similarities and differences by gender. *Journal of Gerontology: Social Sciences*, 52(2), 89-96.
- Nasab, H. S., Ghofranipour, F., Kazemnejad, A., Khavanin, A., & Tavakoli, R. (2009). Evaluation of knowledge, attitude and behavior of workers towards occupational health and safety. *Iranian J Publ Health*, 38(2), 34-41
- Neuman, W.L. (2007) Basics of Social Research- Qualitative and Quantitative Approaches (2<sup>nd</sup> Ed). New York: Pearson Education.
- Nordenfelt, L. (1993). Quality of life, health and happiness. Avebury: Aldershot.
- Norris, D.M. (1999). Predicting nurses' job satisfaction and ethical practice from job characteristics. Dissertation Abstracts International. Section B. *The Sciences and Engineering*, 59(7), 33-51.
- Ojmarrh, M. (2016). The encyclopaedia of crime and punishment (5<sup>th</sup> edition). John Wiley and Sons, Inc. Retrieved from <https://www.google.com/> on July 1<sup>st</sup> 2020

- Orpen, C.: 1978, 'Work and nonwork satisfaction: A causal correlational analysis', *Journal of Applied Psychology* 63, pp. 530–532.
- Page, K. M., & Vella-Brodick, D. A. (2009). The 'what', 'why' and 'how' of employee well-being: *A new model Social indicators research*, 90(3), 441-458.
- Patton, M. Q. (2002). *Qualitative research and evaluation methods*. Thousand Oaks, Cal.: Sage Publications. Retrieved from <https://us.sagepub.com/> on July 2<sup>nd</sup> 2020.
- Payne, R.L. (1987). *Organisation as Psychological Environments*. In Warr, P. *Psychology at Work*. London: Penguin.
- Pool, S.W. (1997). The relationship of job satisfaction with substitutes of leadership, leadership behaviour, and work motivation. *Journal of Psychology Interdisciplinary & Applied*, 131(3), 271-283.
- Porter, L.W.: 1961, 'A study of perceived need satisfaction in bottom and middle management jobs', *Journal of Applied Psychology* 45, pp. 1–10.
- Quinn, R.P. and L.G. Shephard: 1974, *The 1972–1973 Quality of Employment Survey* (Institute for Social Research, University of Michigan, Ann Arbor). Quinn, R.P. and G.L. Staines: 1979, *The 1977 Quality of Employment Survey* (Institute for Social Research, The University of Michigan, Ann Arbor, MI).
- Ramawickrama, J., Opatha, H. H. D. N. P., & PushpaKumari, M. D. (2017). Quality of Work life, job satisfaction, and the facets of the relationship between the two constructs.
- Rehman, O., Karim, F., Rafiq, M., & Mansoor, A. (2012). The mediating role of organizational commitment between emotional exhaustion and

- turnover intention among customer service representatives in Pakistan. *African Journal of Business Management*, 6(34), 9607-9616.
- Rice, R.W., P.N. Janet and R.G. Hunt: 1980, 'The job- satisfaction/life-satisfaction relationship: A review of empirical research', *Basic and Applied Social Psychology* 1, pp. 37-64.
- Rice, R.W., R.S. Pierce, R.P. Moyer and D.B. McFarlin: 1991, 'Using discrepancies to predict the perceived quality of work life', *Journal of Business and Psychology* 6 (Fall), pp. 39-56.
- Rosenthal, M. (2016). Qualitative research methods: Why, when, and how to conduct interviews and focus groups in pharmacy research. *Currents in Pharmacy Teaching and Learning*, 8(4), 509-516.
- Saraji, G. N., & Dargahi, H. (2006). Study of quality of work life (QWL). *Iranian journal of public health*, 35(4), 8-14.
- Sarmad, M., Ajmal, M. M., Shamim, M., Saleh, M., & Malik, A. (2016). Motivation and Compensation as Predictors of Employees' Retention: Evidence From Public Sector Oil and Gas Selling Organizations. *Journal of Behavioural Sciences*, 26(2).
- Saunders, M.K, Lewis, P. and Thornhill, A. (2019). Research methods for business students. 8th ed, Pearson education. Retrieved from <https://www.academia.edu/> on July 1<sup>st</sup> 2020.
- Schmitt, N. and A.G. Bedian: 1982, 'A comparison of LISREL and two-stage least squares analysis of a hypothesized life-job satisfaction reciprocal relationship', *Journal of Applied Psychology* 67, pp. 806-817.
- Schmitt, N. and P.A. Mellon: 1980, 'Life and job satisfaction: Is the job central?' *Journal of Vocational Behavior* 16, pp. 51-58.

- Schneider, J., Ghetas, S., Merdaci, N., Broswn, M., Martyniuk, J., Alshehri, W., & Trojan, W. (2013). Towards sustainability in the Oil and Gas Sector: Benchmarking of Environmental, Health, and Safety Efforts. *Journal of Environsmental Sustainability*, 3(3), 6-14
- Schwartz, R. (2010). Adult Education and Development. Germany: DVV International
- Seashore, S.E. (1975). Defining and measuring the quality of working life. In Davis, L.E. and Cherns, A.B. (Eds.). The quality of working life. Volume 1: Problems, Prospects and the state of the art. New York: The Free Press.
- Shujat, S., & Bhutto, F. (2011). Impact of work life balance on employee job satisfaction in private banking sector of Karachi. *IBT Journal of Business Studies (JBS)*, 7(2).
- Sirgy, M.J., Efraty, D., Siegel, P. and Lee, D. J. (2001). A new measure of quality of work life (QWL) based on need satisfaction and spill over theories. *Social Indicators Research*, 55(1), 241-302
- Snelders, H.M.J.J. (1996). Different kinds of work, different kinds of pay: an examination of the over justification effect. *Journal of Socio-Economics*, 25(4), 517-528.
- Spreitzer, G.M., Kizilos, M.A. and Nason, S.W. (1997). A dimensional analysis of the relationship between psychological empowerment and effectiveness, satisfaction, and strain. *Journal of Management*, 23(5), 679-704.



- Staines, G.: 1980, 'Spillover versus compensation: A review of the literature on the relationship between work and nonwork', *Human Relations* 33, pp. 111– 129.
- Steiner, D.D. and D.M. Truxillo: 1989, 'An improved test of the disaggregation hypothesis of job and life satisfaction', *Journal of Occupational Psychology* 62, pp. 33–39.
- Taylor, J. C. in Cooper, C. L and Mumford, E. (1979), „The quality of working life in Western and Eastern Europe. ABP
- Thomas, D. R. (2006). A general inductive approach for analyzing qualitative evaluation data. *American journal of evaluation*, 27(2), 237-246.
- Thomas, K. W. and Velthouse, B. A. (1990). Cognitive elements of empowerment: An “Interpretive” model of intrinsic task motivation. *Academy of Management Review*, 15(4), 666-681.
- Thurman, J. E. (1977). Job satisfaction: An international overview. *International Labour Review*, 117(1), 249-267.
- Thyer, B.A., 2010. Introductory principles of social work research. *Handbook of social work research methods*, 1(1), 1-24.
- Trochim, W. M. (2006). Nonprobability sampling. *Research Methods Knowledge Base*, 1(1), 1-10.
- Tustin, C. M. (1993).A consensus approach to the measure of organizational climate. *Journal of Industrial Psychology*, 19(1), 1- 8.
- Vicente, R. and Jordi, S. (2005).Quality of work and productivity, Working Paper IAREG WP2/05.

- Walton, R. E. (1975). Criteria for quality of working life. In Davis, L.E. and Cherns, A.B. (Eds). *The quality of working life. Volume 1: Problems, Prospects and the state of the art.* New York: The Free Press.
- Warr, P.B. (1987). *Job Characteristics and Mental Health.* In Warr, P. (Ed) *Psychology at Work.* London: Penguin.
- Warr, P.B., Cook, J. And Wall, T. (1979). Scales for the measurement of some work attitudes and aspects of psychological wellbeing. *Journal of Occupational Psychology*, 52(1), 129-148.
- Waweru, J. M. (2012). *An evaluation of occupational safety and health hazard awareness in steel rolling mills in Nairobi Metropolis.* Unpublished master's thesis, Department of Agriculture and Technology, Jomo Kenyatta University
- Weinbach, R. W. And Grinnell Jr., R.W. (2004). *Statistics for Social Workers* (6<sup>th</sup> Ed). New York: Pearson Education.
- Williams, C. (2007). Research Methods. *Journal of Business & Economics Research*, 5(3), 1-19.
- Yuki, G. (1998). *Leadership in organisations.* (4<sup>th</sup> Ed.). New Jersey: Prentice Hall.
- Zeb, A., Riaz, H., Tahir, Q., Anwar, I., & Altaf, A. (2017). Assessment of knowledge, attitude and practices regarding occupational safety among Onshore Oil Rig workers in District Karak, KPK, Pakistan. *International Journal of Health Economics and Policy*, 2(3), 134-137.
- Zikmund, W. (2000). *Exploring Marketing Research,* London: Dryden Press.
- Retrieved from <https://www.cengagebrain.co.uk/> on July 3<sup>rd</sup> 2020.

**APPENDICE A:**  
**THE INFLUENCE OF QUALITY OF WORK-LIFE (QWL) ON**  
**JOB SATISFACTION AMONG EMPLOYEES IN GHANA**  
**NATIONAL GAS COMPANY LIMITED**

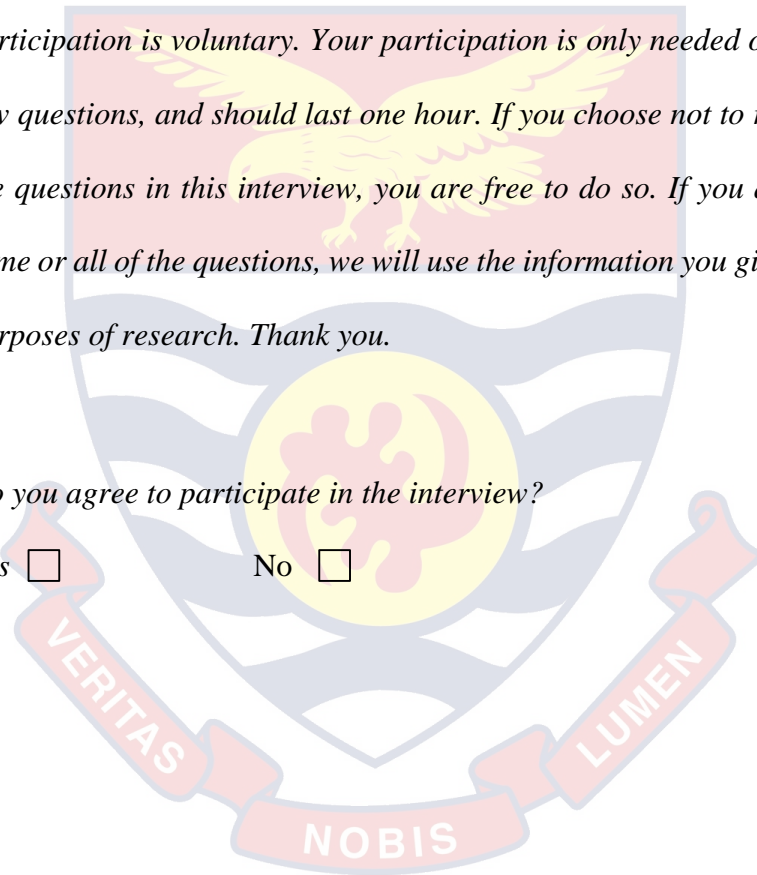
**CONSENT STATEMENT**

*Please keep in mind that this research has no known risks, and your participation is voluntary. Your participation is only needed once, to answer a few questions, and should last one hour. If you choose not to respond to any of the questions in this interview, you are free to do so. If you decide to answer some or all of the questions, we will use the information you give us only for the purposes of research. Thank you.*

*Do you agree to participate in the interview?*

Yes

No



**APPENDICE B:**  
**QUESTIONNAIRE**

To answer a question, please tick [√]

**SECTION I: SOCIO-DEMOGRAPHIC DATA OF RESPONDENTS**

1) Gender

a) Male [ ]

b) Female [ ]

2) Respondent's age?

a) <30

b) 30-39

c) 40-49

d) 50-59

e) 60 and above

3) Marital status?

a) Single

b) Married

4) Education level attained?

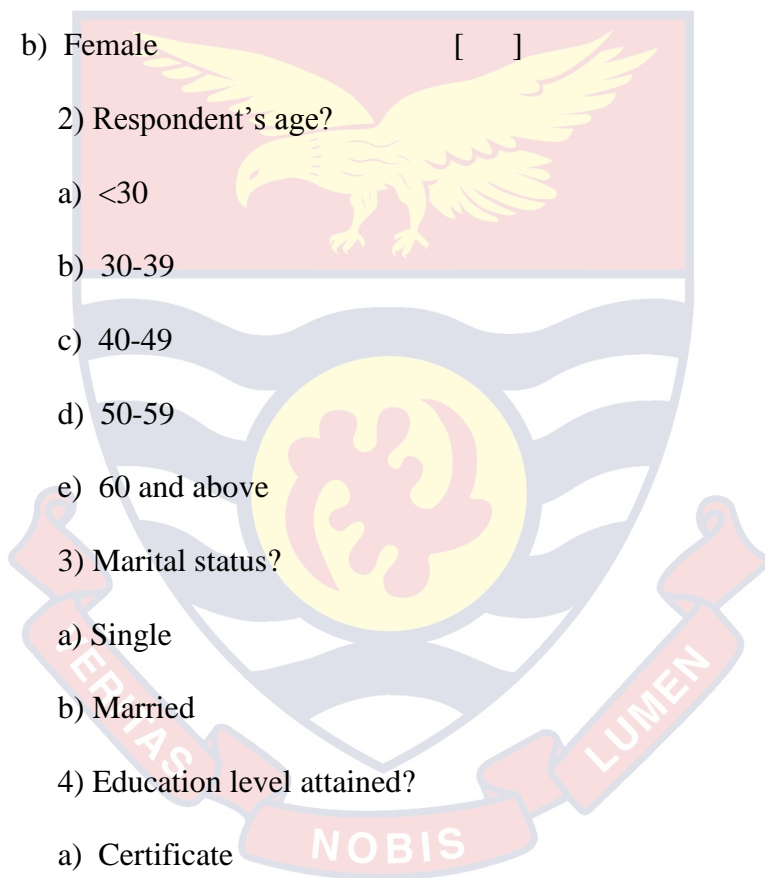
a) Certificate

b) Diploma

c) Degree

d) Postgraduate

e) None



5) Number of years spent/worked at Ghana Gas (GNGC)?

- a) 1 to 5 years
- b) 6 to 10 years
- c) 11 to 15 years
- d) 16 to 20 years
- e) Above 20 years



**APPENDICE C:**  
**FACTORS INFLUENCING QUALITY OF WORK LIFE ON JOB**  
**SATISFACTION AMONG EMPLOYEES**

Which factors influence Quality of Work Life on job satisfaction among employees?

Please read the below statements, for SECTION II and *tick* the response that closely represents your opinion using the following scale to indicate your level of agreement or disagreement with each statement:

Indicate the extent to which you agree with the followings using (1 – Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, 5 – Strongly Agree).

	<b>The Impact of Safety Working Environment on Job Satisfaction</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
a.	Employment type e.g. night shift work					
b.	Isolation e.g. working alone/lack of interaction with co-workers					
c.	Gender difference					
d.	Health issues					
	<b>The Nexus between Work-life Balance and Job Satisfaction</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
e.	Family and number of dependent children					
f.	Marital status					
g.	Age group					
h.	Poor sleep quality					
	<b>The Effect of Personal Development on Job Satisfaction</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
i.	Work experience					
j.	Educational level					
k.	Position at work					
l.	Department					

m.	Satisfactory salary/compensation					
n.	Promotional opportunities					
o.	Participative management style					
	<b>The Influence of Emotional Wellbeing on Job Satisfaction</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
p.	Family conflict					
q.	Co-workers relationship					
r.	Fatigue					
s.	Stress					

7) Which of the following are mechanisms/recommendations for ensuring Quality of Work Life and job satisfaction among employees?

	<b>Recommendations</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
a.	Job sharing					
b.	Greater flexibility in working arrangements					
c.	Extending work-life balance options to those without children					
d.	Better pay and conditions					
e.	Better information about parental leave					
f.	More support for parents to arrange childcare					
g.	More support for parents to pay for childcare					
h.	Better maternity or paternity leave offerings					
i.	Opportunity for personal development					

8) Any additional comment can be indicated below

.....

.....

.....