

UNIVERSITY OF CAPE COAST

**THE RELATIONSHIP BETWEEN JOB CHARACTERISTICS AND
JOB SATISFACTION: A CASE OF SENIOR STAFF AT
ELECTRICITY COMPANY OF GHANA (ECG) HEAD OFFICE,
ACCRA**

GENESIS KOBINA JANKEITEY

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ACCRA**

BY

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Dissertation submitted to the Department of Management Studies of the
School of Business, University of Cape Coast, in partial fulfillment of the
requirements for the award of Master of Business Administration in General
Management

APRIL 2018

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:.....

Supervisors' Declaration

I 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:.....

ABSTRACT

The relationship between job characteristics and job satisfaction is well established in the literature. Although job satisfaction contributes to employee performance, it is unclear how job characteristics affect employee satisfaction. Anecdotal evidence shows that the ECG workers in Accra Headquarters do not stay on the job as expected and show tendencies of dissatisfaction. The hypothesis is that this may be due to factors beyond incomes levels. The overall characteristics of the job therefore become important for investigation. The study sought to examine the relationship between job characteristics and job satisfaction of employee's using senior staff workers at ECG Head Office, Accra, as the case study. Based on Likert Scale, a survey questionnaire was designed to collect data from a total of 147 respondents by using census sampling technique. The data was analyzed quantitatively using factor analysis based on Kaiser-Meyer-Olkin Measure (KMO) of Sampling Adequacy and Bartlett's Test of Sphericity. Spearman's rank correlation was then used to examine the nature of the relationship between satisfaction and facets of job characteristics. The study revealed that the senior staff of ECG, Accra, placed more premium on pay and promotion potential. Also, the senior staff was more satisfied with the people they work. Generally, the members of senior staff were satisfied with their work at the ECG head office, Accra. Moreover, the latent factor of the indicators of satisfaction level of senior staff was found to be highly related to the overall satisfaction of senior staff. There was also a positive correlation between the facets of job characteristics and level of satisfaction of senior staff, although only communication was significantly

related to level of satisfaction of senior staff. The study concluded that Senior Staff of ECG Head Office, Accra, see pay and promotion potential as the most important issue to consider when dealing with job characteristics but work activities as the least important variable. Based on a positive correlation between the facets of job characteristics and level of satisfaction of senior staff, it was concluded that an improvement in the facets of job characteristics would motivate the Senior Staff and increase their level of satisfaction to the work they do at ECG Head Office, Accra. The study therefore recommends that the management of ECG, Accra Head Office, should take issues of staff pay and promotion seriously by maintaining credibility in the implementation of the various measures to enhance senior staff satisfaction on the job.

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DEDICATION

To my beloved wife, Mrs. Mavis Jankeitey, my children, Theophilus Kojo Jankeitey, Victoria Adowa Boaah Jankeitey and Blessing Kwame Jankeitey

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CHAPTER ONE

INTRODUCTION

Business organizations today face strong pressures in an uncertain, competitive global environment. They must deal with economic pressures and the challenges of globalization; stimulate innovation and change through cutting-edge technology and continually improve customer service (Robbins & Judge, 2013). With globalization and technology, organizations are no longer constrained by national borders. In response, businesses are employing all strategies with the aim of achieving organisational goals namely maximizing profit, satisfying shareholders and customers and staying in, if not winning, the competition. At the centre of these strategies is the employee and hence how satisfied employees are with the job they do. The relationship between the nature and characteristics of the jobs employees do and their level of satisfaction is therefore fundamental to organisational success.

Background to the Study

The challenges organizations face demand that they must be efficient and effective in order to achieve organizational goals. Research shows that high performing employees constitute one of the most essential resources a company needs to attain organisational goals, and to gain and sustain competitive advantages (Dessler, 2010). Achieving a high level of employee performance therefore remains a key goal of many organizations.

According to Pushpakumari and Wijewickrama (2012), great investments of time and effort are needed to increase the performance of employees on the job. In order to achieve and maintain the survival and success of the organisation, managers should not only acquire competent people, but they must train and develop employees for the job. In particular, job satisfaction has been found to be a significant factor to workers' performance at work (Robbins & Judge, 2013). They also add that research therefore points to the understanding job satisfaction, as a management philosophy is essential to managing an organisation and improving its overall performance. According to Pushpakumari and Wijewickrama (2012), employee's satisfaction is the gateway to the success of an organization. This is because employees who exhibit a higher level of satisfaction tend to put more effort in their jobs that may then lead to better job performance. Thus, the satisfaction of employees with their job is key to the performance of an organization.

Rue and Byars (1992) refer to job satisfaction as individuals' mental state about their job. Armstrong (2013) described job satisfaction as the attitude and feeling employees have towards their job. It also describes a positive feeling of a job resulting from an evaluation of its characteristics. Job satisfactions can thus be seen to refer to how employees feel about their jobs based on their assessment of the characteristics of that job. Robbins and Judge (2013) posit that to adequately measure the job characteristics that affect job satisfaction, managers need to identify the key elements in a job such as the nature of the work, supervision, present pay, promotion opportunities and

relations with co-workers etc. This implies that to understand the relationship between job satisfaction and employee performance, it is important to examine how employees feel about their job.

Electricity Company of Ghana (ECG), though largely enjoys monopoly in terms of distribution of electric power in Ghana, the same cannot be said of recruitment and retention of staff in the company. This is because there are other organizations that are also operating in the electricity industry that compete for the same electrical engineering staff as well as staff with other expertise. Competition for staff has in recent times been intense in the electricity services industry as some of the players in the industry seem to offer higher remunerations to their staff compared to ECG. Volta River Authority (VRA), which in the mid-1990s, was offering lower remunerations compared to what ECG was offering, and as a result, was losing a lot of staff to ECG, from personal investigation, is now offering remunerations which are higher than what ECG is offering to their staff. This poses threat to other players in the industry, including ECG in terms of staff retention. While low remuneration is found to affect employee satisfaction, research shows that how workers feel about their job is even more critical to their job satisfaction. It is important therefore to undertake this study to know the extent to which job characteristics affect the job satisfaction of ECG senior staff at the Head Office, Accra.

Statement of the Problem

The concept of job satisfaction traditionally has been of great interest to social scientists concerned with the problems of work in an industrial society (Spector, 1997). A number of consequences have been shown to result from job satisfaction/dissatisfaction, both with respect to workers' psychological well-being and with respect to the effective functioning of organizations. Considering job satisfaction as the overall attitude of well-being with regard to job and its environment, it is not difficult to know how an employee feels about his job. The feeling about the job is directly affected by the factors like salary, kind of work performed (job characteristic), supervision, working conditions, opportunity for advancement, etc. However, the factors affecting job satisfaction are not restricted to the on-the-job environment alone. Some factors pertain to 'life away from work' such as housing conditions, health, temperament, desires, expectations, neurotic tendencies, unconscious conflicts, etc.

Job satisfaction has important implications for the quality of work, experience, employees' mental health and physical adjustment. Ultimately, it may have a direct or indirect effect on organizational effectiveness influencing productivity, absenteeism, turnover and other aspect of employees' behaviour.

The early approaches to the study the job satisfaction have focused on determining the proportion of satisfied and dissatisfied workers. Researchers attempted to identify the determinants of job satisfaction, confining themselves to the examination of socio-economic and demographic

characteristics like age, education, length of service, marital status, etc. in many organisations and companies.

Despite the large number of studies that have dealt with these issues, there has been little commutation of knowledge on job characteristics and job satisfaction. Much of this difficulty stems from problems in comparing studies and estimating trends due to difference in measurement of job satisfaction, sampled populations and time periods. Of these, differences in measurement techniques are especially problematic since a multitude of indicators have been developed (Spector, 1997) and it is questionable whether they all measure the same thing. An illustration of this is the various controversial research results regarding to the relationship job characteristics between job satisfactions as well as several demographic variables such as age and gender (Snyder and Dietrich, 1992).

The job characteristics models propounded by Hackman and Lawler and Hackman and Oldham have postulated that the employee some relationship exist between job characteristics and employees' job satisfaction. Using the case of senior staff at the Electricity Company of Ghana (ECG) Head Office in Accra, this research seeks to examine the relationship between job characteristics and satisfaction.

Research Objectives

The main focus of this study is to examine the relationship between job characteristics and job satisfaction of employee's using senior staff at ECG Head Office as the case study. Specifically, the study seeks to:

1. Examine the facets of job characteristics among senior staff at the ECG in Accra Head Office
2. Examine the factors that affect job satisfaction among senior staff at the ECG Accra Office
3. Determine the extent to which job characteristics such as pay and promotion potentials, communication, skills and abilities, work activities, work relationship and general working conditions influence job satisfaction among senior staff at the ECG Head Office in Accra
4. Examine the relationship between job characteristics and job satisfaction

Research Questions

To achieve the set objectives of the research, further questions are asked to guide the literature review, information gathering and the rest of the research activities. The following questions are therefore examined:

1. What are the facets of job characteristics that affect job satisfaction among senior staff at the ECG Head Office in Accra?

2. What are the factors that affect job satisfaction among senior staff at ECG Head Office in Accra?
3. To what extent do job characteristics such as pay and promotion potentials, communication, skills and abilities, work activities, work relationship and general working conditions influence job satisfaction among senior staff at the ECG Head Office in Accra?
4. What is the relationship between job characteristics and job satisfaction?

Significance of the Study

This research aims to add to the body of knowledge on job characteristics and job satisfaction. The study is important because its finding will generate useful information for managers, administrators, librarians, lecturers, and all other people in leadership positions on the relationship between job characteristics and job satisfaction.

The study will primarily serve as a springboard for other studies into job satisfaction in organisations in Ghana, especially ECG, Accra, and other utility service providers. The belief is that the information gathered from this research would be of benefit to corporate bodies, academia and researchers in general. The study aims at understanding how the overall job characteristics affect the firm's employee satisfaction, and for that matter, their performance.

An employee's assessment of his satisfaction with the job therefore is important for utility service providers and business practitioners to understand

how job satisfaction affects loyalty and performance of their employees and for that matter, their overall profitability.

At the end of this study, there would be an addition to the existing literature available in the Ghanaian context with regards to job satisfaction. The results from this study would further juxtapose with the existing literature in the developing economies to ascertain the convergence of findings on job characteristics and job satisfaction evaluation.

Limitations of the Study

The weaknesses associated with the instruments as well as emotional and psychological disposition of most of the respondents would affect the outcome of the study.

Also, some respondents were reluctant to answer the questionnaires for several reasons. Since the scope of the study was limited, the results could best be generalized to the target population of the study only. Thus, the generalization of the results of this study from the sample of the study to other groupings with similar characteristics must be done with caution since the coverage area of the study was limited.

There might be both explicit and implicit factors that might affect job satisfaction levels that might have been neglected, which would eventually affect the validity of the findings. The sample size of the study was low, which should be increased in order to realize the most important determinants at more generalized levels. All the above-mentioned factors have the potential to adversely affect the findings of the study.

Delimitation of the Study

The scope of the study was limited to job characteristics and job satisfaction of senior staff of ECG in Accra Head Office, despite the fact that there are different aspects of the job and different categories of employees.

Organization of the Study

The study comprises five chapters. Chapter one covers the introduction of the study that centers on the background to the study, problem statement, purpose, research questions, delimitations and limitations of the study. Chapter two presents the review of related literature, with emphasis on specified theories, highlighting the theoretical frameworks, and related empirical studies. Details of the methods used in collecting the data used in the investigation are presented in Chapter Three. These include the research design employed, population, sample and sampling procedure, instrumentation, data collection procedure and data analysis procedure, as well as the validity and reliability of the instruments. The fourth chapter presents the results of the findings and discussion of the findings, as well as analyses of the results of the study. The final chapter deals with the summary of the study, summary of findings, and conclusions drawn from the findings. On the basis of the findings of the study and conclusions drawn, some recommendations are made.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This study examines the relationship between job characteristics and job satisfaction. Over the past decades, economic growth and technological progress have ameliorated the economic conditions of workers and the material conditions of their workplaces, on average. This Chapter examines available literature on the subject as basis for the study design as well as interpretation of results.

Job Motivation

Managers have limited tools to motivate and retain employees because civil service rules limit the ability to recognize and reward individuals through pay, promotion, or bonuses to the extent that individual attributes affect work motivation. Organizations can mould these qualities most effectively through recruiting, hiring, and promoting the required people (Moynihan & Pandey, 2007). In addition, culture is widely accepted as a critical factor affecting organizational involvement, turnover, job satisfaction and commitment. A huge body of research exist and many are still on-going in both public and business organizations (Wai, 2006).

Theoretical Framework

Job satisfaction comprises a complex set of variables which operate to determine a worker's attitude towards a job. This means workers can be satisfied and dissatisfied with their job due to a combination of factors. Different theories have been propounded to explain these variables in different ways. The general problem which investigators in this area have had to wrestle with is to specify the dimension of job satisfaction. To achieve this, Herzberg's Two Factor Theory would be used.

Herzberg's Two-Factor Theory

Among the authors who have made important theoretical contribution to the relation between job characteristics and job satisfaction are Herzberg, Mainer and Sideman (1959). In 1959, they studied the work experience and attitudes of some two hundred engineers and accountants from nine firms in Pittsburgh in the United States. The study found that some five factors namely achievement, recognition for achievement, work itself, responsibility and advancement seemed to be strong determinants of job satisfaction. These set of factors, they noted, were related to what a person does and not in relation to the situations in which he does it and so classified them as intrinsic factors. Through the research conducted on job characteristics and job satisfaction, they also found that a different set of factors seemed to be the determinants of job dissatisfaction. These were company policy and administration, supervision, salary, interpersonal relations and working conditions. Unlike the

intrinsic factors, these are related to environment or the context of the job and not the work itself. They termed these as the extrinsic factors and regarded them as issues that do not provide any job satisfaction. From these findings, Herzberg and his colleagues (1959) formulated the Motivation-Hygiene Theory. Using an analogy from medical field, they termed the dissatisfiers the hygiene factors, that is to say, the factors were “preventive and environmental, since the hygiene factors are not an intrinsic part of the task, but are merely related to the conditions under which the job is carried out.” A good hygienic environment can prevent job dissatisfaction but cannot create true job satisfaction or happiness (Herzberg, 1959).

They further explained that when workers come out for higher salary and get it, the satisfaction which they get is of rather short duration and very soon, they begin to demand more because money is a hygiene factor. The satisfaction gained from money is thus of short duration as compared to the satisfaction which accrues from true achievement or recognition for achievement. The factors they isolated and were classifications into intrinsic and extrinsic factors.

Wernimon (1966) corroborated their findings. However, they seem to have carried their interpretations too far by claiming that the intrinsic factors are only satisfiers and not dissatisfiers. In other words, it seems unrealistic to insist that the intrinsic factors are exclusively satisfiers and the extrinsic factors are exclusively dissatisfiers. A more realistic and perhaps valid view is to regard both the intrinsic and extrinsic factors as capable of generating satisfaction as well as dissatisfaction.

It is reasonable to expect that a worker's working conditions, for example, whether or not they enjoy warm interpersonal relations with supervisors and fellow workers (all of these are hygiene or extrinsic), can give them real satisfaction or dissatisfaction depending on whether these factors are present or absent. Similarly, achievement or control over one's work (both being intrinsic factors) can also make a worker satisfied or dissatisfied with his work role, again, depending upon their presence or absence. In their motivation-hygiene theory, Herzberg and his associates (1959) seem to overlook completely personality characteristics of workers, which play a vital part in their job satisfaction. For example, a worker who has a strong need for achievement (intrinsic factor) could become extremely dissatisfied when he perceives himself as not achieving in his profession just as a worker with a strong need for affiliation (hygiene factor) could gain "real" satisfaction in the profession when he finds that the need is fully met in that job.

As indicated, a more valid interpretation of the data from Herzberg, Mainer and Sideman's work in 1959 seems to suggest that the intrinsic and extrinsic factors can both act as satisfiers and dissatisfiers and that workers tend to name intrinsic factors when considering their dissatisfaction with their job. An empirical study by Wernimont (1966) fully supports this interpretation. He tested the Motivation-Hygiene hypothesis in his study, and reported the following that i) satisfaction with the job can be due to low levels of satisfaction with intrinsic factors; ii) extrinsic factors can cause both satisfaction and dissatisfaction less readily than do the intrinsic factors, but individuals are more likely to say they have bad or dissatisfied feelings about

these extrinsic factors (Wernimont, 1966). His classification of job satisfaction factors was the same as that of Herzberg and his colleagues.

From the reviews of the literature above, three facets of job satisfaction may be distinguished. The first is job satisfaction generated by intrinsic factors which may be termed intrinsic satisfaction. The second is job satisfaction caused by extrinsic factors, which may also be termed extrinsic satisfaction; and thirdly, that there is a general job satisfaction emanating from intrinsic and extrinsic factors. Perhaps, a useful way to look at general job satisfaction is to regard it as a summary measure reflecting both intrinsic and extrinsic facets of job satisfaction, but at the same time, maintaining a composite factor of its own as found in this study by the factor analysis of the various other variables. In light of research experience and accumulated empirical findings, scholars now generally agree that job satisfaction is a multidimensional phenomenon: it comprises a whole array of factors which operate together to determine a worker's attitude towards his job and consequently, some aspects of his general work behavior.

The Concept of Job Characteristics

Many scholars have argued that one way of increasing employee performance and personal outcomes is by enriching the job. Both employee performance and personal outcomes, especially satisfaction, can be improved upon through job enrichment by giving greater opportunity to the individual for developing personal achievement. Thus, job enrichment can be viewed as a

work design mechanism to restructure jobs with the intent of making them more challenging, motivating and satisfying to the individual (Loher et al., 1985). Looking at the view of Loher and others concerning the enrichment of the job, they fail to give characteristics of job which is rich. In addition to that every work and its demands even though there may be similar job descriptions, for example. A popular approach to task design research is the job characteristics model.

The job characteristics model, designed by Hackman and Oldham in 1976, is based on the idea that the task itself is a key to employee motivation. To add to that a boring and monotonous job stifles motivation to perform well, whereas a challenging job enhances motivation. However, too much challenging work can at times, demotivate workers to function well, especially when there is absence of incentives. Variety, autonomy and decision authority are three ways of adding challenge to a job. They also add that job enrichment and job rotation are the two ways of adding variety and challenge. With the issue of job rotation, many staff find it difficult to cope with. This is because some members of staff are resistance to change, especially when motivation level is low.

Hackman and Oldham (1976 & 1980) describe the relationship between job characteristics and individual responses to work. The theory specifies the task condition in which individuals are predicted to do well in their work. They identified five job dimensions (skill variety, task identity, task significance, autonomy, and feedback) which impact three psychological states (experienced meaningfulness, experienced responsibility for outcomes,

and knowledge of the actual results), that lead to some beneficial personal and work outcomes (job satisfaction, absenteeism, work motivation, etc.).

Hackman and Oldham (1976, 1980) defined the five job characteristics as follows:

Skill variety: The degree to which a job requires a variety of different activities in carrying out the work, involving the use of different skills and talent of the person.

Task identity: The degree to which the job requires completion of a whole, identifiable piece of work; that is, doing from beginning to end with visible outcomes.

Task significance: As the degree to which a job has a substantial impact on the lives or work of other people whether in the immediate organization or in the external environment.

Autonomy: Hackman and Oldham (1976 & 1980) further explained that autonomy is the degree to which a job provides freedom, independence and discretion to the employee in scheduling his or her work and in determining the procedures to be used in carrying it out. It is the vertical expansion of responsibility, the amount of decision making and independence allowed for employees.

Job feedback: They described this as the degree to which carrying out the work activities required by the job provides the individual with direct and clear information about the effectiveness of his or her performance.

It is possible to combine the five characteristics into a single index that reflects the overall motivating potential of a job. In the model, specific job

characteristics, such as skill variety, task identity and task significance affect the individual's experienced meaningfulness of work; autonomy influences experienced responsibility for outcomes; feedback from job leads to knowledge of the actual result of work activities. This leads to the formula for the motivating potential score (MPS) as follows:

$$MPS = ((Skill\ variety + Task\ identity + Task\ significance)/3) \\ \times Autonomy \times Feedback$$

Hackman and Oldham (1976, 1980) define the three psychological states in their theory, thus, to experience the work as meaningful is to feel that the work the individual does is generally worthwhile, valuable or important by some system of values he or she accepts. From their view, individual experiences personal responsibility means that he or she feels personally accountable for the results of the work he or she does. Finally, the person who has knowledge of the results of one's work knows and understands how effectively he or she is performing the job. According to job characteristics theory, all three of the psychological states must be experienced by an individual if desirable outcomes are to emerge.

They posit that if any one of the three psychological states is not present, several outcome variables such as motivation and satisfaction will be weakened. The theory emphasizes that the most important outcome variable is internal motivation which exists when good performance is an occasion for self-reward and poor performance prompts unhappy feelings. Other predicted

outcomes are growth satisfaction, general job satisfaction, work effectiveness, quality work performance, absenteeism and turnover. Growth satisfaction is a feeling that one is learning and growing personally or professionally at work. General satisfaction reflects responses to unspecified work conditions as measured by questions such as “generally speaking, how satisfied are you with your job?” (Hackman and Oldham, 1980, 1989). Work effectiveness includes quality and quantity of the goods and services produced. Quality work performance can be measured by, for instance, the number of errors made by employees. Absenteeism is the easiest to measure if there is an attendance record in a given period. Since the unit analysis of the job characteristics model is based on the individual, turnover is simply defined as the employee’s intention to quit the job.

Hackman and Oldham (1978, 1980) recognized that not all employees will respond to a job high in motivating potential. There are three characteristics of people which are especially important in moderating both the job characteristics-psychological states relationship, as well as the psychological states-outcome relationship (Hackman and Oldham 1980; Kulik, Oldham and Hackman, 1987). These are knowledge and skill to perform the work, growth, need, strength, and work context such as pay, job security, coworkers, and managers. At the link between job characteristics and the psychological states, when the job characteristics are good, it is more likely that psychological states will be experienced if moderator variables are high, especially growth, need, strength, than if the moderator variables are low. With reference to the link between the psychological states and outcome

variables, individuals with high moderator variables respond more positively to experience of psychological states. In this condition, better outcomes can be predicted.

There is an essential proposition in the theory that positive feeling follow from good performance and negative feeling follow from poor performance. If a job is low in motivating potential (measured by Job Diagnostic Survey as Motivating Potential Score or MPS), outcomes will be low, and one's feelings will not be influenced much by how well one does. On the other hand, if a job is high in MPS, good performance will be reinforcing and poor performance will result in unhappy feelings. In high MPS jobs, people who are competent to perform will have positive feelings as a result of their work activities. In contrast, people who do not have enough 'knowledge and skill' to do well will feel unhappy or frustrated. This view is not far from the job description in ECG, Accra Head Office. Some workers are assigned to a particular description which they have little knowledge on that. Some members of staff are made in charge of certain sections which their level of competency is low. Contrary, some also function well because they can easily learn on the job.

'Growth need strength', that is, the degree to which people have need for personal growth and development, can be very crucial in determining response to job high in motivating potential. People who have high growth need strength will be likely to "respond enthusiastically to the opportunities for personal accomplishment, learning and developing themselves provided by a job high in motivating potential" (Kulik et al., 1987) others who have less

strong need for growth will be less likely to want to exploit the opportunities for personal growth and development.

The theory also predicts that reactions of employees to jobs with high motivating potential will be affected by their satisfaction as aspects of the work context. As mentioned by O'Brien (1982) and Kulik et al. (1987), if employees are not satisfied by one or more of these contextual factors, especially payment, their performance cannot be maximized.

Concept of Job Satisfaction

Dawis and Nestrone (1984) defined job satisfaction as the result of the worker's appraisal of the degree to which the work environment fulfills the individual's needs. The term job satisfaction refers to the attitudes and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). Smith et al. (1969) suggested that job satisfaction is feelings or affective responses to facets of the situation."

Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job particularly in terms of intrinsic motivation (Statt, 2004). The definitions of job satisfaction by the above-mentioned authors only tackled an aspect or indicator of job satisfaction, but Nash (1985) discovered that the nature of job satisfaction in the industrial world is attributed not only to one but many factors such as

promotion, pay package, supervision, work itself, work group and work condition. Nash's definition of job satisfaction is a little broader.

In addition, job satisfaction was perceived by Peretomode (2006) as fulfillment acquired with experiencing various job activities and reward. In a similar view, Rose (2001) as cited in Olorusola (2012) viewed job satisfaction as a bi-dimensional concept consisting of intrinsic and extrinsic satisfaction dimensions. She further asserted that intrinsic sources of satisfaction depends on individual characteristics of the person, such as ability to use initiative, relations with supervisors, or the work that the person actually performs, all these are symbolic or qualitative facts of the job while extrinsic sources of satisfaction are situational and depends on environment such as pay, promotion or job security; these are financial and other materials.

Job satisfaction is a component of organizational commitment. Spector (1996) stated that job satisfaction can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job. Robbins, (2003) discovered that organizations with more satisfied workers are more effective than those with less satisfied workers. The analysis by (Hechanova et al. 2006) of Filipino service workers shows, for example, that all the factors of psychological empowerment-meaning of the job, workers' competence, autonomy or self-determination, and impact of the workers' activity-significantly and positively impact on their job satisfaction.

Job satisfaction is one of the most researched areas of organizational behavior. Researchers have argued that job satisfaction is the most significant factor in understanding worker motivation, effectiveness, retention and

performance (Bashayreh, 2009). Job satisfaction has been linked to enhanced job performance, positive work values, high levels of employee motivation, and lower rates of absenteeism, turnover and burnout (Ngo, 2009). Therefore, it is essential that managers be concerned with the level of satisfaction of employees in their organization. Dissatisfied employees may cause undesirable job outcomes by stealing, moonlighting, and demonstrating high rates of absenteeism. As a result, these employees may withdraw from their position psychologically, and display disruptive behaviors, such as, not being punctual, not attending meetings or wandering about trying to look busy. Dissatisfaction produces a series of withdrawal cognitions in which employees examine the costs and benefits associated with leaving their jobs, hence this type of thinking causes them to slip on productivity.

Individuals' choice of employment helps shape their view of themselves, broaden their daily life, and help to give meaning to their existence. Therefore, if there is poor satisfaction with work, the individuals question themselves in more aspects than just work factors (Van Der Zee, 2009).

Also, it has been demonstrated that satisfied employees have better health and live longer, and satisfaction on the job carries over to the employees' life outside the job. From a management point of view, a satisfied workforce translates into higher productivity due to fewer interruptions caused by absenteeism, or good employees quitting (Van Der Zee, 2009). Nevertheless, some workers remain at where they are working for so years just because of unavailability of job.

Job satisfaction emphasizes the specific task environment of the employee. It is also the individual's affective attitude or orientations for work (Bashayreh, 2009). According to Bashayreh (2009), job satisfaction is a pleasurable positive state resulting from one's job and job experience. According to him, individuals show pleasurable positive attitudes when they are satisfied with their job. Job satisfaction is a general attitude which is the result of many specific attitudes. Many factors affect employees' job satisfaction. Bashayreh (2009) divides the factors into the intrinsic satisfactory factors related to work and the extrinsic satisfactory factors not directly related to work it-self. Researchers consider that personal attributes and environment play major role in influencing job satisfaction (Bashayreh, 2009).

Job satisfaction studies seem to pay more attention to the first set of forces: those acting on the worker to remain committed to his/her job and fail to measure adequately the forces acting on him/her to be committed (Bame, 1975). According to Bame (1975), a high job satisfaction score shows that the individual worker likes his work and to some extent, may have achieved the goal or aim he sets for himself when taking up the job, which in turn, may indicate that, he is prepared. Cole (1997), measured job satisfaction and correlated the scores with motivation and commitment rate that brought about low performance of job even though some dissatisfied workers may be compelled to remain in their job, others may leave for either the search of greener pastures. A better basis for predicting an individual's decision whether to be committed or not to his or her job seems to be a simultaneous

measurement of his job satisfaction or dissatisfaction and of his perceived availability of other job alternatives.

The conclusion is that there is a mutual effect between job satisfaction and life so managers should not only monitor the job situations, but also check their employee life conditions (Devies& Storm, 1991). When employees are hired, they have a set of needs, wishes and previous experiences, which make totally the job expectations. Organization's reactions and responses to these needs will produce negative or positive attitude among personnel toward their job. Actually, job satisfaction shows the relation between human expectations and advantages taken from job (Willem, 2007).

In organizational behavior, it is focused on job satisfaction. It disappears as soon as it appears so needs to be noticed continuously (Tsigilset.al, 2004). Gordon believes that job satisfaction is an emotional reaction of person perception that whether his job satisfies his needs and requests. Also, it must be in accordance with personal needs Fairbrother (2008), and reaction of employee against their tasks (Madhavan, 2000). Spector (1997) believes that job satisfaction shows people emotion about their job generally or about some parts of it (i.e. organization, job, supervisory, coworkers, salary and income and promotions). (Smith, Kendall and Hullin, 1969) express five aspects that can be used to determine job satisfaction: being satisfied from job (i.e. interesting tasks and opportunities for learning and training), being satisfied from supervisor (i.e. technical and managing abilities and their considerations about employees), being satisfied from coworkers (technical qualification and support they show), being satisfied from

promotion (achieving real opportunity to advance), being satisfied from income (amount of income, its equality and way of paying to staff).

Empirical review

In fact, empirical surveys show that establishment size is negatively correlated with job satisfaction (“Overview: Small business optimism”, 1997; see also Clark, 1997). More precisely, Gazioglu and Tansel (2006) find that establishment size is negatively correlated more with the specific satisfaction involving a sense of achievement than with the other types of satisfaction, and Skalli et al. (2007) find that medium firm size, more than the large firm size, has a positive effect on the specific satisfaction with pay in Italy.

Another explanation of the negative correlation between firm size and workers’ job satisfaction is that it is mainly due to a different process of workplace learning (Rowden, 2002). Interest in the job and networks within organizations may also be responsible for the puzzling result of studies on the relationship between participation in trade unions and job satisfaction. In fact, less satisfied workers are expected to be involved in this type of activity, because they are attracted by this way of having a voice. However, this is confirmed by only a few works (see for example Schwochau, 1987), whereas Miller (1990) shows that belonging to a trade union is positively correlated with job satisfaction, perhaps because of aspirations, mobility strivings, and greater creativity, as suggested by Spinrad (1960). An explanation for these opposing results is offered by Bryson et al.(2005), who find that unionism in

Great Britain negatively impacts on job satisfaction only when unions are recognized for bargaining purposes (endogenous recognition), but not when the membership is due to other factors.

Empirical Review on Job Satisfaction among Public Sector Workers in America

Any individual's commitment to his or her organization or institution depends on the satisfaction, he or she derives from that enterprise. On the other hand, if an individual is dissatisfied with the job, his or her attitude towards that job is lukewarm and indifferent to all the activities in that organization and this can adversely affect the output.

In a study by Bradley E. Wright of University of North Carolina at Charlotte and Brian S. Davis State University of New York at Albany "Job Satisfaction In The Public Sector The Role of the Work Environment", they examined the influence of the work environment on public employee feelings of job satisfaction, linking characteristics of the work context perceived to be more prevalent in public organizations with specific job characteristics that serve as important antecedents of job satisfaction. In particular, they analyzed the effects of three components of the work context—organizational goal conflict, organizational goal specificity, and procedural constraints—and four job characteristics—job specificity, routineness, feedback, and human resource development, faced by public employees.

Building on previous research, a causal model of job satisfaction was tested in a covariance analysis (LISREL) using data from a survey of state government employees. The model explained two thirds of the variation in employee job satisfaction and suggests that the work context may not only be important in distinguishing between public and private sector employment but also may be at the root of any sector differences in job satisfaction.

Empirical Review on Job Satisfaction among Public Sector Workers in Sub-Saharan Africa

In a study by Abugre (2014) on “Job Satisfaction of Public Sector Employees in Sub-Saharan Africa: Testing the Minnesota Satisfaction Questionnaire in Ghana”, published online on August 12, 2014, he observed that the Public-Sector Administration in sub-Saharan Africa experiences a myriad of problems of the logical perception between worker dissatisfaction and demotivation of job standards. The study tested the Minnesota Satisfaction Questionnaire (MSQ) in a typical public-sector organization in sub-Saharan Africa. A total of 100 usable surveys were analyzed with SPSS. A very low level of job satisfaction was indicated, and more than 83% of respondents indicated dissatisfaction in their pay and the amount of work they do. Significant differences in job satisfaction scores were also found in the educational level of staff, and between genders. The study outcome highlighted the roles of employees and organizational weak spots of human resource management (HRM) practices in a typical sub-Saharan African

country and provided an alternative pathway in employee satisfaction and performance outcome.

Empirical Review on Job Satisfaction among Public Sector Workers in Ghana

Ishmael Marvin Amon-Kotei (2014) also studied on Job Satisfaction among Nurses in Ghanaian Hospitals - The Case of University of Ghana Hospital (UGH). The study found out that there is a strong relationship between the pay received by respondents of UGH with their job satisfaction. This points out that people are considered satisfied on the job because they are paid well. The study also found that satisfaction on the basis of pay inures productivity to the benefit of UGH. Also, job satisfaction decreases when opportunities for career advancement is limited. A positive relationship also enjoyed by workers with their colleagues enhances their job satisfaction. The nature of the work being performed by a worker determines largely whether or not the worker is satisfied.

The study concluded that job satisfaction among workers is a sine qua non to ensuring that prospective workers are attracted and existing workers are retained and motivated. Ensuring job satisfaction in the public sector over the years has been greeted with a lot of mixed feelings. The public sector in recent times has been inundated with a lot of strike actions by various labor unions. This phenomenon has been attributed to issues of inadequate pay and non-

involvement in varied activities leading to the determination of their terms of condition.

The central objective of the study, therefore, was to investigate the satisfiers that influence the degree of job satisfaction among public health workers or employees in Ghana, using the UGH. It was against this background that this study sought to examine the following hypotheses that there were significant attitudinal indicators that suggest a relationship between individual's pay and job satisfaction, there was significant attitudinal indicators that suggested a relationship between the work that the individual performs and job satisfaction. The study was able to prove the relationship that exists among co-workers and supervision, pay and job satisfaction as well as work itself and job satisfaction. The finding is quite significant because most empirical works done in this area do not seek to find the resulting differentials in the factors that satisfy public sector health workers.

Factors that Influence Job Satisfaction

Effective factors of job satisfaction are divided into two categories: environmental and personal factors. The examples for the former are job level, its content, conservative management, income, promotion and opportunity; and examples for the latter are as follows: age, education and gender. The higher the level of responsibility and independence in job, the better it will be. The higher ranking person has, higher level of factor needed to be satisfied with (Korman, 2005).

Impact of Pay on Job Satisfaction

Pay refers to the amount of financial compensation that an individual receives as well as the extent to which such compensation is perceived to be equitable. Pay is one of the most significant variables in explaining job performance and satisfaction (Ojokuku & Sajuyigbe, 2009; Sajuyigbe, Olaoye&Adeyemi, 2013). According to Luthans (1998), salaries not only assist people to attain their basic needs but are also instrumental in satisfying the higher level needs of people.

In addition, Frye (2004) also found that there is positive relationship between pay and performance. It was further concluded that pay plays vital role in human capital intensive firms to attract and retain expert workforce. In the research carried out by Sajuyigbe, Olaoye, & Adeyemi, (2013); Igalens & Roussel, (1999); Brudney& Country (1993); and Tessema & Soeters, (2006), they found that pay has significant impact on job satisfaction and performance. Lambert, Hogan, Barton & Lubbock (2001) agree with previous researchers that financial rewards have a significant impact on job satisfaction and performance. They concluded that the greater the financial reward, the lesser the worries employees, have concerning their financial state, thereby, enhancing their impression of their self-worth to the organization. According to Robbins et al. (2003), employees seek pay systems that are perceived as just, unambiguous, and in line with their expectations. In relation to the reward systems, incentives such as pay play essential role in motivating staff, especially junior staff who receive low income. However, even though some workers are paid well, especially government workers, they are not able to

perform well because some workers think that one does not kill one's self at the government sector. Gangades (1954) argues that good and efficient employee morale cannot be built by just increasing the pay of the employee. The employee wants suitable work and supervisor wants presentation of self-respect. Rao (1971) also adds that income has little relationship with job satisfaction and performance.

Impact of Promotion on Job Satisfaction

Robbins (2003) maintains that promotions provide opportunities for personal growth, increased responsibility, and increased social status. Nguyen et al. (2003) concluded that job satisfaction is the result of promotion opportunities in the organization. Teseema&Soeters (2006) also discovered that there is positive relationship between promotion practices and perceived performance of employee. The finding of Sajuyigbe et al. (2013) agreed with other researchers that many people experience satisfaction when they believe that their future prospects are good. This may translate into opportunities for advancement and growth in their current workplace or enhance the chance of finding alternative employment. They maintain that if people feel they have limited opportunities for career advancement, their job satisfaction may decrease. If organizations want to accelerate performance of employees in the organization, fair promotional opportunities should be given to employees (Park et al., 2003).

Impact of Supervision on Job Satisfaction

Brunetto and Farr-Wharton (2002) concluded that supervision of the immediate manager increases the level of job satisfaction and performance. The productivity and performance of subordinates can be improved with managerial actions and supervision. Sajuyigbe, Olaoye and Adeyemi, (2013) noted that recognition of the achievements by the supervisors leads toward job satisfaction and performance. Similar result was reported by Okpara (2004) that supervision plays significant roles in job satisfaction and performance. Ojokuku and Sajuyigbe (2009) also noted that productivity and performance of the subordinates are significant toward the managerial actions and supervision of the workers. All researchers agreed that supervision has a significant impact on job satisfaction and performance, except Roelen et al. (2008) who have contrary view.

Impact of Work on Job Satisfaction

Robbins et al. (2003) refer to the work itself as “the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results”. Jobs matched with the competencies and that are mentally stimulating are liked by the employees. Luthans (1998) and Landy (1989) reported that employees derive satisfaction from work that is interesting and challenging, and a job that provides them with status. They concluded that work itself has a significant effect on job satisfaction and performance. Accordingly, Robbins

(2003) argues that “under conditions of moderate challenge, most employees will experience pleasure and satisfaction.” Rose, (2001) indicated that employees should be given opportunities to advance in their field of work so that they could accept responsibilities entrusted to them. Study leave can be provided for those employees with the desired skills and willingness to perform the job, who want to improve their skills and knowledge.

On the other hand, according to the study of Upadyan (1980) on the morale of public sector organisations, the following facts influence the morale of the employee.

1. Organisational factor
2. Personal style
3. Approach and value systems of managers and supervisors
4. Lack of delegation from the top management
5. Domination of managers by the civil service training cadre.

Impact of Working Conditions on Job Satisfaction

Spector (2008) found that work environment is an important determinant of job satisfaction and performance of employees. Working condition was also found to be better determinant of job satisfaction and performance by the researchers (Reiner & Zhao, 1999; Carlan, 2007; Ellickson & Logsdon, 2001; Forsyth & Copes, 1994). Luthans, (1998) has the same view that working conditions have a moderate impact on the employee’s job satisfaction and performance. Luthans (1998) said that if working

conditions are good, for instance – clean and attractive surroundings, employees will find it easier to carry out their jobs. On the other hand, if the working conditions are poor like hot and noisy surroundings, employees will find it difficult to get their work done and thereby, experience dissatisfaction. Sajuyigbe et al (2013) also maintained that working conditions are only likely to have a significant impact on job satisfaction and performance when, for example, the working conditions are either extremely good or extremely poor

Characteristics of the Individual Employees and Job Satisfaction

A characteristic of workers intriguing for the analysis of job satisfaction is gender. Many studies in fact show that women have a premium for being satisfied with their jobs (see e.g. Clark, 1997), thus replicating a standard result in the happiness literature. Income and other conditions are usually controlled in regression analysis, but omitted variables capturing working conditions, which are usually relatively worse for women, cannot be excluded. This case thus strengthens the puzzle.

Clark (1997) proposes the explanation that women have fewer expectations than men regarding work. This hypothesis is confirmed in Australia by Long (2005), but it is rejected by Kaiser (2002), although his cross-sectional analysis shows that females are highly satisfied with their jobs in most countries. In this regard, Bilimoria et al. (2006) argue that women are mainly satisfied with internal relationships and fairness in the relational

support received from colleagues, and that these factors positively influence their satisfaction with the job as a whole.

Sloane & Williams (2000) argue that the satisfaction premium for women may be due to self-selection into jobs with highly valued attributes. It is however true that differences between males and females have significantly decreased in recent years (Sousa-Poza & Sousa-Poza, 2003), probably because of converging expectations between the two genders (Clark 1997).

Another characteristic of workers usually included in econometric analysis is age. The evidence tends to show the existence of a U-shaped pattern with job satisfaction, as in the econometrics of happiness. Young and old people are more satisfied with their jobs than are middle-aged people (Blanchflower & Oswald 1999; Clark 1997). The authors explain this result with the observation that some adaptations by workers emerge overtime, although this also comes about through a change of job.

An even more intriguing variable is education, since the evidence shows that this is correlated with job satisfaction in a significant and negative way in some instances (Skalli et al. 2007; Gazioglu & Tansel, 2006), whilst in others it has no significant impact on job satisfaction (Sousa-Poza & Sousa-Poza, 2000; Clark 1997). In more detailed studies, tertiary education exhibits a negative effect on the specific satisfaction with pay (Skalli et al. 2007), whilst this specific satisfaction is lowest, not only among clerical staff, but also among managers (Gazioglu & Tansel, 2006). Investment in education thus appears to be self-defeating if job satisfaction is considered as the final aim. However, education length has also a positive indirect impact on job

satisfaction: it influences health status (ensured by better working and economic conditions, social-psychological resources, and a healthy lifestyle); and it is correlated with observable job characteristics (Florit& Vila Lladosa, 2007).

On the main characteristics of work, Meng (1990) finds that more educated workers are usually more involved in the activity and enjoy higher levels of autonomy; consequently, they are less stressed and receive psychological benefits which positively impact on their job satisfaction. The education puzzle may be further explained by the greater expectations induced by education but not realized on the job, and in particular by what has been termed 'surplus education' (Tsang, 1991). Various surveys estimate the match between the level of competence required by the job and that offered by the education possessed, and they obtain different results.

Vila and Garcia-Mora (2005) empirically demonstrate that the match between employment and education strictly influences job satisfaction. Hersch (1991) and Tsang et al. (1991) find a negative correlation between job satisfaction and surplus schooling, especially for workers with higher levels of education. Diaz-Serrano and Cabral Vieira (2005) obtain similar results for the correlation between over-skilling and job satisfaction; Gazioglu and Tansel (2006) find a negative correlation between education (but not pay) and the specific satisfaction comprising a sense of achievement. It therefore seems that job satisfaction is enhanced when the education level is that required by the organization, whereas job satisfaction decreases when workers are educated to above the level required (i.e. the role covered).

Deeper analysis has been conducted by examining observable affective wellbeing on the job, besides self-reported job satisfaction. Green & Gallie (2002) find that both the level of, and the increase in, the skills required are associated with higher levels of arousal among workers, but also greater task discretion and greater participation of workers in decisions concerning their jobs, and, to a lesser extent, more support from a team. Stress ensues because the arousal is excessive with respect to the other gratifying effects. By contrast, under-skilling tends to generate boredom and depression (Maynard et al. 2006).

The Relationship Between Job Characteristics and Job Satisfaction

A striking finding with regard to the Job characteristics and Job satisfaction is that an interesting job is considered by workers to be the greatest positive determinant of job satisfaction (Sousa-Poza & Sousa-Poza 2000;), or one of the most important job characteristics (Clark, 2005; Helliwell & Huang, 2005). The similar characteristic of 'good job contents' (by which is meant having an interesting job, useful for helping other people and society, and which makes the worker independent) has the largest impact on job satisfaction together with relations at work Clark, (2005). Being interested in the job is also the most significant factor in the general definition given to the possible 'commitment to type of work' which emerges when workers are discouraged from leaving their jobs by the attractiveness of the activity performed. In particular, empirical studies show

that workers (especially, managers) are frequently committed more to their jobs than to their organizations; and the former increases their job satisfaction much more than the latter (Stroh et al. 1994).

This result may be explained by opportunities for cross-training and innovation which increase workers' interest and curiosity. Close to the notion of commitment to work is that of 'psychological empowerment'. This has been conceived as "a tool to encourage workers to think for themselves about the requirements of the job and to move beyond blindly doing what they are told" (Spence Laschinger et al. 2004). In manufacturing firms, however, innovations—evaluated in terms of training, organizational and technological innovations appear to be neutral with respect to the degree of empowerment of workers, although it influences some aspects of their well-being (Antonioli et al., 2008).

An aspect which has been particularly closely studied in the literature is workers 'involvement in the organization, also understood as participation by subordinates'. In regard to job satisfaction, it has been found that the level of participation in the definition of managerial review processes appears to be a positive factor (Burke & Wilcox, 1969). Specifically, the more workers participate in the discussion of career issues and human resource policies, the greater their satisfaction with work (Nathan et al., 1991). More recent surveys demonstrate that also participative management improves workers' job satisfaction Soonhee, (2002), and that the use by managers of a participative style in strategic planning is positively correlated with job satisfaction, especially when it is supported with clear communication and workers are

held accountable for the consequences of their decisions (Thomas et al., 2002). This kind of policy seems to be effective not only in private organizations but also in public bodies (Brewer et al., 2000).

Involvement in the organization can be included in the concept of procedural fairness, which is distinct from distributive fairness, as discussed immediately below. Specific studies on this distinction find that both kinds of fairness are important for job satisfaction (Tortia 2008; Valentini 2005; Green & Tsitsianis 2005). The importance of perceived fairness of pay for job satisfaction has been studied in parallel with 'relative income' in the happiness literature. The result is undisputed, at least in its sign: the pay taken as the benchmark by workers is negatively correlated with their job satisfaction. Clark (1997) adds that, together with their own income, the effect still remains negative. (Green & Gallie 2002) confirm the marked deterioration of affective well-being due to a lack of "fairness". (Charness & Haruvy 1999) report a laboratory experiment which underlines the importance of agreement between employers and employees on the fair wage.

While Clark (1997) finds a generic importance in the relationship with management, (Sousa-Poza & Sousa-Poza 2000) assert that the relationship with management is the third (positive) determinant of job satisfaction, and that it is far more important than the relationship with colleagues. A consistent result has been found by Antonioli et al. (2008). Borzaga & Depedri (2005) compare non-profit with for-profit firms and conclude that relatedness may be conceived as a good that firms can effectively exchange for monetary compensation. A more specific study on altruism and job satisfaction shows a

positive correlation between them, so that other oriented values may be also improved by organizations through their missions and social goals (Arciniega & Gonzales, 2005). Finally, Helliwell & Huang's (2005) study on the role of social capital in the workplace finds that the relation between trusts in management and job satisfaction is strongly significant and very substantial.

Ambiguous results emerge when the public versus private sector has been considered by analyses of job satisfaction. Diaz-Serrano & Cabral Vieira (2005) find out that workers are more satisfied in the public sector, whereas Ghinetti (2007) finds that the opposite is the case. The ambiguity seems to be due to the fact that public employees are more satisfied with job security, whilst private employees emphasize interest in the type of job. The importance of the social dimension on the job has been also underlined by studies of establishment size: working in larger establishments is more unpleasant because of the more impersonal atmosphere and the increased division of labor (Masters, 1969).

Conclusion

The views on the subject of employee satisfaction are constantly evolving. While the literature firmly establishes the relationship between employee satisfaction and job performance, the relationship between employee job characteristics and job satisfaction has been little explored. This makes continued research important. Based on Herzberg's Two Factor Theory and Hackman and Oldham's Job Characteristics Model, and empirical

observations, the review has identified five facets of job characteristics with specific dimensions that affect employee satisfaction. These are general working conditions; pay and promotion potential; work relationships; use of skills and abilities; and communication. The review also shows that the intervening variables in the relationship include gender, age and educational levels. By examining the relationship between job satisfaction and job characteristics and the intervening variables in the relationship, the current study deepens knowledge and understanding on the nature of the relationship and the extent of the effect of the intervening variables.

CHAPTER THREE

RESEARCH METHODS

Introduction

The research was designed to examine the relationship between job characteristics and job satisfaction among Senior Staff performance in ECG Head Office in Accra. This section presents the methodology employed in collecting and analyzing data to achieve the stated objectives of the study. The chapter is presented to cover the following headings; research design, population, sampling and sampling procedure, instrument, data collection, and data analysis procedure.

Study Area

Electricity Company of Ghana, Accra, is a limited liability Company wholly owned by the Government of Ghana and was formerly operating under the Ministry of Energy and Power but currently under the Ministry of Power. It was incorporated under the Companies Code, 1963 (Act 179) in February, 1977 and succeeded the Electricity Corporation of Ghana which was set up in 1967 by the Government (NLCD 125). It is mandated to distribute electricity power in Ghana produced by the Volta River Authority (VRA) and other power producers.

The mission of ECG is to supply and distribute quality, reliable and safe electricity services to support the socio-economic growth and

development of Ghana. The vision of ECG is to be among the leading electricity distribution companies in Africa.

The company is authorised to purchase, take over or otherwise, acquire the undertaking and business previously carried out by the Electricity Corporation of Ghana, as well as its goodwill, assets, properties, rights, debts, liabilities and obligations.

The company is also to transmit and supply but now, only to distribute electricity. Also, formerly, the company was to purchase electricity energy from Volta River Authority (VRA), but now, to purchase electricity energy from Ghana Grid Company Limited (GRIDCO) or any other suppliers for distribution.

The responsibility is now given to the company to construct, reconstruct, install, assemble, repair, maintain, operate or remove sub-transmission lines, transformer lines, distribution lines, transformer stations, electrical appliances, fittings and installations.

Until July 1987, the responsibility of distributing and supplying power in the country rested on ECG. The Government created the Northern Electricity Department (NED) as a subsidiary of Volta River Authority (VRA) in 1987 which took over from ECG the responsibility for the management of electricity power distribution in BrongAhafo, Northern, Upper East and Upper West Regions of Ghana. ECG is currently in charge of the distribution of electricity power to the southern sector of the country, namely: Ashanti, Central, Eastern, Greater Accra, Volta and Western Regions. The main study area was the Head Office in Accra.

Research design

The study was a descriptive one because the researcher described the situation as it is practiced. According to Keller and Warrack (2000), descriptive surveys depend on direct contact with those persons or a sample of those whose characteristics, behaviours or attitudes are relevant to a specific investigation. The purpose is to generalize from a sample to a population so that inference can be made about some characteristics, attitude or behaviour of the population. The descriptive survey will be used because in view of Osuala (1993), the method is appropriate for conducting a study into an on-going process. The choice of the survey is further supported by Cohen and Manion (1995) who opine that the survey approach is useful in comparing the conditions of an on-going activity against set standards.

Again, descriptive survey was appropriate because it assisted the researcher to obtain responses from a large group of individuals who would be difficult to locate and whose co-operation would be difficult to obtain. Furthermore, the researcher had the opportunity to directly ask questions from respondents about the topic under study and from the data that was collected; inferences were drawn from the situation.

Moreover, the researcher was of the view that the descriptive design was suitable for the study because the data that was collected from a number of individual units of analysis was used to describe relationship between job characteristics and job satisfaction among Senior Staff of the Electricity Company of Ghana through a relationship analysis for easy prediction of variables.

Population and Sampling

The target population for the study was all Senior Staff of Electricity Company of Ghana's Head Office in Accra. The total population of Senior Staff at the Headquarters of the Electricity Company of Ghana was 147. Purposive sampling was used for this research. The aim of purposive sampling, according to Creswell (1994), "is to purposefully select...respondents that will best answer the research question." The researcher decided to use the entire population for the research. This is what is called census.

Harding (2006) shares the view that census is the process of collecting and gathering data from every unit of a population under a study rather than choosing a sample. Harding further states that census has to do with the use of the total enumeration of the target population for a study. This is to confirm Creswell's (2009) assertion that a researcher purposefully selects...respondents that will best suit its interest of the research. As with the view of Creswell (2009), the main purpose for selecting the entire population for the research is due to the small size of the total population.

Instrument

Questionnaires were used which comprised three major parts. The first section of the questionnaire sought to solicit information on the background of the respondents. The variables which were covered here included the category of respondents, gender, academic/professional qualification and the number of

years spent in serving. These were important since they helped the researcher to determine the level of understanding of the respondents concerning the subject under investigation.

The second part quantified the significance of employee job facets on job satisfaction supported by the literature review. The second section included the questions about the employee's general working condition, pay, promotion potentials, work relationships (relationship with coworkers, subordinates, and relationship with supervisor), working conditions, level of autonomy, and nature of work. The third part of the questionnaire concerned with the employee job satisfaction in relation to the facets of the job. The Likert scale was used to get the response indicating a score of 1 for disagree very much, 2 for disagree moderately, 3 for disagree slightly, 4 for agree slightly, 5 for agree moderately, and 6 for agree very much.

Validity and Reliability of Instruments

This study employed the measurement (confirmatory factor analysis) model to evaluate the measurement properties of the job characteristics and job satisfaction using SPSS. To ensure the validity of the items, the questionnaires were crosschecked and then controlled using the result from the pilot survey. This was to prevent costly mistakes and eliminate threat to validity of the research. However, sources of invalidity or measurement error were wrong answers from respondents, lack of knowledge about the answer to the items, confusing items, incorrect content of the questionnaire and

respondents changing the answer when repeated. Krathwohl’s measures of validity; face and content validity were employed to check the threat to validity of the research.

The internal consistency of the instrument was assessed using the Cronbach alpha. The Cronbach alpha was the preferred index of reliability because of Ary, Jacobs and Razarieh’s (1990) advised that “Cronbach alpha is used when measures have multiple-score items in attitude scales.” From the final instrument, Section B with an internal consistency reliability coefficient of .966 is excellent; while Section C had an internal consistency reliability coefficient of .778 is acceptable (Table 1).

Table 1: Reliability Statistics: Test of Reliability of the Research Instrument Based on Cronbach’s Alpha

Sources	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Section B: Facet of Job Characteristics	.966	.966	21
Section C: Job Satisfaction items	.778	.776	36

Source: Ary, Jacobs and Razarieh (1990)

Data Analysis

The results of the questionnaire were put together analytically as primary data. In order to conveniently interpret the data, the collected questionnaire was statistically analysed using the Statistical Package for Social Sciences (SPSS) software version 22. To aid easy and quick interpretation of data, representative graphics like tables were used for the summary.

Completed questionnaires were given serial numbers for easy identification. In addition, a scoring key or code was developed for the various responses to facilitate the use of SPSS in the analyses. The data was analysed using both descriptive and inferential statistics, including percentages and frequency generated from the responses elicited from the survey.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

This chapter deals with the analyses and discussions of data obtained from respondents in the study. It begins with an analysis of the bio data of respondents and then follows with the analysis of responses to the research questions. Descriptive statistics such as frequencies, percentages, means and standard deviations were used to analyze the data. Also, Friedman test and Regression analysis were used to perform inferential analyses and to draw conclusions on the research objectives. In all, a total of 98 respondents were selected for the study.

Demographic Information of Respondents

The first section of the questionnaire sought to obtain demographic information about the respondents. This was to enable the researcher to make comparison among the respondents. Information obtained included gender, age group, level of educational qualification and length of service.

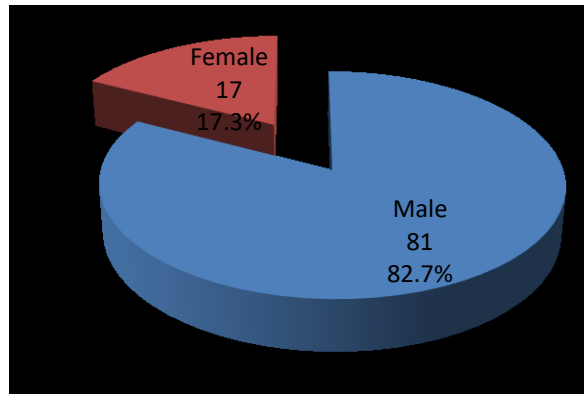


Figure 1: Gender of Respondents

Source: Field survey, Jankeitey (2017)

Figure 1 shows the gender distribution of the respondents. The aim of the researcher was to look at the gender which dominates in the ECG Head Office in Accra. Out of the total sample of 98 respondents, 81 respondents representing 82.7% were males. Again, out of the total sample of 98 respondents, 17 respondents representing 17.3% were females. This indicates that the respondents were male subjugated. Meaning, Electricity Company of Ghana (ECG), Accra Head Office, mostly employs males as senior staff which may be due the nature of the work of senior staff. The work might demand more physique or technical know-how which the females might lack.

Table 2: Age of Respondents

Age (Years)	Group	Male		Female		Total	
		Freq.	%	Freq.	%	Freq.	%
18 – 35		33	40.7	6	35.3	39	39.8
36 – 45		25	30.9	3	17.6	28	28.6
46 – 55		16	19.8	3	17.6	19	19.4
55>		7	8.6	5	29.4	12	12.2
Total		81	100.0	17	100.0	98	100.0

Source: Field survey, Jankeitey (2017)

The study also examined the distribution of respondents by age. The rationale behind this was to look at the various age groups at the Accra Head Office. From Table 2, out of the 98 respondents, 39 respondents representing 39.8% were between the ages of 18 and 35 years of which 33 respondents were males representing 40.7% and 6 respondents were females representing 35.3%. Again, 28 respondents representing 28.6% were within the age range of 36 to 45 years of which 25 respondents were males representing 30.9% and 3 respondents were females representing 17.6%. Also, 19 respondents representing 19.4% were between the age range of 46 and 55 years of which 16 respondents were males representing 19.8% and 3 respondents were females representing 17.6%. And 12 respondents representing 12.2% were found in the age category of 55 years and above of which 7 respondents are males representing 8.6% and 5 respondents were females representing 29.4%.

From the analysis, it was realized that the major of the staff were in their youthful age at the ECG Head Office in Accra.

This category of employees according to Clark (2005) tends to have high expectations with respect to job conditions (characteristics) while older employees according to Drafke and Kossen (2002) tend to have more work experience and generally have more realistic view of work and life in comparison to their younger counterparts, and thus, their level of satisfaction tends to not be influenced by job conditions. This means that ECG, Accra, would have to institute effective strategies if she is to succeed in motivating and increasing the level of satisfaction most of her valued Senior Staff as Ngo (2009) suggested that job satisfaction enhances job performance, positive work values, high levels of employee motivation, and lower rates of absenteeism, turnover and burnout.

Table 3: Educational Level of Respondents

Educational Level	Male		Female		Total	
	Freq.	%	Freq.	%	Freq.	%
Sec./Tech.	11	13.6	2	11.8	13	13.3
Diploma/Tech. Cert.	18	22.2	5	29.4	23	23.5
First Degree	35	43.2	10	58.8	45	45.9
Masters	17	21.0	0	0.0	17	17.3
Total	81	100.0	17	100.0	98	100.0

Source: Field survey, Jankeitey (2017)

In every office, there is a caliber of people who work there with different educational background. The education background of the individual staff will be influenced by job characteristics or description. Table 3 also examines the distribution of respondents by educational level which indicated that out of the 98 respondents, 45 respondents representing 45.9% had first degree of which 35 respondents were males representing 43.2% and 10 respondents were females representing 58.8%. Again, 23 respondents representing 23.5% had Diploma/Tech. certificate of which 18 respondents were males representing 22.2% and 5 respondents are females representing 29.4%. Also, 17 respondents representing 17.3% had masters of which 17 respondents were males representing 21.0% but none of the respondents were females. Furthermore, 13 respondents representing 13.3% had sec. /tech. educational level of which 11 respondents were males representing 13.6% and

2 respondents were females representing 11.8%. It is therefore clear that the ECG senior staff workforce in Accra Head Office is dominated by first degree holders or higher qualification. One can deduce that ECG, Accra, places premium on employees with first degrees.

Table 4 Distribution of Respondents by On the Job Experience (Years)

	Male		Female		Total	
	Freq.	%	Freq.	%	Freq.	%
Up to 10	42	51.9	10	58.8	52	53.1
11 – 20	29	35.8	5	29.4	34	34.7
21 – 30	10	12.3	2	11.8	12	12.2
Total	81	100.0	17	100.0	98	100.0

Source: Field survey, Jankeitey (2017)

The study further examined the years of working of the respondents. The researcher saw that there is no way there can be any job characteristics and satisfaction without considering the job experience of the staff. This was important because the number of years staff had worked in ECG, Accra, is likely to influence their perception on job characteristics and level of satisfaction. From table 4 which shows the distribution of respondents by on the job experience(years) which indicated that out of the 98 respondents, 52 respondents representing 53.1% had up to 10 years on the job working experience of which 42 respondents were males representing 51.9% and 10

respondents are females representing 58.8%. Again, 34 respondents representing 34.7% have 11 to 20 years on the job working experience of which 29 respondents were males representing 35.8% and 5 respondents were females representing 29.4%. Moreover, 12 respondents representing 12.2% have 21 years to 30 years on the job working experience of which 10 respondents were males representing 12.3% and 2 respondents representing 11.8% were females.

It is noted from the Table above that the percentage respondents decreases with increasing years of length of service in the remaining categories. The implication was that majority (53.1%) of the staff had worked with ECG Head Office in Accra for up to 10 years. These categories of staff tended to place value of job satisfaction and good working conditions and might be attributed to the high expectations at the time of appointment.

Latent Factors for Facets to Job Characteristics

In order to affirm the latent factors for the facets to job characteristics, 21 items as indicators of job facets were subjected to principal component (PC) with varimax (orthogonal) rotation. The factors were confirmed based on the content of the items with factor loadings exceeding .50, since the greater the loading, the higher the variable's status as a pure measure of the factor.

Table 5: KMO and Bartlett's Test for Facet on Job Satisfaction

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.926
Bartlett's Test of Sphericity	Approx. Chi-Square	1890.186
	Df	210
	Sig.	.000

Source: Field survey, Jankeitey (2017)

To verify if the data is suitable for factor analysis, the main issue of concern was the strength of the relationship among the variables or items as indicators of facet of job satisfaction. Thus, Kaiser-Meyer-Olkin Measure (KMO) of Sampling Adequacy and Bartlett's Test of Sphericity were used. From Table 5, the KMO of .926 and a Bartlett's Test of Sphericity being statistically significant at 0.05 support the factorability of the data set (Ofori&Dampson, 2011). This implies that factor analysis is appropriate for extracting the latent factors for indicators of job facets.

Table 6: Total Variance explained by the Factors of Job Facets

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	12.658	60.278	60.278
2	1.246	5.936	66.214
3	.974	4.638	70.852
4	.850	4.048	74.899
5	.688	3.277	78.177
6	.603	2.872	81.049
7	.571	2.720	83.769
8	.564	2.685	86.454
9	.457	2.175	88.629
10	.390	1.856	90.486
11	.355	1.689	92.175
12	.276	1.313	93.488
13	.250	1.191	94.678
14	.243	1.156	95.835
15	.199	.947	96.781
16	.151	.717	97.498
17	.136	.650	98.148
18	.122	.581	98.729
19	.104	.495	99.224
20	.093	.444	99.668
21	.070	.332	100.000

Extraction Method: Principal Component Analysis.

Source: Field survey, Jankeitey (2017)

After assessing the factorability of the data on indicators of job facets, decision has to be made concerning the number of factors to extract. However, Kaiser's criterion or Eigen value rule was used to decide on the number of

factors to extract. Thus, six factors which explain 81.049% of the variation of perceived job facets with greater Eigen values were extracted to represent the indicators of job facets (Table 6). Thus, six factors were extracted to represent the indicators of job facets.

Table 7: Rotated Component Matrix for Facet of Job Satisfaction

	Component						Communalities
	1	2	3	4	5	6	
Flow of information in the workplace	.777	.311	.121	.245	.078	.282	.861
Participation in decision making	.760	.192	.165	.227	.220	-.005	.742
Feedback on job performance	.521	.457	.131	.462	.189	.246	.807
Opportunity to utilize your skills and talents	.213	.775	.234	.275	.221	.163	.853
Support for additional training and education	.371	.654	.307	.130	.173	.200	.746
Opportunity to learn new skills	.426	.624	.394	.206	.201	.145	.830
Fringe benefits	.409	.338	.512	.147	.440	.241	.817
Opportunities for promotion	.528	.394	.491	.088	.348	.097	.813
Recognition for work accomplished	.488	.473	.439	.089	.339	.094	.787
Salary	.410	.341	.437	.154	.497	.133	.764
Opportunity for periodic changes in duties	.284	.089	.198	.847	.116	.145	.879
Degree of independence associated with your work roles	.169	.263	.239	.738	.159	.217	.772
Variety of job responsibilities	.024	.374	.176	.543	.580	.079	.809
Flexible in scheduling	.380	.127	.256	.507	.551	.030	.787
Relationships with your co-worker	.314	.360	.250	.209	.581	.454	.878
Relationship with your supervisors	.349	.354	.385	.094	.480	.471	.857
Relationship with your subordinates	.271	.585	.044	.307	.476	.324	.844
Hours worked each week	.100	.195	.237	.244	.111	.830	.865
Job security	.439	.206	.627	.238	.200	.249	.786
Amount of paid vacation time/sick leave offered	.339	.087	.654	.198	.242	.209	.691
Location of work	-.113	.327	.738	.386	.025	.133	.832

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 21 iterations.

Source: Field survey, Jankeitey (2017)

From Table 7, using a threshold of .4 for factor loading, all the variables under factor one, two, three, four and five had their factor loadings exceeding .4; making them a good representation of their respective factors. Only factor six had three of its variables below the threshold of .4, thus, making them a poor representative of the factor. However, the first factor was made up of 3 components, namely; feedback on job performance, flow of information in the workplace and participation in decision making. These variables represent all the items under communication. Meaning, they are actually a measure of “communication”.

Similarly, the second factor was made up of 3 factors, namely; opportunity to utilize your skills and talents, support for additional training and education, and opportunity to learn new skills. These are factors that fall under use of skills and abilities. Thus, factor two was ‘use of skills and abilities’. Again, the third factor is made up of 4 factors namely; fringe benefits, opportunities for promotion, recognition for work accomplished and salary. These are the main components of pay and promotion potential. Thus, factor three was ‘pay and promotion potential’.

Factor four, however, consists of four components namely; opportunity for periodic changes in duties, degree of independence associated with your work roles, variety of job responsibilities and flexible in scheduling. These were indeed the component of work activities. For factor five, it was mainly of three component namely; relationships with your co-worker, relationship with your supervisors and relationship with your subordinates. These components reflect the component of work relationship. On the other, the sixth factor was

on general working conditions, but only hours worked met the threshold of .4 with factor loading of .83. The remaining component namely; location of work, amount of paid vacation time/sick leave offered and job security did not meet the threshold. Thus, were omitted.

In all, latent factor one was ‘communication’; latent factor two was ‘use of skills and abilities’; latent factor three was ‘pay and promotion potential’; latent factor four was ‘work activities’; latent factor five was ‘work relationship’; latent factor six was ‘general working conditions’.

Table 8: Friedman Test on Differences in Facets of Job Characteristics

Facet of Job Characteristics	Chi-Square	P-Value
General Working Conditions	27.45	.000
Pay and Promotion Potential	1.08	.782
Work Relationships	2.50	.286
Use of Skills and Abilities	6.26	.044
Work Activities	5.87	.118
Communication	10.28	.006
Overall	59.39	.000

Source: Field survey, Jankeitey (2017)

The fact that Pay and Promotion Potential is the most significant for employees agrees with the work of other researchers who found pay to be one of the most significant variables in explaining job satisfaction and

performance (Ojokuku and Sajuyigbe, 2009; Sajuyigbe, Olaoye and Adeyemi, 2013). Similarly, Nguyen et al. (2003) concluded that job satisfaction is the result of promotion opportunities in the organization. Within the Pay and Promotion Potential facet, Friedman's test indicates that there are no significant differences among the contributing factors. This means employees attach almost equal importance to all. This could be explained by the fact that opportunities for promotion comes with salary increases and often some fringe benefits. Moreover, work relations and work activities were found with no significant differences among their contributing factors.

However, the Friedman test on differences in satisfaction among the facets of job characteristics with respect to 'Use of Skills and Abilities', 'general working condition' and 'communication' shows that there is a significant difference in satisfaction among the indicators of 'Use of Skills and Abilities', 'general working condition' and 'communication'. This means that employees of ECG Head Office place premium on some indicators than others. For instance, the employees consider the chance to learn new skills or apply them in new areas important to job satisfaction. The reason may be that it does not only make employees confident and independent on the job, but also provides security on the job and opportunity for future job openings.

This finding is supported in the literature. According to Hackman and Oldham (1976, 1980) the opportunity for employees to undertake tasks/jobs that involve the use of different skills and talent (skill variety) contributes to a sense of meaningfulness of work and overall internal satisfaction.

Job Characteristics and Employee Satisfaction

The study sought the views of the respondents on the relationship between job characteristics and employee satisfaction. From Table 9, it can be seen that 93.88% of the respondents agreed that they Like the people they work with. This also recorded a mean level of agreement of 5.02 and SD of 1.11 respectively. Moreover, 90.82 also agreed that their supervisors are quite competent in doing their job, this recorded a mean of 5.01 (SD=1.22). Whereas 32.65% agreed that people get ahead as fast here as they do in other places with a mean of 2.92(SD=1.50) and finally 20.41% with a mean 2.52(SD 1.40) also agreed that they enjoy all their benefits.

This means that there is a high level of unity among the senior staff at ECG head office. It also means that ECG can boast of competent supervisors at the head office. However, from the test, it is evident that promotion or getting ahead in one's carrier path is hard to come by at the ECG head office. Also from the number of respondent who believed that they enjoyed all their benefits, its evident majority of the staff were found not to be satisfied with the benefits they enjoy at the ECG head office.

Table 9: Job Characteristics and Employee Satisfaction

Job characteristics items	N	%	Mean	SD
I like the people I work with	92	93.88	5.02	1.11
My supervisor is quite competent in doing his/her job	89	90.82	5.01	1.22
I sometimes feel my job is meaningful	76	77.55	4.87	1.47
I like my supervisor	81	82.65	4.74	1.43
I enjoy my co-workers	83	84.69	4.69	1.23
I like doing the things I do at work	84	85.71	4.68	1.36
My supervisor is fair to me	70	71.43	4.54	1.70
The goals of this organisation are clear to me	71	72.45	4.54	1.55
My job is enjoyable	81	82.65	4.50	1.36
I feel a sense of pride in doing my job	75	76.53	4.40	1.42
There is no bickering and fighting at work	64	65.31	4.29	1.59
I feel appreciated by the organisation when I think about what they pay me	64	65.31	4.07	1.57
I feel satisfied with my chance for salary increase	64	65.31	4.02	1.46
I find i do not have to work harder at my job because of the competence of people I work with	58	59.18	4.00	1.66
My supervisor shows interest in the feeling of subordinates	57	58.16	3.96	1.66
I do not feel that the work I do is appreciated	60	61.22	3.92	1.54
Work assignment are fully explained	52	53.06	3.72	1.49
I feel I am being paid a fair amount for the work I do	61	62.24	3.71	1.66

Table 9 continued

My efforts to do a good job are always welcome by red tape (bureaucracy)	53	54.08	3.53	1.49
Communications seem good within this organisation	54	55.10	3.44	1.43
The benefits we receive are as good as most other organizations offer	51	52.04	3.40	1.65
The benefit package we have is equitable	51	52.04	3.36	1.45
I feel that I know what is going on with the organisation	41	41.84	3.28	1.50
I am satisfied with my chance for promotion	49	50.00	3.28	1.55
Many of our rules and procedures makes doing a good job easy	37	37.76	3.22	1.60
Those who do well on the job stand a fair chance of being promoted	45	45.92	3.19	1.55
I do not feel my efforts are rewarded the way they should be	37	37.76	3.19	1.51
Raises are too many and far between	37	37.76	3.16	1.36
There are adequate rewards for those who work here	33	33.67	3.15	1.50
I do not have much paper work	37	37.76	3.15	1.49
When I do a good job, I receive the recognition for it that I should receive	45	45.92	3.13	1.56
I have little to do at work	35	35.71	3.11	1.38
I am satisfied with the benefits i receive	33	33.67	3.10	1.55
There is really enough chance for promotion on my job	31	31.63	2.93	1.44
People get ahead as fast here as they do in other places	32	32.65	2.92	1.50
I enjoy all the benefits	20	20.41	2.52	1.40

Source: Field survey, Jankeitey (2017)

Table 10: Descriptive Statistics for Overall Satisfaction

	Statistic	
Mean	3.68	
95% Confidence Interval for Mean	Lower Bound	3.53
	Upper Bound	3.83
5% Trimmed Mean	3.72	
Median	4.00	
Variance	.569	
Std. Deviation	.754	
Skewness	-1.165	

Source: Field survey, Jankeitey (2017)

Table 11 shows the correlation between satisfaction level and facet of job characteristics. From the Table, the correlation between satisfaction level and facet of job characteristics were all insignificant (p-values below .05). This means that there is weak relationship between the satisfaction level and facet of job characteristics. Among the facets, Skills and abilities, and work activities have negative relationship with job satisfaction level whiles the remaining have positive relationship with job satisfaction level. This supports the results from the findings of some researchers.

Table 11: Spearman's Rank Correlation between Satisfaction and Facets of Job Characteristics

	Job Satisfaction	Communication	Skills and abilities	Pay and promotion potential	Work activities	Work relationship	General working conditions
Job Satisfaction	1.000	.087 (.393)	-.005 (.962)	.035 (.736)	-.061 (.552)	.024 (.814)	.190 (.061)
Communication	.087 (.393)	1.000	.005 (.960)	-.067 (.513)	.167 (.100)	.040 (.697)	.014 (.888)
Skills and abilities	-.005 (.962)	.005 (.960)	1.000	-.001 (.992)	-.078 (.446)	.011 (.915)	.037 (.719)
Pay and promotion potential	.035 (.736)	-.067 (.513)	-.001 (.992)	1.000	.001 (.993)	-.112 (.270)	-.006 (.957)
Work activities	-.061 (.552)	.167 (.100)	-.078 (.446)	.001 (.993)	1.000	.117 (.253)	.056 (.587)
Work relationship	.024 (.814)	.040 (.697)	.011 (.915)	-.112 (.270)	.117 (.253)	1.000	.057 (.579)
General working conditions	.190 (.061)	.014 (.888)	.037 (.719)	-.006 (.957)	.056 (.587)	.057 (.579)	1.000

Note: P-value in Bracket (*)

Source: Field survey, Jankeitey (2017)

A study by Teseema and Soeters (2006) also discovered that there is positive relationship between promotion practices and perceived performance of employee. This is also in line with findings of the study of which pay and promotion potentials have a positive correlation with job satisfaction (Table 11).

The current turbulent work environment, with the attendant acquisitions and mergers, it is not surprising that the young employees show less level of satisfaction compared to the older employees. The current decision by government to allow private participation in the energy sector, with ECG being earmarked for concession in the not too long future could be a contributing factor.

Key Job Characteristics to Employee Satisfaction

While all the twenty-one (21) job characteristics within the six (6) facets were indicated as being significant (the least mean score =3.62; SD=.68), some are more significant. In rank order, the first three are 'Opportunity to learn new skills' (1st); job security (2nd); and salary and opportunity for promotion (3rd).

Opportunity to learn new skills is important to make employees confident and independent on the job. This makes it possible to take on greater responsibility and more challenging task. Herzberg (1959), and Hackman and Oldham (1985, 1976) almost all individuals are motivated by higher order needs such as increased responsibility, and jobs that are challenging and

meaningful, which overall contributes to employee job satisfaction. Opportunity to learn new skills provides the means for employee growth and consequent long-term satisfaction. This provides a sense of job security which assures continued salary. While salary is also important among the three, job security is relatively more important. Herzberg (1959) notes that when workers come out for higher salary and get it, the satisfaction which they get is of rather short duration and very soon they begin to come out for more because money is a hygiene factor. The satisfaction gained from money is of short duration as compared to the satisfaction which accrues from a sense of job security.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

Introduction

This chapter summarizes the main findings of the study. A general conclusion from all the facts is also presented. On the basis of the findings and conclusion adduced, recommendations or suggestions that will help understand key issues related to employee job satisfaction of Senior Staff at the ECG Head Office in Accra are also given. Finally, the chapter ends with recommendation for the direction for future research with respect to the field under discussion.

Summary of Findings

The primary purpose of this study was to investigate the relationship between job characteristics and job satisfaction of senior staff at the ECG Head Office in Accra. The secondary purposes were to (1) examine the significant difference among the facets of job characteristics to job satisfaction, (2) determine the extent to which job characteristics influence job satisfaction among senior staff at ECG Head Office, Accra, and (3) examine the extent to which age, gender, professional status and on-the-job experience serve as mediating factors to the relationship between job characteristics and job satisfaction.

A total of 98 senior staff was randomly sampled for the study. Questionnaire was employed as instrument for collecting data. The study used

IBM SPSS version 22 to analyze the data. Both descriptive survey and inferential statistics were used to analyze the data. Inferential statistics used were frequencies, percentages, means and standard deviations were used. Inferential statistics employed were correlation, Friedman test and regression analysis was employed.

The study revealed some key issues which are crucial to senior staff level of satisfaction in ECG Headquarters, Accra. These key findings were presented under the various research objectives which were background characteristics, facets of job characteristics, differences in facets of job characteristics, indicators of level satisfaction of senior staff, effect of job characteristics on level of satisfaction of senior staff at ECG Head Office, Accra, and the influence of job characteristics on level of satisfaction of senior staff with which background characteristics serve as mediating factors.

1. The study revealed that majority of the senior staff at ECG head Office, Accra, studied were males with a dominant age group between 18 and 35 years. This indicated that the workers of ECG are dominated by youthful workforce. In addition, majority was with first degrees and also has worked up to 10 years.
2. The study revealed that the senior staff of ECG place more premium on pay and promotion potential (Mean=4.18, SD=1.07) than the other facets of job characteristics. It was followed by use of skills and abilities (Mean=4.14, SD=.99), work relationships (Mean=4.11, SD=.94), communication (Mean=4.04, SD=.9), general working conditions (Mean=3.96, SD=.94) and work activities (Mean=3.71,

SD=.82). This shows that work activities is the least important facets of job characteristics for the senior staff of ECG. However, the differences in level of important of senior staff for the facets of job characteristics were found to be significant. Specifically, some the indicators under some of facets of job characteristics including general working conditions, communication and use of skills and abilities were significantly different from each other, whereas others including work activities, pay and promotion potential and work relationships were not significantly different from each other. Comparatively, it was revealed that the males place more premiums on all the facets of job characteristics than the females.

3. Again, senior staff were more satisfied with the people they work with (Mean=5.02, SD=1.11) as compared to other indicators of satisfaction level. This was followed by supervisor being quite competent (Mean=5.01, SD=1.22) and feel of job being meaningful (Mean=4.87, SD=1.47). However, enjoying all the benefit was revealed to be least in terms of satisfaction of Senior Staff.
4. Generally, it was found that senior staff were satisfied with their work at the ECG head office (Mean=3.68, SD=.754). Moreover, the latent factor of the indicators of satisfaction level of senior staff was found to be highly related to the overall satisfaction of senior staff (Corr =.965). Meaning, the indicators of satisfaction of work truly present the feelings of senior staff of ECG in terms of their overall satisfaction to the work they do.

5. There was a positive (.343) correlation between the facets of job characteristics and level of satisfaction of senior staff. However, only communication was significantly related to level of satisfaction of senior staff. Again, with background characteristics being the mediating variables, only communication and age of senior staff related to level of satisfaction of senior staff with a positive correlation of .458 which indicated that about 21% of the variance in satisfaction level was explained by the facets of job characteristics and the background characteristics of senior staff.

Conclusions

From the findings of the study, a number of conclusions could be drawn. First, senior staff of ECG Head Office, Accra, see pay and promotion potential as the most important issue to consider when dealing with job characteristics. On the other hand, they see work activities as the least important variable to consider. In addition, the perceived level of importance of facets of job characteristics for males was generally higher than for females. The meaning is that differences in job definitions of employees might affect their perceptions on the importance of job characteristics. The study further observed that the senior staff were satisfied with the people they work with, but were less satisfied with enjoying all benefits of ECG, Accra Head Office.

Furthermore, the study found a positive correlation between the facets of job characteristics and level of satisfaction of senior staff. This implies that

an improvement in the facets of job characteristics would motivate the Senior Staff and increase their level of satisfaction to the work they do at ECG Head Office, Accra. The facets of job characteristics explain a proportion of the variance in level of satisfaction of senior staff. The best predictor of level of satisfaction of senior staff is communication. Thus, an improvement in the communication systems of ECG Head Office, Accra, would lead to a desired increase in staff satisfaction.

Recommendations

Based on the findings and conclusions drawn from this study, a number of measures could be adopted to ensure that Electricity Company of Ghana (ECG), Accra, is putting the right systems in place to improve employee satisfaction and motivation level. The following recommendations are made to the management of the ECG:

1. The Management of ECG Head Office, Accra, should step up its communication systems to ensure increase in the satisfaction level of employees. This could be done by disseminating information through first line managers to the senior staff regularly. It is therefore recommended that the top management of ECG Head Office, Accra, should engage the senior staff at least annually to verify whether information meant for the staff reached them. This will help to identify the appropriate mode of communication that will reach them.

2. The Management should consider making promotion competitive based on staff upgrading and experience. This will help to improve level of satisfaction among senior staff of ECG, Accra.
3. Management should make the relationship between staff qualification and position comparable to those in analogous institutions in the industry. This will stem attrition and thus help retain senior staff of ECG Head Office, Accra.
4. Again, the researcher recommends that the Management of ECG Head Office, Accra, should conduct periodic research into the satisfaction level of staff relative to the jobs they do. This will help management to be abreast with the issues concerning the job satisfaction level of senior staff. This can inform the development of specific programs for improvement in satisfaction needs of staff at any point in time.
5. The researcher also recommends that management of ECG Head Office, Accra, should maintain credibility in the implementation of the various company policies for promotion and staff development. This will enhance senior staff satisfaction on the job.
6. Management should work to maintain a cordial relationship between subordinates and superiors.
7. Also, the current study can be replicated for Junior Staff. Findings from such studies would enable the Management of ECG Head Office, Accra, to draw up a comprehensive policy to enhance satisfaction of staff of the company.

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APPENDICES

UNIVERSITY OF CAPE COAST

COLLEGE OF HUMANITIES AND LEGAL STUDIES
SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT STUDIES

QUESTIONNAIRE

TOPIC: ASSESSING THE RELATIONSHIP BETWEEN JOB CHARACTERISTICS AND JOB SATISFACTION: CASE STUDY, SENIOR STAFF AT ECG HEAD OFFICE, ACCRA

Introduction

Job satisfaction describes a positive feeling about a job, resulting from an evaluation of its characteristics. The purpose of this study is to examine the relationship between job characteristics and job satisfaction of employee's using senior staff at ECG Head Office, Accra, as the case study. Specifically, the study seeks to:

1. Examine the facets of job characteristics among senior staff at the ECG Headquarters, Accra
2. Examine the factors of job satisfaction among senior staff at the ECG Headquarters, Accra
3. Determine the extent to which job characteristics such as pay and promotion potentials, communication, skills and abilities, work activities, work relationship and general working conditions influence job satisfaction among senior staff at ECG Head Office, Accra

The study is for academic purpose, in partial fulfillment of requirements leading to the award of a Master of Science degree in Business Administration

(MBA) General Management Option. Any information provided will be treated with all confidentiality.

Section A: General Information on Respondent

Please, respond by ticking [√] in the appropriate box

1. **Gender:** Male [] Female []

2. **Age:** 18-25 [] 26-35 [] 36-45 [] 46-55 [] 55-above []

3. Educational Level:

- [] Technical Education
- [] Secondary Education
- [] HND/Final Technician Certificate
- [] Degree
- [] Master Degree

4. On-the-job experience (for how long have you worked as a senior staff?)

- [] Up to 5 years [] 6 - 10 years [] 11 – 15 [] 16 - 20 [] 21- 25 [] 26-30 [] more than 30

Section B: Significance of Employee Job Facets to Job Satisfaction

5. Using the scale [5] – **Most Important**; [4] – **Important**; [3] – **Fairly Important**; [2] – **Not Important**; and [1] – **Not at all Important**,

Please, tick [√] to indicate how important each of the following factors is to your satisfaction with your work.

Facet of Job characteristics	Indicators	Rating				
		1	2	3	4	5
GENERAL WORKING CONDITIONS	Hours worked each week					
	Location of work					
	Amount of paid vacation time/sick leave offered					
	Job Security					
PAY AND	Salary (compared to others)					
	Recognition for work accomplished					

PROMOTION POTENTIAL	Opportunities for Promotion					
	Fringe benefits (health insurance, life insurance, pensions, etc.)					
WORK RELATIONSHIPS	Relationships with your co-workers					
	Relationship(s) with your supervisor(s)					
	Relationships with your subordinates (if applicable)					
USE OF SKILLS AND ABILITIES	Opportunity to utilize your skills and talents					
	Opportunity to learn new skills					
	Support for additional training and education					
WORK ACTIVITIES (Job design)	Variety of job responsibilities					
	Degree of independence associated with your work roles					
	Opportunity for periodic changes in duties					
	Flexibility in scheduling					
COMMUNICATION	Feedback on job performance					
	Flow of information in the workplace					
	Participation in decision-making					

Section C. Employee Satisfaction with Job Characteristics

6. Please to what extent do you agree with the following question regarding your satisfaction as an employee at ECG, Accra?

JOB SATISFACTION SURVEY		OPINION					
	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organization.	1	2	3	4	5	6
10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
15	My efforts to do a good job are seldom blocked by red tape (bureaucracy).	1	2	3	4	5	6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17	I like doing the things I do at work.	1	2	3	4	5	6
18	The goals of this organization are not clear to me.	1	2	3	4	5	6

	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
2	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
3	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
4	The benefit package we have is equitable.	1	2	3	4	5	6
5	There are few rewards for those who work here.	1	2	3	4	5	6
6	I have too much to do at work.	1	2	3	4	5	6
7	I enjoy my co-workers.	1	2	3	4	5	6
8	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
9	I feel a sense of pride in doing my job.	1	2	3	4	5	6
10	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
11	There are benefits we do not have which we should have.	1	2	3	4	5	6
12	I like my supervisor.	1	2	3	4	5	6
13	I have too much paperwork.	1	2	3	4	5	6
14	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
15	I am satisfied with my chances for promotion.	1	2	3	4	5	6
16	There is too much bickering and fighting at work.	1	2	3	4	5	6
17	My job is enjoyable.	1	2	3	4	5	6
18	Work assignments are not fully explained.	1	2	3	4	5	6

7. How would you rate your overall satisfaction as a Senior Staff in this Company?

Measure	Rating				
	5 – Very Much Satisfied	4 – Moderately Satisfied	3 - Indifferent	2 – Not Satisfied	1- Not at all Satisfied
Overall Satisfaction					

Thank you.