

**AN ASSESSMENT OF JOB SATISFACTION AND ITS EFFECT ON
EMPLOYEES' PERFORMANCE: A CASE OF MINING COMPANIES IN
THE [BIBIANI – ANHWIASO – BEKWAI DISTRICT] IN THE WESTERN REGION.**

BY

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DECLARATION

I hereby declare that this dissertation is the result of my own work and that no part of it has been accepted for the award of any other degree of this university, and that all the sources I have used or quoted have been indicated and acknowledged as complete references.

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ABSTRACT

Employee attitudes are very significant to management and organisations since they determine the behaviour of employees in an organisation. It is believed that employees who are satisfied are normally productive than their counterparts who are dissatisfied. Satisfied employees are not only creators of a pleasant atmosphere within organisations to perform well but ensure quality gain and show loyalty as well. Therefore, job satisfaction has been the topic of many studies. Although some researches focused on job satisfaction and employee performance, empirical work on the determinants of job satisfaction and its effect on performance especially in mining organisations is scanty. This research attempts to fill the gap by using mining organisations in the Bibiani-Anhwiaso-Bekwai District in the Western Region of Ghana as a case study. The study reviewed literature on the concepts of job satisfaction and performance. The study employed quantitative and qualitative methodology. Data was collected through the administration of questionnaire and an in-depth interview. Questionnaires were administered to 90 employees of 2 mining companies in the Bibiani – Anhwiaso – Bekwai District. In-depth interviews (IDL) were conducted on 4 management staff to elicit their responses on job satisfaction.. It has emerged from the study that out of the nine determinants that were explored, the management and employees viewed compensation/pay as their main determinant of job satisfaction. The study indicated further that their satisfaction level was high especially with health and safety policies in the two mining companies. Additionally, compensation/pay has positive impact on their performance while nature of work negatively affects performance. Finally, the study revealed that inadequate training was a major challenge to the job satisfaction of mine workers. It is recommended that management should attach important to training.

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DEDICATION

This work is dedicated to my wife Sylvia Kusi, and children Mirabelle Owusu Ankamah Ampomah and Myron-Phinehas Kwaku Kumi Owusu Amponsah, and the entire family members for their support in diverse ways.

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LIST OF ABBREVIATIONS

AGC	– Ashanti Goldfields Corporation
AMG	– African Manganese Group
BABDA	– Bibiani-Anhwiaso-Bekwai District Assembly
BABD	– Bibiani-Anhwiaso-Bekwai District
CAG	– Central African Gold
ERP	– Economic Recovery programme
GBC	– Ghana Bauxite Company
GNMC	– Ghana National Manganese Marketing Corporation
IGR	– International Gold Resources
IDL	– In-depth Interview
JDI	– Job Descriptive Index
JSS	– Job Satisfaction Survey
MOFA	– Ministry of Food and Agriculture
MSQ	– Minnesota Satisfaction Questionnaire
SGMC	– State Gold Mining Corporation
SPSS	– Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

1.0 Background of the study

Ghana is endowed with sizeable deposits of industrial minerals such as gold, bauxite, manganese and diamond. In addition, there are deposits of other economic minerals for which have not been exploited on larger production including iron, kaolin, limestone, salt, feldspar, granite, alum and semi-precious stones. The country is internationally recognised and documented for its mineral endowment. In terms of gold production, Ghana is the second largest and commercial producer of gold in Africa after South Africa; and this led in colonial days to the country called the Gold Coast. Most of the largest gold deposits are located in the Western, Ashanti, Brong-Ahafo and central Regions. Besides, the country is considered as the third largest producer of manganese and aluminium, and also a considerable amount of bauxite and diamond are produced. (Strongman, 1994).

Since the introduction of the Economic Recovery programme (ERP) in 1983, the mining sector has shown a significant increase in productivity and investment particularly in the gold sector (Aryee, 2000). There has been a significant growth in the number of new mines and exploration companies in Ghana. There are eleven large scale mining companies operating eight gold mines, one bauxite, one diamond and one manganese mine in various communities and exploration licences exceeding 128 have been issued to both local and foreign investors primarily in the area of gold prospecting. (Akabzaa and Darimani, 2001).

The operation of the sector has drawn a considerable number of sector support companies for example mineral assay laboratories, explosive manufacturers, catering and transport companies. In terms of its contribution to national growth, the sector has increased its contribution to gross foreign exchange earning and has attracted a boost in foreign direct investment funds over the years. The sector had attracted over US\$3billion foreign direct investment by the end of 1999. (Akabzaa and Darimani, 2001).

The above remarkable growth can be attributed in part to the spectacular performance of employees within the industry. The human resources is undoubtedly the pivot around which other resources in organisations revolve around it. In this regard, an appreciation of the identical and inseparable nature of the relationship between human resource and organisation is a requisite for employee job satisfaction and performance. An organisation that values its staff consider an average worker as a root source of quality and productivity gains. Enhancing employees' job satisfaction in such organizations appears to be paramount and is often regarded as the fundamental source of improving performance level (Adeyinka et al., 2007).

For this reason, job satisfaction is considered to be an area that has attracted more research in the literature of organizational behaviour and organizational psychology over the past three decades (George and Jones, 2008). The study of the relationship between job satisfaction and job performance has been described as 'Holy Grail' of organisational behaviour research (Weiss and Cropanzano, 1996). The burgeoning literature on their relationship suggests that, job is recognised as not the only a means of earning a living, but as a major extension of identifying person's happiness.

To examine the effect of job satisfaction on performance, a number of studies including the Hawthorne Studies (1924-1933), Principles of Scientific Management (1911), and Hierarchy of Needs or Motivation Hygiene (1943) have been undertaken by researchers. In recent times, studies and theories such as the Disposition Theory (Ilies and Judge, 2003), the Two Factor Theory (Herzberg et al., 1959), the Affective Theory (Locke, 1976) have all sought to examine how people find contentment and fulfilment with their job in relative to performance.

These theories assumed that positive approach to work and greater organisational commitment boost job satisfaction level which in turn improves individual employee's performance. Increase in job performance level is a true reflection of an increase in job satisfaction. Hence, the success of any organisation depends on its ability to demonstrate good manners to inspire its workforce to appreciate such behaviours so as to get their commitment to the organisation (Yousaf et al., 1998) . Studies suggest career opportunities, job influence, teamwork and job challenge as the main factors that influence employee job satisfaction (Armstrong, 2006). Also, Opkara (2002) maintains that satisfaction is as a result of promotion, recognition, job involvement and commitment. Organisations normally commit their resources to stimulate employee job satisfaction for the purpose of its benefit to the workers and the organisation as a whole (Lim, 2008). From a humanitarian perspective, people merit to be treated fairly and with respect hence job satisfaction is an indication of a good treatment of employees. It also indicates the emotional well-being or psychological health of employees. Also, job satisfaction from a utilitarian perspective could influence employees to develop behaviours that may retire organizational progress. According to Murray (1999), job satisfaction ensures that existing employees are retained so as to save the cost of engaging new ones. It shows

how much people like or dislike their jobs and generally considered as the driver of employee retention and productivity. Job dissatisfaction adversely affects recruitment cost, selection and training, encouragement of employees and organizational growth (Padilla-Velez, 1993). Each of these reasons is sufficient to justify concern with job satisfaction phenomena. Therefore, this study attempts to understand through empirical investigation on job satisfaction and performance in the mining industry in the Western Region.

1.1 Problem statement

Ghana is endowed with substantial mineral resources and has a well-established mining sector, which has grown considerably in recent years to represent an important pillar of the Ghanaian economy. The mining industry extracts minerals such as gold, diamond, manganese and bauxite. There are other precious minerals which have not been commercially exploited. The main focus of Ghana's mining and minerals development industry remains focused on gold. The mining tradition in Ghana especially gold dates back to the fifteenth century during the colonial days where British and a few investors had control and ownership in the country's mining industry (Tsikata, 1997). The industry has contributed to the economic development of Ghana in diverse ways and it has documented history to that effect. The sector accounts for 6.2% of Ghana's gross domestic product in 2008 and minerals constitute 37% of total export of which gold contributes to over 90% of the mineral export. The Chamber of Mines, the business organisation for the sector argues that the sector has immensely contributed to the national development not only in terms of foreign earnings but also by the impacts of mining companies' very existence in the rural communities in terms of communication technology, electricity, banking, health,

education, employment generation, infrastructural development, human resource development and transfer of technology. An amount exceeding US\$12million was spent by the Chamber members as part of their voluntarily social responsibility on projects within their host communities in the year 2008 (Eijgendaal, 2009). The mining companies have also initiated corporate social responsibility programmes that improve capacity for sustainable livelihood, recognition for culture differences, and skill building and development for its major stakeholders including the employees, community and government. Additionally, the multinationals' home-country operating standards, accounting procedures, procurement procedures and production technology of mining companies have in diverse ways contributed to the improvement in performance of employees in Ghana (Aryee et al., 2011).

However, in recent times, the Ghana mining industry especially the gold sector is faced with challenges such as, persistent fall in gold price, high cost of production, low profit margin, high employee turnover, industrial unrest, etc together making the industry less attractive to its major stakeholders. As a result, the gold sector in particular has been experiencing the collapse of both large and small scale mining companies as well as other sector support companies. The remaining operating companies have resorted to laying off (redundant) employees as a strategy to ensure survival in the industry (Komnenic, 2014).

Nevertheless, the outstanding contribution by the industry to the economic development of Ghana can be attributed in part to the spectacular performance of employees in the industry. The human resources is without doubt the most essential asset in organisation for success. Managers in organisations usually stimulate satisfaction of their employees at work to extend effort to performance by making

them satisfied and share success together (Adeyinka et al., 2007). On the contrary, a casual engagement with some present and past employees of mining companies in the Bibiani – Anhwiaso – Bekwai District in the Western Region revealed that their job satisfaction at work is not well treated with the utmost concern by management and as a result majority of the employees are not happy at work. Due to the dissatisfied nature of attitude of employees, the mining sector in the locality has challenges with high labour turnover, low commitment of employees, high absenteeism rate, labour unrest and subsequent low productivity.

In recent times of frequent corporate restructuring and swift change in technology, organisations that want to remain competitive and outwit rivals must maintain employees who are open to innovation and to changing roles. Nevertheless, employees will be more adaptable, corporative and productive if they are satisfied with their job. As a result, it has therefore become imperative that management in organisations must understand how to enhance job satisfaction within their rim(s) of operation to improve performance level for organisational sustainability. It therefore appears that employees are dissatisfied and are not performing to achieve target. It is on this score that it has become necessary to assess the effect of job satisfaction on employees' performance in mining organisations in the Bibiani – Anhwiaso – Bekwai District.

Many studies have been undertaken by researchers to explain the impact of employee attitude on performance in the education and health sector in Ghana, however, little has been done to assess the impact of employee satisfaction on performance in the mining industry. It is in the light of this that the researcher decides to assess the effect of job satisfaction on performance of employees in the mining sector in the Bibiani –

Anhwiaso – Bekwai District in the western Region, and brings to bear factors present in these organisations leading to employee dissatisfaction.

1.2 Objectives of the study

1.2.1 General objective

The general objective of the research was to examine the extent to which employee job satisfaction affects job performance of mining companies in the Bibiani – Anhwiaso – Bekwai District in the Western region.

1.2.2 Specific objectives

The research focused on the following specific objectives:

- (a) To identify the determinants of job satisfaction among employees of mining companies in the Western Region.
- (b) To identify the level of importance of the determinants of job satisfaction to employees of mining companies in the Western Region.
- (c) To identify the challenges of job satisfaction in mining companies in the Western Region.
- (d) To identify the influence of job satisfaction on the performance of employees of mining companies in the Western Region.

1.3 Research questions:

The study sought to analyse the following research questions in order to achieve the study objectives:

- (a) What are the determinants of job satisfaction among employees of mining companies in the Western Region?

- (b) What is the level of importance of the determinants of job satisfaction to employees of mining companies in the Western Region?
- (c) What are the challenges of job satisfaction in mining companies in the Western Region?
- (d) How does job satisfaction influence the performance of employees of mining companies in the Western Region?

1.4 Significance of the study

The rationale of the research was to identify factors that cause job satisfaction among employees of mining companies in Bibiani – Anhwiaso – Bekwai District in the Western Region and how these factors affect organisational performance. In addition, it sought to recommend effective ways of improving employees' satisfaction level in these organisations to get their commitment. Moreover, the outcomes of this study would provide the government, management, Ghana Mine Workers Union as well as the Branch Unions executives with fair views of attitude of satisfied and dissatisfied workforce at the workplace and consequently, guide them in their negotiations for better condition of service.

1.5 Brief methodology

The research was based on primary and secondary sources of data collection. The primary data was collected through in-depth interviews (content analysis approach) on management and the administration of structured questionnaires (closed and open-ended questions) to obtain employees responses. It implies that both qualitative and quantitative methodologies were adopted to answer the research questions and objectives of the study. The questions were coded and analysed using Statistical Package for Social Sciences (SPSS). Descriptive statistics in the form of frequencies,

percentages such as histogram as well as bar chart were used. Probability and non-probability sampling techniques were employed in selecting respondents for the study. The secondary sources were obtained from journals, periodicals, internet and company records.

1.6 Scope of the study

The study assessed job satisfaction and its effect on the performance of employees in two of the mining companies in the Western Region. The study focused on the following concepts in an attempt to understand job satisfaction phenomena.

- (i) Nature of work
- (ii) Safety at the workplace
- (iii) Working conditions
- (iv) Opportunity for growth
- (v) Relationship with supervisors
- (vi) Remuneration and benefits
- (vii) Relationship with co-workers.

The location was limited to mining companies in Bibiani – Anhwiaso – Bekwai District in the Western region. The researcher considered firms in the Western Region of Ghana because of easy access to information and participants responses.

1.7 Limitations of the study

The major limitations of this study were resource constraint including time, finance and access to information. Besides, to obtain information from the respondents was somehow difficult due to the busy nature of their work schedule. Moreover, the study considered facets of job satisfaction such as compensation/pay, promotion, working

conditions, relationship with co-workers, relationship with supervisor/managers, nature of work, management recognition, safety at the workplace, and training and development. However, there may be other factors that may affect job satisfaction level which the study did not explore.

1.8 Organization of the study

This research consists of five main chapters. The first chapter deals with the introduction which covers the background of the study, problem statement, research objectives, research questions, significance of the study, research methodology, scope of the study and organisation of the study. Chapter two of the study constitutes the review of literature on job satisfaction and employees performance, and theoretical prospective. Chapter three focused on research methodology and organisational profile, followed by data presentation, analysis and discussion of findings in chapter four. The final chapter that is Chapter Five concludes the study by summarizing the main findings and their broad theoretical and policy ramifications for development.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Chapter one outlined the context within which the research was undertaken and set out the research objectives, research questions, the scope and research methodology. This chapter focuses on literature review on the concept of job satisfaction and performance in organisation. The chapter begins with discussion on job satisfaction and performance as organisational phenomenon, followed by the theories underpinning their conceptualization. The chapter then examined the factors that contribute to job satisfaction. The chapter also discussed how job satisfaction is measured. The discussion also ascertains how job satisfaction influence employees' performance and established the correlation between the two variables. The chapter further presents conceptual framework of job satisfaction and its effect on performance and conclusion drawn on the chapter.

2.1 Job Satisfaction and performance

Locke (1969, 1976) states that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. This implies that, satisfied employees have positive attitude toward job which leads to high performance level whereas dissatisfied employees have negative attitude toward work which yields low performance result. Job performance on the other hand, comprises apparent behaviours that people observe in their job that are important in achieving organisational goals and these behaviours must be pertinent to the goals of the organisation (Rotundo and Sackett, 2002).

The burgeoning literature of organizational behaviour and organizational psychology suggest that, job satisfaction and performance relationship is the most researched area (Judge et al., 2001). Their relationship has been studied widely over decades and the growing interest in the study of the two phenomena is unusual (Spector 1997). Weiss and Cropanzano (1996) describe this relationship as “Holy Grail” of industrial/organizational psychology and the rationale behind the rising interest in the study of the relationship between the two variables by various organisations around the world is to recognize the components of employees’ satisfaction for appropriate control (Saifuddin et al., 2012).

2.2 Concept of job satisfaction

Job satisfaction simply explains attitude of employees toward their job. In other words, it describes the level of happiness of employees in fulfilling their desires and needs at the work. Hence, it is the pleasurable feelings that result from an employee perception of achieving the desire level of needs. Job satisfaction as an intangible variable could be expressed or observed via emotional feelings. In other words, it hinges on the inward expression and attitude of individual employee with respect to a particular job. For instance, an employee satisfaction is high if the job provides expected psychological or physiological needs. However, satisfaction is said to be low if the job does not fulfill the psychological or physiological needs (Cook, 2008).

Job satisfaction is also considered to be dispositional in nature (Staw and Rose, 1985). It was discovered from the dispositional perspective that assessing personal traits can give clear indication in the forecast of job satisfaction. Disposition considers how personal characteristics can influence the level of job satisfaction and individual genetic makeup has been identified as a factor. Arvey et al. (1989) conducted a study

to support the genetic makeup component to job satisfaction in their study of monozygotic or identical twins not reared together. They concluded that identical twins even reared at a distance from each other or not in the same environment still tend to have quite significant similar level of satisfaction. This is attributed to their genetic makeup component. Moreover, there is evidence by House et al. (1996) that difference in employees job satisfaction level can partly be traced to differences in their disposition or temperament.

Lim (2008) posits that job satisfaction plays significant role in both personal interests and organisation success and therefore valuable to study for multiple reasons. In recognizing the role of job satisfaction phenomena, experts are of the view that it can interrupt labour behaviour and influence work productivity and therefore worth to be studied (George and Jones, 2008). This is in line with the believe that “happier workers are more productive”, but Staw (1986) debunks this assertion. Nevertheless, job satisfaction contributes immensely to organisations in the following dimensions. Improved job satisfaction encourages productivity and has inherent humanitarian value (Smith et. al., 1969). In addition, job satisfaction directly impacts the level of employees’ commitment and absenteeism at the workplace (Hardy et. al., 2003; Alamdar et al., 2012). Besides, job satisfaction ensures that counterproductive work behaviours are minimized (Dalal, 2005). Additionally, job satisfaction is so significant that its absence generates lethargy and reduces employees’ level of commitment (Levinson, 1998).

Besides, Organ and Ryan (1995) found that job satisfaction enhances organisational citizenship behaviours. Moreover, it enhances employees’ retention level and avoids the cost of hiring new ones (Murray, 1999). Similarly, Gazioglu and Tansel (2002)

posit that employee turnover rate is influenced by their satisfaction level at the work place. Dissatisfaction retires progress of businesses through increase in cost of recruitment, selection and training employees (Padilla-Velez, 1993).

2.3 Definitions of job satisfaction

Various schools of thought have in diverse ways tried to explain the meaning of job satisfaction. Locke (1969, 1976) states that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Spector (1997) defines job satisfaction as an extent to which people like or dislike their jobs. Other authors consider job satisfaction as the attitudes people have toward their job (Ivancervich et al., 2005). In this direction, Mankoe (2002) states that, job satisfaction is a set of feelings which employees have about their work.

For example Smith et al. (1969, p. 6), view job satisfaction as “feelings or affective responses to facets of the (workplace) situation”. This definition of job satisfaction is an emotional reaction of employees in relation to the aspects of their job and response(s) they experience at the workplace. It describes how happy employees are with the facets of their job. This to some extent connotes that, a satisfied worker is the one who is contented with the facets of his or her job.

Similarly, Locke (1976) posits that job satisfaction can be conceptualised as a state of happiness that arouse from evaluation of one's job or experiences. This conceptualization considers both affect (feeling) and cognition (thinking). The cognition aspect considers opinions and beliefs of the job while the affect component on the other hand consists of feelings and emotions relative to the job (Cook, 2008).

In summary, job satisfaction is defined as an extent to which people like or dislike their job which implies whether employees are happy and contented in fulfilling their desires and needs at work.

2.4 Theories of job satisfaction

Weihrich and Koontz (1999) in explaining the genesis of job satisfaction argue that, the debate on job satisfaction started with Maslow's Hierarchy of needs theory (1943) but the whole story about the phenomena emanates from Taylorism or Scientific Movement by Frederick Winslow Taylor (1911) which considers human being as economic man and money is believed to be the biggest reason for job satisfaction. However, this idea was criticized by the Hawthorne Studies (1924-1933) by Elton Mayo and Associates about the nature of human being. They argue that apart from money, there are other important elements such as personal morale, positive interrelationships, management understanding of individual employee and group behaviour as other factors that contribute to employee satisfaction.

Studies show that certain conditions can either bring about job satisfaction or dissatisfaction, and the burgeoning literature on the theories of job satisfaction propose that theories are usually classified according to their nature or chronological arrangement (Saifuddin et al., 2012). In line with this argument, Shajahan and Shajahan (2004) noted that there are content theories such as Maslow's Need Hierarchy, Herzberg's Two Factor Theory, Theory X and Y, Alderfer's ERG Theory, and McClelland's Theory of Needs. Similarly, there are process theories such as Behaviour Modification, Cognitive Evaluation Theory, Goal Setting Theory, Reinforcement Theory, Expectancy Theory and Equity Theory. These theories are explained in detail on the next page.

2.4.1 Maslow's Theory of Motivation/Satisfaction

Maslow's (1943) Hierarchy of Needs illustrated in figure 2.1 is said to be the most extensively cited theory of motivation and satisfaction (Wehrich and Koontz, 1999). Maslow's (1943) argument based on humanistic psychology and clinical practices revealed that, an individual's motivation/satisfaction requirements could be arranged in pecking or hierarchical order namely physical needs, safety needs, social needs, esteem/achievement needs, and self-actualization (Maslow, 1943). The theory explains that when one level of these needs is fulfilled or satisfied it does no longer motivate. Therefore, next higher level of need must be initiated to inspire the individual so as to feel satisfied (Luthans, 2005). However, needs are affected both by weight attached to them and the level at which an individual wants to meet those needs (Karimi, 2007).

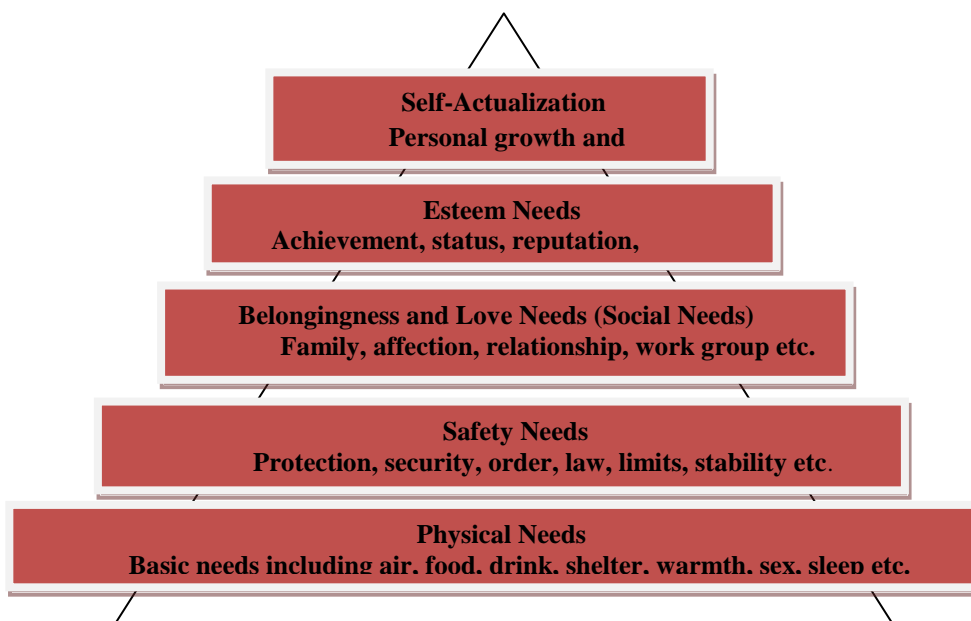


Figure 2.1: Maslow's Hierarchy of Needs

Source: William and Claudia (2013)

2.4.2 Herzberg's Two-Factor Theory

Herzberg's theory is said to be the most functional model to study job satisfaction (Kim, 2004), and it has been used as a theoretical framework for evaluating the Police Officers' job satisfaction (Getahun et al., 2007). The Two Factor Theory suggests that there are two factors that could satisfy or dissatisfy workers in carrying out their responsibilities namely job-satisfiers or motivator factors and job dissatisfaction or hygiene factors. Job-satisfiers are aspects of the job that stimulate employees' job satisfaction and it considers aspects of a job such as recognition, achievement, responsibility, advancement and the work itself. Alternatively, job dissatisfaction or hygiene factors are regarded as contextual factors which are not necessary motivating but their absence at the workplace bring forth dissatisfaction Herzberg et al. (1959). However, this theory has received a lot of critics for its motivator and hygiene contents which disregard individual differences and perceives that individual employees would respond in the same way to changes in motivator and hygiene factors (Karimi, 2007).

2.4.3 Equity Theory.

According to Yusof and Shamsuri (2006), this theory has been extensively studied over decades under the title of distributive justice. The proponent of this theory, Adams (1963) proposes that workers consider their input (what they put into a job) in relation to their outcome (what they get from a job) and try to evaluate this ratio with the input-outcome ratio of their colleagues in other organisations. State of equity is said to exist if they realize that their ratio is equivalent to that of their colleagues in other organisations (Robbins, 2005). Similarly, there is inequity if the ratio is not corresponding. Equity brings forth satisfaction among employees while inequity leads

to dissatisfaction. Perry et al. (2006) found those employees' satisfaction increases with rewards only when these rewards are valued and observed as equitable.

2.4.4 Job Design Theory.

This theory suggests that the job aspects of an employee will show the level of his or responsibility in the organisation. In following Moynihan and Pandey (2007), job transparency causes greater job satisfaction as job clarity generates such employees who are more satisfied with the work, committed to the work and concerned with the work. The theory states five features of a job including skill variety, task identity, task significant and autonomy as factors that affect individual's perception of how important the work is, and eventually affects satisfaction level. Autonomy represents the level of exercising self control, the more independent a worker feels, the more responsibilities he or she assumes.

2.4.5 Vroom's Expectancy Theory.

Vroom (1964) suggests that the motivations of people to work to realize their dreams depends on assumptions that the objective is worthy, and are certain that what they do will aid them accomplish their goals (Wehrich and Koontz, 1999). Robbins (2005) posits that this theory is founded on three variables namely valance, expectancy and instrumentality.

Valance refers to the strength of individuals' preference for a particular output. Expectancy considers the likelihood that a specific effort will produce a particular first-level outcome. Instrumentality on the other hand, is the extent to which first-level outcome will cause desire for second-level outcome. For instance, employees could be motivated (motivational effort) toward superior performance (first-level output) to

gain promotion (second-level output) (Luthans, 2005). Similarly, Newstrom (2007) explains that satisfaction is as a result of three factors including how much reward is wanted (Valance), the estimate of probability that effort will lead to successful performance (expectancy) and the estimate that performance will result in getting reward (instrumentality). Hence, Satisfaction/Motivation = Valance X Expectancy X Instrumentality.

Since the main focus of this study is to explore whether job satisfaction can have an effect on organisational performance, these theories have been chosen to guide the study. The causes of job satisfaction would be explored in the next section of the chapter

2.5 Causes of job satisfaction.

People usually tend to consider their appraisal of work experiences in terms of liking or disliking and develop feelings of satisfaction or dissatisfaction with respect to their job and the organisation as a whole. Many factors account for how favourable an individual appraises his or her job, more especially the attitude of an individual toward his or her work. Research has identified a number of variables that seem to contribute to either job satisfaction or organisational commitment. According to Jex (2002), researchers have considered three approaches to explain the development of job satisfaction namely job characteristics, social information processing (organisational characteristics) and dispositional (worker characteristics).

2.5.1 Job Characteristics

The job characteristics approach assumes that the nature of individual's work or the characteristics of organisation is a predominant determinant of job satisfaction (Jex,

2002). According to Hackman and Oldham (1980), job characteristic is facet of a job that causes a rise in level of motivation, satisfaction and performance. They suggest five features of a job for which all jobs have in common including skill variety, task identity, task significance, autonomy and feedback. Again, they define four personal work outcomes such as internal work motivation, growth satisfaction, general satisfaction and work effectiveness. These job features have been fused together with the most common aspect of job satisfaction assessment which includes promotional opportunities, supervision, work itself and co-worker relations (Smith et al., 1969).

A general principle in study of the outcome of job characteristics on job satisfaction is that individual assess job satisfaction by comparing benefits they are currently receiving from their jobs with what they believe they should receive. Therefore, satisfaction will be achieved if individual's expectation from the job is fulfilled. Contrary, dissatisfaction sets in if expectations are far exceeds what is being received. Variation in satisfaction is as a result of individual differences and expectation levels. Therefore, in keeping with this, individuals would compare aspect of a job such as skill level, promotional opportunities, seniority, supervision, work recognition, salaries and incentives, autonomy, nature of work, etc to determining their level of satisfaction in an organisation. The summary of the model is depicted in figure 2.2 on the next page.

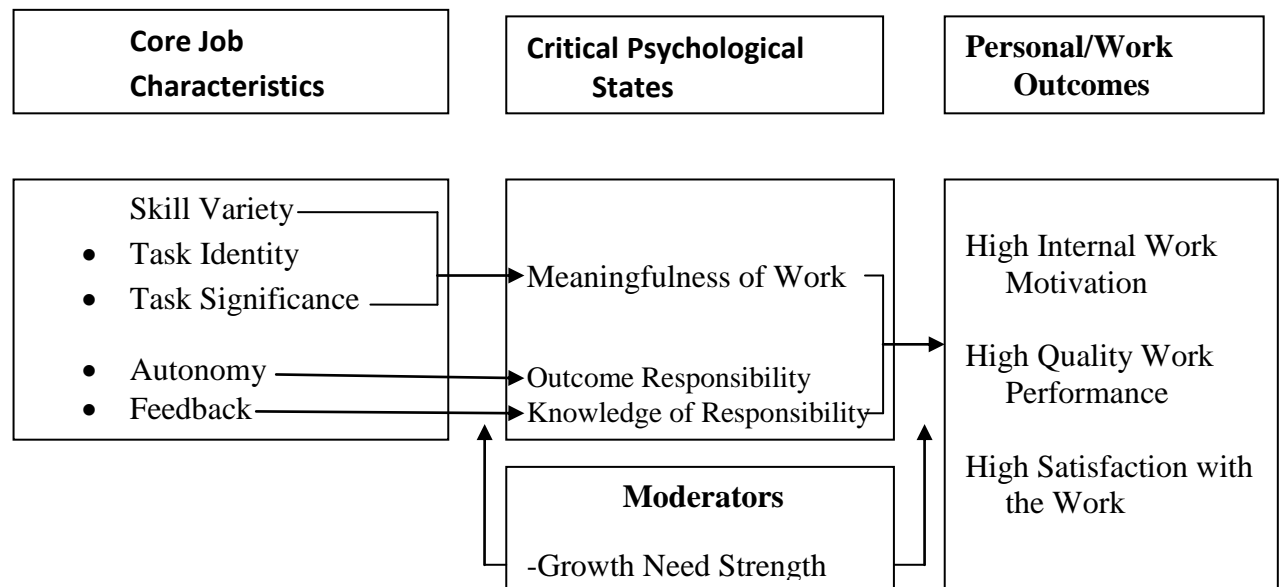


Figure 2.2: The Job Characteristics Model

Source: Robert and Lawrence (2001)

2.5.2 Social Information Processing (Organisation Characteristics)

Jex (2002) states that job satisfaction level of an employee is determined by his or her relation with other co-workers. All things being equal, if employees perceive that their co-workers are positive and satisfied, they will automatically be affected, however, if they are negative and dissatisfied then they are likely to become dissatisfied as well. Jex and Spector (1989) proved that social-information has a prevailing impact on job satisfaction and organisations. They believe that newly engaged workers could morally be corrupted during their socialization process at the workplace. They are likely to become tainted if they are placed around dissatisfied employees.

In Aamodt (2009), Weiss and Shaw (1978) conducted a study where participants were asked to view training video of assembly line workers who either gave positive or negative remark regarding their job. Afterwards, the viewers were given the chance to perform the same job. The study observed that participants who had the opportunity

to watch the positive tape enjoy performing the task than their counterpart who viewed the negative video. Generally “research on social information processing theory supports that social environment does have an effect on employees’ attitudes and behaviours” (Aamodt, 2009, p.374).

2.5.3 Dispositional (Work Characteristics)

Research has shown that satisfaction to some extent is base on disposition (Judge and Larsen, 2001). Work characteristics suggests that some people are inclined to be satisfied or dissatisfied with their job regardless of the nature of it or the organisational environment. Again, some people are genetically positive in disposition while others are inherently negative in disposition. For instance, Arvey et al. (1989) conducted a study to support the genetic makeup component to job satisfaction in their study of monozygotic or identical twins not reared together. They concluded that identical twins even reared at a distance from each other or not in the same environment still tend to have quiet significant correlated level of satisfaction.

In addition to the above three approaches, Lamond and Spector (2000), stated firmly that different facets of work in relation to pay (Taylor and Vest 1992), supervision (Emmert and Taher 1992: McNeese-Smith 1996), promotion (US Merit Systems Protection Board 1987) reward (Drago et al., 1992), fringe benefits (Bergmann et al. 1994), operating procedure (Bogg and cooper 1995), the nature of work (DeSantis and Dust, 1996), and co-workers affect the level of job satisfaction of employees. Figure 2.3 depicts determinants of job satisfaction and dissatisfaction.

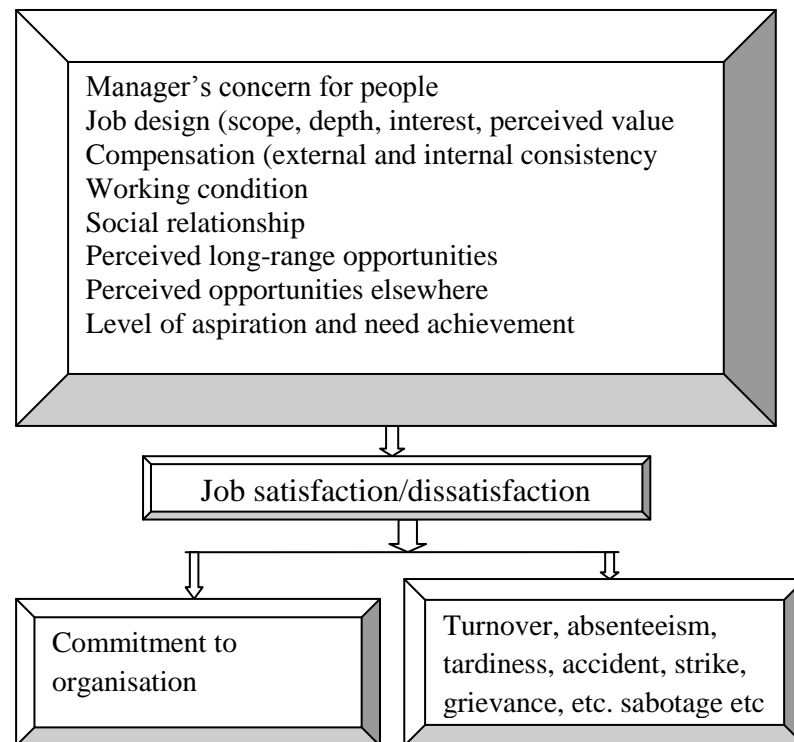


Fig 2.3 determinants of satisfaction and dissatisfaction

Source: Rue and Byaes, 2003.

2.6 Measurement of job satisfaction

To measure job satisfaction properly, one must have broad understanding of the construe to decide what direct factors to measure. Considering the fact that there is no universally accepted definition of job satisfaction (Coverdale, 1979), likewise no exclusively accepted theory to give details, it is not surprising that there exist no single upon best way to measure job satisfaction (Wanous and Lawler, 1972). The most fundamental forms of measurement might take into account an interview, a single-item measure, or workplace observation, but other researchers prefer in-depth survey instrument (Spector, 1997). The mainly cited survey instrument identified in the literature comprises the Job Descriptive Index (JDI), Job Satisfaction Survey (JSS) and Minnesota Satisfaction Questionnaire (MSQ).

2.6.1 *Job Descriptive Index (JDI).*

Smith, Kendall, and Hulin's (1969) Job Descriptive Index is the most extensively used tool in measuring job satisfaction in recent times. More than 50% of articles available in management related journal use Job Descriptive Index to measure job satisfaction level. It is in this direction that Vroom's (1964) concluded that "the Job Descriptive Index (JDI) is without doubt the most careful constructed measure of job satisfaction in existence today". In connection with this, O'Reilly and Robert (1973) state that, Job Descriptive Index (JDI) as a research instrument and diagnostic gauge; is widely used in business and government and its validity is also authentic (Smith et al., 1969). Job Descriptive Index seeks to measure employees' satisfaction with their job in five dimensions, namely present job, present pay, supervision, opportunities for promotion and co-workers.

2.6.2 *Job Satisfaction Survey (JSS)*

Job Satisfaction Survey (JSS) is commonly used by organisations in training and maintaining valuable staff (Liu et al., 2004). The Job Satisfaction Survey targets nine aspects of job satisfaction including pay, promotion, benefits, supervision, operating procedures, co-workers, contingent rewards, nature of work, and communication designed to evaluate employees' attitude regarding specific facet of their job.

2.6.3 *Minnesota Satisfaction Questionnaire (MSQ)*

Minnesota Satisfaction Question was developed by Weiss, Dawis, England and Lofquist in 1967. It considers measuring particular facets of an employee's satisfaction with his or her work, and it gives details on the rewarding aspect of a job than broad measures of job satisfaction. According to Vocational Psychology Research (2002), Minnesota satisfaction Questionnaire has extensively been used in

investigating client vocational needs in counseling follow-up studies and creating information regarding reinforcers in jobs.

2.7 Concept of job performance

Job performance is defined as a role of the individual's performance on particular objectives that consist of defined standard job descriptions (Murphy and Kroecker, 1988). It depicts behaviours and actions that are managed by the employees which contribute to an organisation's goals (Rotundo and Sackett, 2002). In another, Campbell et al. (1990) define job performance to comprise apparent behaviours that people observe in their job that are important in achieving organisational goals, and these behaviours must be related to the goals of the organisation. Contrary to this rigidly behavioural meaning of job performance, Motowidlo et al. (1997) suggest that instead of exclusively the behaviours themselves, performance is behaviours with an evaluative aspect. This definition is in agreement with the dominant technique used to determine job performance which is performance ratings from supervisors and colleagues (Newman, 2004). Motowidlo et al. (1997) call attention to this evaluative in defining the performance domain. They also firmly maintain that job performance is as a result of behaviours and not outcomes.

Similarly, Murphy (1989) asserts that job performance definition should centre on behaviours instead of outcomes since centering on outcome could influence employees to find shortcut to achieve results which can negatively affect the organisation for lack of certain performance behaviours. In this regard Campbell et al. (1993) assert that, Performance is not the outcome of behaviour, but rather behaviours themselves. Simply put, performance comprises behaviours that employees truly engaged which are observable.

On performance, Carmeli (2003) concluded that intelligent workers are able to manage their emotions to maintain a good mentality to generate better job performance. Organisations are much concerned about job performance due to the significance of its high productivity at the workplace (Hunter and Hunter, 1984). However, the importance of job performance depends on amount of work, the organisational goals and mission, and acceptable behaviours of the organisation (Befort and Hattrup, 2003).

Katz and Kahn (1978) in their performance literature identify difference between in-role and extra-role performance. Smith et al. (1983) emphasis that extra-role performance is conceptualised as organisation citizenship behaviour. Borman and Motowidlo on the other hand propose that there are two main types of job performance namely task and conceptual performance. Task performance explains the implementation of the core functions by individual employee that are formally outlined in his or her job description. Borman et al. (1997) said that these set of functions add direct to or allow the production of goods or services. Contrary to this, conceptual performance comprise activities that are volitional and not in the job description through which an employee assists and improves the workplace surroundings. Conceptual performance involves the aptitude to “see what needs to be done” even if it does not clearly form part of one’s outlined job description, and communicating positive behaviours to and among managers, colleagues and stakeholders (Bormand and Motowidlo, 1997).

Contextual performance and organisation citizenship behaviour are theoretically identical (Edward et al. 2008). However, their literature emerged separately and depicts slight differences in terms of behaviours, causes, effects and approaches

(Organ, 1997). The extent to which an organisation turns out to be successful hinges on task and contextual performance (Bormand and Motowidlo, 1997; Conway, 1999).

2.8 Effect of job satisfaction on performance

In modern competitive market, it is the vision of every organisation to attain high performance through productivity and efficiency. However, the attainment of this vision requires highly satisfied workforce as they endeavour to extend more effort to performance and work harder to achieve result. Similarly, the overall performance of an organisation is dependent on resourceful and successful individual performance. In explaining the effect of job satisfaction on performance, Cummings (1970) came out with three major points of view that, satisfaction causes performance, performance causes satisfaction and reward causes both satisfaction and performance.

Mirvis and Lawler (1977) concluded by their findings on the effect of job satisfaction on performance among bank tellers in terms of cash shortages that, satisfied workers are less likely to show shortages and less likely to quit their jobs. In consonance with this, Kornhanuser and Sharp (1976) assert that job satisfaction positively affects performance. However, Katzell et al., (1952) argue that job satisfaction does not have any link neither with turnover nor with quality of production but Smith and Cranny (1968) disprove their assertion after reviewing the literature and concluded that job satisfaction affect performance, effort, commitment and intension. In the Western electrical studies (1966), the proof from the Relay Assembly test room revealed that increased in employee productivity is attributed in part to increase in job satisfaction.

Lawler and Porter (1967) suggest that satisfaction affects effort of employees. They explain increased satisfaction from performance possibility helps to increase

expectations of performance leading to reward. Satisfaction and productivity have critical links to affect each other. Effort leads to effective performance which eventually leads to satisfaction but the kind of reward system under which employees operate ultimately affects satisfaction and performance (David et al. 1970).

Curral et al. (2005) also found that the output and productivity of an organisation is evaluated against the performance of its employees and therefore better performance of employees demands high level of job satisfaction (Sousa-Posa and Sousa-Posa, 2000). Nanda and Browne (1997) after examining employee performance indicators at the hiring stage found that employees level of satisfaction and motivation affects their level of performance. In line with this argument, Meyer (1999) confirms that low level of job satisfaction negatively affects employees commitment which eventually hinders achievement of organisational objectives and performance. Therefore, to retain higher performers requires attractive packages and today's competitive world demands that organisations maintain higher performance to stay competitive in the market (Frye, 2004).

2.9 Correlation between job satisfaction and job Performance

The Hawthorne studies is recognized for setting the pace for researchers on the effect of employee attitude on performance. After the Hawthorne's work, more researchers have emerged to critically investigate the idea that "a happier worker is a productive worker". Most of their literature review proposed a weak and conflicting relationship between job satisfaction and performance. Upon further review of literature, Iaffaldano and Muchinsky (1985) proposed that the statistical relationship between job satisfaction and performance was 0.17 which signifies that job satisfaction and performance slightly related. They further declared that the said relationship between

the two variables was as a result of “management fad” and “illusory”. This result is in favour of the views of researchers and organisations, managers as well as human resource practitioners who perceive the relationship between job satisfaction and performance as insignificant.

Further study disagrees with the finding of Iaffaldano and Muchinsky (1985). Organ (1988) proposes that the inability to determine a strong relationship between the two variables is attributable to the narrow definition that is given to job performance. Organ (1988) challenged that when performance is defined to take into consideration critical behaviours not normally revealed in performance appraisal for example organisational citizenship behaviour, its link with job satisfaction improves. According to Organ and Ryan (1995), research inclines to back Organ (1988) argument because job satisfaction has relationship with organisational citizenship behaviour.

Current and in-depth analysis of 301 studies have identified that when the correlations are accurately corrected, the average correlation constrain between job satisfaction and performance must be 0.30 (Judge et al., (2001). They assigned the difference in result to the fact that, Iaffaldano and Muchinsky (1985) research only addresses satisfaction at the facet level instead of global level. As performance was conceptualized at a general level, is obvious that measuring job satisfaction at the facet level would automatically end up producing lower correlation than gauging satisfaction at the global level. They further found that the correlation between job satisfaction and performance for complex jobs was higher than less complex ones.

2.10 Conceptual framework

Job satisfaction and how it affects job performance in reference to the above literature review to accomplish the research objectives, the following conceptual research model is developed as shown in figure 2.3. It illustrates the theories underpinning the conceptualization including Maslow's Hierarchy of Needs Theory, Herzberg's Two – Factor Theory, Equity Theory, Job Design Theory and Vroom's Expectancy Theory, and the instruments for measuring job satisfaction such as Job Descriptive Index (JDI), Job Satisfaction Survey and Minnesota (JSS) Satisfaction Question. It also depicts the components of job satisfaction which are nature of work, remunerations and benefits, opportunity for growth, working condition etc. The conceptual framework demonstrates how a satisfied employee can be inspired to extend more effort to enhance performance.

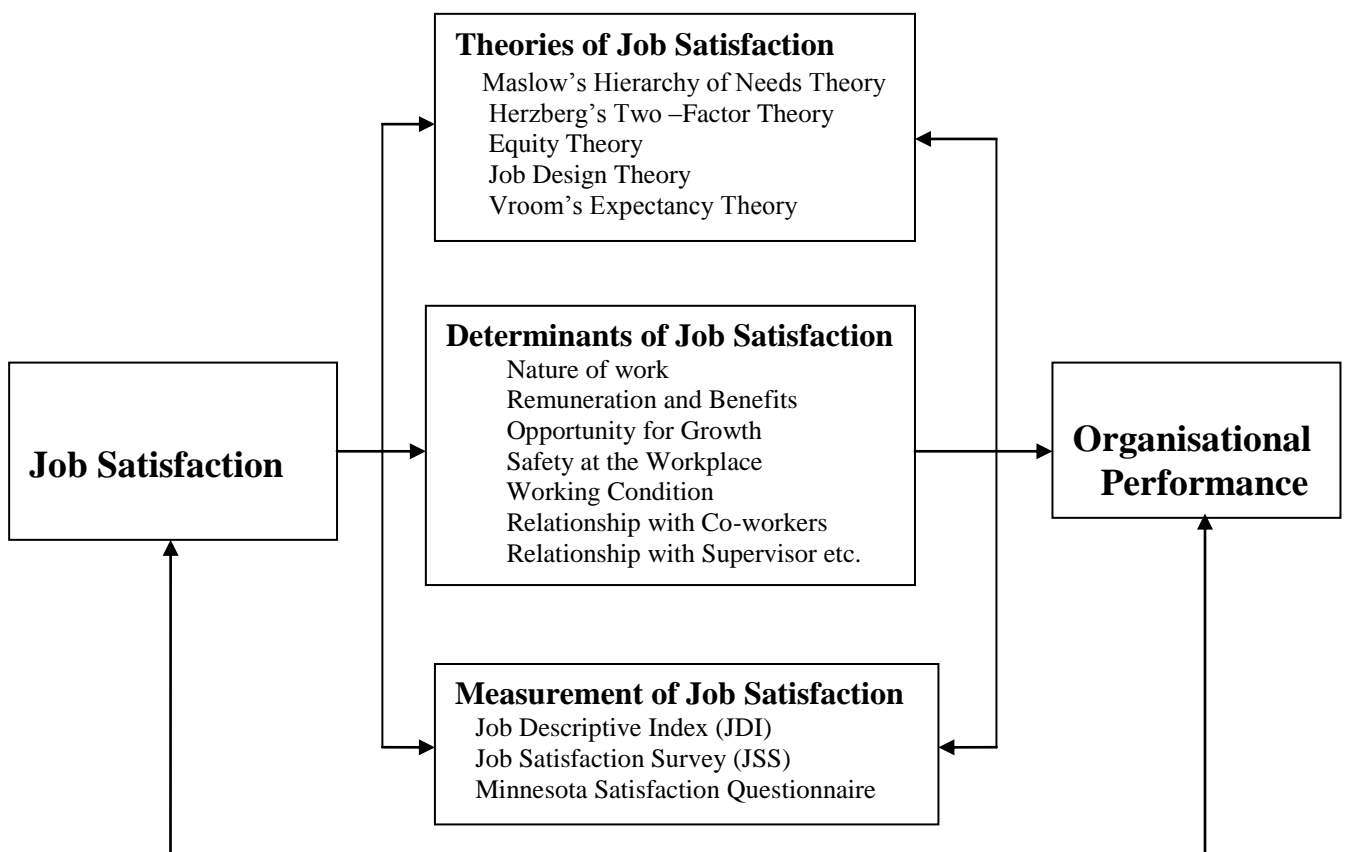


Figure 2.3 Conceptual framework of effect of job satisfaction on organisation

2.11 Conclusion

The preceding discusses on issues relating job satisfaction and employee attitude toward performance. Job satisfaction is key variable which should be of concern to managers in organisations as it has the potential to influence behaviours and subsequent productivity in their organisations. The discussion puts forth job factors which stimulate job satisfaction and job dissatisfaction among employees. It can be ascertained that, employees will extend effort to increase performance if they are satisfied.

CHAPTER THREE

RESEARCH METHODOLOGY AND ORGANISATIONAL PROFILE

3.0 Introduction

The previous chapter concludes that the survival of any organisation depends much on its human resource therefore manager could stimulate job satisfaction of employees to enhance performance at work. This chapter is in two sections. The first section focuses on the research methodology which integrates the various techniques that were used for the study for the purpose of achieving the research objectives. It takes into account issues such as the research design, research strategy, research population, sample size, sampling technique, data collection procedure, and finally the data analysis. The second section dwells on the organisational profile of Kinross Chirano Gold Mines and Noble Gold Bibiani Limited, a brief history of the mining industry in Ghana.

3.1 Research Methodology

Research methodology is the systematic way of dealing with the research problem successfully and finding out the scientific way of conducting a research. It helps the researcher to be aware of the choice of steps usually adopted to study research problem together with the underling logic behind them (Rajasekar, et al., 2013).

3.1.1 Research design

According to Burns and Bush (2002:120), research design is defined as “a set of advance decisions that make up the master plan specifying the methods and procedures for collecting and analyzing the needed information”. This helps the researcher to formulate the sort of data to collect for the study. These are some of the main types of research design namely exploratory, explanatory, descriptive and cross-

sectional. The study adopted descriptive study. Descriptive research seeks to provide an accurate description of observations of phenomena. It deals with “what” question rather than answering questions about how/ when/ why the phenomena occurred and its most distinguishing feature is that, the researcher has no control over variables. According to Marsh (1982), the exact descriptions of the level of unemployment and poverty in social settings have played a vital role in policy reforms. The objective of most descriptive research is describing the state of affairs at the time of study.

3.1.2 Research strategy

There are two main research approaches by which social science research including business studies is conducted. These are qualitative (interpretive) and quantitative (positivist) research approach.

3.1.2.1 Qualitative Research

Based on the opinions of authors, qualitative research has many definitions. Some draw attention to the research purpose and focus while others stress on epistemology perspective. According to Merriam (2009), qualitative researchers are interested in understanding the meaning people have created in particular how they make sense of their world and the experience they have in the world. However, Parkinson and Drislane (2011) perceive qualitative research as using methods such as participant observation or case studies which result in a narrative, descriptive account of a setting practice. In the applied research context, Nkwi et al. (2001) emphasize that “qualitative research involves any research that uses data that do not indicate ordinal values.” This implies that the defining decisive factor is the type of data generated or used. In a nutshell, qualitative research involves collecting and/or working with images, text, or sounds which allows for the inclusion of variety of data collection and

analysis technique in addition to the diversity of theoretical and epistemology frame that are associated it.

3.1.2.2 Quantitative research

Aliaga and Gunderson (2000) define quantitative research strategy as explaining phenomena by collecting numerical data that are analyzed using mathematically based methods. Therefore, this definition implies that quantitative research is essentially about collecting numerical data to explain a particular phenomenon. Similarly, Bryman (2004) explains this as an approach that places on measurement, collection and analysis of data. It is useful when working on a large scale needs assessment or baseline survey.

3.1.2.3 Mixed methods

Nowadays, the use of both quantitative and qualitative methods (triangulation) in social science research in the study of the same phenomena has received significant attention among scholars and researchers. To prove the attention it has received, some researchers consider it to be a third research method in addition to quantitative and qualitative methods. Different names have been given to this new research method including multi-strategy (Bryman, 2004), mixed methodology (Tashkkori and Teddlie, 1998), or mixed methods (Creswell, 2003; Tashkkori and Teddlie, 2003). Combining the two methods help researcher to increase the study credibility compare to what would be achieved by using a single method (Jick, 1979).

Taking into consideration the significance of applying ‘mixed method’ in modern research, the researcher adopted ‘mixed method’ which combines quantitative and qualitative techniques for the reasons of achieving credibility of result, for better

interpretation of result, to offset the weaknesses associated with using one method and to achieve corroboration between the two methods (triangulation).

3.1.3 Research population

Saunders (2007) defines research population as the full set of cases from which a sample is taken. In line with this, Cohen et al. (2000) state that, population is a group of people who are subject to a piece of research. The target population for this study is made up of workers of Kinross Chirano Gold Mines and Noble Gold Bibiani Limited in the Bibiani – Anhwiaso – Bekwai District in the Western Region.

3.1.4 Sample size

Sampling techniques according to Saunders (2007), provide a variety of different methods that allow the researcher to lessen the total quantity of data desired to be collected by taking into account only data from a sub-group rather than all possible cases. Some research questions will require sample data to generalize about all the cases from which the sample has been selected. In view of this, data was drawn from 90 employees of the two selected mining companies in the District through the administration of questionnaire and in-depth interview on four management staff.

3.1.5 Sampling technique

Probability and non-probability sampling methods were adopted in selecting the study organisations. Probability sampling ensures that each element of the population of interest has an equal chance of selection as they are drawn from the sampling frame (Haer and Becher, 2012). Probability sampling techniques include random, cluster, stratified sampling etc. In order to ensure that all the population of interest (employees) have an equal chance of being selected for the study, random sampling

was employed to get varied views from the respondents. Non-probability sampling techniques also involve purposive, convenience, quota, sequential sampling etc. Purposive sampling was adopted in selecting Bibiani – Anhwiaso – Bekwai District for the study as many mining companies operate in the district but systematic research on effect of employee job satisfaction on performance in the mining sector has been under research. Again, this sampling method was used in selecting management staff of the mining companies because of their supervisory and managerial role to give accurate responses for the study and also to save time as well.

3.1.6 Data collection instrument

Survey questionnaire was adopted as the study tool for data collection. Two different sets of structured questionnaires were used for the study including open and close-ended questionnaires. The use of open and close-ended questionnaires ensure that quantitative data can be captured (Vitale et al., 2008). Both open and close-ended questions were adopted in capturing quantitative data responses from the employees with regard to their perception about the effect of employee job satisfaction on performance. The questionnaire was made up of 4 sections consisting of 13 questions. The first section dealt with the demographic characteristics of the respondents, section two paid particular attention to the determinantes of employee job satisfaction. Section three dealt with the extent of employee job satisfaction while the last section sought to elicit information on challenges of employee job satisfaction.

Qualitative analysis for the study was obtained through in-depth interview on management. The use of in-depth interview and conversation are synonymous but interview is considered as conversation with a purpose. In-depth interview is helpful

when you want detailed information about a person's view and behaviours or want to explore new issues in depth. In-depth interview provides enough detailed information in a more relaxed environment to collect data than other methods.

3.2 Data analysis

Statistical Package for Social Sciences (SPSS) was used to analyse closed and open-ended questions. First, data collected from the questionnaires was edited, coded and keyed into the Statistical Package for Social Sciences (SPSS). Descriptive statistics in the form of frequencies, percentages such as histogram as well as bar chart were used in the data analysis.

Content analysis approach was also adopted for the in-depth interview on the selected management staff. Hsieh and Shannon (2005, p. 1278) posit that qualitative content analysis is “a research method for the subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes or patterns”. According to Babbie, (2001), it is the study or interpretation of recorded human communications, and it is used to carrying out social investigation (Titscher et al. 2000). Simply, content analysis is the method for analyzing the content of qualitative material for the purpose of achieving reliability and validity of result to support argument.

3.3 Organisational profile

Bibiani – Anhwiaso – Bekwai District (BABD) shown in figure 3.1 is located between latitude 6° N, 3° N and longitude 2° W, 3° W. The district is found in the North-eastern part of the Western Region of Ghana and is bounded to the North, South, East and West by the Atwima- Mponua and Wassa Amenfi, Upper Denkyira and Sefwi Wiawso districts respectively. The district covers an estimated land area of

873km² and this represents 8.6% of the total land area of the Western Region of Ghana. Topographically, the land in the Bibiani – Anhwiaso – Bekwai District rises from about 350m to 660m above sea level and is underlay by Birimian and Tarkwaian rocks which is rich in minerals such as bauxite and gold (Quarshie et al., 2011). The presence of Precambrian Metamorphic rocks make mining a lucrative economic activity which dominates the industry sector in the district (Quarshie et al, 2011). The mining activities in gold and bauxite are undertaken in Bibiani, Chirano and Awaso respectively.

3.3.1 Kinross Chirano Gold Mines

The Kinross Chirano Gold Mines is a mining company that can be found in southwestern Ghana, approximately 100 kilometres southwest of Kumasi. The mine is located within three paramouncies namely Sefwi Wiawso, Sefwi Anhwiaso and Sefwi Chirano, and within two districts which are Sefwi Wiawso and Bibiani-Anhwiaso-Bekwai District Assemblies in the Western Region. Chirano gold mines as formally called, was explored and developed from 1996 by Red Back Mining NL, an Australian company that moved to a Canadian listing in April 2004. It began production in October 2005.

Kinross Gold acquired the mine on 17 September 2010 through a US\$7.1 billion takeover of Red Back Mining. The company is inspired by its vision to be the employers of choice in the mining industry and its mission to lead the world in generating value through responsible mining. The company employs a total number of 520 workforce in its operations. Out of this number, 200 (38.5%) employees are senior staff and the remaining 320 (61.5%) are junior staff.

The core business of the company is gold production. It operates both underground and open pit comprising the Akwaaba, Suraw, Akoti South, Akoti North, Akoti Extended, Paboase, Tano, Obra South, Obra, Sariehu and Mamnao open pits and the Akwaaba and Paboase underground mines. Open pit and underground ore are processed at the Chirano plant. The capacity of the mill is approximately 3.5 million tonnes per annum. Processing involves crushing, ball mill grinding, cyanide leaching and carbon-in-leach (CIL) extraction.

3.3.2 Noble Gold Bibiani Limited

Noble Gold Bibiani limited is a subsidiary of Noble Mineral Resources (ASX: NMG) an ASX listed company with the mission to explore for, and develop, large-scale gold deposits in the world-class goldfields of Ghana, West Africa. The company aims at realizing the said mission through (a) exploring and developing new mineral deposits to significantly enhance the value of its projects (b) conducting immediate exploration and evaluating work in a cost effective manner and (c) consolidating its concession and tenement holdings in the project areas it operates in.

The Noble Gold Bibiani Limited is located in Western Ghana, 250 kilometres North-West of Accra. It is situated in the Sefwi-Gold belt, which hosts more than over 17-million ounces of gold and is the second-most significant gold-bearing belt in Ghana after the Ashanti belt to the east. The NGBL concession is located at approximately 6°27' latitude north and 2°17' longitude west. The concession area of approximately 49 km² is located near the town of Bibiani, approximately 80 kilometres South West of the Ashanti capital, Kumasi. The company has 128 employees of which 90 (70.3%) are junior staff and the remaining 38 (29.7%) are senior staff for its care and maintenance project. The main activity of the company is gold extraction.

Historically, operations at the Bibiani mine began in 1902 and closed in 1913 after recovering an estimated 70 000 oz gold. In 1927, mining activities restarted and has changed hands several times. The mine was nationalised in 1958 and operated by the State Gold Mining Corporation until it was closed again in 1968. In the late 1980s, Glamco and International Gold Resources (IGR) began to acquire license to the old Bibiani mine and undertook exploration, which culminated in the delineation of an open pit resource and, ultimately, in restarting of mining operations. Ashanti Goldfields bought then mine in the mid-1990s and after the merger between AngloGold and Ashanti Goldfields, the Bibiani mine was sold again in 2006 to Central African Gold (CAG). CAG operated the mine for a short period until January 2009, but operational difficulties, low metallurgical recoveries because of a lack of process control and poor financial controls – all exacerbated by the global financial crisis – resulted in Investec taking control of the asset.

In November 2009, Noble Mineral Resources announced its intention to acquire 100% of the CAG subsidiary. Noble with assistance from Investec, took management control of the site on 2nd December, 2009. Production at the mine started after the first gold pour in March 2012.

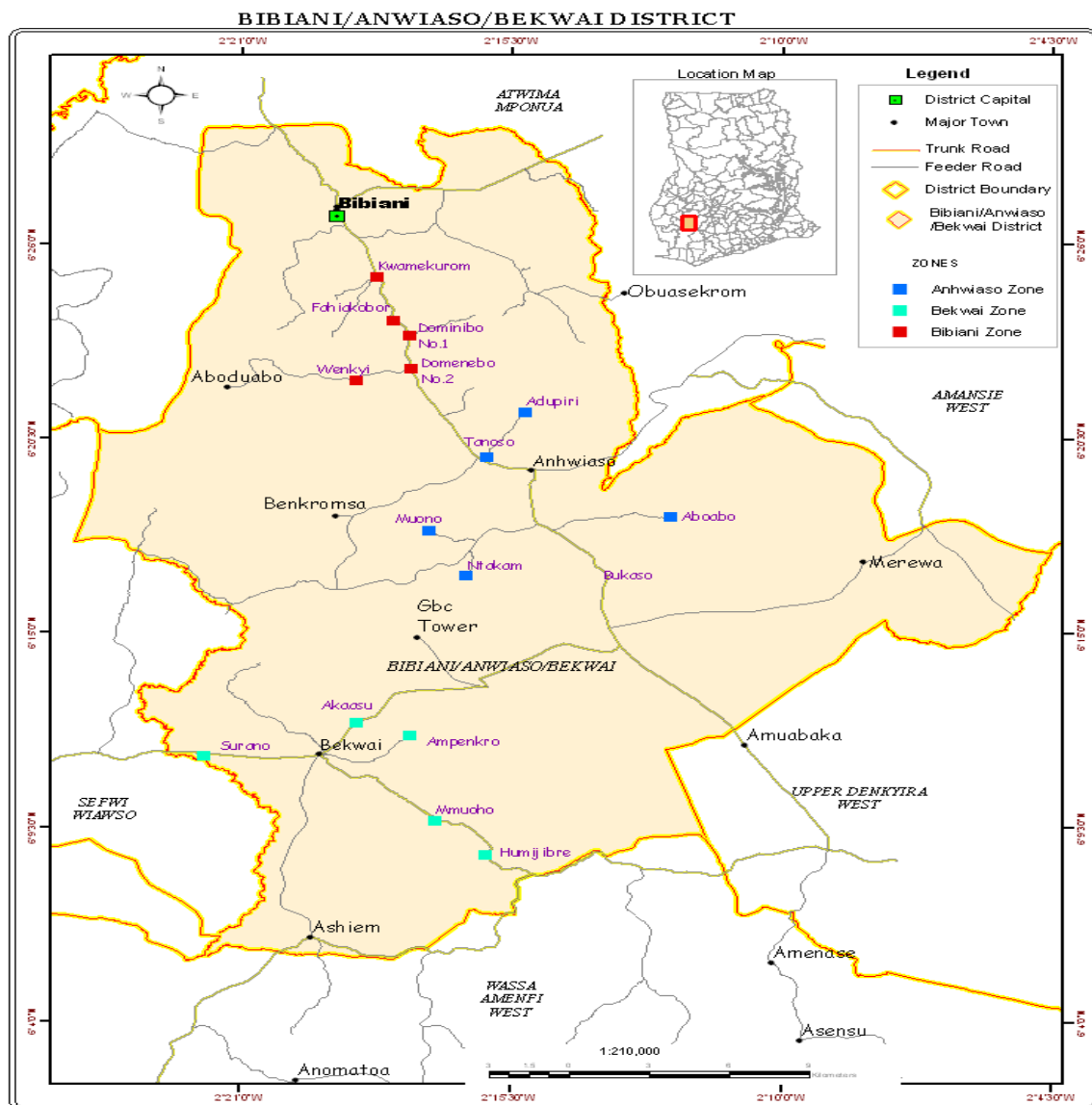


Figure 3.1: Map of Bibiani – Anhwiaso – Bekwai District in the Western Region

Source: Kumi (2013)

3.4 The Mining industry in Ghana: Brief History

Mining is defined as the activities relating to the extraction of “any substance in solid or liquid form occurring naturally in or on the earth, or on or under the seabed, formed by or subject to geological process including building and industrial minerals but does not include petroleum or water” (Minerals Commission et al., 1989). The mining tradition in Ghana especially with regard to gold dates back to the fifteenth century

during the colonial days where British and a few investors had control and ownership in the country's mining industry. The industry at the time, was vibrant and Ghana accounted for 36% of total world gold output (8,153,426 fine ounces) between 1493 and 1600 (Tsikata, 1997).

During the post-independence period from 1957 to 1986, the Ghana's mining industry was controlled by the state. The government established the State Gold Mining Corporation (SGMC) and Ghana National Manganese Marketing Corporation (GNMC) with the former to acquire five gold mines including Bibiani, Konongo, Dunkwa, Prestea and Tarkwa mines from the control of British companies and the latter to take over manganese operations at Nsuta from the African Manganese Group (AMG), a British subsidiary of Union Carbide. In 1972, as a result of this exercise, the government acquired majority shares of 55% in Ashanti Goldfields Corporation (AGC), Ghana Bauxite Company (GBC) and Ghana Consolidated Diamond Company. The idea behind the acquisition of these mines was to safeguard employment, maximizing government revenue and control of resources (Akabzaa and Darimani, 2001).

However, the mining sector later faced severe problem of inadequate capital for investment and exploration which rendered the state mines obsolescent. With the exception of Ashanti Goldfields Corporation (AGC) and Ghana National Manganese Marketing Corporation (GNMC) which were making profit out of their operations, the rest including the State Gold Mines Corporation and Ghana Bauxite Company (GBC) were operating at loss. As a result, Bibiani and Konongo mines were shut down. In spite of this, between 1960 and 1980, amendments were made to the mining sector

regulations to attract and foster private participation but the sector could not catch the attention of more private foreign investors. (Akabzaa and Darimani, 2001).

From 1986 to date, the mining industry in Ghana has undergone vigorous changes including an improved technology in exploration, mining and processing of minerals of which gold dominates. An improved process in mining such as the use of cyanide heap-leach and bio-oxidation have paved way for efficient treatment or processing of complex ore materials such as oxides and sulphides, and low-grade material which perhaps was regarded waste. Again, technology has revolutionized the conventional underground mining operation to surface mining. The latter; however, adversely affects the environment. Besides advance in technology which accounts for a swift rise in mining operations, the most fundamental development in the industry since the late 1980s to date has to do with an improved mineral policies of mineral-rich countries. In respond to this global demand for policy changes to attract international mining investment, the country shifted its attention from direct state investment in mining industry to promote and regulate private participation (Akabzaa and Darimani, 2001).

3.5 Conclusion

In conclusion, the chapter considered the methodology used for the study including research design, research strategy, research population, sampling technique, data collection procedure etc. Additionally, it focused on the profile of the study areas and a brief history of Mining in Ghana.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS.

4.0 Introduction

The chapter presents analysis and discussions of findings of both the quantitative and qualitative approaches of the study.

4.1 Quantitative: analysis and discussion of findings

The quantitative analysis involves the use of descriptive statistics (frequency). This section displays information on the demographics characteristics, determinants of job satisfaction and levels of importance of the determinants of job satisfaction. All the data set used for this analysis was derived from responses generated from the research questionnaires. The findings are displayed using tables and graphs in order to provide a simplified picture of the data collected.

4.2 Demographic characteristics of respondents

This section discusses the demographic characteristics of the respondents. The major issues discussed here include the sex and age of respondents and the number of years they have being in the mining industry. The study revealed that 74.4 % of the mining staffs were male and 25.6% were female. Also the study explored that 36.7% majority of the mining staff have been in the industry over 10 years. On the other hand, 31 workers have been in the industry between 5-10 years while 28.9% have been working for less than 5 years. Table 4.1 illustrates the demographic variables.

Table 4.1: Demographic characteristics

	Variables	Frequency	Percent	Cumulative Percent
AGE	21-30	38	42.2%	42.2%
	31-40	45	50.0%	92.0%
	41-50	7	7.8%	100%
			100.0%	
SEX	MALE	67	74.4%	74.4%
	FEMALE	23	25.6%	100%
	Total	90	100.0%	
YEARS OF WORK	Less than 5 years	26		28.9%
	5-10 years	31		63%
	10years and above	33		
	Total	90		

Source: Field Survey, 2014

4.3 Determinants of job satisfaction

This section of the analysis identifies the determinants of job satisfaction among mine workers in the Bibiani – Anhwiaso – Bekwai District as shown in table 4.2. The study explored Nine (9) determinants of job satisfaction. The determining factors include (i) Compensation/pay, (ii) Promotion, (iii) Relationship with co-workers (iv) Relationship with managers/supervisors (v) Nature of work (vi) Safety at the workplace (vii) Accommodations (viii) Training and development and (ix) Overtime Compensation.

Table 4.2: Determinants of job satisfaction

Components	Frequency	Percent	Valid Percent	Cumulative Percent
Compensation/Pay	40	44.4%	44.4	44.4%
Promotion	10	11.1%	11.1	55.5%
Relationship with co-workers	7	7.8%	7.8	63.3%
Relationship with managers/supervisors	3	3.3%	3.3	66.6%
Nature of work	15	16.7%	16.7	83.3%
Safety at the workplace	7	7.8%	7.8	91.1%
Accommodations	1	1.1%	1.1	92.2%
Training and development	6	6.7%	6.7	98.9%
Overtime Compensation	1	1.1%	1.1	100%
Total	90	100	100	

Source: Field Survey, 2014

4.3.1 Compensation/pay

Every employee aims to achieve certain economic and social objectives. Employee satisfaction relates to the level of compensation system in the organisation, because level of payment strategies cannot be relegated. An efficient compensation system results in organizational growth and expansion and exhibits a positive relationship between employee satisfaction and performance (Lai, 2011). Pay is highly considered as the most important determinant of job satisfaction relative to the other factors in order to attract and retain expert labour force (Frye, 2004). The finding that 40 (44%) employees identified compensation/pay as the major determinant of their job satisfaction is a vindication of Taylor and Vest's (1992) assertion that pay affects the

satisfaction level of employees. Table 4.2 depicts that compensation/pay is one of the determinants of job satisfaction in the mining sector.

4.3.2 *Promotion*

The advancement of an employee from one job position to another job position that has a higher salary range, a higher title together with higher job responsibilities was revealed as a determinant. Several studies focus attention on demographic factors whereas others consider job satisfaction from the view point of working environment. The study revealed that 10 (11.1%) employees view promotion as a determinant of job satisfaction among mine workers. The finding falls in line with Teseema and Soeters's (2006) position in their research study that higher level of job satisfaction and better performance of employees is attached to good promotional practices.

4.3.3 *Relationship with co-workers*

Workplace relationships are unique interpersonal relationships with important implications for the individuals in those relationships, and the organizations in which the relationships exist and develop (Jex, 2002). Besides, absenteeism level could be reduced and performance increases through socialization and interaction among employees (Padilla-Velez, 1993). Because workers spend an average of 40 hours a week at the workplace, these long work hours result in the formation of workplace friendships. This finding is quite consistent with Schermerhorn et al. (2005) who posit that promotion, pay and relationship with co-workers are the major factors that influence employee attitude towards work. From the field data, 7 (7.8%) respondents view relationship with co-workers as an important factor that determines the job satisfaction of mine workers.

4.3.4 Relationship with managers/supervisors

The need theories (Mayo 1933; Maslow 1943; Herzberg 1993) show that man is a social animal. One of the most important needs is love, both giving and receiving. Relationship with managers play an important role in job satisfaction for two reasons: first, good relationship improves people's interest in staying at work which can maintain high job satisfaction and secondly, good employee-manager relationship leads to a positive intervention, which is proved to be the social information people rely on to form their attitudes towards jobs. However, Roelen et al. (2008) concluded that job satisfaction of an employee has no link with his or her relationship with superiors. In line with this, 3 (3.3%) respondents view relationship with managers/supervisors as a job satisfaction determinant.

4.3.5 Nature of work

Depending on the nature of work, that is, complexity, confidentiality, risk and other considerations may affect the level of employee satisfaction. Robbins et al. (2003) refer to the nature of work as the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results. Employees prefer jobs that matched with their competencies and are mentally liked. This finding that 16 (16.7%) employees view the nature of their work as a determining factor for their job satisfaction and is ranked the second highest factor apart from compensation is a clear vindication of Moynihan and Pandey's (2007) that job transparency and clarity generate such employees who are more satisfied and committed to the work. The nature of mining operation is tedious and involves hazards, therefore, employees view this as very important determinant.

4.3.6 Safety at the work place

Workplace safety is a key issue for employers and employees. Everyone has a responsibility to ensure the safety of him or herself and others affected by their work activities in the workplace. In consonance with the field survey, Gyekye (2005) confirms that job satisfaction has a positive link with safety. Organisations with good safety policies do not only reduce operational cost but protect life and reduce accident level as well. From the data collected, 7 (7.8%) respondents view safety at the workplace as one of the determinants of mine workers job satisfaction in the Bibiani – Anhwiaso – Bekwai District.

4.3.7 Training and development

Training and development deals with systematic approaches to improve employee skills and performance. It is the ongoing acquisition or refinement of skills and knowledge, including job mastery and professional development, coupled with career planning activities. The finding is quite consistent with Siebern-Thomas (2005) who found out in his study that job satisfaction is higher in organisation where there is access to training. From the field data, 6 (6.7%) employees acknowledge training and development as a determinant in their job satisfaction.

4.3.8 Accommodation

Accommodation is one of the basic needs in life. People require protection from the elements, somewhere to bring up their families, a place to work from and a home to call their own to meet other needs. A determinant explored among the other factors is accommodation for mine workers. This determinant was identified by one employee.

4.3.9 Overtime compensation

Working beyond normal working hours is certain in mining activities. This may be necessary to achieve organisational targets and other objectives. From the data collected, the researcher explored overtime compensation as a determinant which was mentioned by one employee. Figure 4.1 illustrates graphical presentation of the determinants of job satisfaction.

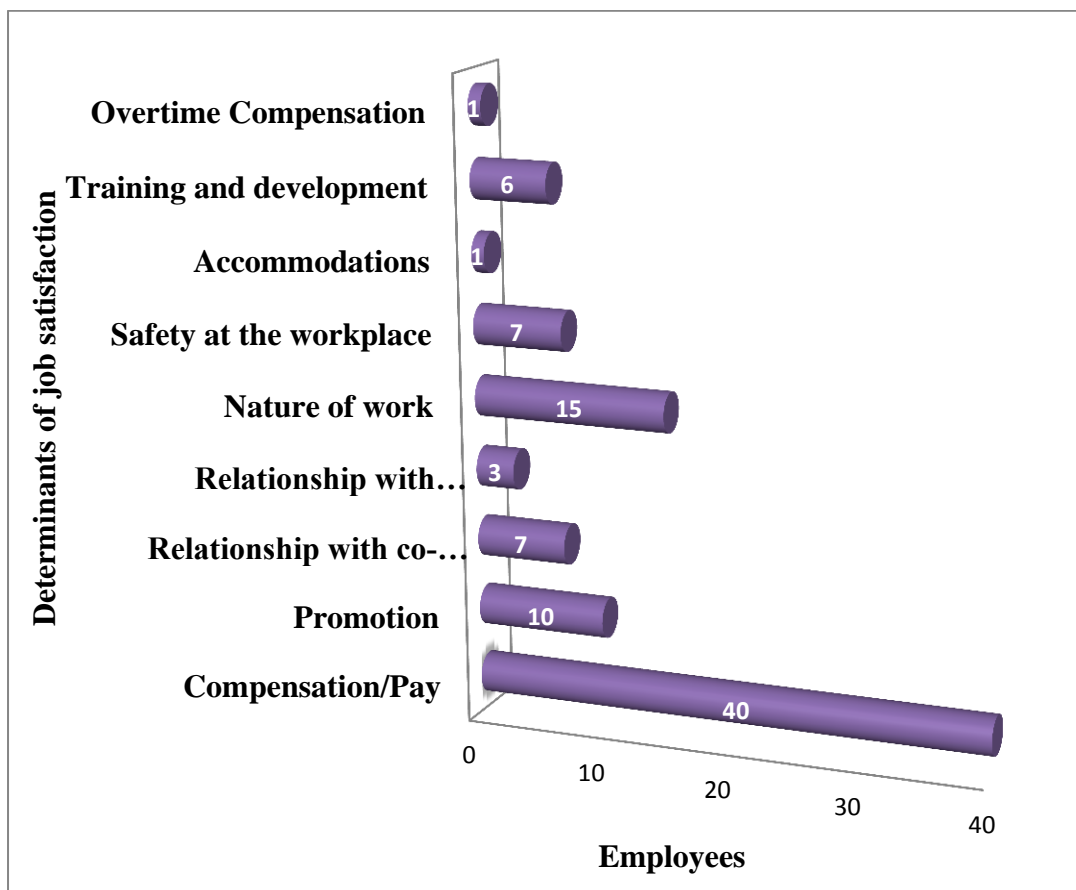


Figure 4.1: Determinants of job satisfaction

Source: Field Survey, 2014

4.4 Level of importance of determinants of job satisfaction

The factors were assessed from most important to least important. Inference can be made from Table 4.3 that, the most important determining factor for the job

satisfaction of mine workers is compensation/pay. A majority of 49 (54.4%) respondents consider compensation/pay as the most important factor. Also, the data revealed management recognition as the least important determinant of job satisfaction among mine workers. This corroborates Abdullah et al. (2011) who identified wage/pay among other factors such as promotion, recognition of work, and employees' loyalty as the single major factor that influence satisfaction level at work. Further, the findings confirm what Butt et al. (2007) state that, in all, employees place more emphasis on pay and promotion. Table 4.3 gives a descriptive presentation of the level of importance of job satisfaction factors.

Table 4.3: Level of importance of determinants of job satisfaction

Components	Most Important	More Important	Important	Least Important
Compensation/Pay	49	29	11	1
Promotion	36	39	15	0
Relationship with co-workers	40	26	24	0
Relationship with managers /supervisors	33	36	21	0
Nature of work	15	38	37	0
Management recognition	33	34	19	4
Safety at the workplace	38	31	20	0
Training and development	42	27	21	0

Source: Field Survey, 2014

Figure 4.2 gives details of graphical presentation of level of importance of the determining factors of job satisfaction among mine workers in the Bibiani – Anhwiaso – Bekwai District.

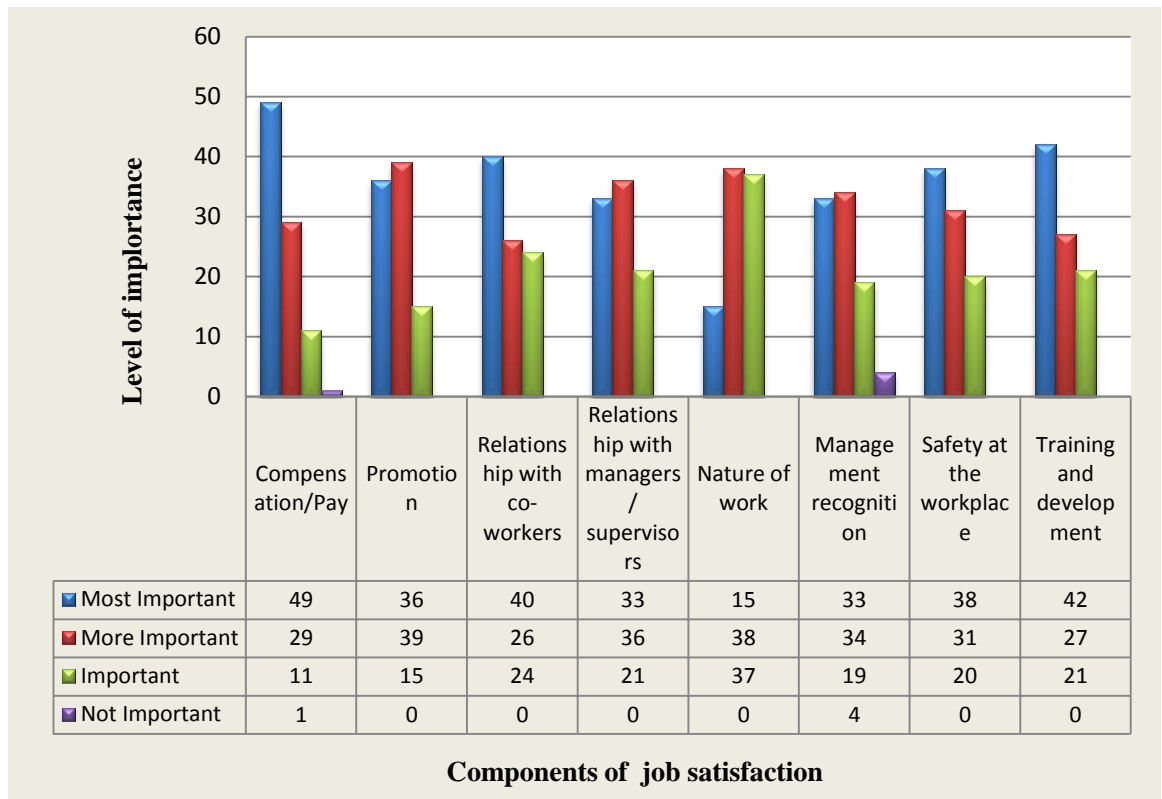


Figure 4.2: Level of importance of determinants of job satisfaction

Source: Field Survey, 2014

4.5 Factors that affect performance of mine workers

Data was collected on the positive and negative factors that mostly affect the job performance of mine workers. Tables 4.4 and 4.5 present data on positive and negative factors that mostly affect the job performance of mine workers in the Bibiani – Anhwiaso – Bekwai District.

Table 4.4: Positive factors that affect job performance of mine workers

Variable	Frequency N = 90	Percent	Valid Percent	Cumulative Percent
Compensation/Pay	27	30.0%	30.0%	30.0%
Promotion	17	18.9%	18.9%	48.9%
Relationship with co-workers	4	4.4%	4.4%	53.3%
Relationship with managers/supervisors	10	11.1%	11.1%	64.4%
Management recognition	3	3.3%	3.3%	67.8%
Safety at the workplace	13	14.4%	14.4%	82.2%
Training and development	18	20.0%	20.0%	100.0%
Total	90	100	100	

Source: Field Survey, 2014

From the data presented in Table 4.4, 27 (30%) employees consider compensation/pay as a positive factor that mostly affects the performance of mine workers. This finding confirms what Frye (2004) contended that Pay is the most important determinant of job satisfaction and it extents more effort to performance among the other factors. From the data presented in Table 4.4, inference can be made that, the most positive factor among the other factors that affects the job performance of mine workers in the Bibiani – Anhwiaso – Bekwai District is compensation/pay.

Table 4.5: Negative factors that affect job performance of mine workers

Variables	Frequency N = 90	Percent	Valid Percent	Cumulative Percent
Compensation/Pay	14	15.6	15.6	15.6
Promotion	4	4.4	4.4	20.0
Relationship with co-workers	15	16.7	16.7	36.7
Relationship with managers/supervisors	10	11.1	11.1	47.8
Nature of work	27	30.0	30.0	77.8
Management recognition	8	8.9	8.9	86.7
Safety at the workplace	2	2.2	2.2	88.9
Training and development	7	7.8	7.8	96.7
Inefficient Resources	3	3.3	3.3	100.0
Total	90	100.0	100.0	

Source: Field Survey, 2014

The nature of work performed by employees has a significant impact on their satisfaction level. From the data presented in Table 4.5, 27(30%) mine workers consider the nature of their work as the negative factor that affects their performance. This is a clear vindication of DeSantis and Dust's (1996) that the nature of work affects the level of job satisfaction of employees. From the data presented in Table 4.5, inference can be made that the negative factor that affects the job performance of mine workers in the Bibiani – Anhwiaso – Bekwai District is nature of work.

4.6 Extent of job satisfaction

This section of the analysis pores on the extent to which mine workers are satisfied with their job in the Bibiani - Anhwiaso - Bekwai District.

4.6.1 Extent of satisfaction (Job positions)

The general level of satisfaction among the various job positions in the mining companies was assessed. The level of job satisfaction for each job category was determined by the summation of total scores of satisfaction levels.

Table 4.6: Extent of satisfaction (Job Positions)

JOB POSITION	Satisfied	Uncertain	Unsatisfied	Total
Instrumentation Technician	6	1	0	7
Graduate Trainee	4	0	1	5
Electrical technician	5	1	0	6
Mine Surveyor	7	1	3	11
Warehouse supervisor	6	0	0	6
Plant Supervisors	9	0	0	9
Account Officer	6	0	1	7
Data Entry Clerk	4	0	0	4
Staff midwife	2	0	1	3
Biomedical Scientist	4	0	0	4
Mechanical Supervisor	4	0	2	6
Store Assistant	3	0	0	3
Fuel Attendant	3	0	0	3
HR Superintendent	1	0	0	1
Plant Metallurgist	3	0	0	3
Maintenance Planner	5	0	1	6
Administrative Assistant	5	0	0	5
Procurement Superintendent	1	0	0	1
	78	3	9	90

Source: Field Survey, 2014

Table 4.6 shows the level of job satisfaction for eighteen job positions. Data presented in table shows that the level of job satisfaction for the mine workers is generally high.

From the data, 78 (86.6%) employees are satisfied with their jobs despite the challenges. This finding is in consonance with what Hanif and Kamal (2009), concluded that satisfied workers are welcoming and dutiful than their counterpart (dissatisfied) Table 4.6 shows that a majority Nine (9) plant supervisors are satisfied with their job. In line with this, Figure 4.3 depicts graphical presentation of the extent of job satisfaction of mine worker.

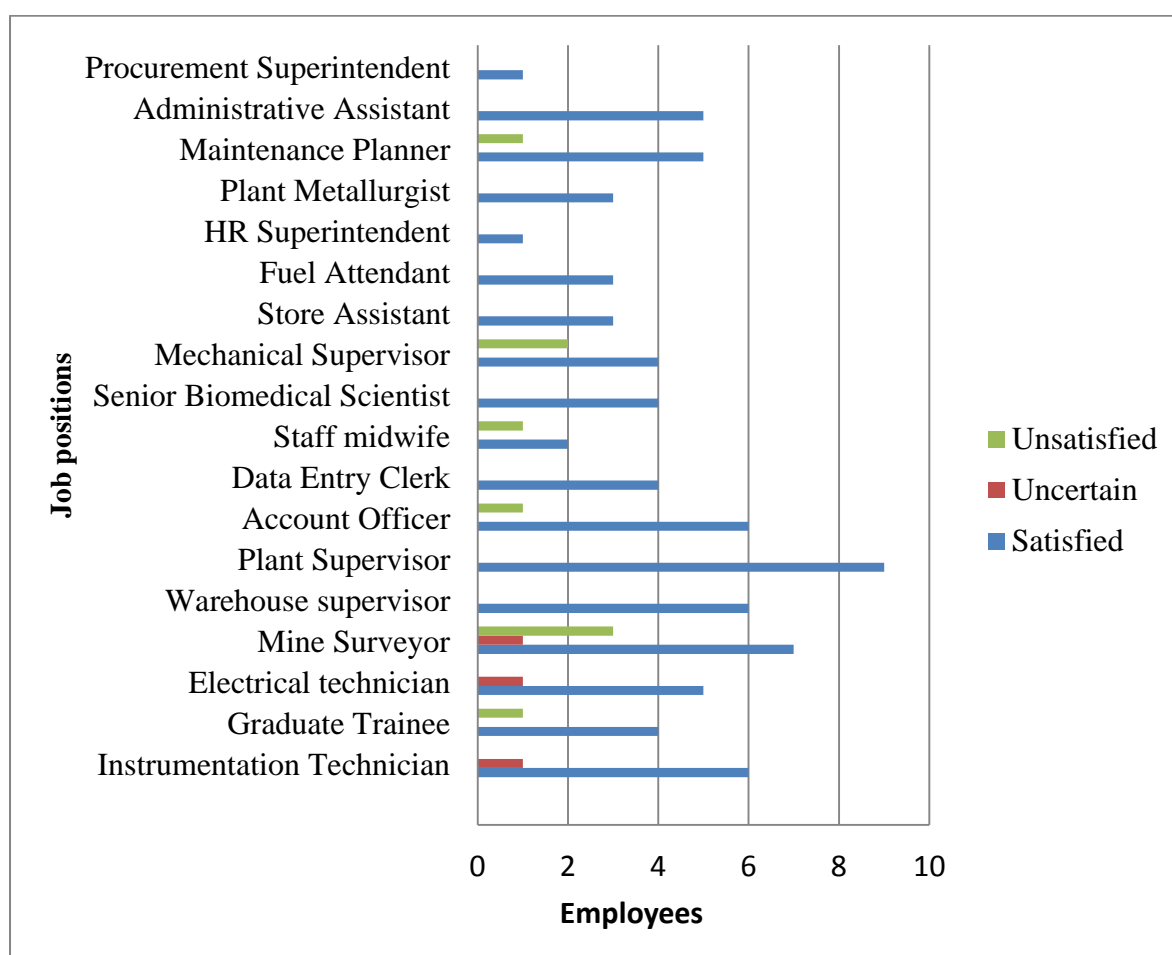


Figure 4.3: Extent of job satisfaction

Source: Field Survey, 2014

4.6.2 Extent of satisfaction (Job factors)

Data was collected on the extent of the job satisfaction of the mine workers of the selected mining companies as shown in table 4.7. Respondents were asked to indicate

the overall satisfaction of their job and the extent of their satisfaction with Seven (7) variables. The variables include (i) Compensation/Pay, (ii) Promotion (iii) Relationship (iv) Nature of work, (v) Recognition (vi) Health and Safety and (vii) Training and development.

Table 4.7: Extent of satisfaction (Job factors)

	Satisfied		Uncertain		Unsatisfied	
	Frequency	%	Frequency	%	Frequency	%
COMPENSATION/PAY						
Salary compared with the work I perform	37	41.1%	8	8.9%	45	50.0%
Overtime compensations	27	30.0%	36	40.0%	27	30.0%
PROMOTION						
Promotional policy	23	25.6%	27	30.0%	40	44.4%
Opportunities for promotions	34	37.8%	38	42.2%	18	20.0%
RELATIONSHIP						
Relationship with co-workers	60	66.7%	14	15.6%	16	17.8%
Relationship with immediate supervisors	61	67.8%	0	0.0%	29	32.2%
Relationship with management	63	70.0%	17	18.9%	10	11.1%
NATURE OF WORK						
Work Schedule	13	66.7%	17	18.9%	60	14.4%
Workload	26	50.0%	19	21.1%	45	28.9%
RECOGNITION						
Acknowledgement for contributions and efforts	41	45.6%	39	43.3%	10	11.1%
Praises for exceptional efforts	41	45.6%	39	43.3%	10	11.1%
SAFETY AT THE WORKPLACE						
Health and safety policy (Health insurance, etc)	83	92.2%	5	5.6%	2	2.2%
Security in the physical environment	56	62.2%	11	12.2%	23	25.6%
TRAINING AND DEVELOPMENT						
Opportunity to develop / improve skills	30	33.3%	7	7.8%	53	58.9%
On the job training programs and activities	40	44.4%	3	3.3%	47	52.2%

Source: Field Survey, 2014

4.6.2.1 Satisfaction and compensation/pay

Salary is the basic need for employees. It will lead to a severe dissatisfaction and ultimate demotivation if employees are dissatisfied with compensation and salary. Salary is seen by many managers as a major motivator or at least an important factor that influence employees' job satisfaction (Lai, 2011). However, the study revealed that 50% of the mine workers are not satisfied with their salaries compared with the work they perform. Further, 40% of the mine workers are also uncertain about their level of satisfaction with their overtime compensations. Table 4.7 describes the other data on compensation/pay in details.

4.6.2.2 Satisfaction and promotion

Promotion is a device used by management to reward employees for better performance to increase their morale and job responsibility. Better performance of employees is attributed in part to good promotional practices (Teseema and Soeters, 2006). On the contrary, the employees of the mining companies were assessed on their level of satisfaction with the promotional policies and opportunities for promotion in their respective companies. The findings appear that there is low level of satisfaction with the promotional policies as a majority of 44.4% of the employees are not satisfied with the promotional. However, from the data collected 37.8% are satisfied with the opportunities for promotion. This is representing in Table 4.7.

4.6.2.3 Satisfaction and relationship

Relationship among workers at the workplace increases through socialization and interaction (Padilla-Velez, 1993). Data was collected on the extent of satisfaction with relationships at their workplaces. The relationship factors include relationship with

co-workers, supervisors and management. Data collected revealed that a majority of mine workers of the selected companies are satisfied with relationship at the workplace. As shown in Table 4.7, majorities of 66.7%, 67.8% and 63% are satisfied with the relationships with co-workers, immediate supervisors and management respectively.

4.6.2.4 Satisfaction and nature of work

Work schedule is about the job flow setting which can influence the chains of steps to be carried out exactly and efficiently during the work time, and impact on job satisfaction depending on whether it is suitable and reasonable. On the other hand, workload encompasses the amount of work or of working time expected or assigned to an employee. Respondents were asked on their extent of their satisfaction on their work schedules and workloads. Data collected revealed that most of the employees are not satisfied with the nature of their work as 60% of the respondents are not satisfied with their work schedules. This finding disagrees with the assertion of Moynihan and Pandey (2007) that job transparency and clarity generate such employees who are more satisfied and committed to the work. Inference can be Details on the satisfaction level with respect to the nature of work is described in Table 4.7

4.6.2.5 Satisfaction and recognition

People want to know that their jobs have value-that their work is essential. People want jobs that provide opportunities for personal satisfaction and growth. Employees are more likely to have that feeling if they know that their work is recognised. The researcher categorised the recognition aspect in the following dimensions (i)

acknowledgement for contributions and efforts and (ii) praises for exceptional efforts. The data revealed that 41 employees are satisfied with each of the categories. Table 4.7 gives further details.

4.6.2.6 Satisfaction and health and safety at the workplace

Employees want to know what they are expected to do and how to do their jobs safely and efficiently. Injuries and broken equipment are all certain in mining activities. From the data collected from the field, 92.2 % of mine workers are satisfied with the health and safety policies of their companies. Also, 56 employees representing 62.2% are satisfied with the security in the physical environment.

4.6.2.7 Satisfaction and training and development

Training and development play an important role in the effectiveness of organisations and to the experiences of people. Training has implications in personal development as well as productivity. Respondents were assessed on their satisfaction with training and development. Data collected revealed that a majority of 53% are not satisfied with opportunities to develop and improve skills. Moreover, inference can be made from Table 4.7 that 40 employees representing 44.4% are satisfied with the job training programs and activities of their organisations.

4.7 Challenges of job satisfaction

This section of the analysis discusses the challenges in job satisfaction among the mine workers in the Bibiani - Anhwiaso - Bekwai District. The study explored eleven (11) challenges among the employees in the mining companies that were selected as depicted in table 4.7. The challenges explored include; (i) Unsafe working

environment (ii) Poor communication (iii) Lack of promotion (iv) Lack of motivation (v) Inadequate training (vi) Inadequate logistics (vii) Low salaries (viii) Favoritism on promotional issues (ix) High tax on salaries (x) Poor health & safety policies and (xi) Unstructured employees benefit.

Table 4.8: Challenges of job satisfaction

	Frequency	Percentage of cases
Unsafe working environment	4	4%
Poor communication	5	6%
Lack of promotion	13	14%
Lack of motivation	6	7%
Inadequate training	15	17%
Inadequate logistics	3	3%
Low salaries	10	11%
Favouritisms on promotional issues	5	6%
High tax on salaries	3	3%
Poor health & safety policies	6	7%
Unstructured employees benefits	5	6%

Source: Field Survey, 2014

Well trained employees usually show a greater increase in and a higher quality of work output than an untrained group. Despite the relevance of training, a majority of the employees identified inadequate training as a challenge to their job satisfaction. Data revealed that 15 (17%) view this factor as the major challenge to their level of job satisfaction. Further, as presented in Table 4.7 inference can be made that lack of promotion challenges the job satisfaction of mine Workers in the Bibiani – Anhwiaso – Bekwai District. According to the data, 14% of the employees view lack of promotion as a challenge to job satisfaction. Figure 4.4 gives the detailed graphical

presentation of the challenges of job satisfaction among mine workers in the Bibiani – Anhwiaso – Bekwai District.

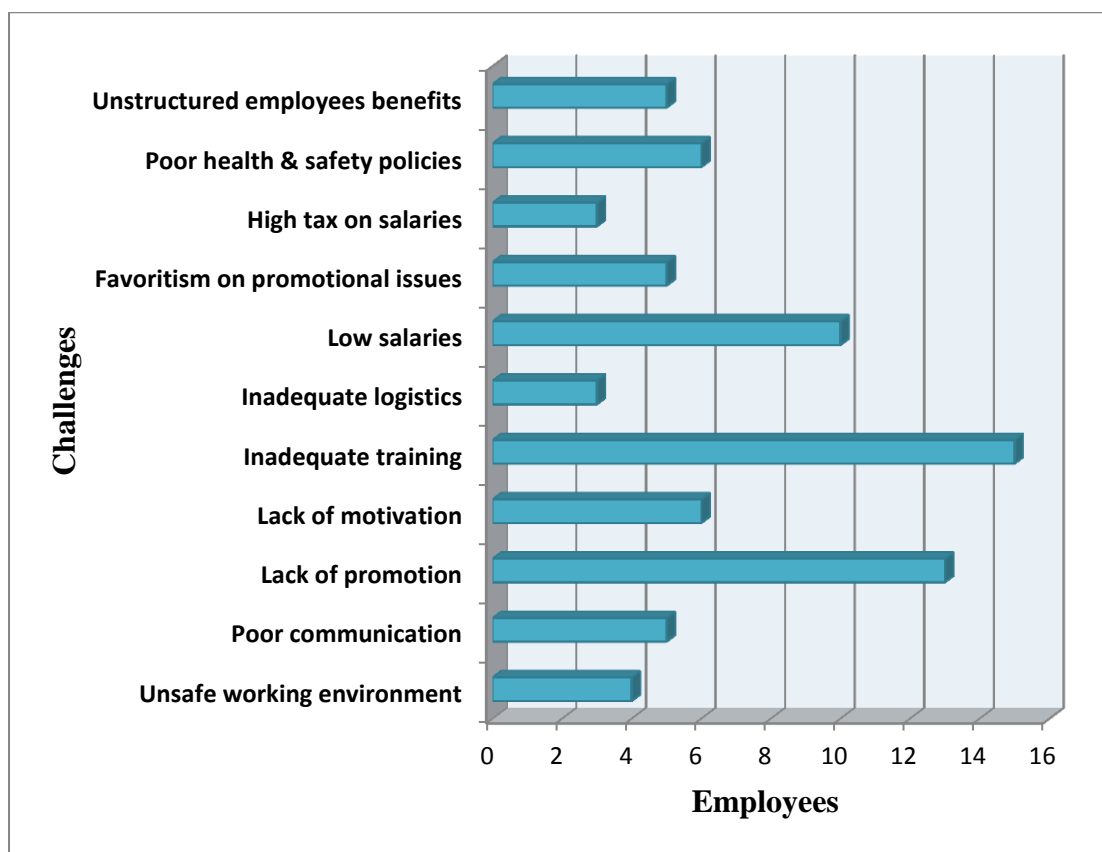


Figure 4.4 Challenges of Job Satisfaction of Mine Workers

Source: Field Work, 2014

4.8 Qualitative: analysis and discussion of findings

Qualitative research involves the used of methods such as participant observation or case studies which result in a narrative, descriptive account of a certain practice (Parkinson and Drislane, 2011). The qualitative findings and analysis present sector-based interviews with management. The qualitative analysis intends to help understand the determinants of job satisfaction. Key findings from the study are summarized as follows:

4.8.1 Socio-demographic characteristics

In all, four (4) management staff from the two selected mining companies in the district were interviewed by the help of an in-depth interview guide. Three out of the four respondents were male. Their ages range from 30-57 years of age. All of them have completed tertiary education. Their positions were 1Procurement Manager, 1Management Accountant, 1Human Resource Manager and 1Finance Manager.

4.8.2 Determinants of job satisfaction

The Views of management on the determinants of job satisfaction were captured and demonstrate as shown in figure 4.5 below.

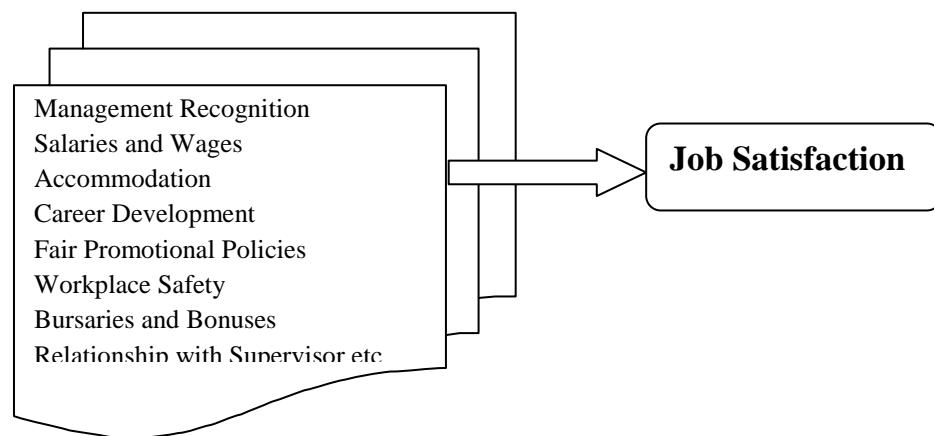


Figure 4. 5 Determinants of job satisfaction

Source: Field work, 2014

Job satisfaction of employees is essential for success and sustenance of all organisations under sundry. Not only to organisation, is equally vital in the lives of employees as it can positively influence their personal and social wellbeing. In its absence, employees are adversely affected both physically and psychologically. In

context of this, two out of the four management staff in their responses indicated some of the determinants of job satisfaction in the mining industry that:

“Individual employees in the industry have different responsibilities and aspirations to fulfill in live. As a result, determinants of employee’s job satisfaction differ from one to another. However, there are basic determinants including wages and salaries, bursaries, management recognition, accommodation, health care, hospitality services in the form of providing food for employee at work, and school for their wards which are mostly present.”

[Logistics and Procurement Manager]

“Most at times, job satisfaction of mine workers are determined by factors such as but not limited to compensation or pay, accommodation, career development, fair promotion schemes, bonuses, work place safety, good relationship with superiors, training and development.” [Human Resource Manager]

The above quotations are in consonance with the determinants of job satisfaction identified in the field data of the employees and other researchers such as Abdullah et al. (2011) and (Locke, (1976) who made mention of factors such as work, pay, promotion, recognition, benefits, working condition, supervision, co-workers, company and management This also supports the quantitative findings that compensation/pay is important determinants of job satisfaction.

4.9 Positively factors that affect job performance of Mine Workers

Among the determinants, the four management staff were asked to state one positive factor among the determinants that mostly affects job performance of mine workers and give reason(s) for that. Their responses are depicted in the following:

“In my opinion, salaries and wages mostly affect job performance of workers because if workers get reasonable salaries at the end of the month to cater for their families and settle other bills, it shows how responsible they are.”

[Logistics and procurement Manager]

“It’s salaries that encourage positive performance of mining worker, because the work consumes all our time preventing us from engaging in others businesses that could fetch us income. For this reason we are much interested in the salaries as a motivating factor to elicit performance.” [Management Accountant]

“Compensation affects positive performance because at the end of the month, workers need to take home something. Positive compensation influences mine workers to give out their best especially if they have the notion that the more they work, the higher they receive compensation.” [Human Resource Manager]

“Mention can be made of pay as a factor that influences positively performance because people feel like working with mining companies that pay higher salaries to boost their moral to work more and know their level of achievement.” [Finance Manager]

The finding corroborates with Lai (2011) that an efficient compensation system result in organizational growth and expansion and exhibit a positive relationship between employee satisfaction and performance. Responses from the four management staff affirm that compensation/pay has positive effect on the performance level of mine workers. The finding of this study that compensation/pay has positive effect on performance could be interpreted in two possible ways. Firstly, that pay is an

important motivator to employees. In this view, the argument could further be advanced that quite a number of Ghanaian employees expect extrinsic motivation to be the factor that would push them to perform. A second possible reason that can be put forward is that an employee status in an organisation is determined by the level of compensation/pay he or she receives.

4.10 Negative factors that affect job performance Mine Workers

In an interaction with the managers to state one negative factor that affects the job performance of mine workers, the following responses were revealed.

“All things being equal, it’s salary inequity. Salary is said to be the main determining factor of employee satisfaction in the mining sector. Workers normally like comparing their salaries. They retire their performances if there is inequity in salary dispensation within an organisation.” [Logistics and Procurement Manager].

“The same salaries negatively affect the performance of employees especially when you realize your co-worker performing relatively the same functions as you do receive more salary than you in one department – it’s quite disheartened.” [Management Accountant].

“Lack of promotion opportunities because it demoralizes employee satisfaction level and consequent performance at work.” [Human Resource Manager].

“If companies fail to bring in bonus schemes to encourage employees, it negatively affects productivity. At the end of the day, employees would like to work more to achieve targets that will give them additional income in addition to their salary.” [Finance Manager].

Three of the above views are held by 15.6% of the employees who consider compensation/pay as the factor that in its absence could adversely affect their job performance however the remaining 4.4% of the employees share the same view with one of the managers who emphasized on promotion.

4.11 Causes of job dissatisfaction among Mine Workers

Issues of employees’ dissatisfaction impinge on the success of organisation, and psychologically affect workers and their families. Consequently, managers of the sampled firms were asked about the causes of job dissatisfaction among workers in their respective firms. Their responses are demonstrated in figure 4.6 below.

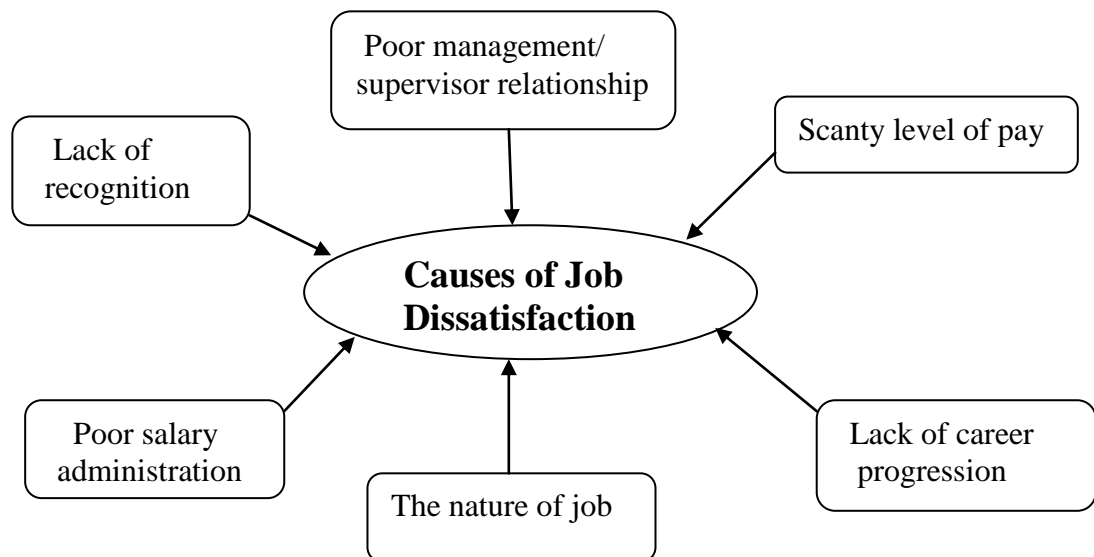


Figure 4.6: Causes of job dissatisfaction

Source: Field Survey, 2014

In addition to the above, one of the management staff responded that *“job dissatisfaction does not only depend on low wages/salary, it also depends on unfair promotion practices especially where promotion is based on “whom you know” or one’s affiliation with someone in the job. Besides, lack of training and development, and lack of logistics are likely factors to bring job dissatisfaction”* [Finance Manager]. In consonance with this, Abdullah et al. (2011) maintain that in addition to wages, there are other factors such as promotion and recognition of work which in absence could bring dissatisfaction.

4.12 Improving job satisfaction of Mine Worker.

Many organisational leaders believe that their organisations can not achieve success without the sacrificial commitment of their employees. However, commitment of employees can be achieved by firms in reciprocal commitment to employees’ satisfaction. In relation to this, management members were asked to suggest on how best the various stakeholders (government, mining companies and employees) could do to improve job satisfaction in the mining industry. Their responses were captured as follows:

“The government should give tax incentive to mine workers on their salaries.”

“In addition, she should protect the interest of workers by ensuring that mining companies strictly comply with the labour act to avoid employees from exploitation.”

“Again, the government should establish an agreement with the mining companies through the Labour Union to give better remunerations to their employees ”

Besides the government, they suggested that:

“Management of mining companies should have performance appraisal schemes in their respective organisations to enhance fair promotional practices”.

“They should draw policies that will encourage career development plans.”

“Again, they should set challenging targets that attract monetary reward and create friendly working environment for workers”

“Employees should be serious with training at work.”

“They be self-motivated and always enjoy what they do even if no recognition is given.”

“Employees should accept the fact that the success of the organisation depends on them and for that matter; they should give out their best of performance to ensure the continuity of the job to protect their job security.”

The responses exhibited in figure 4.7 demonstrates a variety of ways managers expect all stakeholders to improve job satisfaction of employees in the mining industry. The quantitative findings thus establish that ensuring job satisfaction involves all stakeholders. This is supported by the outcome of the qualitative data analysis (presented in section 4.6) which revealed that while some factors cause satisfaction others cause dissatisfaction among employees. In consonance with this, Adeyinka et al. (2007) state that workers are root source of quality and productivity gain, therefore, management should improve job satisfaction of employees to enhance performance level.

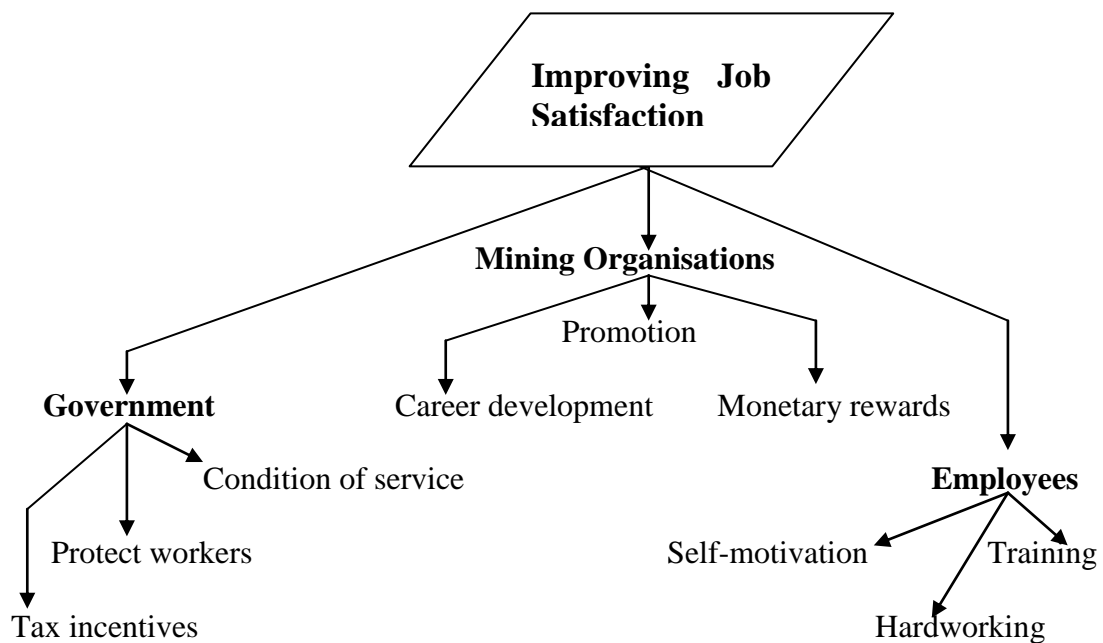


Figure 4.7: Improving Job Satisfaction

Source: Field Work, 2014

4.13 Conclusion

The chapter centred on the job satisfaction of mine workers in Bibiani – Anhwiaso – Bekwai District in the Western Region. It primarily focused on the determinants of employees' job satisfaction, their level of importance to the employees, the influence of job satisfaction on the performance of employees, extent of employees' job satisfaction and the challenges in job satisfaction in the mining companies. The results obtained underlay basis for the summary of findings, recommendations and conclusion.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The chapter presents the general findings of the research in the context of the central ideas underpinning the objectives of this research. The perspective of this chapter does not only recommends solutions but presents the findings in relation to employee job satisfaction in the mining industry. The key components of the chapter include the summary of findings, recommendations and conclusion.

5.1 Summary of major findings

The respondents for the study were in two groups namely the employees and management staff of mining companies in Bibiani – Anhwiaso – Bekwai District in the Western Region. Data was gathered through the administration of questionnaires on the part of the employees while in-depth interview (IDI) was conducted on management staff. Below are the key findings emanating from the study conducted.

5.1.1 Determinants of job satisfaction

The study explored Nine (9) determinants of job satisfaction which include (i) Compensation/pay, (ii) Promotion, (iii) Relationship with co-workers (iv) Relationship with managers/supervisors (v) Nature of work (vi) Safety at the workplace (vii) Accommodations (viii) Training and development and (ix) Overtime compensation. The study revealed that out of the nine determinants that were explored, the employees and management view compensation/pay as their main determinant of job satisfaction.

5.1.2 Level of job satisfaction

The general level of satisfaction among the various job positions in the mining companies was assessed. It came to light that the level of job satisfaction for the mine workers is generally high. From the data, 78 (86.6%) employees are satisfied with their jobs despite the challenges. A majority of Nine (9) plant supervisors were explored to be satisfied with their job.

5.1.3 Extent of satisfaction

Further, respondents were asked to indicate the extent of their satisfaction with seven (7) variables including (i) compensation/pay, (ii) promotion (iii) relationship (iv) nature of work, (v) recognition (vi) health and safety and (vii) training and development. The study explored health and safety policies to be the most satisfying factor.

5.1.4 Positive and negative factors that affect performance

The study explored positive and negative factors that affect the job performance of mine workers in the case study companies. The study explored that compensation/pay has a positive effect on the job performance of mine whereas nature of work has a negative effect on the performance of mine workers in the Bibiani – Anhwiaso – Bekwai District.

5.1.5 Challenges of job satisfaction

The study explored eleven (11) challenges among the employees in the mining companies. The challenges explored include (i) Unsafe working environment (ii) Poor

communication (iii) Lack of promotion (iv) Lack of motivation (v) Inadequate training (vi) Inadequate logistics (vii) Low salaries (viii) Favouritism on appraisal and promotional issues (ix) High tax on salaries (x) Poor health & safety policies and (xi) Unstructured benefits. Well trained employees usually show a greater increase in and a higher quality of work output than an untrained group. Despite the relevance of training, majority of the employees identified inadequate training as a challenge to their job satisfaction. The study revealed that inadequate training is the major challenge to the level of job satisfaction of mine workers.

5.2 Conclusion

The mining industry is well recognized for its immense contribution to the economic development of Ghana in terms of foreign exchange and its support to communities in terms of electricity, health, education, employment generation, communication technology, human resource development and transfer of technology. In view of this, the study tested the determinants of the employees' job satisfaction and its effect on performance in the mining companies in Bibiani – Anhwiaso – Bekwai District in the Western Region. A summary of results revealed that compensation/pay is the main factor that determines the job satisfaction of mine workers. Employees are highly satisfied especially with the safety policies in place. Besides, their performance is positively affected by compensation/pay while the nature of work negatively affects their performance. Lastly, inadequate training and development form their major challenge as far as job satisfaction is concerned.

With the key finding emanating from the research and the necessary recommendations aiming at alleviating employee job dissatisfaction to improve

performance, it is strongly recommended that management of the mining companies would implement these recommendations.

5.3 Recommendations

In the light of the key findings of the study and the conclusions drawn, the following recommendations are made:

5.3.1 Tax incentive

The study has revealed that employees in the case study organisations are overburdened with high income tax. Tax on salaries of employees in the mining sector appears to be higher than their colleagues in other sectors. It is therefore recommended that government should reinstate mine workers tax rebate to ease employees off their burden.

5.3.2 Training

It has emerged from the study that training is inadequate for employees in the case study organisations and based on the views of the respondents, it is recommended that management should attach importance to training. There should be consistent training programme for both existing and newly recruited employees as a way of imparting knowledge and skills to climb the organisational ladder.

5.3.3 Motivation

It was found from the study that motivation level is low in the area of wages and salaries and other benefits such as funeral donation and educational grant. Besides, the level of recognition for employees as well their involvement in decision making is

low. Therefore, it appears employees are not pleased with these motivational factors. It is recommended that management should consider the need to adjust wages and salaries as well as benefits such as funeral donation and educational grant. In addition, management should acknowledge employees' effort for exceptional performance, and welcome workers contributions in decision making to enhance workplace democracy.

5.3.4 *Equity*

The study revealed that there is favouritism/inequity in appraisal and promotional issues in the case study organisations. It appears appraisal and promotion is based preferential treatment. It is therefore recommended that management should commission the human resource departments to ensure equity in all performance appraisal and promotional issues to create trust and harmony.

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APPENDICES



KNUST SCHOOL OF BUSINESS
COLLEGE OF ARTS AND SOCIAL SCIENCES
KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

AN ASSESSMENT OF JOB SATISFACTION AND ITS IMPACT ON
EMPLOYEES'
PERFORMANCE: A CASE OF MINING COMPANIES IN BIBIANI-
ANHWIASO
-BEKWAI DISTRICT IN THE WESTERN REGION.

Questionnaire for Employees

[This is purely an academic exercise and in partial fulfilment of the requirement for the award of Masters in Business Administration (MBA) by Kwame Nkrumah University of Science and Technology (KNUST). Please read each statement carefully and answer them as frankly as you can. Your responses will be accorded the utmost confidentiality they need. Your maximum cooperation is highly solicited].

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Supervisor:

Dr. (Mrs) Florence Y. A. Ellis

Please tick where appropriate and supply information where necessary.

SOCIO-DEMOGRAPHIC INFORMATION

1. Age ☐ Less than 20 ☐ 21-30 ☐ 31-40 ☐ 41-50 ☐ 50 and above
2. Sex: Male ☐ Female ☐
3. Department:.....
4. Job Position:.....
5. Years of Work ☐ Less than 5 years ☐ 5-10 years ☐ 10years and above

DETERMINANTS OF JOB SATISFACTION

6. Which of the following factors do you consider to be a factor that determines your job satisfaction? Please tick the appropriate **factor**.

- ☐ Compensation/Pay
- ☐ Promotion
- ☐ Relationship with co-workers
- ☐ Relationship with managers/supervisors
- ☐ Nature of work
- ☐ Management recognition
- ☐ Safety at the workplace
- ☐ Training and development
- ☐ Others (Please specify).....

7. To what extent do you consider these factors important to your job satisfaction?

Please tick from the alternatives 1, 2, 3, and 4. Most Important – 1, More Important –2, Important – 3 Unimportant – 4

	Most Important	More Important	Important	Not Important
Compensation/Pay				
Promotion				
Relationship with co-workers				
Relationship with managers /				

supervisors
Nature of work
Management recognition
Safety at the workplace
Training and development
Other (Please specify)

8. Which **one** of these factors **most positively** affects your job performance?

- ☐ Compensation/Pay
- ☐ Promotion
- ☐ Relationship with co-workers
- ☐ Relationship with managers/supervisors
- ☐ Nature of work
- ☐ Management recognition
- ☐ Safety at the workplace
- ☐ Training and development
- ☐ Others (Please specify).....

9. Which **one** of these factors **most negatively** affect your job performance?.

- ☐ Compensation/Pay
- ☐ Promotion
- ☐ Relationship with co-workers
- ☐ Relationship with managers/supervisors
- ☐ Nature of work
- ☐ Management recognition
- ☐ Safety at the workplace
- ☐ Training and development
- ☐ Others (Please specify).....

EXTENT OF JOB SATISFACTION

10. How are you satisfied with the following factors at your workplace?

Please tick from the alternatives 1, 2, and 3. Satisfied – 1, Uncertain –2, Unsatisfied – 3

	Satisfied	Uncertain	Unsatisfied
A. COMPENSATION/PAY			
Salary compared with the work I perform			
Overtime compensations			
B. PROMOTION			
Promotional policy			
Opportunities for promotions			
C. RELATIONSHIP			
Relationship with co-workers			
Relationship with immediate supervisors			
Relationship with management			
D. NATURE OF WORK			
Work Schedule			
Workload			
E. RECOGNITION			
Acknowledgement for contributions and efforts			
Praises for exceptional efforts			
F. SAFETY AT THE WORKPLACE			
Health and safety policy (Health insurance, etc)			
Security in the physical environment			
G. TRAINING AND DEVELOPMENT			
Opportunity to develop improve skills			
On the job training programs and activities			
H. OTHER			

12. Generally, how are you satisfied with your job?

- ☐ Satisfied
- ☐ Uncertain
- ☐ Unsatisfied

CHALLENGES OF JOB SATISFACTION

13. What do you think are the causes of your job dissatisfaction?

.....

.....

.....

14. What can be done by the following stakeholders to improve the job satisfaction of mine workers in Ghana?

a. Mining companies

.....

.....

.....

b. Government of Ghana

.....

.....

.....

c. Employees of mining companies

.....

.....

.....

THIS IS THE END OF THE QUESTIONNAIRE – THANK YOU VERY MUCH FOR YOUR TIME.



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Interview Guide for Managers

[This is purely an academic exercise and in partial fulfilment of the requirement for the award of Masters in Business Administration by Kwame Nkrumah University of Science and Technology (KNUST). Please answer each statement as carefully and frankly as you can. Your responses will be accorded the utmost confidentiality they need. Your maximum cooperation is highly solicited].

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Introduction

Please provide a brief demographic information about your

1. Age
2. Gender
3. Level of education,
4. Job position
5. Years of experience in the mining industry and experience in this company.

6. What factors determine the job satisfaction of mine workers?
8. What factor has the greatest impact on the positive performance of mine workers?
Why?
9. What factor s has the greatest impact on the negative performance of mine workers? Why?
10. What do you consider are the causes of job dissatisfaction among mine workers?
11. How can job satisfaction be improved by the following stakeholders in the mining industry?
 - a. Mining companies
 - b. Government
 - c. Employees

Thank you for your time and attention.