

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

KNUST SCHOOL OF BUSINESS

DEPARTMENT OF MANAGERIAL SCIENCES

TOPIC:

**AN ASSESSMENT OF JOB SATISFACTION AMONG UNIONISED AND NON-
UNIONISED EMPLOYEES. A CASE STUDY OF VOLTA RIVER ESTATES LTD AND
COCOA ABRABOPA ASSOCIATION**

**A THESIS SUBMITTED TO THE SCHOOL OF BUSINESS KWAME NKRUMAH
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THE AWARD OF MASTER OF BUSINESS ADMINISTRATION IN HUMAN
RESOURCE MANAGEMENT**

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DECLARATION

I, Nii Koi Kotey, the author of this study, hereby declare that except for the references to other people's work, which I have duly acknowledged, the work presented here was carried out by me, a student of KNUST, School of Business, under the supervision of Ms. Hannah Vivian Osei.

I also declare that this work has never been submitted partially or wholly to any institution for award of a certificate.

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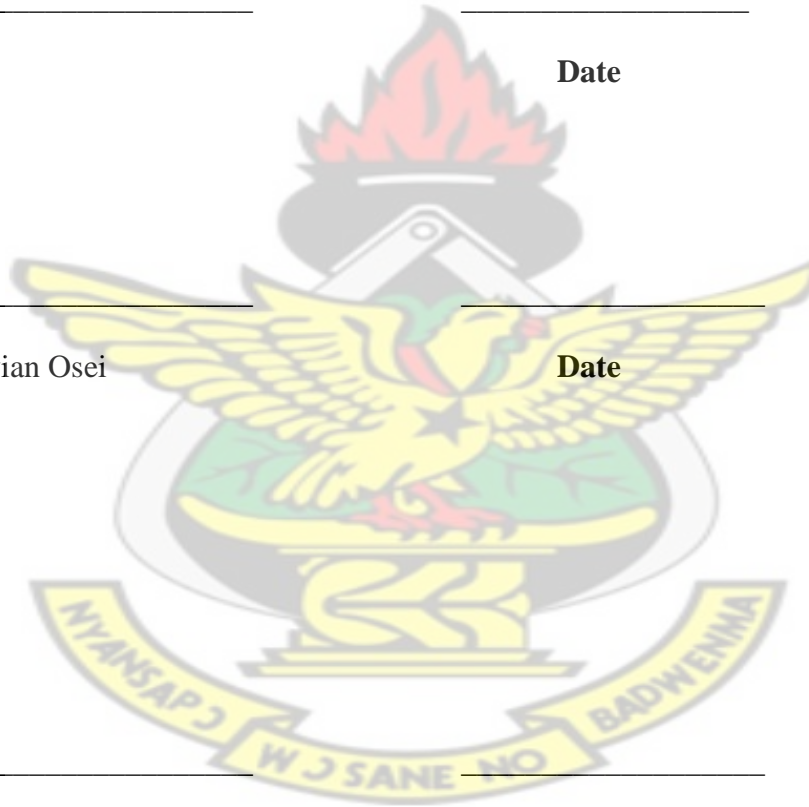
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DEDICATION

This dissertation is dedicated to the Almighty God for His grace, provision, and protection and for seeing me through this project; through him all things are possible.

To my beloved wife, Naa Adsele and my kids, Gerard and Phoebe for the countless moral support you gave me throughout this project.

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To the most High God who ordained this path for me before I even knew about it and made it possible for me to undertake this journey. Thank you Lord for the strength, wisdom, grace and every provision I needed to make this dream a reality.

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ABSTRACT

One of the most pressing problems facing many organizations today is how to motivate employees to work more productively and to increase their feelings of satisfaction, involvement, and commitment. Job satisfaction of employees has been found to be an important factor affecting productivity and has received considerable interest. There have been various assertions in the public domain that owner managers or bosses of indigenous Ghanaian companies do not treat their workers well as compared to other multinational establishments. It is against this backdrop that this research attempts to investigate the level of job satisfaction in a unionized and non-unionized environment in two indigenous organizations in Ghana. Other literature has found that Job satisfaction is lower in trade union members with the explanation that emphasis on unions organisation occurs where working conditions are poor, also explained that trade union voice is used to improve the bargaining power. The objective of the study was to investigate job satisfaction level of unionized and non-unionized employees. The simple random selection method was used to select the sample from the population. The Volta River Estates Limited can be said to be more inclined to allowing the employees to freely join a trade union but the same cannot be said about cocoa Abrabopa. This reflected in the level of satisfaction with Volta River Estates Limited enjoying higher levels of satisfaction than Cocoa Abrabopa. The impact of unionisation of job satisfaction was tested. The results showed that unionisation leads to job satisfaction which contradicts previous works done on this subject.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

One of the most pressing problems facing many organizations today is how to motivate employees to work more productively and to increase their feelings of satisfaction, involvement, and commitment. In a labour surplus and capital hungry country like Ghana, jobs are very important to individuals. They help to determine standards of living, places of residence, status and even one's sense of self-worth. Jobs are also important to organizations because they are the means of accomplishing organizational objectives.

The search for improved productivity has been a foremost worry for all organizations in more industrialised societies. In developing countries the necessity to optimize productivity is also a reflection. Job satisfaction of employees has been established to be an imperative factor for productivity and has received substantial concentration (Collins et al, 2000).

Per the European Commission (2002), employers pay optimum consideration to the subjective welfare of their employees and its impact on their jobs. Several companies in Denmark are reported to on a regular basis, conduct their own job satisfaction surveys and an employee satisfaction index has been calculated for a number of European countries. The European Union has called the attention of member states to the quality aspects of work and highlighted the significance of improving job quality to promote employment and social inclusion.

The antecedents of job satisfaction or job dissatisfaction have been established by a number of researchers. Laurie (2005) suggests that the nature of the work environment and workplace facilities affect job satisfaction. This is supported by Handy (1997) who argues that an inspired

workplace will result in inspired workers. He finds a correlation between the atmosphere quality and style of building offices to work performance. Lambert *et al.* (2001) also states that work environment is more important in shaping worker job satisfaction than demographic characteristics.

Greasley, et. al, (2005) stated that the concept of employee satisfaction has been a focal point for research and practice for the last two decades in particular and considered to be a critical issue for organizational performance. A number of scholars and management “gurus” emphasised on the value of employee satisfaction with its potential influence on organizational performance as much as customer satisfaction (Chen, et. al, 2006).

Various researches on employees’ views disclose that characteristically union members’ report satisfaction is lower as compared to that of non-union members. Taken at face value, such an outcome is perplexing, since the efforts of unions are geared towards improving the working conditions, which is in the midst of the rationale leading to membership. One of the early literature that has sought to explain the puzzle by means of Freeman and Medoff’s (1984) ‘exit-voice’ hypothesis, stressing that members use their voice for improving the bargaining power of the trade union (Borjas, 1979). Another justification has emphasized that unions are able to thrive well when the working environment is poor (Bender and Sloane, 1998).

Current research findings propose that union employees are, on average, less engaged than non-union members. Union membership has seen to contribute to an “us versus them” state of mind that can shrink employees’ sense of understanding with their companies.

It has also been noticed that when a union forms, its immediate focus is on contract negotiations, pay, benefits, and human resource/workplace policies. While these elements are all important to employees, they are not the key drivers of employee engagement or overall job satisfaction.

In unionized environments, compensation is regulated by contract. While contracts allow employees to receive reasonable wages, these contracts as far as practicable eliminates the influence of merit on pay. Recognition is the top driver of employee satisfaction, so the removal of this connection can lead to a decrease in satisfaction levels. In addition, the existence of a union means that employees must contribute a percentage of their remuneration each month as member dues. Dues increase the feelings of dissatisfaction among employees, especially when employees do not see the results they expected from unionization.

Notwithstanding the overabundance of research on the consequence of unionization and non-unionization on employee's satisfaction in the last few decades, there are no widely accepted causal relationships between unionization and non-unionization and employees satisfaction. The empirical evidence arrived at from diverse studies have so far brought about varying results that are full of loopholes and differing views.

Due to these contradictory outcomes, the enquiry of whether unionization and non-unionization improves or degenerates employee satisfaction is still laudable area of more research. Additionally, the study of the effect of unionization and non-unionization on employee satisfaction has not yet received much attention in Ghana. There is therefore a gap on the relevant literature on Ghana which needs to be covered by research.

1.2 Statement of the Problem

There have been various assertions in the public domain that owner managers or bosses of indigenous Ghanaian companies do not treat their workers well as compared to other multinational establishments. It is further asserted that the situation is even worse especially when workers of such indigenous companies are not unionized and therefore the workers do not have a common voice to fight for their rights.

These assertions have prompted a lot of workers to form unions at the work places to fight for their common good and most employers are also using every tactics to prevent their workers from been unionized.

It is against this backdrop that this research attempts to investigate the level of job satisfaction in a unionized and non-unionized environment in two indigenous organizations in Ghana.

1.3 Research Objectives

The objectives of this study are divided into two: the general objective and the specific objectives.

1.3.1 General Objective

The general objective of this study is to investigate job satisfaction level of unionized and non-unionized employees.

1.3.2 Specific Objectives

The specific objectives of this study will be to:

- i. Determine the level of job satisfaction among employees in the two organizations.
- ii. Identify the impact of unionization and non-unionization on job satisfaction among employees in these organizations.
- iii. Identify other human resource management practices that seek to promote job satisfaction among non-unionized employees.
- iv. Make appropriate recommendations on how to sustain or improve upon job satisfaction in the two organizations.

1.4 Research Questions

- i. What is the level of job satisfaction among employees of the two organizations?
- ii. How is the absence or presence of unionization impacting on job satisfaction?
- iii. What is the correlation between organizational environment and job satisfaction?

1.5 Significance of the Study

It is expected that at the end of this research, the findings will ultimately go a long way to help human resource practitioners in the country to put in place various employee engagement practices that will help improve productivity in the country. Additionally, this research will also help other companies and the two organizations involved in the research to constructively engage their employees whether unionized or non-unionized to enhance productivity. Finally, this research will serve as a model for future research to be conducted on the subject matter.

1.6 Hypothesis

H₁: Employees in a unionized environment will show higher levels of job satisfaction

H₂: Employees in a non-unionized environment will show higher levels of job satisfaction

1.7 Overview of Methodology

The sample size of 150 employees would be drawn from the total workforce of the two institutions that will serve as the population for the study. A self-administered questionnaire would be used to gather the primary data for the study. To proceed with the data collection, an introductory letter, a consent form and a copy of the questionnaire would be sent to the two institutions to solicit for their participation in the study. The SPSS software would be used in the data analysis.

1.8 Scope and Limitations of the Study

The study is restricted to finding the level of job satisfaction among employees of two companies in the agricultural industry of Ghana due to the constraints of time and cost. Notwithstanding this limitation, it is expected that the results of this study will go a long way to help human resource practitioners to be informed of the various factors influencing job satisfaction in the two organizations.

1.9 Organization of the Study

This thesis is organized into 5 different chapters from Chapter 1 to Chapter 5. Chapter 1 has different sub-units starting from '1.0 Background of the study' to '1.9 Organization of the Study'. This is followed by Chapter 2 on Literature Review; Chapter 3 on Methodology and Organizational Profile; Chapter 4 on Data Presentation, Analysis and Discussion; and finally Chapter 5 on Summary of Findings, Conclusion and Recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Job satisfaction has been very significant in envisaging systems solidity, decreased turnover and employee motivation. Preceding African studies have recognized the most significant human resources tools to manage job satisfaction; these include remuneration, resources, training, the working atmosphere, supportive supervision and recognition (Mathauner et al, 2006). These results are somewhat consistent with those of the “Uganda Health Workforce Study”, where the effects of a number of job-related factors were assessed to judge their relative importance in predicting job satisfaction. In order of importance, the following were the most significant contributors to overall satisfaction: job matched with workers’ skills and experience, satisfaction with remuneration, contentment with supervisor, convenient workload and job security (Uganda Ministry of Health, 2007).

Early theory in worker satisfaction and motivation recognized compensation as a “hygiene” factor rather than a motivation factor. This means that basic salary satisfaction must be available to sustain continuous job satisfaction, but the basic salary availability by itself will not bring about satisfaction and improved amounts of salary will not add up to an increasing level of job satisfaction. However research conducted in Africa put forward that improvement in remuneration and increment in other compensation packages, in the unlikely event of highly insufficient pay and benefits, may indeed contribute to workforce retention (Kober et al, 2006). Against this background, it is essential to have a glance at the various definition of job satisfaction as outlined by different authors.

2.2 History of Job Satisfaction

One of the finest preliminary researches into job satisfaction was the Hawthorne studies. These studies (conducted between 1924-1933), principally credited to Elton Mayo of the Harvard Business School, wanted to uncover the impact of a variety of conditions (most particularly illumination) on workers' productivity. These studies eventually showed that novel changes in work conditions momentarily boost productivity (called the Hawthorne Effect). It was shortly established that this increase was not as a result of the new conditions, but from the information that they are under critical observation. This finding made available strong evidence that people work for purposes other than pay, which cemented the way for researchers to probe further into other factors in job satisfaction.

Scientific management also had a significant impact on the study of job satisfaction. Frederick Winslow Taylor's 1911 book, *Principles of Scientific Management*, argued that there was a single best way to perform any given work task. This book contributed to a change in industrial production philosophies, causing a shift from skilled labour and piecework towards the more modern approach of assembly lines and hourly wages. The initial use of scientific management by industries greatly increased productivity because workers were forced to work at a faster pace. However, workers became exhausted and dissatisfied, thus leaving researchers with new questions to answer regarding job satisfaction. It should also be noted that the work of W.L. Bryan, Walter Dill Scott, and Hugo Munsterberg set the tone for Taylor's work.

Some argue that Maslow's hierarchy of needs theory, a motivation theory, laid the foundation for job satisfaction theory. This theory explains that people seek to satisfy five specific needs in life – physiological needs, safety needs, social needs, self-esteem needs, and self-actualization. This

model served as a good basis from which early researchers could develop job satisfaction theories.

2.3 The Meaning and Definition of Job Satisfaction

Hoppock (1935) indicates that job satisfaction means the mental, physical and environmental satisfaction of employee and the extent of job satisfaction can be known by inquiring employees about the job satisfaction extents. The academic definitions of job satisfaction can be divided into three types. Namely:

2.3.1 Integral definition

This definition emphasizes workers' job attitude toward environment with focal attention on the mental change for individual job satisfaction of employee (Locke, 1976; Fogarty, 1994; Robbins, 1996).

2.3.2 Differential definition

It emphasizes job satisfaction and the difference between the actually deserved reward and the expected reward from employees; the larger difference means the lower satisfaction (Smith et al., 1969; Hodson, 1991).

2.3.3 Reference structure theory

It emphasizes the fact that the objective characteristics of organizations or jobs are the important factors to influence employees' working attitude and behaviors but the subjective sensibility and explanation of working employees about these objective characteristics; the said sensibility and explanation are also affected by self-reference structures of individual employee (Morse, 1953; Homans, 1961).

Within this research, for the dimension of job satisfaction, we adopt the frequently applied Minnesota Satisfaction Questionnaire and divide the job satisfaction of employee into the external satisfaction and internal satisfaction for the subsequent researching investigation. Although no uniform definition of job satisfaction exists (Siegel & Lane, 1982); job satisfaction is generally considered to be the overall feeling that a worker has about a job.

Young (1984) defined job satisfaction as “the affective reaction that employees have about their jobs” (p. 115). According to Young, job satisfaction has implications for the individual related to physical and mental health, for the organization related to the acceptance of and good performance on the job, and for society related to quantity and quality of life.

Job satisfaction was defined by Lofquist and Dawis (1969) as “the pleasurable emotional state resulting from the appraisal of the extent to which the work environment fulfils an individual’s requirement” (p. 47).

Solly and Hohenshil (1986) stated “Job satisfaction is defined as an attitude individuals hold about their work consisting of a general or global factor of satisfaction as well as a collection of specific factors related to sources of work reinforcement” (p. 119).

According to Hoppock (1977), job satisfaction can be defined as essentially any combination of psychological, physiological, and environmental circumstances that cause a person to say, “I am satisfied with my job”.

2.3.4 Business Definition for Job Satisfaction

The sense of fulfilment and pride felt by people who enjoy their work and do it well. Various factors influence job satisfaction, and our understanding of the significance of these stems in part from Frederick Herzberg. He called elements such as remuneration, working relationships, status, and job security "hygiene factors" because they concern the context in which somebody works. Hygiene factors do not in themselves promote job satisfaction, but serve primarily to prevent job dissatisfaction. Motivators contribute to job satisfaction and include achievement, recognition, the work itself, responsibility, advancement, and growth. An absence of job satisfaction can lead to poor motivation, stress, absenteeism, and high labour turnover.

2.3.5 Some other definitions of job satisfaction

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviours. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviours.

"Job satisfaction is defined as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs" (Spector, 1997, p. 2). This definition suggests job satisfaction is a general or global affective reaction that individuals hold about their job. While researchers and practitioners most often measure global job satisfaction, there is also interest in measuring different "facets" or "dimensions" of satisfaction.

Examination of these facet conditions is often useful for a more careful examination of employee satisfaction with critical job factors. Traditional job satisfaction facets include: co-workers, pay, job conditions, supervision, nature of the work and benefits."

“Job satisfaction is a positive emotional state that occurs when a person's job seems to fulfill one's needs”. It is not always related with the money factor-because some people also work to satisfy their urge to work.

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Following is the exact entry as defined by Dictionary.com.

–noun

1. An act of satisfying; fulfilment; gratification.
2. The state of being satisfied; contentment.
3. The cause or means of being satisfied.
4. Confident acceptance of something as satisfactory, dependable, true, etc.
5. Reparation or compensation, as for a wrong or injury.
6. The opportunity to redress or right a wrong, as by a duel.
7. Payment or discharge, as of a debt or obligation.
8. Ecclesiastical.

Paul Spector (1977) refers to job satisfaction as “a cluster of evaluative feelings about the job” and identifies nine facets of job satisfaction that are measured by the Job satisfaction:

1. *Pay* - amount and fairness or equity of salary
2. *Promotion* - opportunities and fairness of promotions
3. *Supervision* - fairness and competence at managerial tasks by one’s supervisor
4. *Benefits* - insurance, vacation, and other fringe benefits
5. *Contingent rewards* - sense of respect, recognition, and appreciation
6. *Operating procedures* - policies, procedures, rules, perceived red tape
7. *Coworkers* - perceived competence and pleasantness of one’s colleagues
8. *Nature of work* - enjoyment of the actual tasks themselves
9. *Communication* - sharing of information within the organization.

2.4 Importance of Job Satisfaction

After reading about job satisfaction and the factors related to it, you may want to know why job satisfaction is important. The importance of job satisfaction plays a major role in our occupational life. It has relation with many aspects because it affects a person's

- (a) Mental health
- (b) Physical health
- (c) Increase in output

2.4.1 Mental Health

If a person remains continuously dissatisfied with the job it affects the mental health of the individual. The continuous tension leads to much maladjustment in the behaviour.

2.4.2 Physical Health

Job Satisfaction affects the physical health of the person. If a person is under continuous stress, he/she will suffer from health problems like headaches, heart and digestion related diseases etc.

2.4.3 Increase in output

The output automatically increases with job satisfaction because when a person is happy with his job situation, he would like to put more effort in his work, which in turn will increase the output.

2.5 Job Satisfaction Theories

Regardless of the authors, generally it is agreed that job satisfaction involves the attitudes, emotions, and feelings about a job, and how these attitudes, emotions and feelings affect the job and the employee's personal life. Given the many definitions of job satisfaction, many scholars have proposed various theories of job satisfaction. These theories have been developed, then either supported or rejected by others in the field of work motivation and behavioural research. Today the classic theories of Maslow (1943), Herzberg (1968), and Vroom (1964) on job satisfaction are the basis for much of the modern day studies. These classic theories have served as a basis for the evolution of job satisfaction research and have served as a springboard for research inside and outside the field of education. Because these classic theories have transcended into the field of education, from a historical perspective, it is important to look at the classic theories of job satisfaction.

In their book on theories of job satisfaction, Campbell, Dunnette, Lawler, and Weik (1970) divide the present-day theories of job satisfaction into two groups, content theories which give an account of the factors that influence job satisfaction and process theories that try to give an account of the process by which variables such as expectations, needs, and values relate to the characteristics of the job to produce job satisfaction. Maslow's (1943) Needs Hierarchy Theory and its development by Herzberg into the two factor theory of job satisfaction are examples of content theory. Equity, fulfilment and Vroom's (1964) expectancy theory are examples of process theory.

2.5.1 Content theories of job satisfaction

Content theories were concerned with the specific identity of what it is within an individual or his/her environment that energizes and sustains behaviour. In other words, what specific things motivate people (Campbell et al, 1970)? These theories therefore suggest that management can determine and predict the needs of employees by observing their behaviour.

2.5.2 Maslow's hierarchy of needs

Maslow (1954) suggested that people are driven by unsatisfied needs that shape their behaviour. He theorized that after a person has moved from a lower to a higher level of need, the higher-level needs assume less prominence since they have been adequately met. Although lower level needs may at times increase in importance as a consequence of progressing through stages of psychological development, a person tends to develop a personality structure" in which his various needs form a hierarchical system.

Maslow (1954) and Hoppock (1935) suggested that job satisfaction and dissatisfaction share a single continuum. They reasoned that both intrinsic and extrinsic factors have the capacity to

create satisfaction and dissatisfaction. Maslow described one end of this continuum as “growth” needs and, at the other end of the continuum “deficiency” needs. Pinder (1998) describes the first set of needs as basic survival needs, which can be looked at as those needs being concerned with the avoiding of pain and discomfort and as providing primary needs such as sex, thirst, and hunger. Pinder describes the second set of growth needs as those that express themselves in attempts by people to become all that they are capable of becoming.

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2.5.3 Herzberg’s two-factor theory

Herzberg (Herzberg, Mausner, Patterson, & Capwell, 1957; Herzberg, Mausner, Patterson, & Capwell, 2002) used Maslow’s needs hierarchy to formulate the motivator/hygiene theory of employee motivation. In 1968, Herzberg wrote about the two different needs of man. The first need is the one that comes from human’s animal nature – or the ingrained drive to avoid pain from the environment or the learned practices that arise as a response to the basic biological needs. The other set of needs relates to the unique characteristics of humans, the ability to achieve. It is through this achievement that a person experiences psychological growth (Gruneberg, 1976).

Herzberg also theorized that growth or motivation factors intrinsic to the job are: achievement, recognition for achievement, the work itself, responsibility, and growth for advancement (Gruneberg, 1979). He also theorized that the hygiene factors or those factors that produce dissatisfaction are: company policy and administration, supervision, interpersonal relationships, working conditions, salary, status, and security (Gruneberg).

Herzberg's two-factor theory was tested by Schmidt (1976), when he conducted a study using 74 educational administrators in Chicago. Schmidt collected data using a modification of Herzberg's interview technique and a questionnaire on characteristics of the job. Each principal was asked to think of an incident that made him feel exceptionally good or exceptionally bad about his job as an administrator, either in his present position or in previous administrative positions. Each participant was limited to four specific sequences of events: two positive and two negative. The written responses were then coded by a set of encoders.

Using an ANOVA to determine relationships, Schmidt found that achievement, recognition, and advancement, significant at the .01 level were perceived to be major determinants of his subjects' overall satisfaction. The author also reported that interpersonal relations with subordinates, policy and administration, interpersonal relations with superiors, and interpersonal relations with peers were perceived to be major determinants of overall dissatisfaction.

2.5.4 Process theories of job satisfaction

Process theories try to explain and describe the process of how behaviour is energized, directed, sustained, and stopped. To explain and describe behaviour these theories try to define the major variables that are important for explaining motivated people (Campbell et al, 1970).

Process theorists see job satisfaction as being determined not only by the nature of the job and its context within the organization, but also by the needs, values and expectations that the individuals have in relation to their job (Gruneberg, 1979).

For example some individuals have a greater need for pay and achievement than others and where a job gives no opportunity for increased pay or achievement; such individuals are likely to

be more frustrated than those whose need for higher pay and achievement is less. Three sub theories of process theory have been developed: theory based on discrepancy between what the job offers and what is expected, theory based on what an individual needs, and theory based on what the individual values.

2.5.5 Vroom's Expectancy Theory

This theory was developed by Vroom(1964) who asserts that job satisfaction is based on people's beliefs about the probability that their efforts will lead to performance (expectancy) multiplied by the probability that performance leads to rewards (instrumentality) and the value of perceived rewards (valence). This theory is based on the belief that the amount of effort exerted on a job depends on the expected return and may result in increased pleasure or decreased displeasure, and that people may perform their job and be satisfied if they believe that their efforts will be rewarded. The fundamental principle of expectancy theory is the understanding of individuals' goals and the linkages between effort and performance, performance and rewards, and rewards and individual goal satisfaction. This theory recognizes that there is no universal principle that explains people's motivation and is regarded as a contingency model. Understanding what needs a person seeks to satisfy does not ensure that the individual perceives high performance as necessarily leading to the satisfaction of these needs.

2.5.6 Job Characteristics Model

Hackman & Oldham proposed the Job Characteristics Model, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model states that there are five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which impact three critical psychological

states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation, etc.).

The five core job characteristics can be combined to form a motivating potential score (MPS) for a job, which can be used as an index of how likely a job is to affect an employee's attitudes and behaviours.

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2.5.7 Equity theory

Equity theory was most heavily influenced by James Adams and originated around 1965 (Pinder, 1998). Equity theory was based on three main assumptions. First, that people develop beliefs about what constitutes a fair and equitable return for their contributions to their jobs. Secondly, equity theory assumes that people tend to compare what they perceive to be the exchange they have with their employers to that which they perceive co-workers have with their employers. Thirdly, equity theory holds that when people believe that their own treatment is not equitable, relative to the exchange they perceive others to be making, and they will be motivated to do something about the inequity (Pinder, 1998).

For example, one employee believes that another employee makes twice as much as they do. Whether that belief results in dissatisfaction depends on their beliefs about the value of contributions they make as compared to their coworker. People can tolerate seeing others earn more in pay and benefits if they do believe that others are contributing more in the way of inputs (Pinder, 1998).

One main criticism of equity theory is that issues of fairness and justice can be a matter of “the eye of the beholder”. There is always the possibility that what one thinks or believes is not

congruent with what is actually happening. Another limitation to this theory is that it can be hard to compare one organization to another, thus this theory is localized for the person.

2.6 Measuring Job Satisfaction

There are many methods for measuring job satisfaction. By far, the most common method for collecting data regarding job satisfaction is the Likert Scale (named after Rensis Likert). Other less common methods for gauging job satisfaction include: Yes/No questions, True/False questions, point systems, checklists, and forced choice answers.

The Job Descriptive Index (JDI), created by Smith, Kendall, & Hulin (1969), is a specific questionnaire of job satisfaction that has been widely used. It measures one's satisfaction in five facets: pay, promotions and promotion opportunities, co-workers, supervision, and the work itself. The scale is simple, participants answer either yes, no, or can't decide (indicated by '?') in response to whether given statements accurately describe one's job.

The Job in General Index is an overall measurement of job satisfaction. It is an improvement to the Job Descriptive Index because the JDI focuses too much on individual facets and not enough on work satisfaction in general.

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

widely, measured overall job satisfaction with just one item which participants respond to by choosing a face.

2.7 The Relationship between Job Satisfaction and some Organisational Behaviour Factors

Various authors have examined the link between job satisfaction and certain organizational behaviour factors. This section reviews some of these organisational factors

2.7.1 Job Satisfaction and Motivation

Bowen et al; (2008) indicate that the concepts of job satisfaction and motivation are clearly linked and invariably used interchangeably in practice. They further explain that job satisfaction describes or measures the extent of a person's contentment in his or her job while motivation explains the driving force(s) behind the pursuit or execution of particular activities or a job. Herzberg as cited in Dinham and Scott (1998) explains that both phenomena are linked through the influence each has on the other.

Mullins (2005) is however of the view that job satisfaction is linked to motivation but the nature of this relationship is not clear and in the view of Michaelowa (2002) job satisfaction is not the same as motivation. She argues that these two terms are related but may not be used as synonyms.

Motivation is essential to labour, as it gives workers satisfaction such as achievement, sense of responsibility and pleasure of the work itself (A. Enshassi et al; 2007). In supporting a similar view, Chase (1993) (cited by Mohajed, 2005) is of the view that a combination of training, orientation for new employees, provision of a safe and clean environment, encouragement of two-way communication, employee participation in planning or decision making, and individual / team recognition may be utilised to achieve employee satisfaction. Herzberg argues that all too often management fails in its attempt to motivate employees because it puts all of the emphasis

on removing dissatisfiers and neglects satisfiers that create motivation (Oglesby et al., (1989) cited by Mohajed, 2005)

2.7.2 The relationship between leadership and job satisfaction

Robbins (2003) indicates the management function of leadership is mainly aimed to manage employee behaviour and by explaining and predicting employee productivity, resign rate and job satisfaction in an effort to reach the ultimate goals for employees' aggressive job involvement and the commitment to companies.

From developing the models of causality variables to affect job satisfaction, Seashore and Taber (1975) proposes that the entire internal organization environment includes organizational climate, leadership types and personnel relationship can affect the job satisfaction of employee. Robbins (2003) conducts an experiment with the subject of Fedex. From the research, it indicates that managers adopting the transformational leadership management style cannot only bring with better work performance rated by companies but also trigger their superiors to allow them with more job promotion opportunities. The subordinates under transformational leadership have less resign rate than that of transactional leadership but higher productivity and job satisfaction.

Transformational leadership is positively correlated with the improvement of subordinates' working environment, the satisfaction of demands and executer performance (Liu et al., 2003). From above discussions, we can deduce leadership has a significantly positive effect on job satisfaction of employee.

2.7.3 The relationship between organizational culture and job satisfaction of employee

McKinnon et al. (2003) conducts a research with the subjects of diversified manufacturing company in Taiwan. They find organizational cultural values of respect for people; innovation,

stability and aggressiveness had uniformly strong association with affective commitment, job satisfaction and information sharing.

Robbins (1996) contends whenever the individual demand is congruent with cultures, it will result in the highest job satisfaction. For example, the individuals with high autonomy and high achievement motives will result in higher satisfaction under the organizational culture with loose supervision and emphasis of achievement rewarding.

Within the research, Huang and Wu (2000) indicate the organizational culture of public business agencies will cause significant effect on organization commitment and job satisfaction. Among the cultural dimensions of result orientation, professional features, severe control and management and practical affairs, the said cultural dimensions show significantly positive effect on aggressive commitment and job satisfaction of employee. Also, the closed systems will cause negative effect on every dimension within aggressive commitment and job satisfaction of employee.

By reviewing aforesaid scientific lectures, we can find most scholars' confirmation of the significant relationship between organizational culture and job satisfaction. It means organizational culture can actually affect the extent of job satisfaction. Thus, if employees show higher identity extent to organizational cultures, the extent of job satisfaction shall be higher naturally. According to above discussions, we can deduce organizational culture has a significantly positive effect on job satisfaction of employee.

2.7.4 The relationship between the operation of learning organization and job satisfaction of employee.

Gardiner and Whiting (1997) indicate some well-established research results and the said research results indicate within the altered behaviours conducted by learning organizations in response to external environment cannot only bring with beneficial effect on organization performance but also improve the job performance and satisfaction of employee. Hong (2001) contends the operation efficiency of learning organization can allow employees to firmly possess the skills about personnel companionship interaction and correct social manners so that it is available to boost morale and reduce the absence rate and job alternation rate. We can find from the practical researches that the promotion of learning organization can help improve job satisfaction. Under flexible experiment, the encouragement of continuous learning, extensive learning of culture, and system thinking, it is available to change employees' attitude and opinions toward jobs and enhance the internal satisfaction mentally.

Furthermore, improving employees' idea about values and authorizing employees can actually enhance job willing and motives and also intensify the external satisfaction. Seeing from above literatures, we can find the operation of learning organization has a significantly positive effect on job satisfaction of employee.

2.7.5 Job satisfaction and emotions

Mood and emotions while working are the raw materials which cumulate to form the affective element of job satisfaction (Weiss and Cropanzano, 1996). Moods tend to be longer lasting but often weaker states of uncertain origin, while emotions are often more intense, short-lived and have a clear object or cause.

There is some evidence in the literature that state moods are related to overall job satisfaction. Positive and negative emotions were also found to be significantly related to overall job satisfaction.

Frequency of experiencing net positive emotion will be a better predictor of overall job satisfaction than will intensity of positive emotion when it is experienced. Emotion regulation and emotion labour are also related to job satisfaction. Emotion work (or emotion management) refers to various efforts to manage emotional states and displays. Emotion regulation includes all of the conscious and unconscious efforts to increase, maintain, or decrease one or more components of an emotion. Although early studies of the consequences of emotional labour emphasized its harmful effects on workers, studies of workers in a variety of occupations suggest that the consequences of emotional labour are not uniformly negative.

It was found that suppression of unpleasant emotions decreases job satisfaction and the amplification of pleasant emotions increases job satisfaction. The understanding of how emotion regulation relates to job satisfaction concerns two models:

2.7.5.1 Emotional dissonance

Emotional dissonance is a state of discrepancy between public displays of emotions and an internal experience of emotions that often follows the process of emotion regulation. Emotional dissonance is associated with high emotional exhaustion, low organizational commitment, and low job satisfaction.

2.7.5.2 Social interaction model

Taking the social interaction perspective, workers' emotion regulation might beget responses from others during interpersonal encounters that subsequently impact their own job satisfaction. For example: The accumulation of favourable responses to displays of pleasant emotions might positively affect job satisfaction.

2.7.5.3 Causes of Job Satisfaction

Different people including Michealowa (2002), Bacarach and Bamberger (1990), Camp (1987) and Rebore (2001) have cited many factors as the causes of job satisfaction. For the purpose of this study the areas to be considered are the work environment and work facilities, workers own characteristics, human relations and worker supervision.

According to Lum, Kervin, Clark, Reid, Sirola, (1998), Job satisfaction has a number of facets such as satisfaction with: work, pay, supervision, quality of work life, participation, organizational commitment, and organizational climate. Kavanaugh (2006) is of the view that while these facets are correlated, each is an independent construct. Satisfaction with one facet does not guarantee satisfaction with all other satisfaction facets. In spite of this independence, few studies have identified how demographic variables vary in their relationships with the various satisfaction facets. However, this is an important consideration since studies have shown that demographics in terms of age, education, tenure, and experience significantly influence job satisfaction. While it is true that other factors discussed in the literature review can account for more of the variance in job satisfaction, the significance of demographic factors is undeniable.

2.7.6 Job Design and the Work Environment

Job design can be seen as an important factor influencing how employees feel and react to their job, thus affecting their performance and job satisfaction. According to Wood et al (2004), job design can be described as the planning and specifications of job tasks and the designated work settings where they are to be accomplished.

According to Smith (2002), people respond unfavourably to restrictive work environments so it is imperative for organizations to create a working environment that gives employees the ability and freedom to think, engaging and motivating the workforce to reach a higher level of job satisfaction.

Ayers (2005) suggests that the work environment should motivate employees to perform at their best and show commitment to the organization, enhancing work conditions to support the organization's mission and thus impacting on job satisfaction. The conditions under which jobs are performed can have as much impact on people's effectiveness, comfort and safety as the intrinsic details of the task itself.

McKenna (1994) for example is of the view that in human terms any situation that is seen as burdensome, threatening, ambiguous or boring is likely to induce stress. This explains Thomas et al. (2003) findings that on civil engineering projects overcrowded conditions were demotivating, with feeling of constriction and frustration felt frequently.

Work environment and workplace facilities are therefore very essential in dealing with job satisfaction. That is why in the study of South African Quantity Surveyors' job satisfaction, Bowen et al (2008) found that a secure working environment (safety needs) was deemed

important by majority of respondents although they claimed they were working in an environment that was continuously not safe.

2.7.7 Employee's Own Attributes

Heller, Judge, Watson, (2002) suggest that one's disposition contributes to job satisfaction in that individuals are disposed to be satisfied or not satisfied with their jobs. They contend that while research has identified that dispositions may play a role in predicting job satisfaction, the specific study of the big five (the five personality dimensions of Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism) and job satisfaction is very limited. They also found that the big five partially contributed to job satisfaction in that when you control the big five, the relationship between job and life satisfaction is reduced.

A study by Zembylas and Papanastsiou (2004) supports the supposition that one's disposition is related to job satisfaction. The study is also consistent with prior work that shows neuroticism, conscientiousness and extraversion to be correlated with self-assessments of job satisfaction.

Buss (1992) found neuroticism to be related to job satisfaction and to someone's intention to leave an organization. Thus, emotionally stable individuals are less likely to leave the organization and have higher job satisfaction that would be desirable in a hospitality employee.

Several studies including those by Al-Aimi (2001), Okpara (1996) and Rogers, (1991), Bilgic (1998), Sokoya, (2000) have found positive relationships between education levels and job satisfaction. Findings of Bilgic (1998) as well as Okpara, J. O (2004) indicated that employees

with more education may not have many complaints about work-related issues but they may, however, be concerned with the quality of their work performance and productivity.

In his study of the relationships of personal characteristics and job satisfaction of Turkish workers, Bilgic (1998) indicated that the contribution of experience to good feelings toward one's job is positive. He concluded by stating that people with more work experience have more respect for their jobs and can apply their experience to their job. They are more likely to experience greater job satisfaction.

Spear, Gould and Lee (2000) in a study on who would be a teacher found out that female teachers have higher overall job satisfaction than their male colleagues. Again they found that the former were more satisfied with the curriculum and the recognition they receive for their efforts. Male teachers were however found to be more satisfied than women were with their influence over school policies and practices.

Gender differences in job satisfaction have also been extensively researched, but no conclusive evidence has been presented with regard to the levels of satisfaction among men and women. Results of the studies conducted by Bilgic (1998), Oshagbemi (2000) and Hulin and Smith (1976) concerning satisfaction showed that there is a correlation between gender and job satisfaction. For instance, Hulin and Smith (1976) surveyed 295 male workers and 163 female workers drawn from different manufacturing plants to examine gender differences in job satisfaction. The findings of their research show that there is a relationship between male and female job satisfaction. They also found that female workers were less satisfied than their male counterparts.

In a similar study, Bilgic (1998) found that gender was a significant predictor of job satisfaction. The study of Singaporean accountants indicated that gender affects job satisfaction. Thus, on the whole, these studies have demonstrated that there is some association between gender and job satisfaction. Okpara, J. O (2004) found differences in job satisfaction between male and female.

As in earlier studies Bilgic, (1998), Brief and Aldag (1975) and Weaver (1977) the findings of Okpara, J. O (2004) did not reveal clear gender differences in overall job satisfaction. However, gender was an important predictor variable.

According to Linz (2003) older workers exhibited a higher level of job satisfaction than younger workers. Okpara (1996) indicated that research investigating the form and magnitude of the relationship between age and job satisfaction has produced mixed and generally inconclusive results and that potential explanations for such results relate to the largely theoretical nature of research in this area as well as the inconsistent application of proper statistical and methodological controls.

Finally, an extensive literature review by Rhodes (1983) generally supported a positive relationship between age and overall job satisfaction. Rhodes's (1983) conclusion was based on an analysis of the results of eight different studies conducted on the relationship between age and job satisfaction. Okpara, J. O (2004) using the empirical and anecdotal evidence that indicate a positive relationship between age and job satisfaction therefore proposed that age will have a significant positive effect on IT managers' job satisfaction in Nigeria.

As found out by Chen and Francesco (2000), Mathieu and Zajac (1990) and Salancik, (1977) demographic variables such as years in organization, age, level of education and the duration of leadership can have significant impact on organizational commitment. Chen and Francesco (2000) sampled 333 employees in the People's Republic of China and concluded that position is positively correlated with employee commitment while all other demographic variables, including age and tenure, are not. It is anticipated that length of employment in the organization, age, educational level and duration of leadership are positively associated with commitment in an organization.

Similar findings were made by Al-Aimi (2001), Etuk (1980) Kuostelios (1991) and Sokoya (2000). Bilgic, however, had a different finding on the same issue. A logical explanation for this might be that the turnover rate among younger managers may be high. The tendency is for younger managers to consider themselves more mobile and to seek greener pastures, perhaps in other countries, since IT managers are of great demand. The fact that older managers and those with longer tenure in the work place have higher levels of job satisfaction than younger workers and those with shorter tenure may also suggest that the latter groups are more susceptible to the economic turmoil that the country has recently been experiencing. It stands to reason that in times of economic downturn and uncertainty, the first casualties in the workforce will be those recently hired, who tend to be the younger employees. Low levels of job satisfaction among this group may also be explained more in terms of the job context than the personal characteristics. However, more cross-cultural research is also needed to clarify this issue.

2.7.8 Human Relations and Worker Job Satisfaction

In explaining the humanitarian perspective to job satisfaction, Spector (1997) sees job satisfaction as identifying how people deserve to be treated fairly and with respect. According to him, the facets of job satisfaction like equitable rewards and supportive working conditions and fellow employees are related to being treated fairly and with respect. Spector again explains the utilitarian perspective to job satisfaction by asserting that job satisfaction can lead to behaviours that can have either positive or negative effect on organisational functioning. Perhaps it is as a result of these effects that Wolfson (1998) is of the view that workplace boredom and frustration is as a result of an employee's lack of involvement with the company's goals and a feeling that their ideas are not wanted or listened to. Subsequently there is going to be increase in staff turnover for the employer as employees would walk out of door for more interesting jobs.

Mullins (2005) view that organizations should harness the talents and commitment of all their employees and get the best out of people in an attempt to improve job satisfaction, demand a spirit of teamwork and co-operation, and allowing people a greater say in decisions that affect them at work .

Pickard (1993) on the other hand is of the view that empowerment appear to have a radical effect on the way people work. As an example, he describes improved job satisfaction and changing attitude of staff arising from the introduction of empowerment at Harvard restaurants.

Jamison (1999) also shares his view and states that empowerment programs will result in motivated staff, quality customer services and improved profits. In reviewing issues and debate about empowerment, Wilkinson (1999) reports that all the theories share a common assumption

that workers are untapped resource with knowledge and experience and an interest in becoming involved and employers need to provide opportunities and structures for their involvement. It is also assumed that participative decision making is likely to lead to job satisfaction and better quality decisions and that gains are available both to employers (increased efficiency) and workers (job satisfaction), in short an everyone-wins scenario.

Cordery (1991) also linked job satisfaction to workers being grouped, and the group having autonomy. Thus according to him in a self managed group, although effectiveness does not appear to be all positive, individual members of the group however do have higher levels of job satisfaction. This is because the group assumes greater autonomy and responsibility for effective performance of work but the individual members decide on the best means by which these goals are to be achieved. This same view is shared by Borcharding (1974). On his part he expressed that good working relationships with and within a crew as well as good social work relations contribute to job satisfaction.

Bowen et al., (2008) however found various facets of human relations such as being part of a team and participating in decision making; undertaking challenging and creative work as well as receiving recognition for achievements over and above normal responsibilities all influenced job satisfaction.

2.7.9 Supervision and Job Satisfaction

According to Scarpello and Vandenberg (1987) supervision involves technical knowledge, human relations skills and co-ordination of work activities. Effective supervision is therefore

necessary for job satisfaction and high level of performance. That is why Bassett (1994) believes that a kindly and thoughtful leader generates high worker satisfaction. Hence supervisors who adopt considerate approach of leadership towards workers turn to have the more highly satisfied work groups. In the study of job satisfaction among quantity surveyors, Bowen et al., (2008) found this to be true as they stated that that a low degree of supervision and being encouraged to take initiative among quantity surveyors contributed to job satisfaction.

According to Bacharach, Bauer and Conley (1989) supervision of workers activities seems critical in examining their dissatisfaction. They explain that supervision takes two aspects, positive and negative. According to them when applying the positive supervision, supervisors show appreciation for workers activities and solicit inputs from them. On the other hand, supervisors applying negative supervision maintain a critical orientation towards workers and their work by criticising their work, refusing to help, or being generally unavailable. They continue that these types of supervisory behaviour can be expected to lead to dissatisfaction. Crow and Hartman (1999) therefore suggest that instead of trying to improve employee satisfaction, it may be time to consider leadership approaches and management programs that reduce employee dissatisfaction.

Schnake (1987) on his part argues that, the climate of the work group is likely to be influenced by the chosen motivation strategies of the supervisor. An emphasis upon extrinsic rewards, intrinsic or some combination of rewards will each produce a different climate. When extrinsic rewards are emphasized, employees often feel controlled. Extrinsic reward tends to “push” employees to perform and intrinsic rewards “pull” employees to put forth effort. Both types of

rewards are important to most employees. Shani and Lau (2000) support this view by stating that “rewards actually received from performance affect both satisfaction and subsequent performance; intrinsic rewards and extrinsic rewards. Of course rewards can be negative as well as positive.”

2.8 Trade Union Activity

Freeman and Medoff (1984) found out in their study that about one-fifth of union productivity effect stem from lower employee turnover. This seems to explain that unions ensure job stability. In unionized establishment, workers are more likely to be trained on the job or off the job to enhance their productivity and organizational efficiency (Frazis, Herz and Horrigan, 1995).

The existence of unions in the workplace emanated from various factors which workers perceived as inimical to their satisfaction at their workplace. Workers normally find themselves victimized by the power/authority of management in the event of conflicts. The evolution of trade unions has therefore, generally been thought of as a power response by workers to the authority of management (Miller and Form, 1969). Workers try to create common front, a united body, to contest the power of management. Such contest for power with management is reported to be the result of unproductive collective bargaining (Obeng-Fosu, 1999).

2.8.1 Reasons for Emergence of Workers Union

In any worker organization, there may be statutes that regulate the conduct of managers and workers alike. With such provisions, however, operatives in the organization may seek to control, gain prestige or secure economic and monetary advantage over others in performing their functions. Consequently, the ensuing patterns of control, prestige and economic striving

may develop into content for power among individuals and groups (Obeng-Fosu, 1999). This is the underlying factor for the formation of unions, the interplay or contest for power.

2.9 Summary

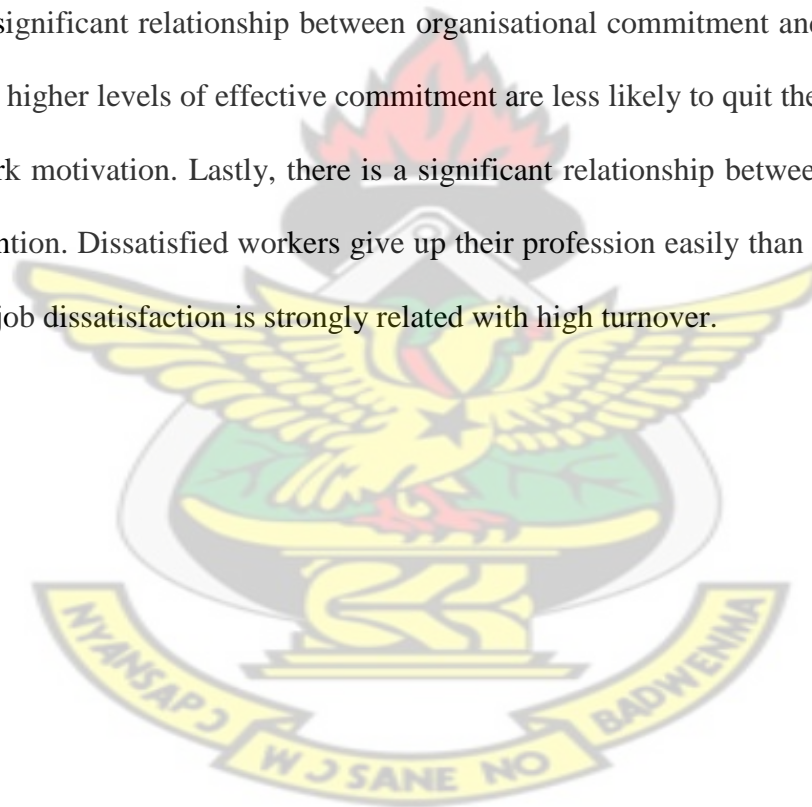
In summary, job satisfaction is a pleasurable feeling which results when one perceives that his or her job is fulfilling or allows the fulfilment of his or her important job values. It also indicates the degree at which an individual's experiences need fulfilment and the willingness to stay with an organisation in spite of enticement to leave. Job satisfaction is again, a factor that is important for the effectiveness of business, good organisational reputation and low turnover.

Job satisfaction and motivation are two related concepts, which are sometimes confused. The two are linked through the influence each has on the other. Major theories of job satisfaction were developed from theories of work motivation, which were in turn based on theories of motivation. The two terms are seen as being related but must not be used as synonyms. Thus, while job satisfaction indicates the well-being of workers induced by the job, motivation is seen as the willingness, drive and desire to engage in good working. The review has again helped to identify that work environment can greatly affect worker job satisfaction and there is therefore the need for managers to improve workplace in order to enhance job satisfaction among workers.

Additionally, worker's own characteristics such as knowledge of the job, competence, gender, age, experience, future expectation can all have either a positive or negative effect on worker job satisfaction. From the literature it is also realised that relationship among workers as well as with their supervisors can strongly influence their sense of job satisfaction within the organisation. Supervision is seen as one of the factors, which can greatly influence worker job satisfaction. Supervision can either positively or negatively affect worker job satisfaction depending on how

it is handled. When a supervisor shows appreciation for workers' work activities and solicits inputs from them, they are satisfied. On the other hand, criticising workers' work and refusing to help and being generally unavailable lead to dissatisfaction.

One effect of worker job satisfaction is that, it leads to performance. However, research has reported an insignificant or modest association between job satisfaction and task performance. According to the literature one employee who is dissatisfied may decide to put in less work effort whereas another will maintain the same level of effort while looking elsewhere for employment. There is also a significant relationship between organisational commitment and job satisfaction. Employees with higher levels of effective commitment are less likely to quit their job and tend to have higher work motivation. Lastly, there is a significant relationship between job satisfaction and worker retention. Dissatisfied workers give up their profession easily than satisfied workers. In other words, job dissatisfaction is strongly related with high turnover.



CHAPTER THREE

METHODOLOGY AND ORGANIZATIONAL PROFILE

3.1 Introduction

In this chapter the researcher provides details of the method for conducting the study. Areas considered are the research design, the survey, the population, the sample and the technique for its selection, the research instrument, data collection procedure and data analysis procedure. A detailed profile of the two institutions involved in the research is also stated in this chapter.

3.2 Research Design

Researchers are interested in accurately measuring job satisfaction and understanding its consequences for people at work. On daily basis, managers must be able to infer job satisfaction of others by careful observation and interpretation of what they say and do going about their jobs. This is most frequently done through formal interviews or questionnaire surveys. The researcher therefore uses as a research design, the descriptive survey. Descriptive research can be either quantitative or qualitative. It can involve collections of quantitative information that can be tabulated along a continuum in numerical form. Descriptive studies are aimed at finding out "what is," so observational and survey methods are frequently used to collect descriptive data (Borg & Gall, 1989). In this research, a lot of emphasis is placed on the gathering of qualitative data as compared to quantitative data.

Due to the nature of this research, the researcher concentrated on gathering first hand data from the field and the main instrument used in gathering these data is the use of questionnaires.

3.3 Population

The sample was drawn from all employees below the management team of the two organizations. In total, there are 673 employees who are below management grade in the two organizations. The Cocoa Abrabopa Association is made up of 123 employees. The Association has a management team of 14 members, administrative staff of 10, field staff of 88 and support staff of 11.

Volta River Estates Limited has staff strength of 589 with 529 of them being field personnel. Management staff is made up of 25 and office/support staff comprising 15 employees.

3.4 Sample

The simple random selection method was used to select the sample from the population. In choosing the sample size for this study, cognizance was taken into consideration as what the experts consider to be the ideal sample out of a particular population. For example, according to Nwana (1992) and Saunders (1990) if the population is a few hundreds, a minimum of 40% will do. A sample size of 150 out of 673 employees (population under consideration) was considered ideal. 50 employees would therefore be randomly selected from Cocoa Abrabopa Association and 100 employees would be randomly selected from the population of 564 employees.

3.5 Data Collection Instruments

The instrument used in collecting data was the questionnaire which made it possible for respondents to supply the needed data on the study. The anticipated difficulties involved in this type of research include ensuring that the questions are clear and not ambiguous, getting respondents to answer questions thoughtfully and honestly and getting sufficient number of questionnaires completed and returned so that there can be meaningful analysis of data collected.

The researcher however adopted the necessary measures to bring down the difficulties to a minimal which includes:

- Explaining to respondents that their answers will not get back to management and that it was purely for academic purposes hence they should try as much as possible to honestly answer questions.

The questionnaire contained 43 items majority of which were in the form of the Likert -type rating scale. Other questions were asked for factual information such as years spent in present organisation, educational qualification, career, working experience, age and sex.

The questionnaire were in three parts with the first part describing selected demographic variables of respondents, the second part was based on level of worker job satisfaction, the third part was Human resource practices. , The questionnaire used was based on the Short Form of the Minnesota Satisfaction Questionnaire (MSQ) which is designed to measure an employee's satisfaction with his or her job which was adopted without modification. The validity of the MSQ is its reliability on the Hoyt reliability coefficient used to test internal consistency.

3.6 Procedure

The researcher collected an introductory letter from the Department of Managerial Sciences in K.N.U.S.T School of Business and presented it to management of the two companies to gain access to the employees for the questionnaire to be administered to them. The researcher administered the questionnaire himself by hand after he had explained to the respondents that the research is purely for academic purpose and for that matter responses were to be treated confidential. The researcher again explained items to most workers as they answered the

questionnaires. The rest of respondents were then allowed a period of two weeks to respond to items after which the questionnaires were retrieved by the researcher. A total number of 80 questionnaires would be administered.

3.7 Data Analysis

To enhance the organization of data in a form suitable for interpretation, analysis and understanding, the SPSS software would be used. The hypothesis was also tested using the software. The SPSS software was chosen because of its simplicity and the fact that it has the ability to perform nonparametric tests required for the purposes of testing the main hypothesis of this study. Data collected was first coded using the coding system of the software before actual input of responses of respondents from the collected questionnaires.

3.8 Organizational Profile

The section reviews the organizational details of the companies concerned. These are discussed as follows;

3.8.1 Brief History of Cocoa Abrabopa Association

Cocoa Abrabopa Association is a non-political and a non-for-profit organization made up of cocoa farmers who seek to better their livelihood by applying the Cocoa Abrabopa package. The components of the package include professionalization of farmers, capacity building, extension services, certification, financial and technical support and pension scheme. The formation of the association begun with feasibility studies in the year 1999 which ended with the first farmer groups registered in 2006. It was fully registered as a company limited by guarantee in 2008 and its head office is situated at Dunkwa-on-Offin in the Central Region of Ghana. The Association is currently made of 18,544 cocoa farmers.

3.8.2 Main Activities

The main activities of the Association include registration of farmers into groups made up of 8 to 12 members, provision of agro inputs (fertilizers, fungicides and insecticides) to these groups on credit, provision of extension services, training (business development skills training) and pension scheme for cocoa farmers. About 40% of the farmers/members are also enrolled on the certification program and currently operating under the UTZ and Rainforest Alliance certification schemes.

3.8.3 Staffing Situation

The Association is made up of six departments namely: Administration/Human Resources, Operations, Extension, Certification, Accounts and Training and Development departments. The staff strength for the Association is currently 123 employees made up of a management team of 14 members, administrative staff of 10, field staff of 88 and support staff of 11.

The core activities of the Association are dominated by the extension team notably the promoters who double as salesmen of the various products of the Association and at the same time providing technical/extension services to the farmers.

3.8.4 History and Main Activities of Volta River Estates Limited

Volta River Estates Limited was established in 1988 by Ghanaian/Dutch ventureship with the help of the Dutch Financierings Maatschappijvoor Ontwikkelingslanden (FMO). The company started with 90 hectares of bananas in the Akwamu area in the Eastern region. At the start of this initiative there was no commercial cultivation of (export) bananas in the country and the scheme was supported by the Ghanaian Government, which was promoting the establishment of non-traditional export, especially agriculture, in the country.

Worldwide, commercial banana plantations were affected by a disease called Black (or yellow) Sigatoka, a fungus infecting the leaves leading to premature ripening of the fruits. In 1988, this disease was not present in Ghana, but after the establishment of the plantation, it became infected, probably from a source in neighbouring countries.

Volta River Estates (VREL) at that time had not the equipment to protect the plantations and therefore the first export crop was a disaster leading to the virtual bankruptcy of the Company.

In 1993 however, new shareholders were attracted and an agreement was made with FMO whereby the existing debt was transformed into equity. A new Managing Director recruited from Ivory Coast and the services of Ivoire Helicopter was arranged to protect the plantation against the disease leading to a fresh start of the plantation in August 1993 with a capital injection from the Agricultural Development Bank of Ghana. The existing shareholders later acquired the equity of FMO.

A second backlash took place at the end of 1993 with the introduction of the European Union's (E.U.) banana regime. Ghana, although a full member of the ACP-Lome convention was not considered as a traditional producer of bananas and therefore was not granted any quota for the export of its bananas towards the E.U., and the first crop had to be sold on the local market against huge losses.

In 1996, VREL obtained recognition as a Fair Trade partner from the Max Havelaar Foundation in Holland and is till date the only producer of Fair Trade bananas on the African Continent. Environmentally it was not too difficult for VREL to obtain this certificate, because right from the start VREL had minimized the use of Agro-Chemicals.

Without any doubt, it can be stated that without the Fair Trade label, VREL would not have survived till now, because the guaranteed minimum price offered by FT enabled the company to survive under the EU quota conditions as non-traditional ACP producer and exporter. The Fair Trade Labelling Organization (FLO) pays a yearly inspection visit to the company, often in April, to verify that VREL is fulfilling its environmental and social obligations. The latest visit was paid in April 2010 and VREL maintained the Fair Trade labelling standard. VREL has also obtained GLOBALGAP, ORGANIC (for two out of the four Sites) and TESCO NURTURES CHOICE certifications.

At this moment, 250 hectares are under cultivation on 4 different sites with total expected annual production of 5000 to 6000 tons. About 600 tons of produce is sold on the local market.

3.8.5 Staffing Situation

This organization is made up of a total workforce of 589 employees. With a management team of 25 members, administrative staff of 20, field workers of 529 and support staff of 15 employees, the company has the largest number of workers in the Wienco Group of Co

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSIONS

4.1 Introduction

This chapter presents the findings through data gathered using structured questionnaires. The study focused on job satisfaction among unionised and non-unionised employees of Cocoa Abrabopa Association and Volta River Estates Limited.

4.2 Demographic Data

The demographic data of the respondents were analysed to identify if a particular group of people were more covered. In this area, a lot of areas in terms of respondents' background were covered. The demographic includes gender, age, marital status and company and trade union cross tabulation.

4.2.1 Gender

On the basis of gender the researcher sought to present data on the gender of employees and the level of cover for the various genders. From the data presented in table 4.1 below, the number of respondents who belong to the male gender involves a total of 94 out of a total valid response of 109. This makes the number of male respondents to account for 86.2% of the valid responses while females marginally account for 13.8% which represent 15 responses from a total of 109 valid responses. It presents us with a case that majority of persons employed are skewed towards the male gender. The nature of the work which usually involves physical power also gives reasons why males are more than the females.

Table 4.1 Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	94	83.9	86.2	86.2
	Female	15	13.4	13.8	100.0
	Total	109	97.3	100.0	
Missing	System	3	2.7		
Total		112	100.0		

4.2.2 Ages of respondents

On the ages of respondents, total valid responses of 110 valid responses were indicated with 2 respondents who did not provide any answer. From the table 4.2 below, 50 responses (representing 45.5% of valid responses) were between the ages of 20-30 years, 44 responses within 31-40 years which captures 40% of responses and the remainder which captures 16 other respondents were above 41 years which represent a little over 14% of respondents. It is an indication that the respondents are fairly of a younger age group.

Table 4.2 Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-30	50	44.6	45.5	45.5
31-40	44	39.3	40.0	85.5
41-50	13	11.6	11.8	97.3
51-60	2	1.8	1.8	99.1
61 and above	1	.9	.9	100.0
Total	110	98.2	100.0	
Missing System	2	1.8		
Total	112	100.0		

4.2.3 Trade union membership and company

A single line item was used to measure if an employee was a member of a trade union. Simple yes and no answers were required. Out of the 106 responses received, 46 belong to Cocoa Abrabopa Association which had all respondents not belonging to a trade union. In the case of the 60 employees for Volta River Estates Limited, only 8 did not belong to a trade union with the remainder of 52 being members of trade union.

In the presentation it is evidenced that majority of members of staff at the Volta River Estates Limited are able to join trade unions whereas the members at Cocoa Abrabopa Association do not belong to or join a trade union. The Volta River Estates Limited can be said to be more

inclined to allowing the employees to freely join a trade union but the same cannot be said about Cocoa Abrabopa Association.

Table 4.3 Trade Union * Company Cross tabulation

		Company		Total
		Cocoa Abrabopa	Volta River	
Trade Union	No	46	8	52
	Yes	0	52	54
Total		46	60	106

4.3 Level of satisfaction

The level of satisfaction of employees was tested on a scale of 1-5 with 1 as very dissatisfied and 5 very satisfied. On the scale were other levels of satisfaction. The respondents' answers were then computed and binned using SPSS to arrive at their final results or their level of satisfaction.

From Cocoa Abrabopa, a total of 36 responses were received from the respondents. The respondents showed that 20 respondents were satisfied and can be split as 5 very satisfied responses and 15 satisfied responses. 14 respondents could not really tell whether they were satisfied or dissatisfied and the 2 remaining respondents really confirmed that they were not satisfied with their employment.

In the case of Volta River Estates Limited, 62 valid responses were received. With these responses it can be seen from table 4.4 that the level of satisfaction were shown as 34 very satisfied responses and 28 satisfied responses were received. No respondent indicated that they were dissatisfied with the level of employment.

From the below presentation, it can be clearly shown that respondents from the Volta River Estates Limited showed higher level of job satisfaction than their counterparts from Cocoa Abrabopa Association. The comparable responses are a clear indication that they are very happy with the employment that they find themselves in.

Table 4.4 Job satisfaction among employees

		Company		Total
		Cocoa Abrabopa	Volta River	
Job Satisfaction	Dissatisfied	2	0	2
	Neither Satisfied nor Dissatisfied	14	0	14
	Satisfied	15	28	43
	Very satisfied	5	34	39
Total	36	62	98	

4.4 Impact of unionisation and non unionisation on job satisfaction

The purpose of this objective is to test the impact of unionisation on job satisfaction. Members of trade union were to indicate “Yes” whilst non union members were to indicate “No”. No was coded as 1 and Yes as 2. Table 4.5 below presents the impact of unionisation on Job satisfaction. The correlation between unionisation and job satisfaction shows $r=.424$, $p=.001 < 0.05$.

From the correlation, it can be deduced that there is a positive and statistically significant relationship between Job satisfaction and trade union members. Thus member of trade unions are more satisfied than non trade union members.

Most researchers like Laurie (2005) suggest that the nature of the work environment and workplace facilities affect job satisfaction. Other literature has found that Job satisfaction is lower in trade union members with Bender and Sloane (1998) explaining that emphasis on unions organisation occurs where working conditions are poor and Freeman and Medoff's (1984), also giving a reason that trade union use their voice to improve the bargaining power.

From the above argument it is clear that the study contradicts the theories above and can emphatically state that trade union membership rather leads to job satisfaction amongst employees per the results received ($r=.424$, $p=.001$).

Table 4.5 Correlations Job satisfaction and Trade Union

		Job Satisfaction	Trade Union
Job satisfaction	Pearson Correlation	1	.424**
	Sig. (2-tailed)		.000
	N	98	95
Trade Union	Pearson Correlation	.424**	1
	Sig. (2-tailed)	.000	
	N	95	106

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

4.5 Human Resource practices that promote job satisfaction

The purpose of this objective is to measure the impact of various Human Resource Practices on Job Satisfaction. The HR practices measured in this research include Training (Training 1 and Training 2), Information Sharing, Status Difference, Team Working, Rigorous Selection, Involvement in Decision Making, Communication (Measured as Communication 1&2), Job Security, Rewards, Avenues for Promotions, Accurate Assessment and Feedback. Respondents were to respond on a five-point likert scale with 1 as Strongly Disagree and 5 as Strongly Agree.

The main questions are shown in appendix 1 as HR Practices. Excerpts I am provided with sufficient opportunities for training and development (captured as training 1), I receive the

training I need to do my job (training 2) and there is a clear status difference between management and staff in this department.

Job satisfaction was also measured on a five point likert scale with responses ranging from 1 very dissatisfied and 5 Very Satisfied. The questions on the level of satisfaction was combined and computed as one variable. It was then binned to arrive at the final satisfaction figure. The level of significance was pegged at $p=0.05$.

Table 4.6 Correlations between Job satisfaction and HR practices

		Job Satisfaction	Training	Training 2	Information Sharing
Job Satisfaction	Pearson Correlation	1	.432**	.380**	.431**
	Sig. (2-tailed)		.000	.000	.000
	N	98	98	96	98
Training 1	Pearson Correlation	.432**	1	.884**	.675**
	Sig. (2-tailed)	.000		.000	.000
	N	98	109	107	107
Training 2	Pearson Correlation	.380**	.884**	1	.762**
	Sig. (2-tailed)	.000	.000		.000
	N	96	107	107	105
Information Sharing	Pearson Correlation	.431**	.675**	.762**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	98	107	105	107
Status Differences	Pearson Correlation	.195	.177	.193*	.193*
	Sig. (2-tailed)	.055	.067	.048	.046
	N	98	108	106	107
Team Working	Pearson Correlation	.205*	.281**	.295**	.372**
	Sig. (2-tailed)	.043	.003	.002	.000
	N	98	109	107	107
Rigorous Selection	Pearson Correlation	.080	.441**	.455**	.454**
	Sig. (2-tailed)	.439	.000	.000	.000
	N	95	106	104	104

Team work	Pearson Correlation	.520**	.342**	.253**	.436**
	Sig. (2-tailed)	.000	.000	.009	.000
	N	97	108	106	106
Involvement in Decision making	Pearson Correlation	.438**	.222*	.238*	.357**
	Sig. (2-tailed)	.000	.020	.013	.000
	N	98	109	107	107
Communication	Pearson Correlation	.308**	.243*	.193*	.306**
	Sig. (2-tailed)	.002	.011	.047	.001
	N	98	109	107	107
Communication	Pearson Correlation	.640**	.229*	.173	.315**
	Sig. (2-tailed)	.000	.017	.074	.001
	N	98	109	107	107
Job security	Pearson Correlation	.602**	.331**	.327**	.430**
	Sig. (2-tailed)	.000	.000	.001	.000
	N	96	107	105	105
Rewards	Pearson Correlation	.638**	.372**	.393**	.415**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	98	109	107	107
Avenues for promotions	Pearson Correlation	.655**	.304**	.324**	.429**
	Sig. (2-tailed)	.000	.001	.001	.000
	N	98	109	107	107
Accurate Assessment	Pearson Correlation	.640**	.267**	.322**	.342**
	Sig. (2-tailed)	.000	.005	.001	.000
	N	97	108	106	106
Feedback	Pearson Correlation	.599**	.293**	.258**	.406**
	Sig. (2-tailed)	.000	.002	.008	.000
	N	98	108	106	106

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

* . Correlation is significant at the 0.05 level (2-tailed).

Extracts from the table on the responses received are as follows; Training 1 ($r=.432$, $p=.001$) and Training 2 ($.380$, $p=.001$). This is an indication that training has a significant positive correlation with job satisfaction. This shows that as employees are given the opportunity to have access to

training or are given sufficient training to perform their tasks, it will lead to high levels of job satisfaction. It is there eminent that training as an HR practice will lead to job satisfaction among employees.

Information sharing can be termed as dissemination of all relevant information in the company. The test was to identify if information sharing as an HR practice will lead to job satisfaction. Results from the table 4.6 was $r=.431$ and $p=.00$. From the correlation, there is a significant positive correlation between information sharing and HR practices. This means that as the company opens up and shares more relevant information (thus bringing grape vine to the minimum), the organisation is likely to increase job satisfaction among its employees.

Status differentiation was measured with the statement; there is a clear status difference between management and staff. From this measure, the correlation between this HR practice and job satisfaction was $r=.095$ and $p=.055$. From this correlation it can be deduced that there is no significant correlation between status difference and job satisfaction. That is when organisations practices status differentiation there will not be any significant improvement in the satisfaction level of employees.

Team working was measured and showed a correlation of $r=.205$ and $p=0.043$ with job satisfaction. This shows that there is a positive significant relationship between teamwork and job satisfaction. This indicates that when a good team is built in an organisation, it will lead to more satisfaction by employees. This result goes to confirm the work of Cordery (1991) who linked job satisfaction to workers being grouped. In his view when employees are grouped and have greater autonomy then they are likely to show satisfaction.

Rigorous selection and job satisfaction had results of $r=0.08$ and $p=.439$. This results indicate that the rigorous selection process by organisations do not affect the satisfaction level of employees in the organisation. It is therefore important to note that this HR practice does not have any significant correlation with job satisfaction levels of employees.

Bowen et al., (2008) found various facets of human relations such as being part of a team and participating in decision making. With this literature, the results for Involvement in decision making recorded $r=.438$ and $p=001$ correlation as per table 4.6. There is a positive significant correlation between job satisfaction and employee involvement. This means that as employees are involved in decision making, the level of satisfaction increases. Employee involvement in decision making is seen as a key ingredient to increasing their level of satisfaction. This is a clear confirmation of the work by Bowen et al (2008).

Communication was measured in two forms. The questions were; communication in this department is good (Communication 1) and Communication between departments is good (communication 2). The two measured $r=.308$ and $p=.002$ and $r=.640$ and $p=.001$ respectively. In all the two instances, there were positive significant relationships recorded. This means that when there is a good communication in the organisation, there will be a positive increase in the satisfaction levels of employees. However communication among department will increase the job satisfaction level of employees in the organisation as it recorded a high rho.

Job security and job satisfaction correlation was $r=.602$ and $p=0.001$ which implies that when employees are assured of their continuous employment they tend to be more satisfied with the job they do. Hence providing employees with security of their jobs will increase their satisfaction

levels. This is in line with Bowen et al (2008) research that a secure working environment was deemed important by majority of respondents for job satisfaction.

Employee rewards recorded $r=.638$ and $p=.001$. This shows that as employees enjoy better rewards system in the institution, they exhibit high levels of job satisfaction. This means that rewards are key ingredients to satisfying employees.

Promotions which was measured as opportunities for promotions was tested to find out if there is any significant correlation. From the results of $r=.655$ and $p=.001$, there is a clear indication of positive correlation between the two. Therefore employees in organisations which tend to give avenues for promotions will ultimately be more satisfied with their work.

Accurate Performance recorded $r=.640$ and $p=.001$ with job satisfaction. Which means that when employees perceive fair and accurate performance appraisal, then the level of satisfaction will increase amongst employees in that organisation.

Feedback between organisation and employees was tested to see the correlation it will have on job satisfaction. Results showed $r=.599$ and $p=.001$ which shows a positive significant relationship. This shows that when there is good feedback in the organisation, there will be an increase in satisfaction amongst employees.

From the above analysis, Training (Training 1 and 2), Information Sharing, Team Work, Involvement in Decision Making, Communication (Communication 1 and 2), Job Security, Rewards, Promotions, Accurate Performance Appraisal and Feedback were seen as HR practices that will promote job satisfaction at the workplace. However, Status differentiation and Rigorous Selection criteria did not have a significant correlation with job satisfaction.

Amongst the HR practices that had significant correlation, the researcher arranged from the highest to the lowest taking into consideration the rho of each practice to measure their respective effect and ranking. These rankings are shown in table 4.7 below.

Table 4.7 Relevant HR practices

Hr practice	Rho
1. Promotions	r=.655
2. Accurate performance appraisal	r=.640
3. Communication 2 (communication among departments)	r=.640
4. Rewards	r=.638
5. Job security	r=.655
6. Feedback	r=.599
7. Involvement in decision making	r=.438
8. Training 1 (avenues for training)	r=.432
9. Information sharing	r=.431
10. Training 2 (receive training)	r=.380
11. Communication (communication within department)	r=.308
12. Team work	r=.205

Union pressure is usually geared at improving employees' conditions of work. It can be deduced that the HR practices that are in line with trade union thinking enhance employee welfare.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter contains the summary of research findings, conclusion as well as recommendations on the research topic. The focus of the study is job satisfaction level of unionized and non-unionized employees using Cocoa Abrabopa Association and Volta River Estates Limited as a case study. To arrive at a valid conclusion, the researcher sought to determine the level of job satisfaction among employees of the two companies, identify the impact of unionization and non-unionization on job satisfaction among employees in these organizations and finally to identify Human resource practices that seek to promote satisfaction.

5.2 Summary of findings

Here the researcher provides a brief account on the outcome of the field work that is, what the research brought to their notice.

5.2.1 Level of satisfaction

The level of satisfaction of employees was tested on a scale of 1-5 with 1 as very dissatisfied and 5 very satisfied.

A total of 36 responses were received from Cocoa Abrabopa respondents. Results showed 5 very satisfied responses and 15 satisfied responses. 14 respondents could not really tell whether they were satisfied or dissatisfied and the 2 remaining respondent really confirmed that they were not satisfied with their employment.

In the case of Volta River Estates Limited, 62 valid responses were received, 34 very satisfied responses and 28 satisfied responses were received. No respondent indicated that they were dissatisfied with the level of employment. From the above presentation, it can be clearly shown that respondent from the Volta River Estates Limited showed higher level of job satisfaction than their counterparts from Cocoa Abrabopa Association.

5.3 Impact of unionisation and non unionisation on job satisfaction

The correlation between unionisation and job satisfaction shows $r=.424$, $p=.001 < 0.05$. It can be deduced that there is a positive and statistically significant relationship between Job satisfaction and trade union members. The findings are contrary to researchers like Bender and Sloane (1998), who found low satisfaction between jobs and trade union membership. They explained that emphasis on trade unions occur when there is poor working condition. However, this result indicates that trade unions really lead to job satisfaction.

5.3.1 Hypothesis

For the purpose of this study the following hypotheses were set;

H₁: Employees in a unionized environment will show higher levels of job satisfaction

H₂: Employees in a non-unionized environment will show higher levels of job satisfaction

The correlation between unionisation and job satisfaction shows $r=.424$, $p=.001 < 0.05$. From the correlation, it can be deduced that H_1 is valid and H_2 is null. From the study the hypothesis that holds will stand as follows;

H_1 : Employees in a unionized environment will show higher levels of job satisfaction

5.4 Human Resource practices that promote job satisfaction

The purpose of this objective was to measure the impact of various Human Resource Practices on Job Satisfaction. The HR practices measured in this research include Training (Training 1 and training 2), Information Sharing, Status Difference, Team Working, Rigorous Selection, Involvement in Decision Making, Communication (Measured as Communication 1&2), Job Security, Rewards, Avenues for Promotions, Accurate Assessment and Feedback. Respondents were to respond on a five-point likert scale with 1 as strongly disagree and 5 as strongly agree.

Extracts from the responses received are as follows; Training 1 ($r=.432$, $p=.001$) and Training 2 ($r=.380$, $p=.001$), Information sharing ($r=.431$ and $p=.001$), Status differentiation ($r=.095$ and $p=.055$), Team working ($r=.205$ and $p=0.043$), Rigorous selection ($r=0.08$ and $p=.439$), Involvement in decision making ($r=.438$ and $p=0.001$), Communication 1&2 ($r=.308$, $p=.002$ and $r=.640$ and $p=.001$ respectively), Job security ($r=.602$ and $p=0.001$), Employee rewards ($r=.638$ and $p=.001$), Promotions ($r=.655$ and $p=0.001$), Accurate Performance recorded ($r=.640$ and $p=.001$) and Feedback ($r=.599$ and $p=.001$).

From the above analysis, Training (Training 1 and 2), Information sharing, Team work, Involvement in decision making, Communication (Communication 1 and 2), Job security, Rewards, Promotions, Accurate performance appraisal and feedback were seen as HR practices

that will promote job satisfaction at the workplace. However, Status differentiation and Rigorous selection criteria did not have a significant correlation with job satisfaction.

5.5 Ranking of Human Resource practices

Amongst the HR practices that had significant correlation, the researcher arranged from the highest to the lowest taking into consideration the rho of each practice to measure their respective effect and ranking. From the highest to the lowest they are arranged as follows; Promotions, Accurate performance appraisal, Communication 2 (communication among department), Rewards, Job security, Feedback, Involvement in decision making, Training 1 (avenues for training), Information sharing, Training 2 (receive training), Communication (communication within department) and Team work.

Training (Training 1 and 2), Information sharing, Team work, Involvement in decision making, Communication (Communication 1 and 2), Job security, Rewards, Promotions, Accurate performance appraisal and Feedback were seen as HR practices that will promote job satisfaction at the workplace. However, Status differentiation and Rigorous selection criteria did not have a significant correlation with job satisfaction.

5.6 Conclusion

In the presentation it is evidenced that majority of members of staff at the Volta River Estates Limited are able to join trade unions whereas the members at Cocoa Abrabopa Association do not belong to or join a trade union. The Volta River Estates Limited is said to be more inclined to allowing the employees to freely join a trade union but the same cannot be said about Cocoa Abrabopa Association.

Respondents from the Volta River Estates Limited showed higher level of job satisfaction than their counterparts from Cocoa Abrabopa. The comparable responses are a clear indication that they are very happy with the employment that they find themselves in.

Researchers like Laurie (2005) suggest that the nature of the work environment and workplace facilities affect job satisfaction. Other literature has found that Job satisfaction is lower in trade union members with Bender and Sloane (1998) explaining that emphasis on unions organisation occurs where working conditions are poor and Freeman and Medoff's (1984), also giving a reason that trade union use their voice to improve the bargaining power. From the above argument it is clear that the study contradicts the theories above and can emphatically state that trade union membership rather leads to job satisfaction amongst employees per the results received ($r=.424$, $p=.001$).

From the above analysis, Training (Training 1 and 2), Information sharing, Team work, Involvement in decision making, Communication (Communication 1 and 2), Job security, Rewards, Promotions, Accurate performance appraisal and Feedback were seen as HR practices that will promote job satisfaction at the workplace. However, Status differentiation and Rigorous selection criteria did not have a significant correlation with job satisfaction.

5.7 Recommendations

It was identified that most employees of Cocoa Abrabopa were not members of trade unions which also reflected in their level of satisfaction at work. It is therefore recommended that employees of cocoa Abrabopa be allowed to join trade union to increase their level of satisfaction.

Unionization has been seen to lead to job satisfaction which contradicts research done in other countries. It is therefore important that employees are allowed to join trade unions to improve their level of satisfaction.

HR practices such as Training (Training 1 and 2), Information sharing, Team work, Involvement in decision making, Communication (Communication 1 and 2), Job security, Rewards, Promotions, Accurate performance appraisal and Feedback were seen as HR practices that will promote job satisfaction at the workplace. It is therefore recommended that improvement in these practices will help increase employee satisfaction levels.

On the contrary Status differentiation and Rigorous selection criteria did not have a significant correlation with job satisfaction. Therefore HR managers are advised to reduce such practices in order not to lead to dissatisfaction among employees.

5.8 Directions for future research

The study recommends the following for future empirical studies:

1. Research should focus on comparative analysis of HR practices in government and private sectors of the economy
2. Researchers should focus on the moderating effect of HR practices on unionisation.
3. Researchers should focus on other organisational factors and its effects on unionisation.

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Appendix 1

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGERIAL SCIENCE

**QUESTIONNAIRE ON AN ASSESSMENT OF JOB SATISFACTION AMONG
UNIONISED AND NON-UNIONISED EMPLOYEES**

**A CASE STUDY OF VOLTA RIVER ESTATES LTD AND COCOA ABRABOPA
ASSOCIATION**

This survey is meant to collect relevant information from selected staff to aid in the assessment of job satisfaction among unionized and non-unionized employees. The information required for this exercise is strictly for academic purpose and any information provided would be treated with utmost confidentiality and shall be used only for the intended purpose. Your candid opinion is highly solicited.

Please I would appreciate it if you could spend some few minutes answering this questionnaire.

Thank you.

1. Gender: (a) Male [] (b) Female []

2. Age (in years)
18 – 30 [] 31 – 40 [] 41 – 50 []
51 – 60 [] 61 and above []

3. Marital status: Single [] Married [] Divorced []

4. Highest level of education
PhD [] Master's Degree []
First Degree [] HND []
Others (specify)

The way my boss handles his/her workers					
The competence of my supervisor in making decision					
Being able to do things that don't go against my conscience					
The way my job provides for steady employment					
The chance to do something that makes use of my abilities					
The way company policies are put into practice					
My pay and the amount of work I do					
The chances for advancement on this job					
The freedom to use my own judgment					
The chance to try my own method of doing the job					
The working conditions					
The way co-workers get along with each other					
The praise I get for doing a good job					
The feeling of accomplishment I get from the job					

From the statements below indicate your level of agreement or disagreement to the statements. There are no correct and wrong answers.

**1=Strongly Disagree 2=Disagree 3=Slightly Disagree 4=Neutral 5=Slightly Agree
6=Agree 7=Strongly Agree**

HR practices	1	2	3	4	5	6	7
I am provided with sufficient opportunities for training and development							
I receive the training I need to do my job.							
This department keeps me informed about business issues and about how well it is doing.							
There is a clear status difference between management and staff in this department.							
Team working is strongly encouraged in our department.							
A rigorous selection process is used to select new recruits.							
Management involves people when they make decisions that affect them.							
Communication within this department is good.							
Communication between departments is good.							

I feel my job is secure.							
The rewards I receive are directly related to my performance at work.							
Career management is given a high priority in this department							
I have the opportunities I want to be promoted.							
The appraisal system provides me with an accurate assessment of my strengths and weaknesses.							
I am given meaningful feedback regarding my performance at least once a year.							

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