UNIVERSITY OF CAPE COAST

THE INFLUENCE OF MOTIVATION ON JOB SATISFACTION OF NURSES

AT CAPE COAST METROPOLITAN HOSPITAL

FELICIA ADANU

2017

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BY

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Dissertation submitted to the Department of Management, School of Business of
the 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 General Management.

FEBRUARY 2017

DECLARATION

Candidate's Declaration

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

Candidate's Signature……………………   Date ………………………

Name: Felicia Adanu

Supervisor's Declaration

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

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

Name:Dr. (Mrs.) Abigail Opoku Mensah

ABSTRACT

Job satisfaction is an important indicator in predicting stability in organizations, and it is well explained by understanding motivation. The purpose of the study was to identify factors influencing job satisfaction among nurses at the Cape Coast Metropolitan Hospital. The study was conducted among 85 nurses of whom 80 responded. Self-administered questionnaires were used to collect data from the participants. Data was analyzed using Statistical Package for Social Solutions version 16 and Microsoft Excel 2010. The study revealed that money (salary) is the first thing that comes to mind when motivation is mentioned. The study also indicated that all the motivational factors employed in the job satisfaction survey had a level of significant influence on job satisfaction in varied proportions with working condition exerting a strong influence while salary and other benefits exerting a weak influence. The study also indicated that there is no relationship between socio-demographic characteristics job satisfaction. Finally, the study showed that about seventy-four percent of the nurses were satisfied with their job even though the nurses disagreed that their salaries were enough to meet their basic needs. This then gives the conclusion that money is a hygiene factor as stated in Herzberg's Two-factor Theory. It is therefore recommended that nonmonetary factors such as good working conditions, good and fair promotion policies, and recognition for good work done and so on should be explored.

KEY WORDS

Job satisfaction

Motivation

Employees

Perception

Factors

Nurses

ACKNOWLEDGEMENTS

DEDICATION

To my husband, Festus Bryan for his immense support.

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LIST OF ACRONYMS

CCMH   Cape Coast Metropolitan Hospital

CCTH   Cape Coast Teaching Hospital

FWSC   Fair Wages and Salary Commision

GHS   Ghana Health Service

MOH   Ministry of Health

NLC   National Labour Commision

SPSS   Statistical Package for Social Solutions

WHO   World Health Organisation

CHAPTER ONE

INTRODUCTION

Background to the Study

Healthcare is a broad package of health promotion, preventive, curative and rehabilitative services which are rendered to clients or patients by trained healthcare professionals to improve their health status. This broad package includes diagnosis, treatment and prevention of diseases; and is provided by professionals such as doctors, nurses, pharmacists, etc. Health workers, however, occupy a central position in any healthcare facility. They heal and care for people, relieve them of their pain and suffering and prevent diseases. Nurses, who form part of the human resources in the health sector in any nation, play very important roles in healthcare delivery (WHO, 2006).

In order to manage healthcare, nurses perform numerous and diverse tasks that are not limited to direct contact with patients. Nurses also perform activities that do not require nurses' training such as housekeeping. Nursing tasks have however been classified into three categories: direct patient care, in-direct patient care, and non-nursing tasks or tasks unrelated to nursing (Hobgood, Villani & Quattlebaum, 2005). According to DeLucia, Ott and Palmieri (2015), nurses spend more time with patients than any other health care provider, and patient outcomes are affected by nursing care quality, thus, improvements in patient outcomes and safety can be achieved by improving nurse performance. According to White (2000), increased productivity (performance) is as a result of improved job satisfaction.

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In a developing country like Ghana where unemployment rate as at 2013 was 5.20 percent, jobs are very important to individuals because they help to determine standards of living, places of residence, status and even one's sense of self-worth. Jobs are as important to organizations as they are to individuals since they are the means by which organizational objectives are accomplished. In recent times, people management has become an integral part of organizational processes. This is informed by the recognition that no organization can exist without the human resource component (White, 2000).

Hence it can be deduced that employees are one of the most important assets of an organization, if not the most important; in that it is through them that things get done. In other words, the success of an organization in achieving its goals and objectives for which it exists depends on the performance of its workers (Yavuz, 2004). People management centers on the employee as the most important component of the organization and strives to ensure employee satisfaction and hence ensure that the achievement of organizational goals becomes a reality. Job satisfaction or dissatisfaction may be a contributing factor to shortages experienced in the health sector.

Job satisfaction of healthcare professionals is also increasingly being recognized as an essential strategy in improving quality of healthcare. It has become a matter of concern and area of attention in any field of business. Organizations have come to the realization that employee job satisfaction is the essential element to increase customer satisfaction and keep businesses in operation, as competition is increasingly becoming intense. In developing

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countries the need to optimize productivity is also a consideration. Job satisfaction of employees has been found to be an important factor affecting productivity and has received considerable interest (Collins, Jones, McDonnell, Read, Jones & Cameron, 2000). The subject of job satisfaction is particularly relevant and of interest to public health practitioners due to the fact that organizational and employees' health and well-being rest a great deal on job satisfaction (Adams & Bond, 2000).

Job satisfaction refers to the comprehensive phenomenon which encompasses the individual's feelings and emotions towards his or her job (Robbins, 2008). In addition, it also determines the extent to which employees in an organization like or dislike their jobs. No one works for free, nor should they? (Manzoor, 2012). People work for many reasons, one of which is to satisfy their needs. Apparent among them are the facts that, work gives some people the chance to use and develop skills, connect to a social network, organize their day or to get an income (Volti, 2008). Yet for others, work is a source of status in society (Steers, 1991); but the bottom line is that most people work to make a living. Literature shows that what contributes to job satisfaction or dissatisfaction is not only the nature of the job but also the expectation of what an individual perceives the job should provide.

To evaluate and explore the factors influencing job satisfaction among healthcare professionals and for that matter nurses, the concept of motivation cannot be overlooked. Motivation thus can be defined as a set of processes that energize a person's behavior and direct it towards attaining some goals (Marfo-

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Yiadom, 2005). In many previous studies conducted, factors influencing motivation of employees in the work environment have been explored. In this regard, Vilm and Egle (2007) have noted that management needs to provide suitable work environment to workers for creating job motivation, job satisfaction and other desired results such as achieving organizational objectives.

Frederick W. Taylor, one of the pioneers of employee motivation, believed that workers motivation was due largely to their interest in money. He also proposed that the most satisfying situation was one in which a worker could make the most money with the least effort. Several studies have explored that salary, educational background and promotional strategies of organizations impact job motivation which ultimately influences job satisfaction (Castle, Degenholtz & Rosen, 2006). Pocztowski (2003) also believes that the level of job satisfaction experienced by an employee is dependent on the amount of wages, advancement opportunities, management style, content of work, interpersonal relations, working conditions, work organization, management and corporate reputation. Champion-Hughes (2001) in a holistic approach which targets the development of a certain quality of employment life states that fair wages, benefits, other employment conditions, and career development facilitate motivation and job satisfaction.

Various studies have established that dissatisfaction with one's job may result in higher employee turnover, absenteeism, theft, wasting of resources, verbal abuse, procrastinating, tardiness and grievances. Improved job satisfaction, on the other hand, results in increased productivity (White, 2000). Dissatisfied

employees' complaints can serve as a useful source of information for the organization to develop their business strategies and also make proactive decisions.

In view of this, employers need to ensure to an appreciable extent, the satisfaction of their employees within the job environment which will to a large extent create a culture where employees are friendly and courteous, accessible, knowledgeable, prompt in responding to clients' needs and willing to do whatever is necessary to please the client or patient. In addition, it is of importance to employers to determine the level of satisfaction of their employees at work since the aftermath not only affects the employee but the organization as a whole. Satisfied employees are geared toward increase in productivity, responsiveness, quality service delivery and aid in positioning the organization competitively.

According to Murthy (1996) an organization may provide the best of tools, machines and materials but without motivation of its employees, the final product is likely to be of poorer quality. Due to the importance of the subject matter, many researchers had taken keen interest in the subject which eventually led to the development of diverse theories that explain motivation and employee satisfaction. However, despite these theories and the numerous studies that have been conducted, questions about motivation and employee satisfaction, and workers perceptions of factors influencing their satisfaction continue to be explored by researchers. Job satisfaction describes how content an individual is with his or her job. Several factors account for an individual's level of job satisfaction. Some of these factors are level of salary or pay and benefits,

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perceived fairness within the organization, the quality of work conditions, leadership style, and social relationships and also the job itself.

The job itself refers to the tasks involved, clarity of job requirements or description and also the interest and challenges associated with the job. A person is therefore said to be satisfied with his or her job when that person is happy within his or her work environment and looks forward to the next opportunity to work in that environment. Every individual has unique needs and desires that need to be satisfied, which is related to the behavior they exhibit, and these play a significant role in their preferences in different areas such as their workplace. Social, cultural and job factors all influence employees' behavior (Gibson, Donnelly & Ivancevich, 2000).

From the perception of employees, job satisfaction may reflect benefits that people might be looking for when they accept a job offer; these benefits are usually determined by the employer based on their profitability and competitive strategy in recruiting and retaining people. Alternatively job-related factors that affect satisfaction relate to employees' desire to employ their skills and abilities to make a meaningful contribution and to be appreciated in the organization they work with. From an organization's perception however, they employ people to perform specific tasks in order to achieve their business goals. When organizations finds people who fit their job requirements and employees are happy with what is being offered, then a situation in which both employer and employee benefit is created.

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Statement of the Problem

Motivation is present in almost every life function but a common place we find the need for its application is at the work environment (Chandrasekar, 2011). Motivation, thus, is the effort a person is willing to put in his or her work to achieve goals and objectives. According to Kinicki and William (2008), motivation is subjective hence what motivates one person might not necessarily motivate another. Studies on motivation and employee job satisfaction abound, due to its interest to scholars and practitioners in the various fields of life. However, there is still the need to explore the factors that motivate and influence satisfaction of workers in their jobs.

This is because studies show that there are significant differences in terms of what employees want from their work in different countries as well as in different industries or work sectors and at different points in time (Simon & Enz, 1995). This implies that studies on motivation and employee job satisfaction limited to one country or organization for example cannot be generalized across other countries or organizations. Various motivational factors that influence job satisfaction exist; which include money, recognition, opportunities for career advancement and others.

Some studies on motivation however show that employees are predominantly motivated by money (Fisher, 2005). Other studies on the other hand argue that although money is important, factors such as achievement, recognition, responsibility and respect are rather the key factors (Afful-Broni, 2012). According to Robbins and Langton (1999), money does motivate under

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certain conditions but the important question is does it motivate most workers to perform in their workplaces? Many organizational scholars have shown interest in why some people report being satisfied with their jobs, while others express low levels of job satisfaction.

However, much is not known about which factors influence job satisfaction in hospital staff. Factors leading to satisfaction, described as "motivators", were promotional and personal growth opportunities, responsibility, achievement and recognition. These are factors that are intrinsically rewarding to the individual. Extrinsic factors, described as "hygiene" factors, leading to job dissatisfaction include pay, physical working conditions, job security, company policies, quality of supervision and relationship with others (Robbins, 2003). Factors contributing to high levels of employee satisfaction have been identified as: supportive colleagues, supportive working conditions, mentally challenging work and equitable rewards (Locke, 1983).

Challenging economic conditions in Ghana and high expectation from families and friends have made money a "must have" hence a serious issue in the labour front. It is however not surprising that a great deal of issues that go to the National Labour Commission (NLC) border on salaries and wages (Darteh-Baah & Amoako, 2011). More recent issues that the NLC and the Fair Wages and Salary Commission (FWSC) had to go into negotiations for and settle were doctors, pharmacists as well as nurses in government hospitals, who laid down their tools because of their displeasure with conditions of service, remuneration and unpaid salaries respectively (Ghana/myjoyonline.com, 2015).

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This study focused on nurses of CCMH because of their immense contribution to healthcare delivery the fact that nurses spend more time with patients than do any other health care provider and patient outcomes are affected by quality of nursing care (DeLucia, Ott & Palmieri, 2015). In addition CCMH was used for the study because of recent complaints by nurses about increased pressure on them to act as doctors due to inadequate doctors at the facility (atlfmonline.com, 2015).

Purpose of the Study

The purpose of the study was to explore motivation and job satisfaction and identify factors influencing job satisfaction among nurses of Cape Coast Metropolitan Hospital.

Objectives of the Study

1. To determine main motivational factors based on the knowledge of nurses at CCMH on motivation.

2. To determine the relationship between socio-demographic characteristics such as sex, age, marital status tenure of work and educational status; and job satisfaction.

3. To identify factors influencing job satisfaction among nurses at the CCMH.

4. To identify the percentage of job satisfaction among nurses at the CCMH.

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Research Questions

1. What are the main motivational factors based on the knowledge of nurses at CCMH on motivation?

2. What is the relationship between socio-demographic characteristics such as sex, age, marital status, tenure of work and educational background; and job satisfaction?

3. What factors influence job satisfaction among nurses at the CCMH?

4. What is the percentage of job satisfaction among nurses at the CCMH?

Significance of the Study

The significance of the study was to contribute to the body of knowledge on employee job satisfaction from the perception of nurses. The information gained from this survey would serve as a basis for further research in other facilities, aid in academic research in the field of healthcare and also inform hospital administrators or policy makers on measures to ensure employee job satisfaction within the work environment. The findings, conclusions and recommendations would be made available to the CCMH administration and would serve as empirical evidence on which decisions can be made for the benefit of the hospital. Completing this study would not only increase the awareness on how important employee job satisfaction is, but would also create a path to happier and more effective nurses.

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Delimitation

The scope of the study was delimited to all nurses who work at the Cape Coast Metropolitan Hospital. CCMH was used for the study because of recent complaints by nurses about increased pressure on them due to inadequate doctors (atlfmonline.com), and also due to proximity of the facility and easy access to the researcher.

Limitations

Challenges were encountered with the sample size and in the administration of questionnaires, because the respondents (nurses) were reluctant to respond to the questionnaires and those who responded did so at their own convenient time. This prolonged the data collection period and also reduced the sample size.

Definition of Terms

Health care

It is a broad package of health promotion, preventive, curative and rehabilitative services which are rendered to clients or patients by trained professionals to improve their health status.

Job satisfaction

It describes how content an individual is with his or her job.

Motivation

It is a set of energetic forces originating both from within and outside the individual that initiates behaviour and determines its form, direction, intensity and duration.

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Organization of the Study

       This study was segmented into five chapters. Chapter one which was the introduction consists of the background of the study, statement of the problem, objectives of the study, research questions, significance of the study, delimitations, limitations, definition of terms and organization of the study. Chapter two which was the literature review consisted of the theoretical framework and the conceptual base of the study; and also other relevant theories. Chapter three was the research methods and dealt with the research design, study area, population, sampling procedure, data collection instruments, data collection procedures, data processing and analysis and chapter summary. Chapter four focused on results of the study and discussion. Finally, chapter five dealt with the summary, conclusion and recommendations of the study.

Introduction

This chapter dealt with the review of existing literature on job satisfaction. The main headings covered are the concept of job satisfaction which includes definitions and sources of job satisfaction theories of job satisfaction; the link between job satisfaction and motivation, motivational packages, empirical review and summary.

Theories of Job Satisfaction

There are numerous and diverse theories that explain job satisfaction, but for the purpose of this study Maslow's hierarchy of needs theory and Herzberg's two-factor theory which are classified as content theories were considered. The content theories of job satisfaction rest on identifying the needs and motives that drive people. They emphasize on the inner needs that drive people to act in a particular manner within the work environment. These theories therefore suggest that management can determine and predict the needs of employees by observing their behavior.

Maslow's hierarchy of needs theory

According to Maslow's theory (1943), people's needs range from a basic need to a high level need. These needs are present within every human being in a hierarchy, namely physiological, safety and security, social, esteem and self-actualization needs. According to Maslow, failure to satisfy one need may have an impact on the next level need in the hierarchy. Low level needs take priority over

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the higher level needs, hence higher level needs are activated only after low level needs are satisfied, so that needs are satisfied in sequence. In addition, this theory argues that people who are struggling to survive are less concerned with needs on the higher levels.

This theory though has been widely applied in the organizational setting has seen some criticisms from researchers. Maslow's theory outlines the needs individuals try to satisfy in the work environment which is understandable, but its statement that these needs must be satisfied in a hierarchical order is a fact which difficult to accept. For instance, a person may not have enough money to satisfy his physiological needs (food, water, shelter and clothing) but may have their friends and colleagues at work around them who might help them satisfy their social and esteem needs. The two-factor theory by Herzberg was however used to counter Maslow's hierarchy of needs theory and therefore also serves as a guide to this study.

Herzberg's two-factor theory

In the late 1950s, Frederick Herzberg developed a theory that stated that there are two factors associated with job satisfaction, "motivators" and "hygiene factors". The work characteristics associated with dissatisfaction (hygiene factors) vary from those pertaining to satisfaction (motivators). The continuing relevance of Herzberg's two-factor theory is the fact that there must be some link between performance and reward be it intrinsic or extrinsic, in order to motivate employees to perform and improve their satisfaction on the job. Motivators include job content such as responsibility, self-esteem, growth and autonomy

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which correspond to Maslow's higher level needs and when satisfied will in job satisfaction.

Motivators according to Herzberg when present lead to high motivation, high satisfaction and strong commitment, although their absence may not necessarily lead to dissatisfaction. Granting employees more responsibility and room for creativity in their jobs may encourage then to put in more effort and perform better. Hygiene factors on the other hand are the features of job such as organizational policies and practices, remuneration, benefits and working conditions, which correspond to Maslow's low level of needs. Improving these factors may decrease job dissatisfaction; however, inadequate hygiene factors may lead to dissatisfaction.

These factors need to be seen as priority and tackled first before the motivators can follow. Organizations cannot afford to ignore the hygiene factors as employees will be generally unhappy and thus are more likely to seek after other opportunities while mediocre employees might stay on, and compromise the achievement of organizational goals. Herzberg's two-factor theory forms the framework within which this study was conducted. The theory explains that although employees have needs which they try to fulfill in the work environment, some of these needs when fulfilled take away dissatisfaction but does not encourage employees to work harder whiles others when fulfilled motivate and leads to satisfaction. Thus the two-factor theory was used to explain why some employees still find satisfaction with their job despite the presence or absence of certain working conditions (Marfo-Yiadom, 2005).

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Maslow's hierarchy of needs theory   Herzberg's two-factor
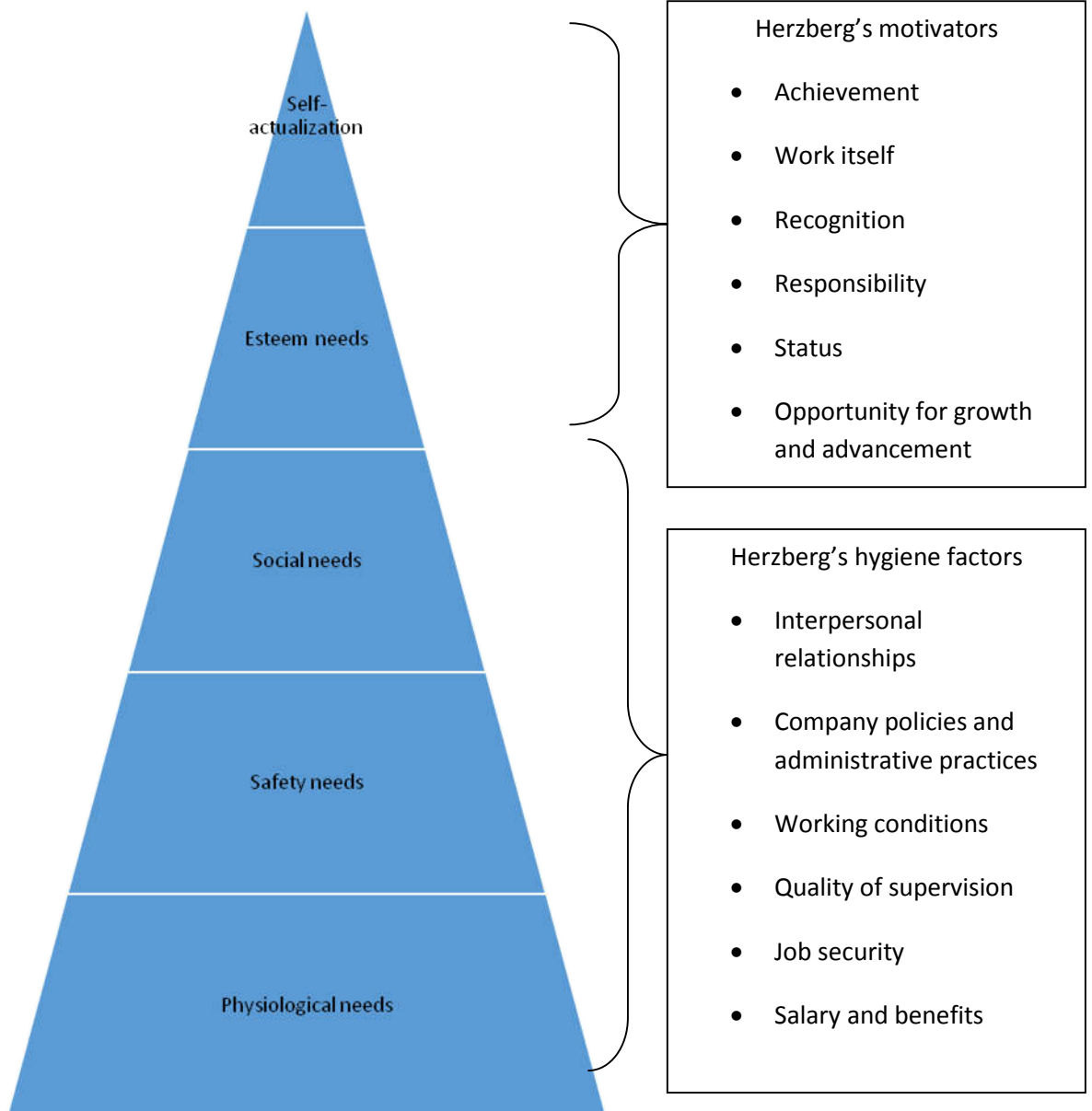
theory

Figure 1: Maslow's and Herzberg's theories related**.**

The Concept of Job Satisfaction

In order to understand and appreciate the concept of job satisfaction, it is necessary to define morale and attitude and establish their relation to job satisfaction. Morale can be defined as the state of the spirits of a person or group as exhibited by confidence, cheerfulness, discipline and willingness to perform assigned tasks. Attitude on the other hand is a positive or negative evaluation of people, objects, events, activities, ideas, or just anything in ones environment as a predisposition or tendency to respond positively or negatively towards a certain idea, object, person or situation. Attitude influences an individual's choice of action and responses to challenges, incentives, and rewards (together referred to as stimuli).

The study of job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. Job satisfaction has been closely related with many organizational phenomena such as motivation, performance, leadership, attitude, conflict, etc. Researchers have attempted to identify the various components of job satisfaction, measure the relative importance of each component of job satisfaction and explore what influences these components have on employee productivity. Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson and logsdon (2002) in support of the above view point defined job satisfaction as the extent to which employees like their work.

Reilly (1991) defines job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the

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perception of one's job. Maslow (1954) suggested that human needs form a five-level hierarchy ranging from physiological needs, safety, belongingness and love, esteem to self-actualization. Based on Maslow's theory of motivation, job satisfaction has been approached by some researchers from the perspective of need fulfillment (Kuhlen, 1963).

Job satisfaction is a very important indicator in predicting stability in organizations, employee turnover and quality of services provided to clients; and it is well explained through the theories of motivation. According to Marfo-Yiadom (2005), "motivation is a set of energetic forces originating both from within and outside the individual that initiates behavior and determines its form, direction, intensity and duration". This definition implies that motivation signifies a collection of forces that drives individuals to behave in a certain manner. "Motivation can also be defined as a set of processes that energize a person's behavior and direct it towards attaining some goals" (Marfo-Yiadom, 2005). Based on these definitions, it is important that a well-functioning organization should seek to improve factors such as morale and satisfaction which are indicators of motivation.

The level of job satisfaction across various groups may not be consistent, but could be related to a number of variables. This allows managers the opportunity to predict which groups are likely to exhibit behavior associated with dissatisfaction. Older employees are generally satisfied with their jobs although this may change as their chances of advancement get diminished and they face the

reality of retirement. For example, Kovach (1995) affirm that money and other basic needs become less important as an employee grows older.

Sources of Motivation

There are two sources of motivation, intrinsic and extrinsic (Afful-Broni, 2012). Intrinsic motivation refers to performing a task because it is naturally enjoyable (Ryan & Deci 2000). These include responsibility, autonomy, opportunity for advancement and challenging work (Armstrong, 2006). Extrinsic motivation, on the other hand refers to activities performed in order to attain an outcome (Jones & George, 2011). These include salary and wages, praise, bonuses, benefits and other tangible rewards. A number of studies conducted suggest that both intrinsic and extrinsic motivations are important, for instance one study discovered that the most important reward to workers were good benefits and job security which are extrinsic rewards as well as intrinsic rewards such as interesting work, independent work situations and opportunity to learn new skills (Williams, 2007).

Factors Influencing Employees' Job Satisfaction

Factors influencing job satisfaction vary in nature as there are personal factors and expectations involved, which tend to generate exceptions hence their generalizations are risky. These factors play important roles in determining job satisfaction among employees. Salaries and rewards play an important role in influencing job satisfaction for a number of reasons. First and foremost, money is a common factor of motivation and is one of the most important instruments in

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fulfilling one's basic needs and it satisfies the lower level in Maslow's hierarchy of needs theory of motivation. Secondly, most employees see money as a reflection of management's concern for their wellbeing. The last but not the least is that higher salary paid to an employee is considered as a symbol of his or her achievement and also higher level of contribution of his or her efforts towards the organization.

Promotion can also motivate employees to give off their best. Promotion offered to an employee indicates that employee's worth in the organization and indirectly boosts the morale of the employee. It enables employees to know their progress in the work environment and also enhances their self-worth. Promotion not only pushes people up the social ladder but also it brings with it increase in salaries. Job security is an important motivational factor for employees. In the society, work is central in the lives of people. Respect is accorded sometimes to people in terms of how they are treated or addressed based on their jobs. Due to the importance of work to individuals and the society, people may feel alienated when they lose their jobs or have no job to do. Lack of job security however may have a negative influence on employees' commitment to the organization.

Organizations can retain their best employees by recognizing the contributions they make to the organization. Recognition motivates employees because it involves the acknowledgement of their efforts, creativity and dedication towards work tasks. Staff relations or the development of work relationships is also very important in the work environment. This can be enhanced by the introduction of team-building activities which results in stronger

interpersonal relationships, improved communication, better understanding and clarity of roles as well as greater job satisfaction. Achievement is more of an intrinsic factor and it is determined by the individual. It can be related to Maslow's higher level needs. Good working conditions are one of the major priorities for an employee because it leads to physical comfort. A clean, well ventilated, well lighted, less noise and adequate equipments and tools required to perform tasks will influence how satisfied employees will be.

Responsibility which is seen in employee participation in key management decisions which impact other employees is another key factor which may lead to increased job satisfaction. Finally, career development from literature is seen as crucial for an effective labour market. When individuals find a career path that utilizes their full potential, they are likely to be motivated thus increasing job satisfaction. Opportunities for growth and advancement afford individuals the prospect of further enhancing themselves and growing within the ranks of their career. Job satisfaction in general is therefore a complex set of interrelationships of roles, responsibilities, tasks, interactions, rewards and incentives.

Motivation and Job Satisfaction

Job satisfaction is a multifaceted phenomenon which has been extensively studied. Diverse literature sources indicate that there is a relationship between job satisfaction and motivation and performance (quality of service delivery in relation to the health sector). Motivation encourages an individual in an organization, depending on his or her level of job satisfaction, to act in a certain way. In view of this, it is important that the manager knows how best to elicit the

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co-operation of staff and direct their efforts to achieving goals of the organization. Job satisfaction is defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences", (Locke, 1983). Others define job satisfaction simply as how content an individual is with his or her job or not. It results from the perception that one's job allows for the fulfillment of one's own important job values and the extent to which these values align with the individual's needs.

Motivational Packages

The level of job satisfaction may not necessarily be consistent across various groups within an organization. This is due to the fact that what satisfies one person might not necessarily satisfy another. In addition, what will satisfy an individual at a specified time may not satisfy that individual at another time. Moreover, every individual employee is unique and will respond to particular motivational process differently; for example, the use of recognition and praise for good work done may be a source of motivation for one person but yet have only limited or no effect on someone seeking to earn additional money to cater for personal needs. This allows managers to study and provide the best motivation packages tailored to the individual employees.

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Empirical Review

In a study to assess the role of work motivation on employee performance conducted by Wiley (1997), 200 students at Umea Business School who are assured to be future employees at different industries were asked to rank ten motivation factors according to how they perceive their importance by means of a survey questionnaire. The most important factor ranked one and the least important ranked ten and data analyzed using Microsoft Excel. The study concluded with the following ranking order by the respondents in the order of the most important to the least important: good wages, full appreciation of work done, job security, promotion, interesting work, and company loyalty to employees, good working conditions, tactful discipline, recognition and sympathetic help with personal problems. The respondents thus ranked 'good wages' as the most important factor of motivation.

From a study conducted by the Performance enhancement group, it was found out that employees favour daily recognition over bonus or higher pay. The study also revealed that employees who are recognized put in their best efforts in their work (Jeffries, 1997). In support of the results from above study, Hitika and Sirotiakova (2009) noted that workers will work harder if they realize that the work they do is recognized. In a research to describe factors that affect health worker motivation and satisfaction in the public sector in Ghana using structured questionnaires, low salary was found to be a de-motivator for over 90% of the respondents (Agyepong, Anafi, Asiamah, Ansah, Ashon & Narh-Dometey, 2004).

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Bodur (2001) conducted a study on health care staff employed at health centers in Turkey to investigate job satisfaction levels and their causes. Minnesota satisfaction questionnaire was used to investigate job satisfaction among health workers in twenty one health centres in Kopya, Turkey. The results showed low levels of job satisfaction among the respondents which was mainly due to working conditions and salaries. No correlation was however found between general satisfaction and the demographic characteristics such as sex, age and marital status.

Attrams (2003) also conducted a descriptive quantitative study which sought to investigate the perception of workers in both the public (Manhyia district hospital) and private health care facilities (Quality health care hospital) in Kumasi, Ghana on 'motivation and employee satisfaction'. 83 workers (54 and 29 from the public and private health care facilities respectively) were sampled using both the cluster and stratified techniques participated in the study. Data collection was done using questionnaires after which analysis was done using SPSS version 16.0 and Microsoft Excel. The study stated that though the participant workers established that salaries they receive was not adequate to meet their needs; it however did not affect their level of satisfaction in relation to their work since most of the respondents stated that they were very much satisfied with their work. The study affirmed Herzberg's two-factor theory of motivation that listed salary as a hygiene factor which means that salary only takes away dissatisfaction but does not necessarily motivate nor led to employee satisfaction.

Ali-Mohammed (2004) in a study conducted among 950 employees in Iran on factors affecting employees' job satisfaction in public hospitals where data was collection using questionnaires and data analysed using SPSS 11, stated that the participants reported a moderate level in their general satisfaction. The study also showed that opportunity to develop was a significant predictor of job satisfaction among the study participants, therefore the greater the opportunities for development within the organization, the greater the likelihood of a higher level of job satisfaction.

However, Maniram (2007) conducted a study among 81 academic staff to investigate the factors affecting job satisfaction at the KwaZulu Natal Further Education and Training College-Swinton Campus. A census method and structured questionnaire were employed and data analysis done using Microsoft Excel and Word. The study stated that most of the academic staff who participated in the study derives job satisfaction from having positive working relationship with management and their peers; training needs and training provided from the college. It was mostly found out from the results that the respondents derived job dissatisfaction from the absence of recognition for work done, remuneration and the benefits they receive, company policies and practices, achievement and advancement, feedback and communication, the ability to work independently and creatively and the general working conditions of the college. The study also reported that there were more factors that contributed to job dissatisfaction than job satisfaction among the respondents (academic staff).

Ramasodi (2010) conducted a study to identify factors that influence job satisfaction among 103 health care professionals selected through simple random sampling at South Rand Hospital in Johannesburg, South Africa. Self-administered questionnaires were used to collect data and SPSS 17 used for analysis of data. The outcome of the study indicated an overall dissatisfaction among the respondents. Factors which had low influence on job satisfaction as reported by the participants were salary, exclusion from decision making, performing a lot of non-clinical tasks and not having sufficient time with patients. Variables such as opportunity to develop, responsibility, patient care and staff relation were seen to have significant influence on job satisfaction. The study however affirmed Herzberg's two-factor theory which listed responsibility, achievement, recognition and opportunity to develop as motivators. In addition reasons for dissatisfaction such as salary, quality of supervision and working conditions according to the study were seen to align with Herzberg's hygiene factors of motivation in Herzberg's two- factor theory responsible for job dissatisfaction.

Parvin (2011) conducted a descriptive study employing close-ended interview schedule to identify factors affecting employee job satisfaction in the pharmaceutical sector using Icepta, Beximco and Apex Pharma as the study areas. This study tested factors affecting job satisfaction for pharmaceuticals companies. Based on the results from the study it is reported that work conditions, fairness, promotion, and pay, are key factors affecting pharmaceuticals companies employees' job satisfaction. The factor of work conditions is also proven to have

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significant influence over the pharmaceuticals companies. The physical design of the place does have certain impacts on job satisfaction. In pharmaceuticals companies job security as an aspect of job satisfaction was more important to male employees than to female employees. The results suggest that the factors had satisfactorily explained job satisfaction and that the policy makers and managers should focus on the factors that affect employee job satisfaction, if they want to enhance their businesses

Neog and Barua (2014) conducted a descriptive study on factors influencing employees' job satisfaction: an empirical study among 100 employees of automobile service workshops in Assam, India. The study employed structured questionnaire for data collection and Pearson correlation and T-test and Anova were used in data analysis and was meant to identify factors which influence the job satisfaction of these employees and to also determine the relationship between the identified factors and job satisfaction. The results of the study showed that majority of the respondents consider their salaries as inadequate and therefore suggested a revision in the salaries in order to increase their level satisfaction on the job. In addition, respondents reported in varied proportions that factors such as bonuses in the form of monetary incentives, rewards, improved infrastructure, career development, opportunities and future earning potential policies; when present will increase their level of job satisfaction. The researcher in conclusion stated that the identified factors listed above all have a positive relationship with job satisfaction.

Petrosova and Polchilenko (2015) conducted a study using the literature view method where twelve (12) articles dated 2004-2014 were selected from CINAHL (EBSCO), PubMed, Academic Search Elite (EBSCO), OVID, Elsevier Science Direct, and by manual search. The aim of the study was to research levels of job satisfaction, factors affecting job satisfaction/dissatisfaction, and ways to improve job satisfaction among nursing managers. The study revealed overall moderate levels of job satisfaction among nursing managers with slight variations across different levels of management and depending on geographical location. Factors affecting job satisfaction or dissatisfaction of nursing managers according to the study were determined and sorted in six groups: working conditions, support, opportunities for professional development, autonomy and decision-making power and stress.

Conclusion

The chapter introduced the concept and sources of job satisfaction, the relationship between job satisfaction and motivation, motivational packages and also highlighted the theories of job satisfaction related to this study. In addition, researches done in relation to the topic under study were mentioned. From the literature review, it is evident that job satisfaction is a phenomenon that has been extensively researched and is of immense importance to both employees and employers. Employees who are motivated are generally satisfied with their job and are therefore more productive in the work environment according to literature. Finally, it is obvious from the literature review that job satisfaction is a phenomenon that transcends boundaries, cultures, race and countries; and

although it is a common phenomenon, factors that influence it differs across geographical locations.

CHAPTER THREE

RESEARCH METHODS

Introduction

Research method describes the specific methods employed in obtaining information of the study. The purpose of the study was to explore motivation and job satisfaction and identify factors influencing job satisfaction among nurses of Cape Coast Metropolitan Hospital. This chapter therefore gave a brief background of the study area and the various methods used in conducting the study.

Research Design

This study is descriptive in nature. Descriptive research according to Afful-Broni (2012) gives a precise and meaningful image of an event and it tries to explain peoples' views and behaviours based on data gathered at a specific time. Descriptive research can be either quantitative or qualitative. But in this study, the quantitative approach was utilised. It is the collection of data in the form of numbers. According to Sarantakos (2005), quantitative approach is more specific in terms of measurement and easy to analyze. It is also stronger in terms of reliability, easy to replicate and the results are generalisable to the wider population if proper sampling procedures are applied. One major weakness of the quantitative approach is that questions are generally, narrowly focused and precisely worded with a fixed set of responses so that everyone is asked the same questions in the same way and have to choose from exactly the same set of

responses. Therefore responses that will capture diverse views of the participant were provided.

Study Area

This study area for this study is Cape Coast Metropolitan Hospital (CCMH) in the Central Regional capital of Ghana. CCMH is a Ghana Health Service (GHS) facility which was established in 1939 and originally served as a Regional Hospital until 1998 when it was downsized to the status of a district hospital. It is the second largest hospital and the main referral hospital for clinics and health centers in Cape Coast. It is also one of three hospitals (Cape Coast Teaching Hospital and University of Cape Coast Hospital) in the metropolis which offers out-patient, in-patient and emergency services. It is located at Bakaano a suburb of Cape Coast and has a yearly attendance of 80,000 to 100,000 including a yearly average of 6,000 in-patients.

The hospital serves as a primary health facility in a catchment population of one hundred and fifty nine thousand, two hundred and five (159,205) with about 106 communities (Ghana Statistical Service, 2012). It has a bed capacity of one twenty (120) for in-patient services and also provides a 24hour emergency services with nine (9) beds. It provides medical care in medicine, child health, dentistry, surgery, obstetrics and gynecology, eye care, community psychiatry services, family planning and public health services such as antenatal, postnatal and disease control services. On a daily average the hospital serves a total of 240 patients and has a staff capacity of two hundred and thirty one (231).

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Population

The study population comprised all nurses in CCMH from all departments at the time the study was conducted. Total population of nurses in CCMH is eighty five (85). This number comprises seventy three (73) general nurses and twelve (12) midwives.

Sampling Procedure

In estimating sample it is stated that for a population of 85 nurses, a sample size of 70 nurses is suggested to be a representation of the population (Krejcie & Morgan, 1970 cited by Sarantakos, 2005). However, because of the relatively small size of the target population, the census method was employed to capture the view of all the participants. After the data collection, eighty (80) questionnaires were realized. In all eighty (80) nurses participated in the study. Four (4) nurses were not contacted because they were on leave and one (1) nurse however declined to participate.

Pre-Testing

To validate the questionnaires, a pre-test was done using 10 nurses in the Cape Coast Teaching Hospital (CCTH) after which the questionnaires were revised before the main distribution to respondents was done in order to facilitate easy completion. As part of the revision, 'tenure of work' was revised to 'years of work'. Reliability however is a function of accuracy, relevance and comprehensiveness (Haroun, 1999). The issue of accuracy was addressed by minimizing design fault, sampling bias and non-response. Design fault was

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minimized by piloting and revising the questionnaires, sampling bias by obtaining a representative population. To ensure relevance on the other hand, data critical to the objectives of the study were collected as reflected in the research questions.

Data Collection Instruments

Structured questionnaire with closed ended questions was used to gather information from respondents who are the nurses at the Cape Coast Metropolitan Hospital. Though a structured questionnaire is harder to develop compared to an unstructured questionnaire, it is easier to complete and easier to analyze. It is also less expensive, and there is less interferences on the part of the researcher and it is also less time-consuming (Sarantakos, 2005).Closed-ended questions on the other hand, does not allow respondents to express their views but instead limits respondents to choosing from a range of answers, to represent their view on the subject under discussion.

A self-administered questionnaire was used on the assumption that all the nurses involved in the study are literates. The inclusion criteria for the study were all nurses available at the time of the study and who were willing to participate. The purpose of the study was communicated to the respondents and instructions were provided as to how questions were to be answered. The questionnaire comprised of two (2) parts. The first part (Section A) comprises of a series of questions that were designed to obtain the demographic characteristics such as sex, age, marital status, tenure and educational level of the respondents. The second part (Section B) consisted of several questions that were used to

established nurses perceptions on motivation and factors that influence their job satisfaction.

Ten (10) factors were adopted from Attrams' (2013) three-point Likert scale in the literature review, and respondents were made to indicate the importance of each factor as it relates to their job satisfaction. The main body of the questionnaire was developed using clear and unambiguous wording of questions and terms that were easily understood by respondents. The composition and construction of the questions were guided by the research questions specified in the introduction of this study.

Data Processing and Analysis

Data gathered from research respondents mean nothing until they are analyzed and interpreted. Data collected from the field through questionnaires were sorted, organized and coded for easy analysis. The Statistical Package for Social Solutions (SPSS) version 16 as well as Microsoft Excel 2010 was used for the analysis. Findings were categorized and discussed with references made to literature where necessary.

Ethical Consideration

Getting access to the research site and even persuading people to participate in the study usually is a difficult thing to do (Cresswell, 2013). In order to overcome this challenge, an introductory letter was collected from the Department of Management and presented to the administrator of the Cape Coast Metropolitan Hospital to enable easy access to the hospital. With regards to

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privacy and confidentiality, the participants were allowed to withhold information about themselves that they did not feel comfortable about and they were assured that the data being collected was not for public consumption but for purely academic purposes respectively. Anonymity was observed by ensuring that the participants do not disclose their identity. Appropriate methodology and research reporting were used to conduct the research in a systematic and objective manner and by disclosing the methodology, findings and conclusions in a complete and unbiased manner respectively.

RESULTS AND DISCUSSION

Introduction

This chapter of the study took a critical look into the analysis and findings of the study. It introduced the way the data was gathered from the study and analyzed. The analysis is presented in two folds; preliminary analysis and inferential analysis.

Preliminary Analysis

This basically deals with the description of the study population with respect to their socio-demographic characteristics such as gender, ages, marital status, educational level as well as the work experience.

Table 1- *Socio-demographic characteristics of respondents*

Sex	Frequency	Percent
Male	29	36.3
Female	51	63.7
Marital status		
Single	39	48.7
Married	39	48.7
Separated	2	2.6
Educational level	Frequency	Percent
Certificate	13	16.3
Diploma	49	61.3

Table 1 continued

Bachelor's degree	18	22.5
Work experience		
less than 1 year	3	3.8
1- 4 years	35	43.8
5 -9 years	34	42.5
10 - 14 years	5	6.3
15 years and above	3	3.8
Age groups		
Less than 21 years	1	1.3
21-30 years	41	51.3
31-40 years	33	41.3
41-50 years	2	2.5
51- 60 years	3	3.8

Table 1 above represents the socio-demographic characteristics of the respondents that were surveyed. It can be seen that 51 females representing 63.7 percent of the total sampled population took part in the survey while the remaining 29 respondents representing 36.3 percent were males. Thirty- nine (39) of the respondents were married, 39 were single and 2 were separated. Thirteen (13) representing 16.3 percent of the total sampled population had certificate, 49 (61.3%) had diploma and 18 (22.5%) had bachelors degree. It can also be seen that 3 representing 3.8 percent of the total sampled population had worked at the facility for less than a year, 35 (43.8%) had worked between 1 to 4 years, 34 (42.5%) worked between 5 to 9 years, 5 (6.3%) worked between 10 to 14 years

and 3 (3.8%) had warked at the facility for 15 years and above. This means that most of the respondents have been working with the organization within a 10-year period.

Table 2- *Rankings of the main motivation factors*

Main factors	Responses	
	Number	Percent (%)
Money	62	17.5
Working Conditions	50	14.1
Opportunity For Growth	47	13.3
Promotion	46	13.0
Recognition	40	11.3
Job Security	33	9.3
Job Itself	23	6.5
Achievements	22	6.2
Relationship With Co-Workers	20	5.6
Responsibilities	11	3.1
Total	354	100

Table 2 gives the responses from the respondents on the ranking of the main motivation factors. The respondents were to choose as many factors as were

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applicable. The responses indicate that the major factors of motivation are money, working conditions of the respondents, followed by the opportunity for growth and advancements in the organization, with responsibilities being the least of the factors that affects job satisfaction, as shown in the table above. This means that the main motivation factors are money, working conditions, opportunity for growth and advancements, promotions and recognition of the work of the workers.

Money (remuneration) was ranked as the most important motivation factor by the respondents and is consistent with a previous research by Wiley (1997), where respondents ranked good wages as one of the most important motivation factors. The ranking obtained from the study is also in alignment with the results obtained from two different job satisfaction researches conducted by Parvin (2011), and Neog et. al (2014), among workers of the pharmaceutical industry and automobile industry respectively. The earlier research ranked pay (remuneration), working conditions and promotion as key factors affecting job satisfaction while the later ranked salaries, monetary bonuses, improved infrastructure and career development opportunities as important determinants of job satisfaction.

Working Conditions

Table 3- Working *environment is safe and comfortable*

	Frequency	Percent
Agree	43	53.8
Disagree	33	41.3
not sure with the statement	4	5.0
Total	80	100.0

Table 3 displays the opinions of the respondents on the safety and comfort ability of the environment in which they work. Forty-three (43), representing 53.8 percent of the respondents agreed that their working environment was safe and comfortable while 33 (41.3%) disagree. Four (4) respondents (5.0%) of the respondents were not sure with the statement. This means the respondents agree their working environment is safe and comfortable for them.

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Table 4- *There is sufficient space to work*

	Frequency	Percent
Agree	44	55.0
Disagree	31	38.8
not sure with the statement	5	6.3
Total	80	100.0

Table 4 displays the views of the respondents on sufficiency of space in their workplace. Forty-four (44), representing 55.0 percent of the respondents agreed that there is sufficient space at the workplace for them to work while 31 (38.8%) disagree to that fact. Five (5) respondents (6.3%) of the respondents were not sure with the statement. This means the respondents agree that there is sufficient space for them to work at the workplace

Table 5- *All materials and equipment needed to work is available*

	Frequency	Percent
Agree	57	71.3
Disagree	18	22.5
not sure with the statement	5	6.3
Total	80	100.0

Table 5 shows the views shared by the respondents on the availability of working material and equipment needed to work with. Fifty-seven of the respondents (71.3%) agree that there were enough working material and equipment while 18 (22.5%) disagree. Again 5 respondents were not sure with the statement. This means the respondents agree that all materials and equipment needed to work are available to them.

Salary and Other Benefits

Table 6- *The salary is enough to meet basic needs*

	Frequency	Percent
Agree	22	27.5
Disagree	52	65.0
Not sure with the statement	5	7.6
Total	80	100.0

Table 8 illustrates the views of the respondents shared on whether their salaries are enough to meet their basic needs. Twenty-two representing 27.5 percent of the respondents agree that, indeed, their salary is enough to meet basic needs while the majority of 65.0 percent disagrees. However, 7.6 percent were not sure with the statement. This means the respondents disagree that their salary is enough to meet their basic needs.

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Table 7- *There are other benefits apart from salary*

	Frequency	Valid Percent
Agree	17	21.3
Disagree	56	70.0
not sure with the statement	7	8.8
Total	80	100.0

Table 7 illustrates the views of the respondents shared on the existence of other work benefits apart from their usual monthly salaries. Only 17 (21.3%) respondents agree that, indeed, there are other benefits they enjoy apart from their monthly salaries while the majority of 56 (70%) disagree. Seven (7) representing 8.8% of the respondents were not sure with the statement. This means the respondents disagree with the statement that there are other benefits apart from salary.

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Relationship with Co-Workers

Table 8- Co-*workers are friendly and helpful*

	Frequency	Percent
Agree	75	93.8
Disagree	2	2.5
not sure with the statement	3	3.8
Total	80	100.0

Table 8 shows the views of the respondent on whether their co-workers are friendly and helpful. Seventy-five of the respondents (93.8%) agree that their co-workers are friendly and helpful while only 2 respondents (2.5%) thought their co-workers are not friendly and helpful. Three of the respondents (3.8%) however were not sure with the statement.

Table 9-*Co-workers are very easy to communicate with*

	Frequency	Percent
Agree	68	85.0
Disagree	8	10.0
not sure with the statement	4	5.0
Total	80	100.0

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Table 9 shows the views of the respondent on whether their co-workers are easy to communicate with. Sixty-eight of the respondents (85.0%) agree that their co-workers are easy to communicate with while 8 respondents (10.0%) thought their co-workers are not easy to communicate with. Four of the respondents (3.8%) however were not sure with the statement. This means the respondents agree with the statement that co-workers are very easy to communicate with.

Table 10- *Relationship with immediate boss*

	Frequency	Percent
Agree	72	90.0
Disagree	6	7.5
not sure with the statement	2	2.5
Total	80	100.0

Table 10 gives information on the respondent's agreement on his/her relationship with his immediate. It can be seen that most of the respondents 72 (90%) agreed that they have good relationship with their immediate bosses as shown in the table above. This simply means that the respondents have good relationships with their bosses at the work place.

Promotional Policies

Table 11- *Promotional policies are based on one's abilities*

	Frequency	Percent
Agree	34	42.5
Disagree	30	37.5
not sure with the statement	16	20.0
Total	80	100.0

Table 11 provides information on the agreement of the respondents with regards to the promotional policies of the organization. It can be seen from the table that most of the respondents (42.5%) agree that the promotional policies of the organization are based on the abilities of the respondents. This means the respondents agree with the statement that promotional policies are based on one's abilities.
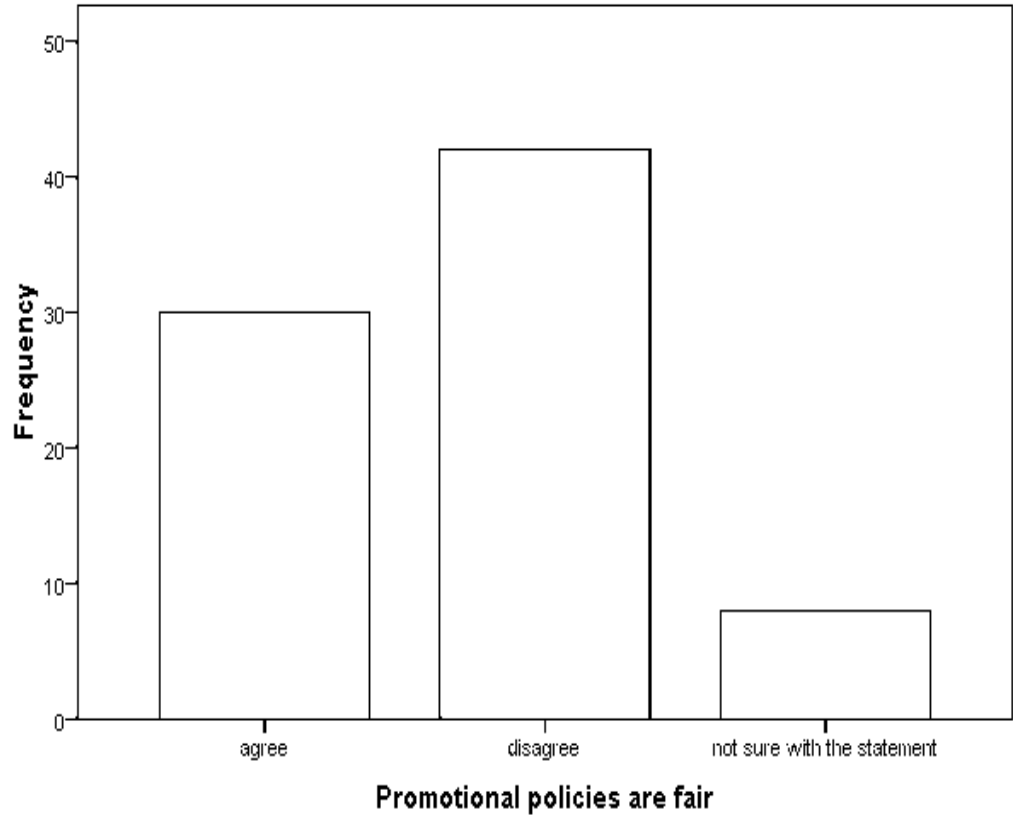
Promotional policies are fair

Figure 2: Fairness of promotional policies

Figure 2 shows that most (42) of the respondents disagree with the fact that the promotional policies of the organization are fair. This is shown by the longest bar in the figure above**.** This means the respondents disagree with the statement that promotional policies are fair.

Achievements and Work Itself

Table 12- *There is personal satisfaction at work*

	Frequency	Percent
Agree	58	72.5
Disagree	18	22.5
not sure with the statement	4	5.0
Total	80	100.0

From table 12, it can be seen that 72.5 percent of the 80 respondents agreed that there is personal satisfaction at their work they do, with 5 percent not sure with the statement. This means the respondents agree that there is personal satisfaction at the work they do.
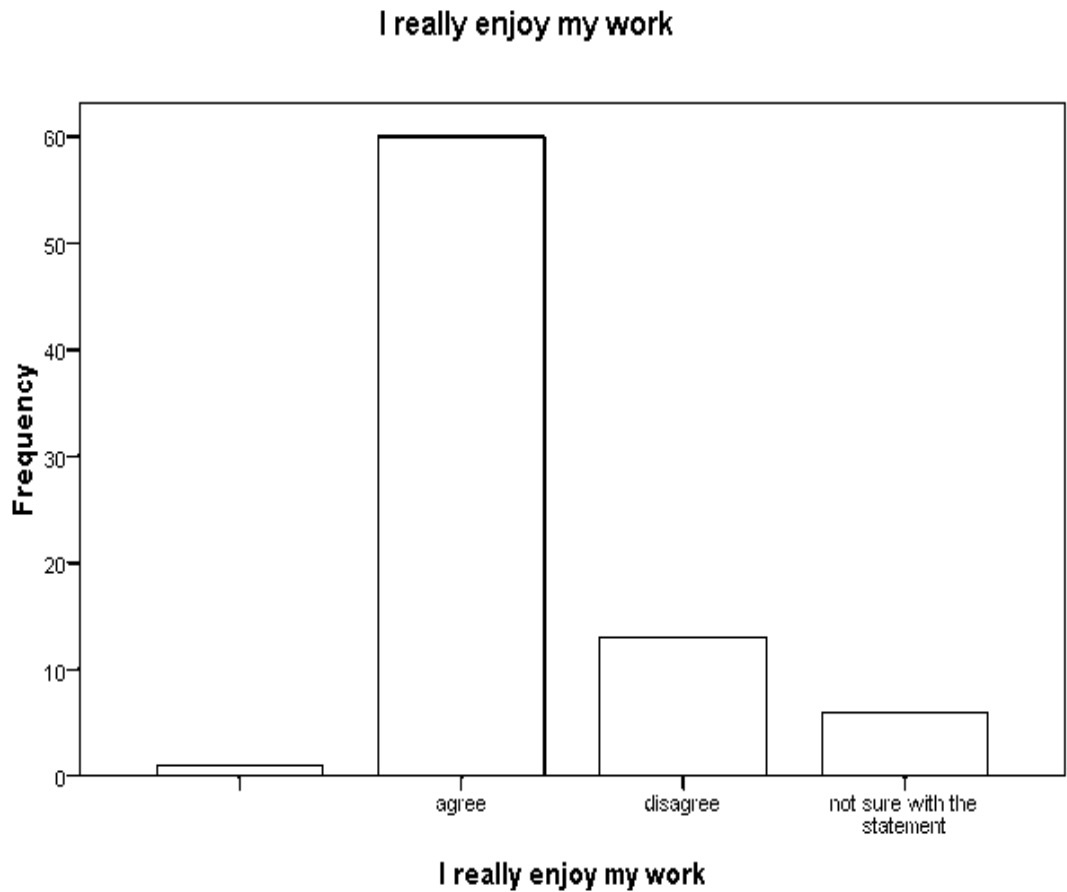
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I really enjoy my work

Figure 3: How well respondents enjoy their work

Figure 3 gives information on whether respondents enjoy their wok or not. It can be seen that a greater number (60) of the respondents agreed that they really enjoy their work. This is shown by the longest bar in the figure above. This means the respondents agree that they enjoy their work.

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Recognition

Table 13-*Efforts at work are appreciated by others*

	Frequency	Percent
Agree	52	65.0
Disagree	19	23.8
not sure with the statement	9	11.3
Total	80	100.0

Table 13 provides information on whether the efforts of the respondents at the workplace are appreciated by others. The table shows that a larger percentage of the respondents (65%) agreed that their efforts at work are recognized and appreciated at the workplace by others, with percent 11.3 percent not being sure with the statement. This means the respondents agree that their efforts at work are appreciated by others.

Table 14-*There is regular feedback on how well work is done*

	Frequency	Percent
Agree	26	32.5
Disagree	48	60.0
not sure with the statement	6	7.5
Total	80	100.0

Table 14 provides information on whether there is regular feedback on how well work is done. The table shows that a larger percentage of the respondents (60%) disagreed with the fact there is regular feedback on how well work is done with 8 percent not being sure with the statement. However, 32.5 percent believe there is regular feedback on how well work is done. This simply means that most of the respondents believe there is no regular feedback on how well work is done since they disagree with the statement.

Table 15- *There is praise when work is properly done*

	Frequency	Percent
Agree	37	46.3
Disagree	33	41.3
not sure with the statement	9	12.6
Total	80	100.0

Table 15 provides information on whether respondents are praised when work is properly done. The table shows that larger percentage of the respondents (46.3%) agreed with the fact there is praise when work is properly done and 41.3 percent also disagreed with the statement. However, 12.6 percent of them were not sure with the statement. This simply means that most of the respondents agree that there is praise when work is properly done.

Responsibilities at Work

Table 16- *Use of ideas and skills*

	Frequency	Percent
Agree	35	43.8
Disagree	36	45.0
not sure with the statement	9	11.3
Total	80	100.0

Table 16 provides information on whether respondents are allowed to use their own ideas and skills at work. The table shows that 45 percent of the respondents disagreed with this statement whiles 43.8 percent also agreed with the statement. However, 11.3 percent of them were not sure with the statement. This means that most of the respondents agree that they are allowed to use their own ideas and skills at work.

Growth and Advancement

I have opportunity to further my education
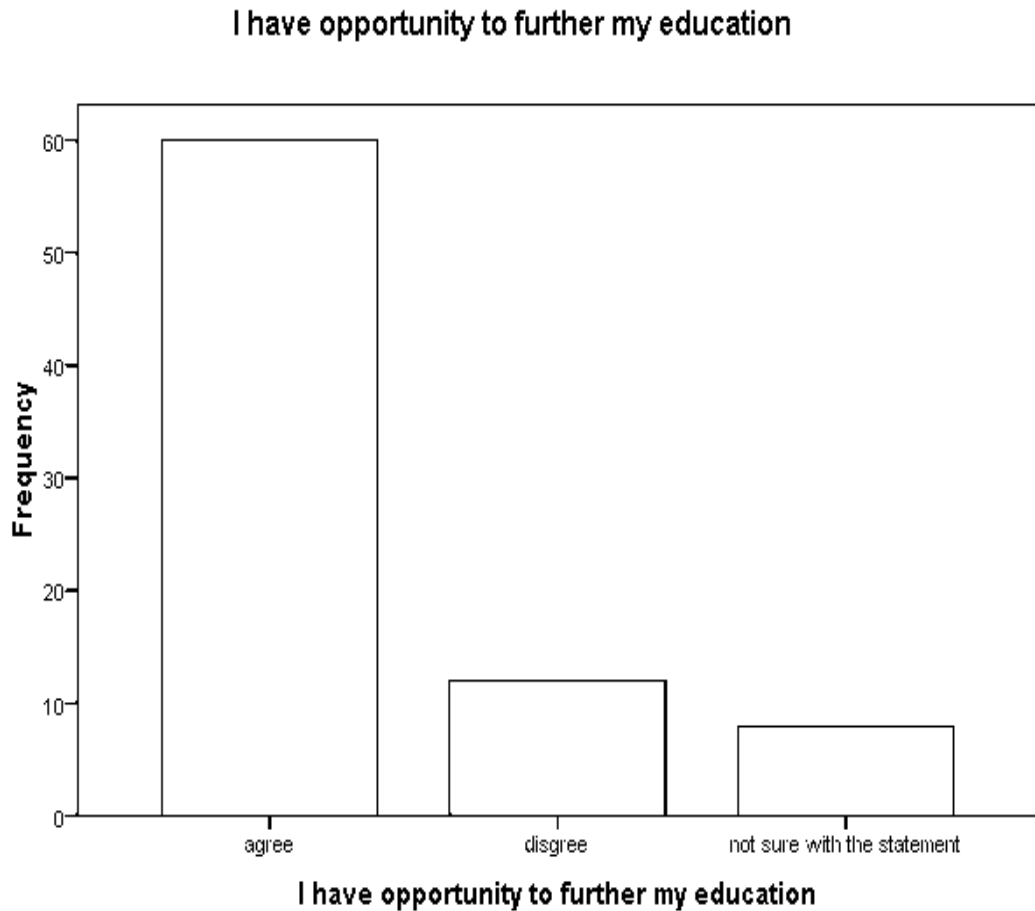

Figure 4: Opportunity to further education

Figure 4 provides information on whether there is opportunity for the respondents to further their education. It can be seen from the figure that 60 of the respondents believed that there is always opportunity to further their education. This simply means that there is always opportunity for the respondents to further their education.

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Table 17- *Opportunities to advance to more senior positions*

	Frequency	Percent
Agree	61	76.3
Disagree	11	13.8
not sure with the statement	8	10.0
Total	80	100.0

Table 17 provides information on whether opportunities exist for respondents to advance to more senior positions. The table shows that 76.3 percent of the respondents agreed with this statement whiles 13.8% disagreed with the statement. However, 10 percent were not sure with the statement. This simply means that there is always an opportunity for respondents to advance to more senior positions.

Table 18-*Are you satisfied with your job?*

	Frequency	Percent
Agree	59	73.8
Disagree	12	15.0
not sure with the statement	9	11.3
Total	80	100.0

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Table 18 provides information on whether the respondents are satisfied with their job. The table shows that a larger percentage (73.8%) of the respondents agree with the statement that they are satisfied with their work. 15 percent disagree with the statement. However, 11.3 percent were not sure with the statement. This simply means that most of the respondents are satisfied with the job that they are doing.

Further Analysis

This analysis continues from the previous chapter and the results here are subject to inferential statistical procedures. The appropriate statistical procedure used in this chapter is the Chi-Square.

Chi-Square Test: Chi-Square test of independence

The Chi-square is a statistical test commonly used to compare observed data we would expect to obtain according to a specific hypothesis. For example, if according to Mendel's laws, you expected 10 of 20 offspring from a cross to be male and the actual observed number was 8 males, then you might want to know about the "goodness to fit" between the observed and expected. Were there deviations (differences between observed and expected) in the results due to chance or were they due to other factors? How much deviation can occur before you, the investigator, must conclude that something other than chance is at work, causing the observed to differ from the expected? The Chi-Square test for independence is applied when you have two categorical variables from a single

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population. It is used to determine whether there is a significant association between the two variables.

Testing of the assumptions underlying Chi-Square test

1. *Assumption of random sampling*

The sample data was a random sample from a fixed distribution or population where each member of the population has an equal probability of selection. The respondents for the study were randomly selected by the researcher during administering of the questionnaires. Attention was paid to the gender of the nurses. Therefore the assumption is met.

2. *Assumption of sufficiently large sample size*

The population was eighty-five (85) nurses from which data was collected from eighty (80) nurses, which is large enough.

3. *Assumption of independent of observations*

Independent of cases as an assumption means that the population from which data is obtained is independent of one another. This is evident because the data was taken from two set of respondents (male and female nurses) and the respondent answered the questions independently.

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Table 19- *Chi-square tests of independence*

	Value	Degree of freedom	Asymptotic significance
GENDER versus MONEY			
Pearson Chi-square	0.186	2	0.911
Likelihood ratio	0.180	2	0.914
EDUCATION versus MONEY			
Pearson Chi-square	0.003	2	0.998
Likelihood ratio	0.003	2	0.998
AGE versus PROMOTION			
Pearson Chi-square	6.294	4	0.178
Likelihood ratio	8.472	4	0.076
MARITAL STATUS versus WORKING CONDITION			
Pearson Chi-square	2.764	3	0.430
Likelihood ratio	3.400	3	0.334
WORK EXPERIENCE versus RECOGNITION			
Pearson Chi-square	5.508	4	0.239
Likelihood ratio	6.801	4	0.147
No. of valid cases	80.000		

Level of significance: Alpha at 0.05

From the table above, the p-values for the Pearson's Chi-Square Tests are greater than the alpha level (0.05). Table 19 which bears reference the objective to determine the relationship between socio-demographic characteristics such as sex, age, marital status, tenure of work and educational status of the respondents it was deduced from the study that there are no significant relationships between the variables considered in the study and job satisfaction among nurses at the Cape

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Coast Metropolitan Hospital. This is consistent with results obtained from researches by Bodur (2001) and Ramasodi (2010) where no relationship was established between general job satisfaction and the demographic characteristics such as sex, age and marital status.

Table 20-*Correlation between motivation factors and job satisfaction*

	Job satisfaction
Job satisfaction	1
Working conditions	0.855**
Relationship with co-workers	0.787**
Promotional policies	0.430**
Achievement and work itself	0.427**
Recognition	0.634**
Responsibilities at work	0.561**
Growth and advancement	0.689**
Salary and other benefits	0.395**

** Correlation is significant at P < 0.01 (2 tailed)

Table 20 which bear reference to the objective on the factors influencing job satisfaction among nurses at Cape Coast Metropolitan Hospital, shows that all the listed factors influence job satisfaction but in varied significance. Working conditions has the strongest correlation to job satisfaction (r = 0.855) hence exerts the greatest influence on job satisfaction. Relationship with co-workers (r = 0.787), growth and advancement (r = 0.689) and recognition (r = 0.634) also exert

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a significant influence of job satisfaction. The table also shows that promotional policies (r= 0.430), achievement and work itself (r = 0.427) and responsibility (r = 0.561) have a moderate influence while salary and other benefits (r = 0.395) exerts a weak and least influence on job satisfaction.

The correlation analysis results obtained shows that all the factors have a level of significance hence influence on job satisfaction though in varied proportions. The results from the correlation analysis shows that working conditions exerts the strongest influence on job satisfaction which confirms the result from a study on a related topic by Bodur (2001) that working condition has a high influence on job satisfaction. The correlation analysis also shows that recognition as a motivation factor exerts a strong influence on job satisfaction and it is consistent with the results of the studies by Jeffries (1997) and Hitika & sirotiakova (2009) where recognition was stated as an important determinant of job satisfaction.

However, the correlation analysis results from this study which shows that salary and other benefits exerts the weakest influence on job satisfaction contradicts results from Bodur (2001) which stated that salary has a strong influence on job satisfaction. Furthermore, the nurses disagree that their salary is enough to meet their basic needs though a larger percentage of the nurses (about seventy-four percent (73.8%) indicated they are satisfied with their job. This is contradictory with the findings from Bodur (2001) where low salaries and bad working conditions were stated to be responsible for the generally low job satisfaction among the respondents. The research findings from the current

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research is however consistent with the research findings from Attrams (2013) where the salaries received by the respondents was not adequate to meet their needs but had no significant influence on their general job satisfaction since a higher percentage stated they were very satisfied with their jobs.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter gave a comprehensive summary on the key findings, drew conclusions and gave recommendations based on the findings of the study to reference the objectives set.

Summary

Job satisfaction among workers (nurses) is of immense importance and has been linked to increased productivity and efficient service delivery. The study employed quantitative and descriptive methods of research using a sample size 85 out of a population of 85 nurses. Due to the relatively small population, the census method was used to in order to get a more representative result. Questionnaires were distributed to the respondents out of which 80 completed questionnaires were recovered. Analysis was done using SPSS 16 and Microsoft Excel 2010. The study was carried out using the nurses at the Cape Coast Metropolitan Hospital as a case study with the following objectives:

1. To determine main motivational factors based on the knowledge of nurses at CCMH on motivation.

2. To determine the relationship between socio-demographic characteristics such as sex, age, marital status tenure of work and educational status; and job satisfaction.

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3. To identify factors influencing job satisfaction among nurses at the CCMH.

4. To identify the percentage of job satisfaction among nurses at the CCMH.

Nurses were selected for this study because of their immense importance in healthcare deliver in Ghana and worldwide. This is because nurses spend more time with patients as compared to other health care professionals. Even though two theories of job satisfaction were mentioned in the study, Herzberg's two-factor theory which elaborates more on job satisfaction and dissatisfaction and their contributing factors was used as the framework for the study. Various studies on job satisfaction had diverse views on the topic were reviewed to give a source of comparison of results. Below is the summary of findings:

1. The rankings given by the nurses at CCMH based on their knowledge of motivation are money, working conditions, opportunity for growth and advancements, promotions and recognition.

2. There is however no relationship between socio-demographic characteristics such as sex, age, marital status, tenure of work and educational status and job satisfaction of respondents (nurses) at Cape Coast Metropolitan Hospital.

3. The correlation analysis shows that all the nine motivation factors have significant influence on job satisfaction though in varied proportions.

4. About seventy-four (73.8%) of the respondents indicated that they are satisfied with the job that they are doing despite the fact that 65 percent indicated that their salary is not enough to meet their basic needs.

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This thus confirm Herzberg's claim that salary (money) is a hygiene factor therefore it only takes away dissatisfaction but does not necessarily motivate and lead to employee job satisfaction. In addition, the fact that money did not attain 100 percent response as the leading motivational factors means that motivation and job satisfaction is a perception.

Conclusion

Job satisfaction among nurses is a sine qua non to ensuring that they are retained and motivated. The public sector in recent times has been flooded with series of strike actions and negotiations by various labour unions which have been attributed to issues of inadequate salary, unpaid allowances and poor working conditions. This has led to low productivity and a lot of inconveniences for the general public. Numerous factors were identified of which the most preferred is money. Even though money is the most preferred motivation factor, it does not exert any strong influence on job satisfaction as compared to the nonmonetary factors.

This is because though most of the nurses disagreed that the salary they receive is enough to meet their basic needs; it did not affect their level of satisfaction on the job as most of them confirmed that they were satisfied with their jobs. The study thus confirms Herzberg's assertion that salary (money) is a hygiene factor; it only takes away dissatisfaction but does not necessarily motivate and result in job satisfaction. In addition, the fact that money did not attain 100 percent response as the leading motivational factors means that motivation and job satisfaction is a perception.

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Recommendations

The following are recommended in relation to the result of this study:

1. The study revealed that money though preferred, does not exert a stronger influence on the nurses; it is therefore recommended that nonmonetary factors such as good working conditions, good and fair promotion policies, and recognition for good work done which had a strong influence on job satisfaction per the results should be made a priority.

2. The study also revealed that nurses were not pleased with their salaries since it was not enough to meet their basis needs; hence it is recommended more nonmonetary benefit packages be explored in the facility to compliment the salaries the nurses receive.

Suggestions for Future Studies

1. It is recommended that similar studies be carried out in other health institutions in the Cape coast Metropolis for the purpose of comparison and confirmation of the facts in respect to the topic.

2. It is also recommended that future research should explore more factors that influence job satisfaction.

3. In addition, future research can replicate the study by employing a larger sample size since the sample size used in this study was relative small.

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UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

DEPARTMENT OF ACCOUNTING AND FINANCE

QUESTIONAIRE

My name is Felicia Adanu. I am a student of the University of Cape Coast conducting a research on the topic: "Factors influencing employee job satisfaction: perception of nurses in the Cape Coast Metropolitan Hospital". This study is meant to explore nurses' perceptions on factors influencing job satisfaction. The research is in partial fulfillment of the requirement for the award of Master Degree in Business Administration (General Management). Any information you give will therefore be treated confidential and will be used for no other purpose other than academic. Your honesty in this study is very important. Thank you in advance for accepting to participate in this study.

SECTION A: DEMOGRAPHIC CHARACTERISTICS
In this section kindly provide the information requested below by ticking [√]
1. Sex: Male ( )   Female ( )
2. Age: Below 21 yrs ( )   21 – 30 yrs ( )   31 – 40 yrs ( )   41 – 50 yrs ( )   51 – 60 yrs ( )
3. Marital status: Single ( )   Married ( )   Divorced ( )   Widowed ( )   Separated ( )
4. Years of work: Less than 1 yr ( )   1 – 4 yrs ( )   5 – 9 yrs ( )   10 – 14 yrs ( )   15 yrs or above ( )
5. Educational Level: Certificate ( )   Diploma ( )   Bachelor's degree ( )   Post-graduate degree ( )

SECTION B: ASSESSMENT OF JOB SATISFACTION FACTORS
Kindly fill the following by ticking [√]. You may tick more than one.

6. What comes into your mind when motivation is made mention of?
( ) Money

( ) Opportunity for growth and advancement

( ) Job security

( ) Recognition

( ) Promotion

( ) Working conditions

( ) Responsibility

( ) Relationship with co-workers

( ) Achievement

( ) Job itself

For each of the following statements below, kindly indicate by ticking [√] 1=Agree, 2= Disagree, or 3 = Not Sure with the statement.

	1	2	3
Working conditions			
07. The environment in which I work is safe and comfortable			
08. I have sufficient space to work			
09. All materials and equipment I need to work with are available			
Job security			
10. My job is well secured			
11. I cannot lose my job so far as I work hard and obey rules			
Salary and other benefits			
12. my salary is enough to meet my basic needs			
13. my salary is fair as compared to nature of the job			
14. Apart from my salary, I enjoy other benefits for the work I do			
Relationships			
15. My co-workers are friendly and helpful			
16. My co-workers are very easy to communicate with			
17. I have good relationship with my co-workers			
18. I have good relationship with my immediate boss			
Promotion			
19. Promotion policies are based on one's abilities			
20. Promotion policies are fair			
Achievement and work itself			
21. I get personal satisfaction in my work			
22. I really enjoy my work			
Recognition			
23. My efforts at work are appreciated by others			
24. I receive regular feedback on how I am doing at work			
25. I receive praise when I do my work well			
Responsibility			
26. I am given the opportunity to take part in decision			

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making			
27. I am allowed to use my own ideas and skills			
Growth and advancement			
28. I have opportunity to further my education			
29. There are opportunities to advance to more senior positions			

30. In general I am satisfied with my job. ( ) Agree   ( ) Disagree   ( ) Not sure
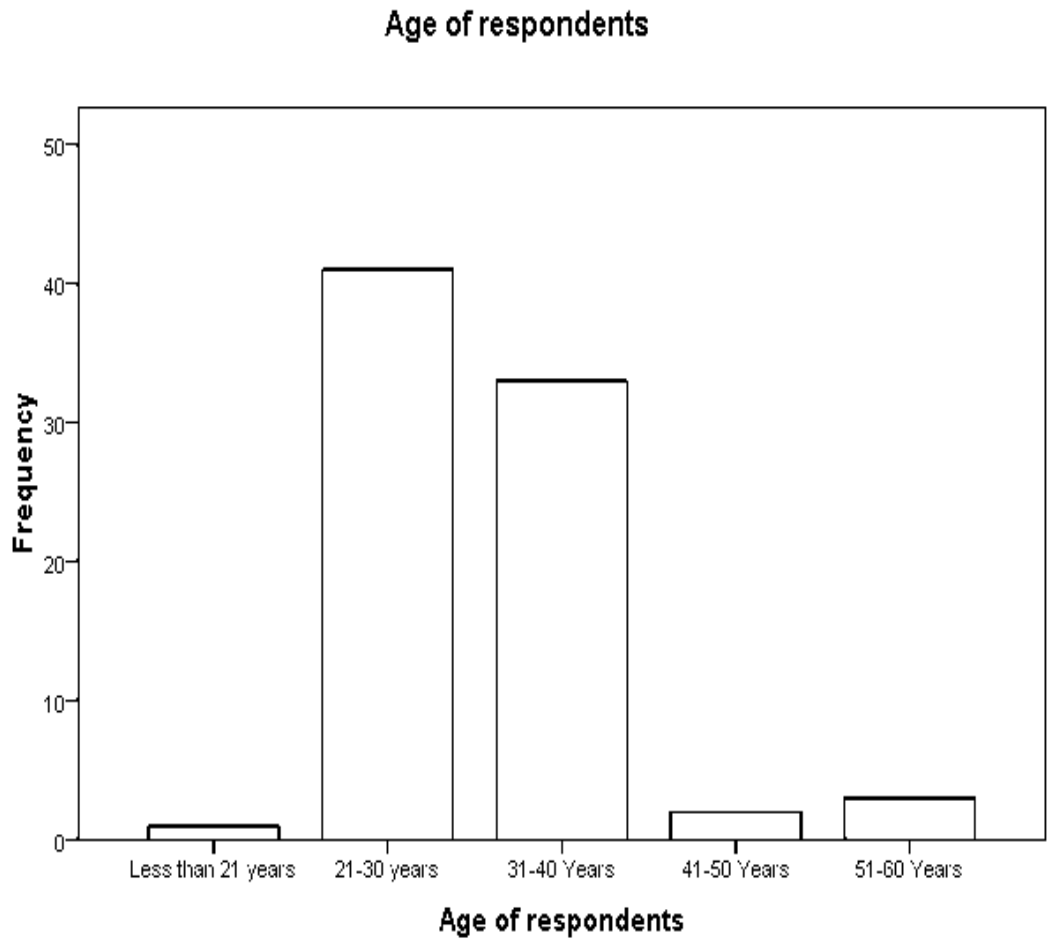
Figure 2- Age of respondents

Work experience of respondents

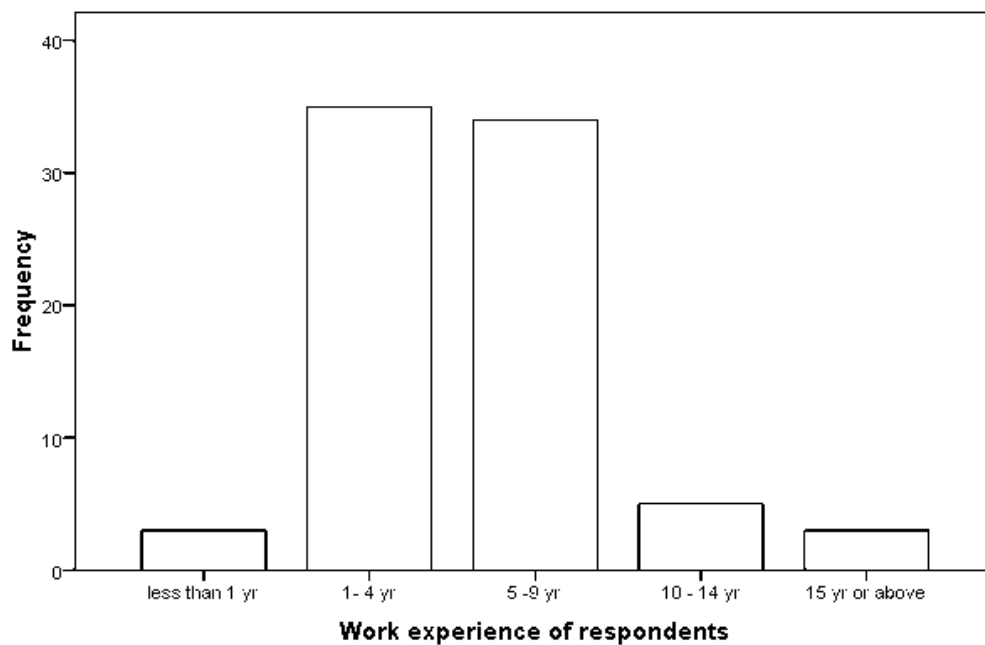*Figure 3*- Work experience of respondents

Table 4- *I really enjoy my work*

	Frequency	Percent
Agree	60	75.0
Disagree	13	16.3
Not sure with the statement	6	8.8
Total	80	100.0

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Table 5- *Promotion policies are fair*

	Frequency	Percent
Agree	30	37.5
Disagree	42	52.5
Not sure with the statement	8	10.0
Total	80	100.0

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working environment is safe and comfortable

agree
disagree
not sure with the statement

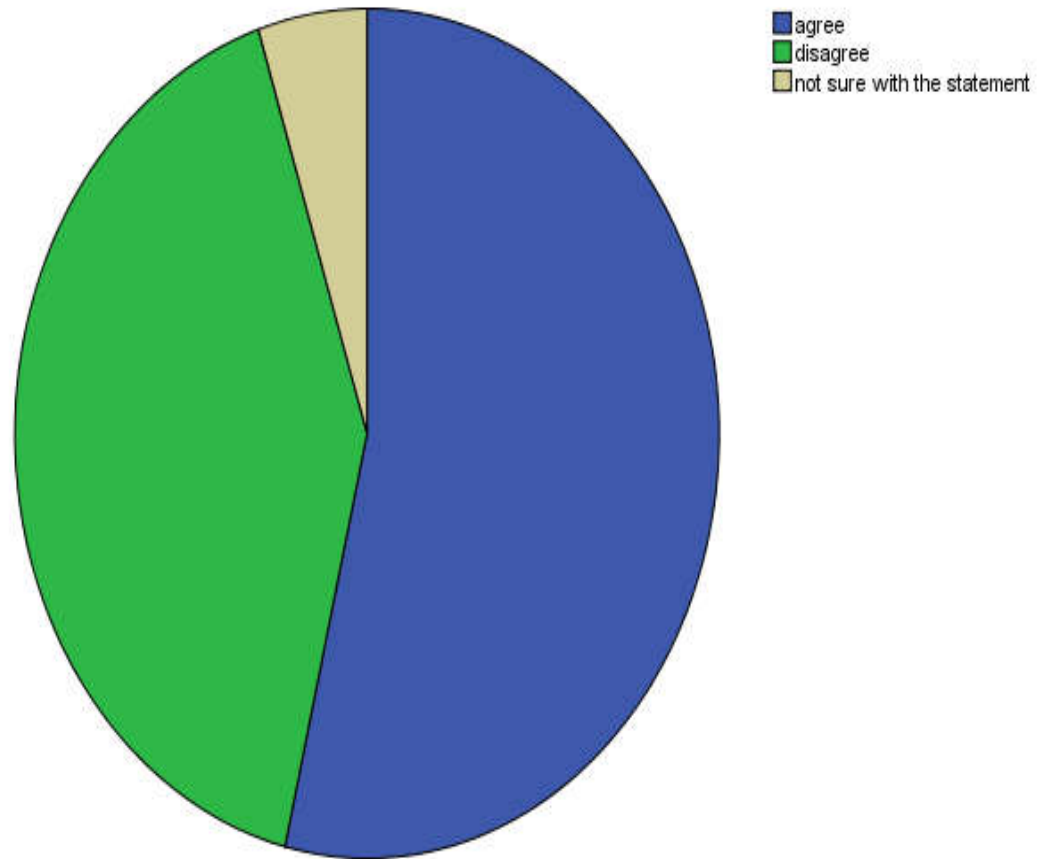*Figure 1*- Working environment is safe and comfortable

There are opportunities to advance to more senoir position
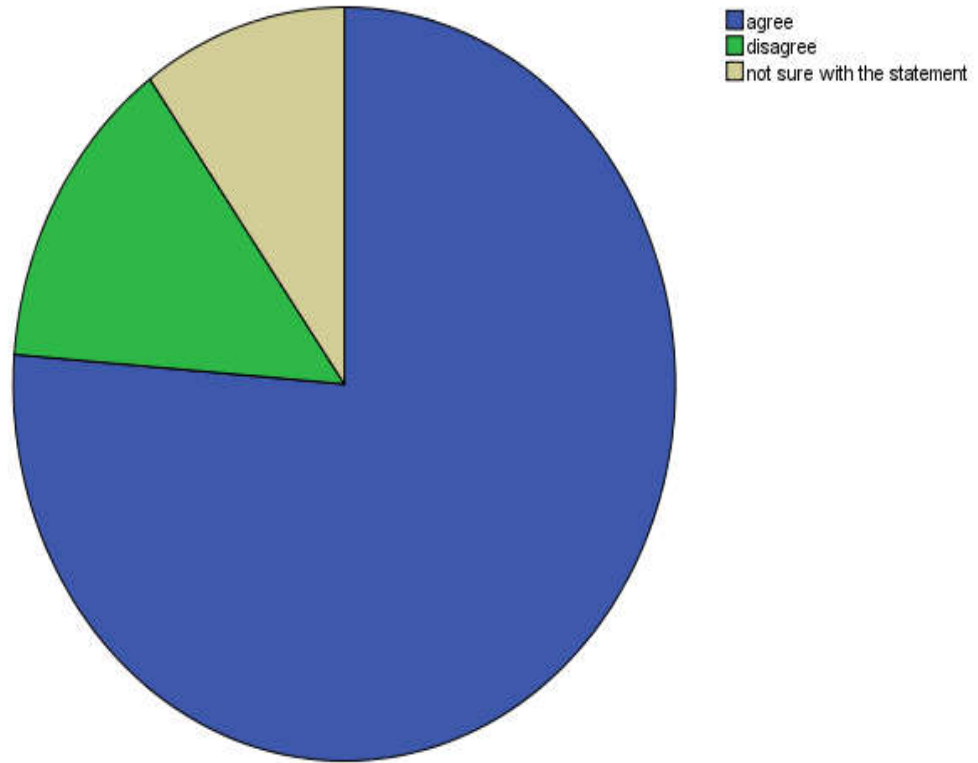

■ agree
■ disagree
□ not sure with the statement

Figure 2- Opportunities to advance to more senior positions

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