

KWAME NKURUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

INSTITUTE OF DISTANCE LEARNING

**JOB SATISFACTION AND STAFF MORALE IN THE TELECOM INDUSTRY IN
GHANA. A CASE STUDY OF KASAPA TELECOM LIMITED (EXPRESSO)**

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BY

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DECLARATION

I, Shella Mintaa Tenkorang Ansong do hereby declare that with the exception of references made to other peoples work and text which have been duly recognized, this work is entirely the result of my own initiative and effort and that the work has not been presented elsewhere either whole or in part for the award of another degree. I do hereby accept responsibility for the marginal or substantive defect in the study.

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ABSTRACT

The purpose of the study was to examine job satisfaction and staff morale, a case study of Kasapa Telecom Limited (Expresso). The study sought to achieve some objectives which include; determine the level of job satisfaction and staff morale in Expresso, to identify the effects of low staff morale and job dissatisfaction on productivity in Expresso, to find out how low staff morale and job dissatisfaction are managed in Expresso, and to examine the impact of management attitude on job satisfaction and staff morale in Expresso. The survey method was used in this study. The simple random sampling technique and purpose sampling techniques were used to sample 70 staff for the study. The findings of the study revealed that, staff were satisfied with their current job, however the general level of satisfaction is not satisfactory at all, staff morale generally has a direct influence on productivity, working environment has a very high impact on productivity, management attitude can have an influence on staff morale and job satisfaction, management help staff develop their strength by coaching and mentoring. It was established that salary and remuneration could curtail low staff morale and job dissatisfaction and also the nature of work and recognition. Finally, the following recommendations were made; management should realize the importance of job satisfaction and institute policies and other measures to address this issue to boost staff morale, management attitude towards staff should be an issue of concern, continuous service evaluations and monitoring of job satisfaction and interventions should be carried out to increase the level of job satisfaction on staff of Expresso.

DEDICATION

This work is dedicated to God Almighty for the strength and support.

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I am grateful to God for seeing me through this course.

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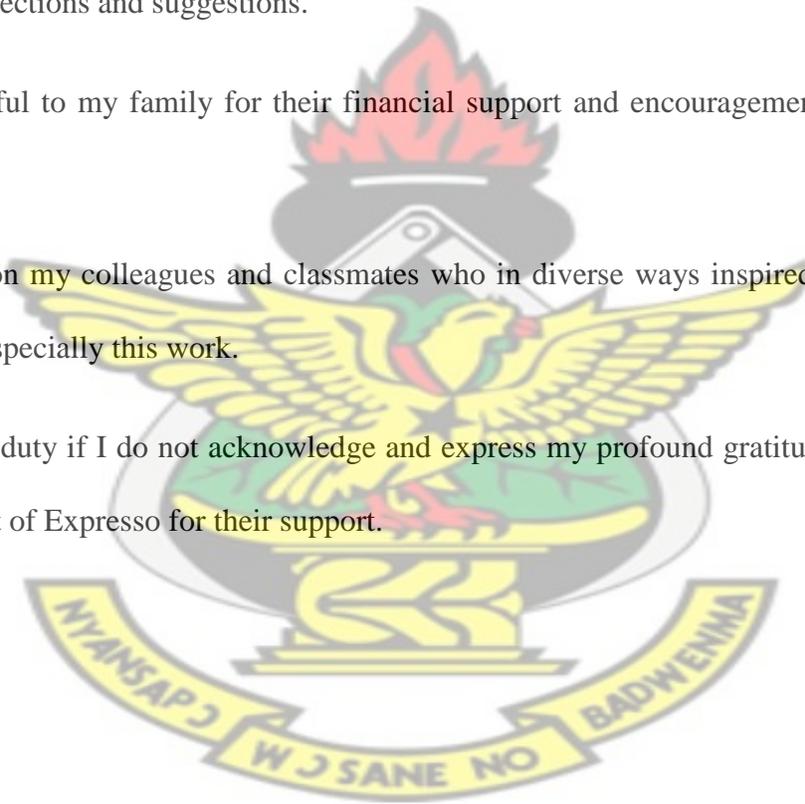
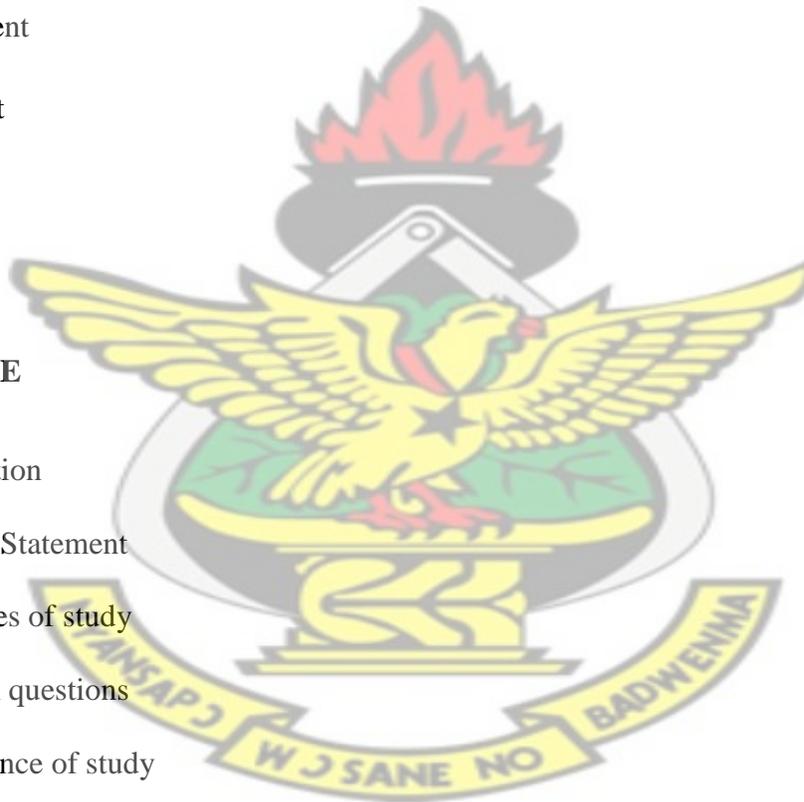


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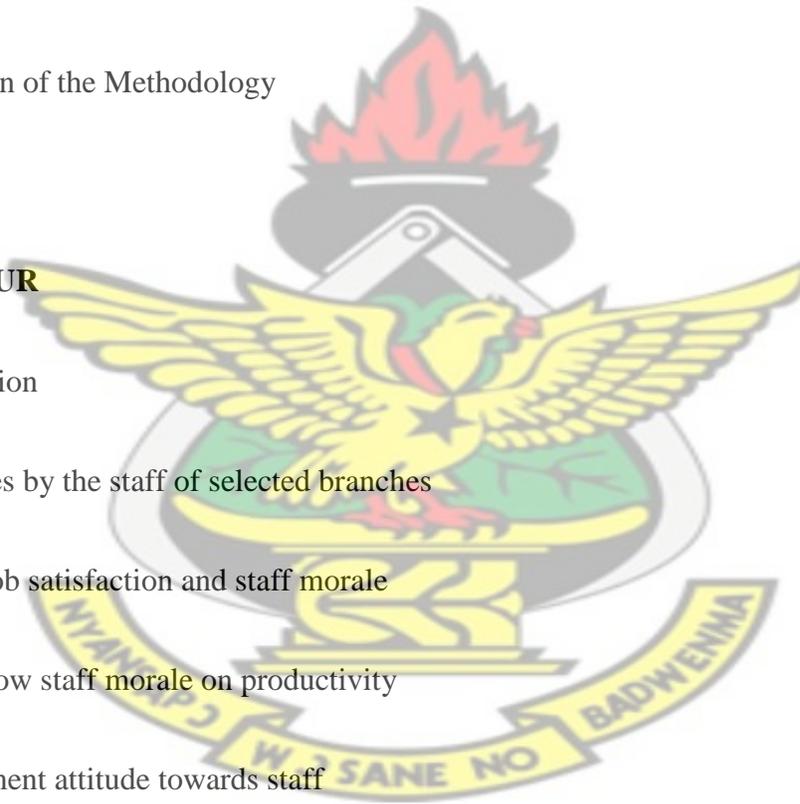
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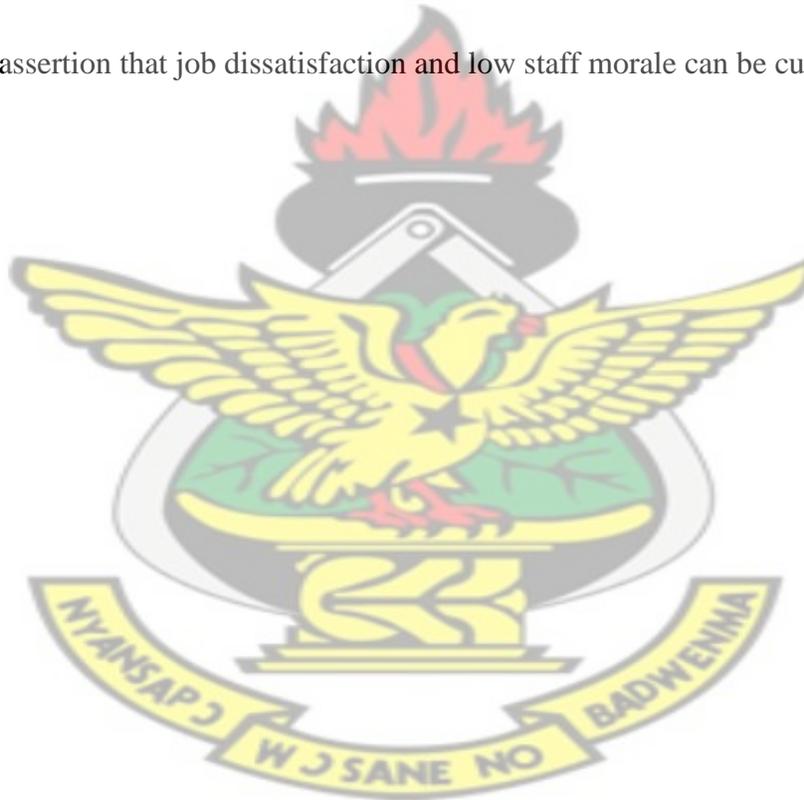


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CHAPTER ONE

1.0 Introduction

Today's corporate world is undergoing immense and continuous changes due to globalization, causing emergence of new factors of employee's job satisfaction and leadership development, establishing and setting new parameters for organizational effectiveness for gaining competitive advantage. At the advent of 21st century, the environment in corporate world can best be described as competitive, challenging, as well as turbulent and unpredictable. (Ward, Bacon & Mackie, 2003). Organizational competitive is not possible without motivated and satisfied workforce who is deeply involved in the work with heart and soul. And such level of involvement is not possible without the leadership, who clarifies subordinate's path to the achievement of goals and subsequent rewards.

International telecommunication plays important role in the service industry and have to constantly improve their competitiveness. The need to provide customers with consistently high service quality in order to satisfy them. The employees of Espresso are the most important links in the service delivery chain because they are in direct contact with their customers. Because employee morale affects customer satisfaction the managers of the Espresso need to cultivate good relations with their internal staff.

Despite its wide usage in scientific research, as well as in everyday life, there is still no general agreement regarding what job satisfaction is. In fact there is no final definition on what job satisfaction represents. Therefore before a definition on job satisfaction can be given, the

nature and importance of work as a universal human activity must be considered. Different authors have different approaches towards defining job satisfaction.

Hoppock defined job satisfaction as any combination of psychological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction.

Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. Schermerhorn (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. The author emphasises that likely causes of job satisfaction include status, supervision, co-worker relationships, job content, remuneration and extrinsic rewards, promotion and physical conditions of the work environment, as well as organisational structure.

According to Schuler (2004), most people who experience low morale in the work environment blame management or their immediate supervisor for their leadership-related competencies such as communicating vision, energizing staff, demonstrating trust and loyalty and developing teams. Having trust in one's leader or direct supervisor has been linked to desirable performance outcomes such a satisfaction, retention, commitment and organizational citizenship behavior.

1.1 Problem Statement

The general perception of employee morale has always been associated with the best management practices employed to boost morale. So it is said that the high morale is associated with job satisfaction, creativeness and innovation, commitment to organizations, eagerness to satisfy group objectives instead of individual objectives and finally improving the organizational performance. On the other hand, low morale will bring increase in cost, absent from job, refusal of providing services, strike and murmur, lack of motivation and interest, decrease in creativity and innovation, lack of inter organizational collaborations, preventing the satisfaction of organizational objectives and finally reducing efficiency (Reed 2009).

Among the five telecommunication companies currently operating in Ghana namely, MTN, VODAFONE, TIGO, AIRTEL and EXPRESSO, the latter which is the case study of this research is at the bottom of the table with the least subscriber base of 183,670 representing 1% of the total market share. (www.nca.org.gh/40/105/Market-Share-Statistics.html - 30/04/12) is as a result of some issues that have not received much attention which includes; management attitude, policies and procedures, organizational structure and inadequate infrastructure and frequent system failure.

In order for any organisation to have a competitive advantage over the others, there should be a leadership drive at every level to stimulate, develop and inspire others to exceed their own self interest for a higher purpose. Management in Expresso on the other hand is not proactive in resolving or dealing with issues that employees escalate to them from customers.

Since the staff is in direct contact with customers, they bear the frustration when issues above them are not resolved timely thereby causing dissatisfaction among the staff.

Policies and Procedures in Expresso are, to some extent, not favourable to the staff which tends to decrease morale. Comparatively, staff in Expresso are not duly motivated in terms of salary and other remuneration. More so, the company is not doing much in terms of promoting the brand image and as a result there is a negative perception in the eyes of the public which in effect, affects the morale of staff.

Another challenge which has been identified in Expresso is the way the organization is structured. The structure is such that decisions are made only at the top level thereby not empowering the middle and lower level staff to take their own initiatives. Employee's day to day duties are too repetitive and also monotonous.

Expresso has inadequate branches and coverage areas in the country and it puts a lot of pressure on the few ones in operation. As a result, there is frequent system breakdown which demoralizes both internal and external customers. These problems have been directly traced to low staff morale in Expresso resulting in a decrease in productivity and motivation.

1.2 Objective of the study

The general objective of the study is to determine the level of job satisfaction and staff morale in Expresso.

The study has the following specific objectives:

1. To identify the effects of low staff morale and job dissatisfaction on productivity in Expresso.
2. To find out how low staff morale and job dissatisfaction are managed in Expresso.
3. To examine the impact of management attitude on job satisfaction and staff morale in Expresso.
4. To find appropriate measures to curb the low staff morale and job dissatisfaction in Expresso.

1.3 Research Questions:

1. How does the level of job satisfaction and staff morale in Expresso affect productivity?
2. What are the basic elements of low staff morale and job dissatisfaction in Expresso?
3. How can management attitude to staff affect job satisfaction and staff morale in Expresso?
4. What factors can help improve job dissatisfaction and low staff morale in Expresso?

1.4 Significance of the study

The researcher believes that this study is very important and would go a long way to notify all organizations, most especially those in the Telecommunication sector on the need to ensure high morale and to enable those in charge of leadership at all levels in organizations

especially Expresso to appreciate the importance of job satisfaction on organizational productivity.

Related to the above is the fact that this study unearths the pitfalls in the way job satisfaction and staff morale issues are seen in Expresso and would aid in rectifying any anomaly that has been identified, hence its significance to Expresso specifically.

Beside, this study is very significant to academia since it offers and adds another dimension to existing knowledge in human resource management specifically Rewards and Compensation. The study will also serve as a source of reference for other Telecommunication professionals.

1.5 Scope of the study

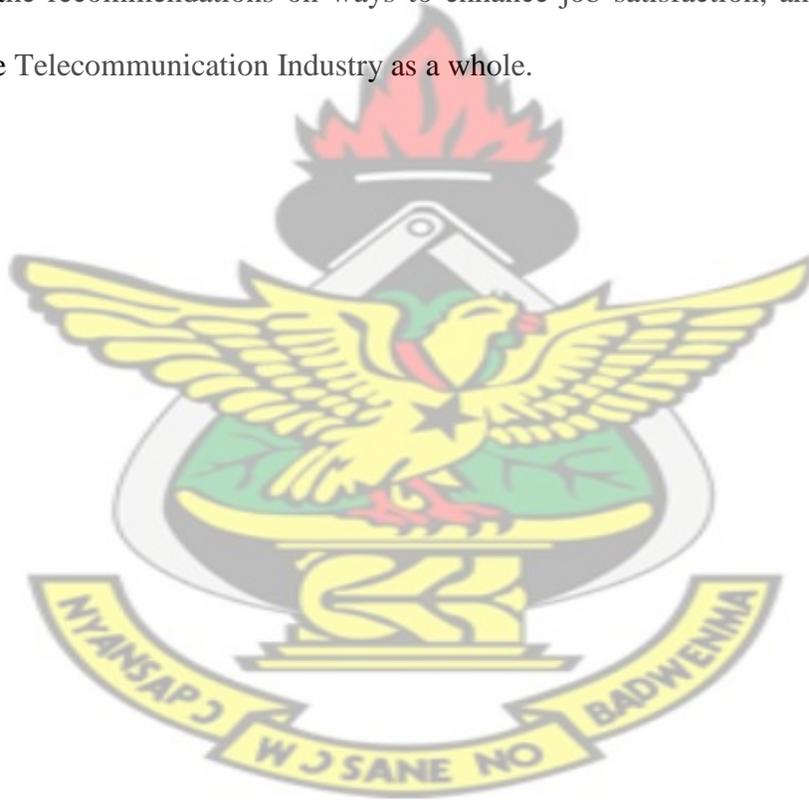
Currently Expresso has about eighteen branches in addition to the headquarter spread all over the country. For the purpose of the study the researcher intends to limit the scope of the research to the staff in Greater Accra including all the branches in Accra and Tema and also the Headquarters in Accra.

1.6 Organization of the study

The research work is organized into five (5) chapters.

Chapter one discusses the introduction, the background of the study, problem statement, the objectives of the study, the significance, scope of the study and the proposed methodology of the

study. Chapter Two reviews the literature on job satisfaction and staff morale, relevance of the topic and the other important concepts regarding the proposed topic. Chapter three looks at the methodology which comprises research design, population, sample size, sample designs and procedures, data collection instruments, data collection schedule and mode, data processing procedures, procedures of data analysis designs. Chapter Four focuses on the analysis of data and the findings in relation to the literature review. In other words, this chapter analyzes the data collected and the results obtained. Chapter Five deals with the summary of the study, the conclusion and the recommendations on ways to enhance job satisfaction, and staff morale in Expresso and the Telecommunication Industry as a whole.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a review of theories related to the study as well as other related literature, the theoretical framework upon which this study is based. Various theories reviewed include leadership theories, motivational theories (Mc-Gregor X and Y theories, Maslow's hierarchy of Needs and Herzberg's motivational-hygiene theory).

2.1 Review of the profile of Expresso

Expresso Ghana operation has been in existence since 1995, operating under the name of Celltel; it was the second mobile operator in the country at the time. In 1998, Hutchison Telecom then acquired 80 percent of the company, improving the analogue infrastructure that was in place at that time. In January 2003, the company was re-branded to Kasapa Telecom, the only locally branded telecoms operator in the country, with 9,000 subscribers.

Kasapa experienced significant growth and in September 2005, the company made a switch from an analogue network to a CDMA network to further strengthen its market position. In July 2008, Expresso Telecom acquired 100 percent of the company. After the acquisition, the company has been working on many strategic initiatives and, more recently, an operational transformation project and network expansion programme has seen the company increase its coverage from 40 percent to nationwide coverage.

Following on from the network expansion and upgrade, in November 2010 the company successfully re-branded into Expresso, now providing unrivalled high-quality voice and data services to customers across various market segments.

The aim of Espresso is to attract the people of Ghana to its network and significantly increase its market share by providing the best products and services, and exceptional customer service.

2.2 Leadership Theory

Leadership is defined as the ability to influence, motivate and enable others to contribute towards the effectiveness and success of an organization. (Blake and Mouton 1981) explain leadership as the managerial activity through which leadership maximizes productivity, stimulates creative problem solving and promotes morale and satisfaction among those who are led. Bass (1985) notes that leadership occurs when one group member modifies the motivation or competencies of others in a group. Bass (1985) defined four leadership styles: transformation, transactional, management by exception and laissez-faire.

Transformational and transactional leadership styles are considered “positive” styles. The transformational leadership develops, stimulates and inspires others to exceed their own self-interests for a higher purpose. The transactional leader sets and articulates goals, states expectations and provides rewards or discipline, depending on the outcome. Management by exception and laissez-faire leadership are considered “negative” styles. The management by exception leader monitors followers’ performance, anticipates mistakes and takes actions only when required or when issues become serious. A laissez-faire leader avoids all leadership responsibilities, including making decisions and taking action. These two leadership styles have been associated with lower staff satisfaction (Bass, 1990). Successful leaders usually use transactional and transformational styles and are identified as supportive, knowledgeable, visible and responsive to subordinate. These leadership styles positively influence staff job satisfaction and leadership effectiveness (McGilliks, 2000) and also affect emotional health and workgroup

collaboration (Cummings, 2005). A theory that explains the relative effectiveness of various leadership styles were developed by Rensis Likert, 1961.

He concentrated on relationship behaviour almost exclusively because he believed that a key element in effective leadership at the level of supervisor-subordinate was the degree to which leaders allowed followers to influence their decisions about their work. He describes this model as system 4 management because it contains four distinct systems of interpersonal relationship. These systems are autocratic, benevolent, consultative and participative or democratic. Likert considers participative leadership styles in terms of their contribution to productivity and follower's satisfaction. He stated that autocratic leaders rely on authority granted by the organization as the basis for their leadership. They show little confidence or trust in the followers. System two leaders are more benevolent towards followers, although they utilize highly authoritarian approaches.

System three leaders consult followers about decisions. Leaders using this system of interpersonal relationships stop short of permitting full participation in decisions. According to Likert, system four leaders give followers full participation in decision making.

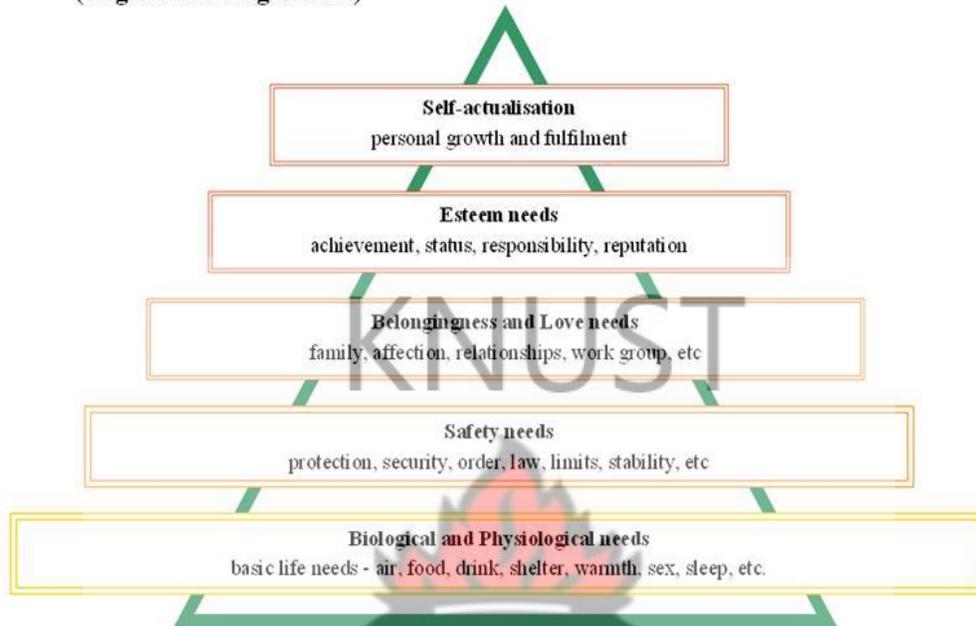
They endorse open channels of communication and other behaviours that ensure a high level of reciprocal influence between leaders and followers. They also use group methods of supervision rather than close. System four leaders show high levels of confidence and trust in followers and encourage acceptance of decisions and show commitment towards them, thus contributing to productivity and followers' satisfaction (Likert, 1961).

2.2.1 Motivational Theory

Abraham H. Maslow (1954) formulated a needs-based framework of human motivation as based upon his clinical experiences with people. His theory differed from prior psychology theories of his day from authors such as Freud and B.F. Skinner, whose deductions were largely theoretical or based upon animal behaviour. From this theory of motivation, modern leaders and executive managers find a means of motivation for the purposes of employee and workforce management. Abraham Maslow's book "Motivation and Personality" (1954), formally introduced the Hierarchy of Needs. The basis of Maslow's motivation theory is that human beings are motivated by unsatisfied needs, and that certain lower factors need to be satisfied before higher needs are satisfied. According to Maslow, there are general types of needs (physiological, survival, safety, love and esteem) that must be satisfied before a person can act unselfishly. He called these needs "deficiency needs". As long as we are motivated to satisfy these cravings, we are moving towards growth, towards self-actualization. Satisfying needs is healthy, while preventing gratification makes us sick or act evilly.

As a result, for adequate workplace motivation to occur, it is important that the leadership understands the active needs for individual employee motivation. In this manner, Maslow's model indicates that fundamental, lower-order needs like safety and physiological requirements have to be satisfied in order for the individual to pursue higher-level motivators along the lines of self-fulfillment. As depicted in the following hierarchical diagram, sometimes called 'Maslow's Needs Pyramid' or 'Maslow's Needs Triangle', after a need is satisfied, it stops acting as a motivator and the next tends to be the motivator which is ranked higher.

**Maslow's Hierarchy of Needs
(original five-stage model)**



© alan.chapman 2001-4, based on Maslow's Hierarchy of Needs

Source: www.businessballs.com

2.2.2 Herzberg's Motivation Theory

According to Herzberg's motivation theory, the factors which motivate people at work are different from, and not simply the opposite of, the factors which cause dissatisfaction. The theory also known as the two-factor theory was developed by Frederick Herzberg, a psychologist who found that job satisfaction and job dissatisfaction acted independently of each other. The

theory states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction (Herzberg, 1959).

According to Herzberg, individuals are not content with the satisfaction of lower-order needs at work, for example, those associated with minimum salary levels or safe and pleasant working conditions. Rather, individuals look for the gratification of higher-level psychological needs having to do with achievement, recognition, responsibility, advancement, and the nature of the work itself. So far, this appears to parallel Maslow's theory of a need hierarchy. However, Herzberg added a new dimension to this theory by proposing a two-factor model of motivation based on the notion that the presence of one set of job characteristics lead to dissatisfaction at work. Thus, satisfaction and dissatisfaction are not on a continuum, with one increasing as the other diminishes, but are independent phenomena. This theory suggests that to improve job attitudes and productivity, administrators must recognize and attend to both sets of characteristics and not assume that an increase in satisfaction leads to a decrease in unpleasurable dissatisfaction.

The two-factor or motivation-hygiene theory was developed from data collected by Herzberg through interviews with a large number of engineers and accountants in the Pittsburg area. From analyzing these interviews, he found that characteristics related to what an individual does, that is, to the nature of the work he performs, apparently has the capacity of gratifying such needs as achievement, competency, status, personal worth, and self-realization, thus making him happy and satisfied. However, the absence of such gratifying job characteristics does not appear

to lead to unhappiness and dissatisfaction. Instead, dissatisfaction results from unfavourable assessments of job job-related factors such as company policies, supervision, technical problems, salary, interpersonal relations on the job, and working conditions. Thus, if management wishes to increase satisfaction on the job, it should be concerned with the nature of the work itself – the opportunities it presents for gaining status, assuming responsibility, and achieving self-realisation. If, on the other hand, management wishes to reduce dissatisfaction, then it must focus on the job environment, policies, procedures, supervision, and working conditions. If management is equally concerned with both, then management must give attention to both sets of job factors.

The two-factor theory distinguishes between motivators and Hygiene factors. Motivators (example: challenging work, recognition, responsibility) give positive satisfaction. These arise from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth. Hygiene factors (example: status, job security, salary and fringe benefits) do not give positive satisfaction, although dissatisfaction results from their absence. These are extrinsic to the work itself, and include aspects such as company policies, supervisory practices, or wage/salary (Hickman & Oldham, 1976). He called the satisfiers motivators and the dissatisfiers hygiene factors, using the term “hygiene” in the sense that they are considered maintenance factors that are necessary to avoid dissatisfaction but by themselves do not provide satisfaction.

Similarly, according to Herzberg, the job should have sufficient challenge to utilize the full ability of the employee. An employee who demonstrates increasing levels of ability should be given increasing levels of responsibility; this can be done through job enlargement, which is a means of adding an increased workload, thus attributing additional duties and responsibilities in

a current job description. it is a means by employers use to put additional workload on employees.

If a job cannot be designed to use an employee's full abilities, then the firm should consider automating the task or replacing the employee with one who has a lower level of skill. If a person cannot be fully utilized, then there will be a motivation problem. Herzberg's research prove that people will strive to achieve 'hygiene' needs because they are unhappy. Then as now, poorly managed organizations fail to understand that people are not 'motivated' by addressing 'hygiene' needs. People are only truly motivated by enabling them to reach for and satisfy the factors that Herzberg identified as real motivators, such as achievement, advancement and development, which represent a far deeper level of meaning and fulfilment.

Examples of Herzberg's 'hygiene' needs (or maintenance factors) in the workplace are: policy, relationship with supervisor, work conditions, salary, status, security, relationship with subordinates and personal life. Herzberg's research identified that true motivators were other completely different factors, notably: achievement, recognition, work itself, responsibility and advancement.

2.2.3 McGregor X-Y Theory

Douglas McGregor proposed the X-Y theory in his 1960 book: 'The Human Side of Enterprise'. Theory X and theory Y are still referred to commonly in the field of management and motivation; Whilst more recent studies have questioned the rigidity of the model, McGregor's X-Y Theory remains a valid basic principle from which to develop positive management style and techniques. McGregor's XY Theory remains central to organizational development, and to improving organizational culture. McGregor's X-Y theory is a salutary and

simple reminder of the natural rules for managing people, which under the pressure of day-to-day business are all too easily forgotten. McGregor maintained that there are two fundamental approaches to managing people. Many managers tend towards theory X, and generally get poor results. Enlightened managers use theory Y, which produces better performance and results, and allows people to grow and develop.

Theory X

The theory X manager assumes that the average person dislikes work and has no ambition, wants no responsibility and would rather follow than lead. Essentially, theory X assumes that people work only for money and security. Drawing on Maslow's hierarchy, McGregor argues that a satisfied need no longer motivates. A theory X firm relies on money and benefits to satisfy employees' lower needs, and once those needs are satisfied, the source of motivation is lost. Theory X management styles hinder the satisfaction of higher level needs and the only way the employees can attempt to satisfy their higher level needs in their work is by seeking more compensation and it is quite predictable that they will focus on monetary rewards. Whiles money may not be the most effective way to self fulfilment, in theory X environment it may be the only way. Under theory X, people use work to satisfy their lower needs and seek to satisfy their higher needs in their leisure time. But it is in satisfying their higher needs that employees can be most productive. McGregor points out that a command and control environment is not effective because it relies on lower needs as levers of motivation, but in recent times, those already needs are satisfied and thus are no longer motivators.

Theory Y

In this theory, management assumes employees may be ambitious and self-motivated and exercise self-control. It is believed that employees enjoy their mental and physical work duties. According to them, work is as natural as play. They possess the ability for creative problem solving, but their talents are underused in most organizations. Given the proper conditions, theory Y managers believe that employees will learn to seek out and accept responsibility and to exercise self-control and self-direction in accomplishing objectives to which they are committed. A Theory Y manager believes that, given the right conditions, most people will want to do well at work. They believe that the satisfaction of doing a good job is a strong motivation. Many people interpret Theory Y as a positive set of beliefs about workers. A close reading of “The Human side of Enterprise” reveals that McGregor simply argues for managers to be open to a more positive view of workers and the possibilities that this creates. He thinks that Theory Y managers are more likely than Theory X managers to develop the climate of trust with an employee that is required for human resource development. It is done through human resource development that is a crucial aspect of any organization. This would include managers communicating openly with subordinates, minimizing the difference between superior-subordinate relationships, creating a comfortable environment in which subordinates can develop and use their abilities. This climate would include the sharing of decision making so that subordinates have a say in decision that influence them.

2.3 Job Satisfaction

Job satisfaction is simply defined as the affective orientation that an employee has towards his or her work (Price, 2001). In other words, it is an affective reaction to a job that

results from the comparison of perceived outcomes with those that are desired (Kam, 1998). Shortly, job satisfaction describes the feelings, attitudes or preferences of individuals regarding work (Chen, 2008). Furthermore, it is the degree to which employees enjoy their jobs (McCloskey and McCain, 1987). And also, it is possible to see a number of theories developed to understand its nature in literature. Vroom (1964), need/value fulfilment theory, states that job satisfaction is negatively related to the discrepancy between individual needs and the extent to which the job supplies these needs. On the other hand, Porter and Lawler (1968) collect the influences on job satisfaction in two groups of internal and external satisfactory factors. According to them, internal satisfactory factors are related to the work itself (such as feeling of independence, feeling of achievement, feeling of victory, self-esteem, feeling of control and other similar feeling obtained from work). Whereas external satisfactory factors are not directly related to work itself (such as good relationships with colleagues, high salary, good welfare and utilities). So, the influences on job satisfaction can be also divided into work-related and employee-related factors (Glisson and Durick, 1988).

The relationships between job satisfaction and many variables such as motivation, stress, salary, promotion, role conflict, distributive and procedural justice, role ambiguity, autonomy, workload, leadership style, educational level, emotional intelligence are still being analyzed in different fields as an attractive and important subject of management literature (Ross and Reskin, 1992; Agho et al, 1993; Stordeur et al, 2001; Chu et al, 2003; Kafetsios and Zampetakis, 2008). For example, Sengin (2003), and Hinshaw and Atwood (1984) identify variables that influence employee job satisfaction as (1) demographic variables: education, experience, and position in the hierarchy; (2) job characteristics: autonomy, tasks repetitiveness, and salaries; and (3)

organizational environment factors: degree of professionalization, type of unit. And Mrayyan (2005) says that the variables of encouragement, feedback, a widening pay scale and clear job description, career development opportunity, supportive leadership style, easy communication with colleagues and social interaction positively affect job satisfaction, whereas role stress has a negative influence on it. Similarly, the research made by Chu and his friends (2003) demonstrates that satisfaction is positively related to involvement, positive affectivity, autonomy, distributive justice, procedural justice, promotional chances, supervisor support, co-worker support, but it is negatively related to negative affectivity, role ambiguity, work-load, resource inadequacy and routinization.

According to Charles and Mcshame (2008), job satisfaction is a person's evaluation of his or her job and work content. It is the most studied attitude in management. It is an assessment of the perceived job characteristics, work environment and emotional experience at work. In a meta-analysis, job satisfaction is defined as "the extent to which employees like their jobs" (Stamps, 1997). Job satisfaction has also been defined as the degree of positive affection one feels about his or her employment (Price and Mueller, 1986). Satisfied employees have a favourable evaluation on their observation and emotional experience.

A survey conducted on how satisfied employees are at work indicated that more than 85 percent of Americans were satisfied with their jobs, (Hills et al, 2008). In the United States of America, studies conducted over the past 30 years indicated that most workers were satisfied with their jobs. However, since the 1990's the number has been declining. A conference board

study in 1995 found that 60 percent of Americans were satisfied with their jobs and by 2005, the percentage had declined to 50 percent.

This reveals that job satisfaction is dynamic and could change in accordance with environmental factors. A person with a high level of job satisfaction has a positive attitude towards his or her job, while a person who is dissatisfied has a negative attitude, (Robbins, 2007). This indicates that those with higher income have slightly higher levels of job satisfaction. It can also be explained that higher paying jobs generally require more advanced skills, give job holders greater responsibilities, are more stimulating, provide more challenges and allow workers more control. There are however variations of job satisfaction in countries other than European countries. For instance 68 percent of Scandinavian workers report that they are satisfied with jobs are compared to 61 percent of workers in France, 53 percent of Swiss and Italian workers and 50 percent of German workers report being satisfied with their jobs as do 61 percent of employees from the Asia Pacific Region (Hills et al, 2008).

One of the oldest beliefs in the business world is that a happy worker is a productive worker, (Hills et al, 2008). Management experts have thought this phrase inaccurate as better research methods have concluded that happy workers may be be more productive, but only to some extent, (Hills et al, 2008). According to The Hawthorne studies, it is generally believed that if employees are satisfied with their jobs then that satisfaction would translate into hard work. Consequently, it was stated that managers in the 20th century believed that happy workers were productive workers.

It can however, be determined that there is a correlation between satisfaction and productivity and in organization where employees are more satisfied are more effective than organization with fewer satisfied employees (Hill et al, 2008). Researchers conducted have also indicated that satisfied employees show lower levels of absenteeism than do dissatisfied employees (Hills et al, 2008). Also organizations provide that liberal sick leave benefits encourage all their employees including those who are satisfied to take sick days. Research has also shown that satisfied employees have lower levels of turnover and dissatisfied employees have higher levels of turnover (Hills et al, 2008). Research suggests that an important indicator of the satisfaction turnover relationship demonstrates that the level of satisfaction of employees is less important in predicting turnover. The satisfaction frontline employees who have contact with clients if satisfied increases customer satisfaction (Hills et al 2008). Satisfied employees are less likely to leave their jobs, clients are likely to encounter familiar faces and receive experienced services. Employees, however, thought that customers who were unreasonably demanding adversely affect all their job satisfaction (Hills et al, 2008).

Locke and Lathan (1976) give a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of ones job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. According to (Mitchell and Lasan, 1987), it is generally recognized in the organizational behaviour field that job satisfaction is the most important and frequently studied attitude. While Luthan (1998) posited that there are three important dimensions to job satisfaction: Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred. Job satisfaction is often determined by how well outcome meet or exceed expectations. For instance, if organization participants feel that they are working much

harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work, the boss and or coworkers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job. Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. These to Luthans are: the work itself, pay, promotion opportunities, supervision and coworkers.

Job satisfaction of a worker naturally depends on the economically, social and cultural conditions in a given country (Ebru, 1995). A worker who cannot get a sufficient wage will be faced with the problem of maintaining his or her family's life. This problem puts the worker far from being satisfied. Especially the social facilities (transportation services, and consumer cooperatives -cash boxes) are sufficient because of the economic conditions. Low wages and lack of status and social security affect motivation. Job satisfaction cannot be talk of where there is absence of motivation. Job satisfaction of a worker who has an important place in the society will affect the quality of the service he renders. In this respect, the question of how the material and moral element affect the job satisfaction of workers gains importance (Ebru, 1995).

Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment (Levinson, 1997, Moser, 1997). Lack of job satisfaction is a predictor of quitting a job (Alexander, Lichtenstein and Hellmann, 1997; Jamal, 1997). Sometimes workers may quit from public to the private sector and vice versa. At the other times the movement is from one profession to another that is considered a greener pasture. This latter is common in countries grappling with dwindling economy and its concomitant such as poor

conditions of service and late payment of salaries (Nwagwu, 1997). In such countries, people tend to migrate to better and consistently paying jobs (Fafunwa, 1971). Explaining its nature some researcher (Armentor, Forsyth, 1995, Flanagan, Johnson and Berret, 1996; Kadushin, and Kulys, 1995) tend to agree that job satisfaction is essentially controlled by factors described in Adeyemo's (2000) perspectives as external to the worker. From this viewpoint satisfaction on a job might be motivated by the nature of the job, its pervasive social climate and extent to which workers peculiar needs are met. Working conditions that are similar to local and international standard (Osagbemi, 2000), and extent to which they resemble work conditions of other professions in the locality. Other inclusions are the availability of power and status, pay satisfaction, promotion opportunities, and task clarity (Bolarin, 1993; Gemenxhenandez, Max, Kosier, Paradiso and Robinson, 1997).

2.4 Job Dissatisfaction Model

A model that outlines the consequences of job dissatisfaction is the exit-voice-loyalty-neglect-model. This model identifies four ways in which employees respond to dissatisfaction. Exit means to leave an organization, transferring to another unit. Voice refers to any attempt to change, rather than escape from a dissatisfying situation. It may include recommending ways for management to improve the situation or confrontational. Loyalty is the most widely held view. The employees respond to dissatisfaction by patiently waiting. Neglect includes reducing work effort, paying less attention to quality, and lateness. The use of any of the above depends on the person and the situation. With poor job prospects, employees are less likely to use their voice rather than leave. Reactions to job dissatisfaction also depend on people's personal values and personalities (Hill et al, 2008).

Blegen (1992) synthesized findings from 48 studies and identified thirteen variables that were most strongly associated with job satisfaction. These included stress, commitment, communication with supervisor and peers, autonomy and locus of control, recognition, routinization and fairness. A secondary analysis of data from the 1977 Quality of Employment Survey found that task variety, relations with co-workers, financial rewards and age were all positively associated with job satisfaction. Conversely, role conflict and tenure had negative effects although the latter finding was not consistent with other literature. Work attitudes, (supervisor support, workgroup cohesion, variety of work, autonomy, organizational constraint, promotional opportunities, work and family conflict, and distributive justice), were also important in explaining the job satisfaction of staff in Telecommunication industry.

2.5 Organizational Commitment

A wide variety of definitions and measures of organizational commitment exist. Becker, Randal, and Riegel (1995) defined the term in three dimensions: a strong desire to remain a member of a particular organization, a willingness to exert high levels of efforts on behalf of the organization, and a defined belief in and acceptability of the values and goals of the organization.

To Northcraft and Neale (1996), commitment is an attitude reflecting an employee's loyalty to the organization, and an ongoing process through which organization members express their concern for the organization and its continued success and well being.

Organizational commitment is determined by a number of factors, including personal factors (e.g., age, tenure in the organization, disposition, internal or external control attributions); organizational factors (job design and the leadership style of one's supervisor); non-

organizational factors (availability of alternatives). All these things affect subsequent commitment (Nortcraft and Neale, 1996).

Mowday, Porter, and Steer (1982) see commitment as attachment and loyalty. These authors describe three components of commitment: identification with the goals and values of the organization, a desire to belong to the organization, and willingness to display effort on behalf of the organization.

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A similar definition of commitment emphasizes the importance of behaviour in creating it. Salancik (1977) conceives commitment as a state of being in which an individual becomes bound by his actions and it is these actions that sustain his activities and involvement. From this definition, it can be inferred that three features of behaviour are important in binding individuals to act: visibility of acts, the extent to which the outcomes are irrevocable; and the degree to which the person undertakes the action voluntarily. To Salancik therefore, commitment can be increased and harnessed to obtain support for the organizational ends and interests through such things as participation in decision-making.

Based on the multidimensional nature of organizational commitment, there is growing support for a three-component model proposed by Meyer and Allen (1991). All three components have implications for the continuing participation of the individual in the organization. The three components are: *Affective Commitment*: Psychological attachment to organization, *Continuance Commitment*: Costs associated with leaving the organization, *Normative Commitment*: Perceived obligation to remain with the organization.

Guest (1991) concludes that high organizational commitment is associated with lower turnover and absence, but there is no clear link to performance. It is probably wise not to expect too much from commitment as a means of making a direct and immediate impact on performance. It is not the same as motivation. Commitment is a broader concept and tends to withstand transitory aspects of an employee's job. It is possible to be dissatisfied with a particular feature of a job while retaining a reasonably high level of commitment to the organization as a whole. When creating a commitment strategy, Armstrong, 1999 asserts that "it is difficult to deny that it is desirable for management to have defined strategic goals and values. And it is equally desirable from management point of view for employees to behave in a way that support those strategies and values." Creating commitment includes communication, education, training programmes, and initiatives to increase involvement and ownership and the development of performance and reward management systems.

Studies on commitment have provided strong evidence that affective and normative commitment are positively related and continuance commitment is negatively connected with organizational outcomes such as performance and citizenship behaviour (Hackett, Bycio, and Handsdoff, 1994; Shore and Wayne, 1993). Based on this finding, it is important for employers to identify commitment pattern and map out strategies for enhancing those that are relevant to organizational goals. Researchers (Mayer and Allen, 1997) have found that age was positively correlated with affective and normative commitment, but not to continuance commitment. Meyer and Allen (1991), in an exploratory and confirmatory analysis of factors that can significantly predict job satisfaction and organizational commitment among blue collar workers, reported that promotion, satisfaction, job characteristics, extrinsic and intrinsic exchange, as well as extrinsic and intrinsic rewards, were related to commitment.

Dornstein and Matalon (1998) describe eight variables that are relevant to organizational commitment. These are interesting work, coworker's attitudes towards the organization, organizational dependency, age, education, employment alternatives, attitude of family and friends. The variables explain 65% of the variance in organizational commitment. Glisson and Derrick in Adeyemo and Aremu (1999) in their study of 319 human service organization workers analyzed the effects of multiple predictors (job, organization, and worker characteristics) on satisfaction and commitment. They showed that skill variety and role ambiguity are best predictors of satisfaction, while leadership and the organization's age are the best predictor of commitment. Ellemmer, Gilder, and Heuvel (1998) found that background variables as gender, level of education, or team size were not clearly related to three forms of commitment. Adeyemo (2000) reported a positive correlation between education and organizational commitment. Irving, Coleman, and Cooper (1997) found that age was not related to organizational commitment. Meyer and Allen (1984) earlier argued that age might be correlated with commitment by postulating that it serves as proxy for seniority that is associated with opportunity to better one's position in the work. On the issue of gender, Mathieu and Zajac (1990) reported its relationship to organizational commitment. Similarly, it was found by Irving, et, al. (1997) that the men in their sample had higher level of commitment than the women.

2.6 Effects of Job Satisfaction

Job satisfaction causes a series of influences on various aspects of organizational life. Some of them such as the influence of job satisfaction on employee productivity, loyalty and absenteeism. The preponderance of research evidence indicates that there is no strong linkage between satisfaction and productivity. For example a comprehensive meta-analysis of the research

literature finds only a.17 best estimate correlation between job satisfaction and productivity . Satisfied workers will not necessarily be the highest producers. There are many possible moderating variables, the most important of which seems to be rewards. If people receive rewards they feel are equitable, they will be satisfied and this is likely to result in greater performance effort. Also, recent research evidence indicates that satisfaction may not necessarily lead to individual performance improvement but does lead to departmental and organizational level improvements. Finally there is still considerable debate weather satisfaction leads to performance or performance leads to satisfaction (Luthans, 1998).

Employee loyalty is one of the most significant factors that human resource managers in particular must have in mind. Employee loyalty is usually measured with the Loyalty questionnaire and can cause serious negative consequences when not in a high level. Usually three types of employee loyalty are considered: affective loyalty, normative loyalty and continuity loyalty. Affective loyalty has do with the cases when an employee feels an emotional connection to the company, normative loyalty is a sort of loyalty that appears in cases when the employee feels like he owes something to the company and continuity loyalty comes as a result of the fact that the employee does not have an opportunity to find a job somewhere else (Luthans, 1998).

Research conducted by Vanderberg and Lance (1992) during which they surveyed 100 professionals in the information services for five months showed a strong relations between job satisfaction and employee loyalty. Their research proved that the higher the degree of job satisfaction the higher is the level of employee loyalty. Employee absenteeism causes serious additional costs for companies, therefore managers are in permanent pursue of ways how to decrease and reduce it to its minimum. Probably, the best way to reduce an employee

absenteeism would be through an increase in the level of employee satisfaction. The main idea behind this approach is that the higher the degree of job satisfaction, the lower employee absenteeism should be. Even though the effects are modest the fact that job satisfaction contributes to decreasing the level of employee absenteeism remains. So satisfaction is worth paying attention to, especially since it is potentially under your control – unlike some of the other causes of absenteeism (e.g. illness, accidents).

When satisfaction is high, absenteeism tends to be low; when satisfaction is low, absenteeism tends to be high. However as with the other relationships with satisfaction, there are moderating variables such as the degree to which people feel their jobs are important. Additionally, it is important to remember that while high job satisfaction will not necessarily result in low absenteeism, low job satisfaction is likely to bring about high absenteeism (Sweney and McFarlin, 2005).

2.7 Effects of Job Dissatisfaction

In his seminal 1976, review of the job satisfaction literature, Locke observed that more than 3,300 scholarly articles had been published on the topic of job satisfaction. Harter, Schmidt, and Hayes' (2002) search yielded another 7,855 articles having been published between 1976 and 2000. As the increase in research studies suggests, the notion that workplace attitudes (e.g. job satisfaction) might be positively connected with performance outcomes continues to intrigue academic scholars as well as practicing managers. The majority of the research examining the employee satisfaction-performance relationship has been conducted on the micro-level of analysis, otherwise known as the individual employee level. For example, research has reported a

positive correlation between individuals' job attitudes and their performance ($r = .17$; Iaffaldano & Muchinsky, 1985). Moreover, a recent meta-analysis found a substantive correlation between individual job satisfaction and individual performance ($r = .30$; Judge, Thoresen, Bono, & Patton, 2001).

As Schneider, Hanges, Smith, and Salvaggio (2003) recently observed, researchers' micro-orientation towards the job attitude-performance relationship is somewhat perplexing, given that the interest in employee attitudes had much of its impetus in the 1960s when organizational scientists such as Argyris (1964), Likert (1961), and McGregor (1960) suggested that the way employees experience their work would be reflected in organizational performance. Historically, the job satisfaction-performance linkage has been primarily discussed by theorists from the Socio-technical and Human Relations schools of thought. According to the Socio technical approach (e.g., Emery & Trist, 1960), organizational performance depends on congruence between the technical and social structures of the organization. Building on this notion, the Human Relations perspective posits that satisfied workers are productive workers (e.g. Likert, 1961; McGregor, 1960). Thus, organizational productivity and efficiency is achieved through employee satisfaction and attention to employees' physical as well as socio emotional needs. Human relations researchers further argue that employee satisfaction sentiments are best achieved through maintaining a positive social organizational environment, such as by providing autonomy, participation, and mutual trust (Likert, 1961). Based on this logic, employee satisfaction is believed to influence the development of routine patterns of interaction within organizations. Through mutual interactions, employees develop relationships with coworkers

that also prescribe behavioral expectations and influence behaviors (e.g., norms or informal standards of acceptable behavior). A dissatisfied employee might choose to maintain performance levels (due to control mechanisms) but neglect to inform supervisors of important information that, over time, would result in lower organizational effectiveness or efficiency.

Thus, employees' job satisfaction sentiments are important because they can determine collaborative effort. Consistent with this reasoning, Likert (1967) has argued that collaborative effort directed towards the organization's goals is necessary for achievement of organizational objectives, with unhappy employees failing to participate effectively in such efforts. In sum, available theory supports the contention that the satisfaction level of employees (as a whole) may relate to performance at the business-unit and/or organizational levels.

From a practical vantage, conducting research at the business-unit and/or organizational level is believed important because this is the level of analysis at which employees' survey data are commonly reported to client organizations (Harter et al., 2002). Empirical research at higher level units of analysis (strategic business units or SBUs, across many organizations, etc.) also afford applied researchers and managers with the opportunity to establish empirical linkages to salient outcomes that are directly relevant including profitability, productivity, efficiency, employee turnover, safety, and customer loyalty and satisfaction.

Ostroff (1992), studying a sample of 364 schools, investigated the relationship between employees' attitudes and organizational performance. Ostroff found that aggregated teacher attitudes such as job satisfaction and organizational commitment were concurrently related to

school performance, as measured by several performance outcomes such as student academic achievement and teacher turnover rates. Across 12 organizational performance indexes, the magnitudes of the correlations between teacher satisfaction and performance ranged from .11 to .54, with a mean of .28. When the unique characteristics of the schools were statistically controlled for, teacher satisfaction and other job-related attitudes continued to predict many of the organizational performance outcomes. Results were strongest for teacher satisfaction; thus, organizations with more satisfied employees tended to be more effective than organizations with dissatisfied employees. This study indicates that satisfaction is an important social process factor that fosters organizational effectiveness. The major limitation of this study pertains to the nature of the study sample; all organizations were secondary schools. The extent to which similar relationships would hold for organizations in other types of industries (manufacturing, service ,etc) and occupations cannot be determined.

Ryan, Schmitt, and Johnson (1996) investigated similar relationships between aggregated employee attitudes, firm productivity, and customer satisfaction. The authors measured these relationships at two points in time from 142 branches of an auto finance company. Results indicated employee morale was related to subsequent business performance indicators, customer satisfaction sentiments, and turnover ratios. These researchers attempted to study the causal relations among the variables; however, their attempts lead to mostly inconclusive findings. Interestingly, they did find evidence suggestive of customer satisfaction as a causal influence on morale (a finding that is opposite of the directionality assumed by the literature). Although a tentative finding, Ryan et al. (1996) discussed several possible explanations for it. For instance, the customer satisfaction index was monitored closely by unit managers and success or failure

likely translated into management practices that influenced employees' job attitudes. Moreover, the researchers speculated that the particular setting may be unusual in that customer satisfaction might be inversely related to the amount of contact with the organization (e.g., customers without problems with the processing of their payments are likely to have less interaction with company representatives than customers with such problems). Similar to Ostroff's (1992) study, the major concern with Ryan et al.'s (1996) research is that the data were all from one organization which limits the generalizability of the findings.

In a unique study conducted by Harter et al. (2002), the authors conducted a meta-analysis of studies previously conducted by The Gallup Organization. The study examined aggregated employee job satisfaction sentiments and employee engagement, with the latter variable referring to individual's involvement with as well as enthusiasm for work. Based on 7,939 business units in 36 organizations, the researchers found positive and substantive correlations between employee satisfaction-engagement and the business unit outcomes of productivity, profit, employee turnover, employee accidents, and customer satisfaction. More importantly, these researchers explored the practical utility of the observed relationships. For example, business units in the top quartile on the employee engagement measure yielded 1 to 4 percentage points higher profitability. Similar findings were found for productivity. Specifically, business units in the top quartile on employee engagement had, on average, from \$80,000 to \$120,000 higher monthly revenue or sales. Based on these data, it seems clear that aggregated measures of employee satisfaction and employee engagement are meaningfully related to business outcomes at a magnitude that is important to many (if not all) organizations. In comparison to prior studies, the strength of Harter and his colleagues' research is the large

number of participants ($n = 198,514$), business units ($n = 7,939$), and firms ($n = 36$) included, thereby providing a level of precision and statistical power rarely found in scholarly (i.e., nonproprietary) research.

Schneider et al. (2003) report analyses of employee attitude survey data aggregated to the organizational level of analysis. These authors explored the relationships between several facets of employee satisfaction and organizational financial (return on assets; ROA) and market performance (earnings per share; EPS) using data from 35 organizations over a period of eight years. Thus, in contrast to previous studies, Schneider and his colleagues' study was able to make some inferences about directional causality (i.e., are employee attitudes a stronger cause of organizational performance than the reverse). Their results showed consistent and statistically significant positive relationships (over varied time lags) between attitudes concerning satisfaction with security, satisfaction with pay, and overall job satisfaction with financial (ROA) and market performance (EPS). Although these findings are consistent with applied researchers' and managers' implicit beliefs, their study was not without some surprises. One of the more surprising findings was related to overall job satisfaction and the performance criteria. Results demonstrated that the causal directionality flows from financial and market performance to overall job satisfaction. This latter result does not deny the fact that there were significant relations going from overall job satisfaction to ROA and EPS; nevertheless, the reverse direction relationships tended to be stronger in magnitude. Moreover, the relationship between satisfaction with pay and the performance indicators appeared to be reciprocal in nature. The obvious strength of this research study is the longitudinal nature of both the aggregated employee data and the financial and market performance data. By collecting longitudinal data on both sets of

variables, these researchers were able to examine and begin to disentangle a set of very important but complex relationships.

2.8 Strategies for Motivating Workers

Bernard Stoner, et al. (1995) accords due recognition to the needs of workers saying that, "the ultimate test of organizational success is its ability to create values sufficient to compensate for the burdens imposed upon resources contributed." Bernard looks at workers in an organized endeavour, putting in time and efforts for personal, economic, and non-economic satisfaction. In this era of the information superhighway, employers must be careful to meet their needs. Otherwise, they will discover they are losing their talented and creative professionals to other organizations who are ready and willing to meet their needs and demands. The question here is what strategies can be used to motivate workers? The following are strategies: ***Salary, Wages and Conditions of Service***: To use salaries as a motivator effectively, personnel managers must consider four major components of a salary structures. These are the job rate, which relates to the importance the organization attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of workers, or with long service; and fringe benefits such as holidays with pay, pensions, and so on. It is also important to ensure that the prevailing pay in other industry and same industry is taken into consideration in determining the pay structure of their organization.

Money: Akintoye (2000) asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate

described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success. Katz, in Sinclair, et al. (2005) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance. For instance, if a worker has another job offer which has identical job characteristics with his current job, but greater financial reward, that worker would in all probability be motivated to accept the new job offer. Banjoko (1996) states that many managers use money to reward or punish workers. This is done through the process of rewarding employees for higher productivity by instilling fear of loss of job (e.g., premature retirement due to poor performance). The desire to be promoted and earn enhanced pay may also motivate employees.

Staff Training: No matter how automated an organization or an institution may be, high productivity depends on the level of motivation and the effectiveness of the workforce. Staff training is an indispensable strategy for motivating workers. The organizations must have good training programme. This will give the staff opportunities for self-improvement and development to meet the challenges and requirements of new equipment and new techniques of performing a task.

Information Availability and Communication: One way managers can stimulate motivation is to give relevant information on the consequences of their actions on others (Olajide, 2000). To this researcher it seems that there is no known organization in which people

do not usually feel there should be improvement in the way departments communicate, cooperate, and collaborate with one another. Information availability brings to bear a powerful peer pressure, where two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners. By sharing information, subordinates compete with one another. (Management style)

Studies on work motivation seem to confirm that it improves workers' performance and satisfaction. For example, Brown and Shepherd (1997) examine the characteristics of workers in four major categories: knowledge base, technical skills, values, and beliefs. He reports that they will succeed in meeting this challenge only if they are motivated by deeply-held values and beliefs regarding the development of a shared vision. Vinokur, Jayarantne, and Chess (1994) examine agency-influenced work and employment conditions, and assess their impact on social workers' job satisfaction. Some motivational issues were salary, fringe benefits, job security, physical surroundings, and safety. Certain environmental and motivational factors are predictors of job satisfaction. While Colvin (1998) shows that financial incentives will get people to do more of what they are doing, Silverthorne (1996) investigates motivation and managerial styles in the private and public sector. The results indicate that there is a little difference between the motivational needs of public and private sector employees, managers, and non-managers.

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CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter deals with the research methodology that is used in gathering and analyzing data for the study. It contains the research design, population, sample size, sampling technique, the research instrument, data collection procedure and method of data analysis, and presentation of results. The chapter concludes with problems encountered and limitations of the study.

3.1 Research Design

A researcher's overall plan for obtaining answers to the research questions or research hypothesis is referred to as research design (Polit and Hungler, 1995). Quantitative research also

referred to as the traditional, or positivist approach has been applied to this study, in accordance with the assertion made by Leedy and Ormrod (2005), that it is useful in answering questions about relationships among variables with the purpose of explaining, predicting and controlling phenomena usually it begins with one or more specific hypothesis to be tested under which variables for the study are isolated and extraneous variables are controlled. To apply Doordon (1998), a standard procedure has been used to collect numerical data, and statistical procedures have been used to analyse and draw conclusions from the data.

A questionnaire survey design is used in this study. It is a type of descriptive non-experimental study in which we gathered self report data from a sample to determine the characteristics of the population and also obtain information on the topic of interest. It also helped to investigate a wide range of variables and also ensured representative of the sample to the target population, making it possible to generalize.

Both primary and secondary sources were used for the study. The primary data for the study came from questionnaires. For secondary data source, existing literature were reviewed from books and journals, internet, information from Expresso were also used.

3.2 Population

The population of the study refers to the entire group or category of individuals from which a section was selected as respondents in the research. Jankowicz (1995) points out that in order to draw a sample; you have to know how many people are in the population, and how this total is made up from people falling into various subgroups in which you might be interested.

The population for this study consists of the entire Espresso staff who number one hundred and eighty seven (187). The entire staff make up the subjects of the study.

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3.3 Sample

Jankowicz (1995) defines sample as a subset of a population. The sample represents a subset of manageable size. An unbiased sample is a set of object chosen from a complete sample using a selection process that does not depend on the properties of the objects.

The subject included in this study were selected based on a non-probability convenience sampling approached. The subjects were selected from the branches of Kasapa Telecom Limited (Espresso) in Ghana. A sample of 70 staff and the Human Resource Manager were selected from the entire population of 187 staff.

3.4 Sample Size

Sampling defined as deliberate choice of a number of people, the sample, who provide data from which to draw conclusions about some larger group, the population, whom these people represent. Therefore, not all the members of the study population were surveyed. Also, it is considered economically feasible to use part of the population. This enables the research to be

conducted within the limited time frame. In light of this, the researcher selected 70 representing 34.4% of the study population.

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3.5 Sample Method

The sampling procedure adopted for this study was simple random sampling technique. In this type of sampling, the researcher picked sample elements at random thus giving each member of the population an equal chance of being selected.

3.6 Instruments

Several methods are used to collect data in a social science research. In this research, data was collected using questionnaires. Questionnaires consisting of mainly structured or close-ended questions were used to collect the primary data for the study. Close-ended questions are known to provide control over the participant's range of responses by providing specific response alternatives (Borden and Abbott, 2002). This makes it easier to summarise and analyze the responses. These were self administered to ensure a favourable return rate. The questionnaire was made up of three main sections. The first section included the demographic data of respondents which included age, gender, marital status, education, rank and years of service.

Section two dealt with aspect of job satisfaction and staff morale among staff of Espresso using a five-point Likert scale (Very dissatisfied, somewhat dissatisfied, somehow satisfied and very satisfied). The final section dealt with factors that should be addressed to improve the well being of staff of Espresso.

The reason for using questionnaire method as an instrument of data collection is based on the fact that it provides a wider coverage of the sample and also it facilitates the collection of a large amount of data (Fraenkel and Wallen, 1993). Questionnaire method is appropriate in this study because all staff were literate. The questions were structured and covered issues on the nature of the level of job satisfaction, causes of job satisfaction and job dissatisfaction, the extent to which managerial style affect or has an impact on job satisfaction at Espresso.

3.7 Data Collection Procedure

By the use of simple random sampling method, the researcher personally gave out the questionnaires to the Espresso staff to fill. Questionnaires were self-administered to ensure a good return rate. A meeting was held with available selected branches and staff at the various departments at various times, where enough details were provided on the purpose and significance of the study. The need for them to respond to all questions and not identify themselves on the questionnaires was emphasized. The researcher personally collected all completed questionnaires from the staff at the point where the questionnaires were administered to them. The completed questionnaires were return to the researcher within thirty (30) minutes.

3.8 Framework for Data Analysis

Qualitative procedures interspersed with some quantitative procedures was used to analyze the data collected for this study. The Statistical Program for Social Sciences (SPSS) was used to analyze the quantitative data which was generated from the questionnaires and the result was presented in the form of a summary. The quantitative results were presented in tables using frequencies and percentages.

The results were the responses by the staff including the branch managers. The findings have also been discussed in relation to the literature review.

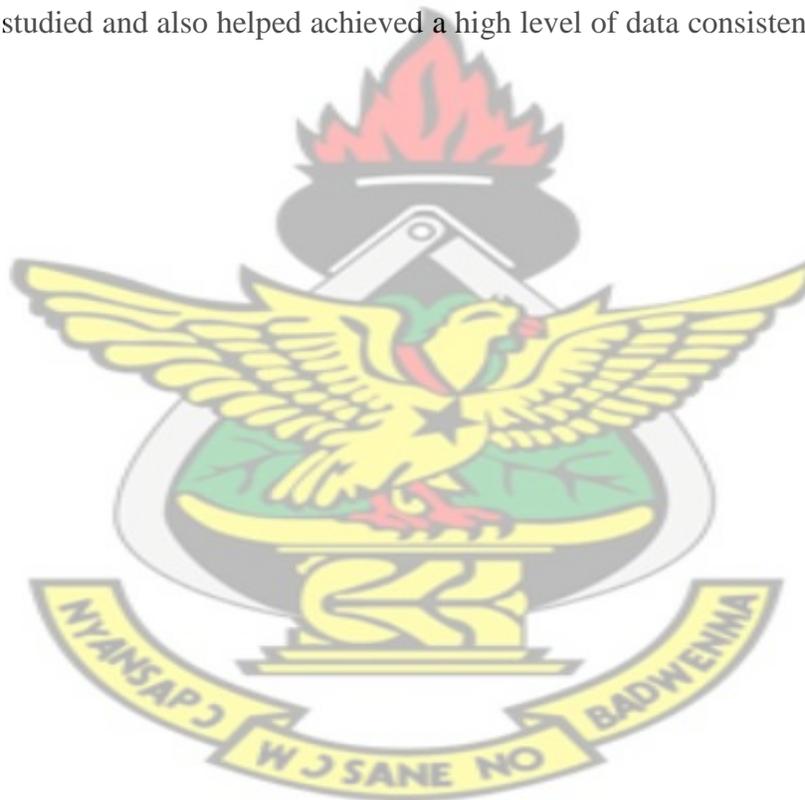
3.9 Ethical Issues

In the course of this study the researcher ensured that the rights and welfare of all human subjects (respondents) involved in this research were adequately protected and also an informed consent had been obtained. By this the researcher wrote a letter to Expresso seeking permission to use the organization as a case study. Assurance was given to the respondents that the research was intended for academic purposes therefore information given out would be treated with utmost confidentiality. Respondents were asked to omit their names and other personal information on the forms.

4.0 Limitation of the methodology

The limitation of the study was the inability to use a larger sample size. This was not possible because of time limitation and the rather busy schedule of the staff. That notwithstanding, the sample size used was reasonably large, the findings can be generalized for the entire Telecommunication industry in Ghana, however, with caution.

Even though questionnaires are known to have certain disadvantages such as low restriction of freedom of responses, response rate or inaccurate responses among others, the personal involvement of the researcher at every stage of the study helped to obtain detailed information about the issues studied and also helped achieve a high level of data consistency, reliability and accuracy.



CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents data collected through the administering of questionnaires. The data presented has been analyzed in tables for discussion. The research questions that guided the study included:

1. To what extent can the level of job satisfaction and staff morale in Expresso affect productivity?
2. What are the basic elements of low staff morale and job dissatisfaction in Expresso?
3. How can management attitude on job satisfaction and staff morale be measured in Expresso?
4. What factors can curtail job dissatisfaction and low staff morale in Expresso.

The researcher organized the questionnaire into five main sections with the sub topics; personal information, level of satisfaction and staff morale, effects of low staff morale on productivity, management attitude on staff morale and measures to curb job dissatisfaction and low staff morale.

4.1 Responses by the staff of selected branches

This paragraph shows the responses by the staff with issues relating to gender, position of the staff and level of education.

The respondents numbered 53 out of which 33 were senior staff, 14 were junior staff and 6 were management staff. The respondents were selected from 8 different Expresso branches within Accra and Tema Metropolis.

The results in Table 4.1 shows the Gender of staff.

Table 4.1 Gender of staff

Gender	No. of Respondents	Percent (%)
Male	7	13.2
Female	46	86.8
Total	53	100.0

Source: Fieldwork, 2012

It can be observed from Table 4.1 that, 7 (13.2 percent) of the respondents were males whilst 46 of the respondents representing 86.8 percent were females. Thus, most of the staff at the branch level were females. It is assumed that female staff in the Telecommunication industry offer better customer service than their male counterpart hence more females are found at the branch level whilst males are more than the female staff at the Head office and in management position. Generally, majority of the respondents were females.

The results in Table 4.2 show the position of the staff.

Table 4.2 Position of the staff

Position	Number of respondents	Percent (%)
Junior Staff	14	26.4
Senior Staff	33	62.3
Management Staff	6	11.3
Total	53	100.0

Source: Fieldwork, 2012

There were basically three positions of staff which were observed. The junior staff who constituted 14 (26.4 percent), the senior staff who constituted 33 (62.3 percent) and the management staff who constituted 6 representing 11.3 percent of the respondents. The positions could be explained by two main factors. A staff is a senior staff or a management staff primarily based on his/her qualification or educational background or the number of years worked with the Expresso. Generally, the junior staff were more than the senior staff and the management staff. More so, the population at each branch constitutes eight (8) on the average and one (1) branch manager.

The results in Table 4.3 show the level of education of staff.

Table 4.3 Level of Education of Staff

Level of Education of staff	No. of Respondents	Percent (%)
HND/Diploma	17	32.1
Degree	31	58.5
Others	5	9.4
Total	53	100.0

Source: Fieldwork, 2012

The education attainment of the staff ranged from Diploma/HND to the University and other Professional courses. It can be observed from Table 4.3 that, 17 (32.1 percent) had attained Diploma/HND level of education, whilst staff who were 31 (58.5 percent) had attained University level of education. Only few, 5 (9.4 percent) of the staff had attained professional qualifications like, Chartered Institute of Marketing (CIM) and others. Generally, the majority of the staff had attained considerable high level of education since all of the respondents representing 100 percent had attained tertiary education that is University, Polytechnic and Professional Courses.

4.2 Level of job satisfaction and staff morale`

Item eight (8) on the questionnaire asked if the staff were satisfied with their current job, out of 53 respondents, 21 (39.6 percent) of the senior staff affirmed that they were satisfied with it, 6 (11.4 percent) of the junior staff were satisfied and 4 (7.5 percent) of management were satisfied. The remaining 12 representing (22.6 percent) of the senior staff affirmed that they were not happy with their current job, 8 (15.1 percent) of the junior staff were not satisfied and 2 (3.8 percent) of the management were not satisfied. Specifically, the majority of senior staff were

happy with their current job as compared with junior staff and management. Generally, majority of the respondents being senior staff, junior staff and management were happy with their current job.

Related to the question above, item nine (9) on the questionnaire asked the staff to rank the level of satisfaction on their current job. Out of the 53 respondents, 4 (7.5 percent) junior staff indicated they were satisfied, 8 senior staff representing (15.1 percent) confirmed that, they were satisfied and 2 management representing (3.8 percent) were satisfied. 3 (5.7 percent) junior staff affirmed that they were fairly satisfied, 20 (37.7 percent) senior staff were fairly satisfied and 2 (3.8 percent) of the management who responded were fairly satisfied. 7 representing (13.2 percent) of the junior staff were not satisfied, 5 (9.4 percent) senior staff were not satisfied and 1 (1.9 percent) management was not satisfied. 1 representing (1.9 percent) management was very satisfied. Specifically, majority of the junior staff were not satisfied with their current job as compared with senior staff and management. Generally, majority of the respondents both the senior staff, junior staff and management indicated that they were fairly satisfied with their current job.

In response to the item ten (10) on the questionnaire, the staff were asked, what factors make the staff appreciate their job the most, 11 (20.7 percent) junior staff affirmed that salary and remuneration were the factors that make them appreciate their job, 24 (45.3 percent) senior staff and 4 representing (7.5 percent) management confirmed that salary and remuneration were the factors that make them appreciate their job. 2 (3.7 percent) junior staff appreciated the nature

of work, 4 representing (7.5 percent) senior staff indicated nature of work and 1 (1.9 percent) management confirmed that nature of work was the factor that makes them appreciate their job. 1 (1.9 percent) junior staff said that recognition was the factor that they appreciate most, 5 (9.4 percent) senior staff considered recognition as a factor and 1 representing 1.9 percent management also considered recognition as a factor that they appreciate most. Specifically, majority of the senior staff confirmed that salary and remuneration were the factors that make them appreciate their job as compared with junior staff and management. Generally, majority of the respondents admitted that the salary and remuneration makes them appreciate their job most.

When the staff were asked to assess the general level of job satisfaction in Kasapa (Expresso), out of 53 respondents, 4 (7.5 percent) junior staff, 25 (47.1 percent) senior staff and 5 management representing (9.4 percent) affirmed that, the general level of satisfaction in Expresso is fairly satisfactory. 10 (18.9 percent) junior staff, 8 representing (15.1 percent) senior staff and 1 (1.9 percent) management also affirmed that, the general level of satisfaction is not satisfactory at all. Specifically, majority of the junior staff general level of job satisfaction in Expresso is not satisfactory as compared with senior staff and management. Generally, the majority of the respondents, junior staff, senior staff and management indicated that, the general level of job satisfaction in Expresso is fairly satisfactory.

The results in Table 4.4 show the level of morale of staff

Table 4.4 Level of morale of staff

Level of morale of staff	No of respondents	Junior staff	Senior staff	Management	Percent (%)
High	18	1	14	3	34.0
Low	22	12	9	1	41.5
Very Low	13	1	10	2	24.5
Total	53	14	33	6	100

Source: Fieldwork 2012

It can be observed from Table 4.4 that, 18 (34.0 percent) of the respondents constituted 1(1.9 percent) junior staff, 14 (26.4 percent) senior staff and 3 representing (5.7 percent) management morale on the job were rated high, 22 (41.5 percent) constituted 12 (22.6 percent) junior staff, 9 (17.0 percent) senior staff and 1(1.9 percent) management morale on the job were rated low and 13 (24.5 percent) of the respondents comprising 1 (1.9 percent) junior staff, 10 (18.8 percent) senior staff and 2 (3.8 percent) management confirmed that their morale were very low. Specifically, majority of the senior staff morale on the job were high. Generally, majority of the respondents junior staff, senior staff and management morale on the job were low.

4.3 Effect of low staff morale on productivity

Table 4.5 shows the morale of staff having a direct influence on productivity

Table 4.5 Morale directly influencing productivity

Morale directly influencing productivity	Number of respondent	Junior staff	Senior staff	Management	Percent (%)
Low	13	4	4	3	24.5
High	14	3	10	1	26.4
Very high	25	5	19	1	47.2
Very low	1	-	-	1	1.9
Total	53	14	33	6	100

Source: Fieldwork, 2012

Question 13 asked if staff morale directly has an influence on productivity. Out of the 53 respondents, 13 (24.5 percent) comprising of 4 (7.5percent) junior staff, 4 (7.5 percent) senior staff and 3 representing (5.7 percent) management affirmed that staff morale has a low direct influence on productivity. 14 (26.4 percent) constituted 3 (5.7 percent) junior staff, 10 (18.9 percent) senior staff and 1 representing (1.9 percent) management responded that, staff morale has high direct influence on job productivity, 25 (47.2 percent) constituted 5 (9.4 percent) junior staff, 19 (35.8 percent) senior staff and 1 (1.9 percent) management affirmed that, staff morale has a very high direct influence on productivity and one respondent representing 1.9 percent management indicated that staff morale has very low influence on job productivity. Specifically, one management affirmed that staff morale has a very low influence on job productivity. Generally, the majority of the respondents affirmed that, staff morale has a very high direct influence on productivity.

Table 4.6 shows the relationship between working environment and productivity

Table 4.6 Working environment and productivity

Working environment and productivity	Number of respondent	Junior staff	Senior staff	management	Percent (%)
Very high	20	2	14	4	37.7
High	17	2	13	2	32.1
Low	16	10	6	-	30.2
Total	53	14	33	6	100

Source: Fieldwork, 2012

In other to ascertain the relationship between working environment and productivity, the staff were asked on item fourteen (14) whether working environment affect productivity. 20 (37.7 percent) rated that statement very high, 2 (3.7 percent) of the junior staff, 14 (26.4 percent) senior staff and 4 representing (7.5 percent) management affirmed that working environment has a very high impact on productivity. In other words, the respondents confirmed that working environment affect productivity. 17 of the respondents representing 32.1 percent comprising of 2 (3.7 percent) junior staff, 13 (24.5 percent) senior staff and 2 (3.7 percent) management affirmed that, there is a high correlation between working environment and productivity. 16 (30.2 percent) comprising of 10 (18.7 percent) junior staff, 6 (11.3 percent) senior staff and none of the

management responded that working environment has a low correlation with productivity. In other words, working environment does not affect productivity. Specifically, majority of the junior staff confirmed that working environment has no correlation with productivity. Generally, the majority of the respondents, junior staff, senior staff and management affirmed that, working environment affects productivity.

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Table 4.7 Job security with low staff morale

Job security with low staff morale	Number of respondent	Junior staff	Senior staff	Management	Percent (%)
Very high	22	5	12	5	41.5
High	17	2	14	1	32.1
Low	14	7	7	-	26.4
Total	53	14	33	6	100

Source: Fieldwork, 2012

The results in Table 4.7 show job security with low staff morale.

It can be observed from table 4.7 that, 22 respondents representing 41.5 percent which constituted 5 (9.4 percent) junior staff, 12 (22.6 percent) senior staff and 5 representing (9.4

percent) management affirmed that, job security has a very high direct relationship with low staff morale. In other words, 22 respondents were saying that, job security has a very high relationship with staff morale. 17 respondents representing 32.1 percent comprising of 2 (3.8 percent) junior staff, 14 (26.4 percent) senior staff and 1 (1.9 percent) management indicated that, job security has high direct relationship with low staff morale and 14 respondents representing 26.4 percent comprising 7 (13.2 percent) junior staff, 7 (13.2 percent) senior staff and none of the management affirmed that, job security has low direct relationship with low staff morale. Specifically, majority of the junior staff indicated that job security has nothing to do with low staff morale. Generally, the majority of the respondents, junior staff, senior staff and management indicated that, job security has a very high direct relationship with low staff morale.

When the staff were asked, how does low staff morale as a result of job security has an impact on productivity, 23 respondents representing 43.4 percent which constituted 6 (11.3 percent) junior staff, 12 (22.6 percent) senior staff and 5 representing (9.4 percent) management affirmed that, low staff morale as a result of job security has a very high impact on productivity. 18 respondents representing 34 percent comprising of 1 (1.9 percent) junior staff, 16 (30.2 percent) senior staff and 1 (1.9 percent) management indicated that, low staff morale as a result of job security has a high impact on productivity and 12 (22.6 percent) comprising of 7 (13.2 percent) junior staff and 5 (9.4 percent) senior staff and none of the management indicated that, low staff morale as a result of job security has a low impact on productivity. Specifically, majority of the junior staff were saying that low staff morale as a result of job security has a low impact on productivity. Generally, the majority of the respondents affirmed that, low staff morale as a result of job security has a very high impact on productivity.

Item seventeen (17) on the questionnaire, the researcher asked if work schedule has any positive impact on productivity, 8 respondents representing 15.1 percent comprising 2 (3.8 percent) junior staff, 3 (5.7 percent) senior staff and 3 (5.7 percent) management affirmed that, work schedule has a very high positive impact on productivity. 40 respondents representing 75.5 percent constituted of 9 (16.9 percent) junior staff, 29 (54.7 percent) senior staff and 2 (3.8 percent) management indicated that, work schedule has a high positive impact on productivity and only 5 respondents representing 9.5 percent constituted 3 (5.7 percent) junior staff, 1 (1.9 percent) senior staff and 1 representing (1.9 percent) management also affirmed that job schedule has very low impact on productivity. Specifically, majority of the junior staff affirmed that, work schedule has very low positive impact on productivity. Generally, the majority of the respondents indicated that, work schedule has a high positive impact on productivity.

4.4 Management attitude affect staff morale and job satisfaction

The results in Table 4.8 shows how management attitude affect staff morale and job satisfaction

Table 4.8 Management attitude affect staff morale and job satisfaction

Management attitude affect staff morale and job satisfaction	No. of Respondents	Percent (%)
Agree	48	90.6
Disagree	5	9.4
Total	53	100.0

Source: Fieldwork, 2012

It can be observed from table 4.8 that, out of 53 respondents, 48 representing 90.6 percent affirmed that management attitude can have influence on staff morale and job satisfaction. The remaining 5 respondents also affirmed that, management attitude does not affect staff morale and job satisfaction. In other words, 48 respondents agreed that management attitude affect staff morale and 5 disagreed this notion. Generally, majority of the respondents indicated that, management attitude affect staff morale and job satisfaction.

The questionnaire number 19 asked if manager/supervisor treats staff as individual rather than members of a team. The results have been presented in Table 4.9 below.

Table 4.8.1 Does Supervisor treats you as an individual rather than a member of the team

Supervisor treats you as an individual rather than a member of the team	No. of Respondents	Percent (%)
Strongly Agree	3	5.7
Agree	29	54.7
Disagree	16	30.2
Strongly Disagree	5	9.4
Total	53	100.0

Source: Fieldwork, 2012

It can be observed from table 4.9 that, out of 53 respondents, 3 representing 5.7 percent strongly agreed that their supervisor treats them as an individual rather than members of the team. 29 of the respondents representing 54.7 percent agreed that, their supervisor treats them as

an individual rather than members of the team. 16(30.2 percent) respondents disagreed this notion and 5 respondents representing 9.4 percent also strongly disagreed. Generally, majority of the respondents agreed that, their supervisor treats them as an individual rather than members of the team.

The item 20 on the questionnaire poses the question whether manager/ supervisors help staff develop their strength by mentoring and coaching.

The findings of these have been presented in Table 4.9.1 showing below.

Table 4.8.2 Supervisor helps you develop your strength by mentoring and coaching

Supervisor helps you develop your strength by mentoring and coaching	No. of Respondents	Percent
Strongly agree	10	18.9
Agree	33	62.3
Disagree	8	15.1
Strongly Disagree	2	3.8
Total	53	100.0

Source: Fieldwork, 2012

It can be observed from table 4.9.1 that, 10 respondents representing 18.9 percent strongly agreed that, their supervisor helps them develop their strength by mentoring and coaching. 33 of them representing 62.3 percent agreed that, their supervisor helps them develop their strength by mentoring and coaching. The remaining 8 respondents representing 15.1 percent and 2 respondents representing 3.8 percent disagreed and strongly disagreed this notion

respectively. Generally, majority of the respondents agreed that, their supervisor helps them develop their strength by mentoring and coaching.

The results in Table 4.9.2 show that management waits for things to go wrong before they take action. It can be observed from Table 4.9 that, 27 respondents representing 50.9 percent strongly agreed that, the management waiting for things to go wrong before they take action. 19 respondents representing 35.8 percent agreed that, management waiting for things to go wrong before they take action.

Table 4.8.3 Management waits for things to go wrong before they take action

Management waits for things to go wrong before they take action	No. of Respondents	Percent
Strongly Agree	27	50.9
Agree	19	35.8
Disagree	5	9.4
Strongly Disagree	2	3.8
Total	53	100.0

Source: Fieldwork, 2012

Five respondents representing 9.4 percent stated that, they disagreed that management waits for things to go wrong before they take action and only 2 (3.8 percent) strongly disagreed this notion. Generally, the majority of the respondents strongly agreed that Expresso management waits for things to go wrong before they take any action.

When the researcher asked the respondent whether their relationship with their immediate managers/supervisors was cordial, 27 of the respondents representing 50.9 percent strongly agreed that they indeed have a cordial relationship with their managers/supervisors. 24 (45.3 percent) respondents also agreed with this assertion. Only 2 out of the 53 respondents strongly disagreed this assertion. Generally, the majority of the respondents strongly agreed that they have a cordial relationship with their managers/supervisors.

In other to ascertain if job dissatisfaction and low staff morale can be dealt with, the staff were asked if job dissatisfaction and low staff morale in Espresso can be curtailed, 17 respondents representing 32.1 percent strongly agreed to the assertion. 34 representing 64.2 percent agreed that indeed job dissatisfaction and low staff morale in Espresso can be curtailed. Only 2 respondents representing 3.8 percent strongly disagreed this assertion. Generally, the majority of the respondents strongly agreed that job dissatisfaction and low staff morale in Espresso can be curtailed.

4.5 Job satisfaction and staff morale can be curtailed

The results in Table 4.4 show the assertion that job dissatisfaction can be curtailed.

Table 4.9 The assertion that job dissatisfaction and low staff morale can be curtailed

The assertion that job	No. of Respondents	Percent
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dissatisfaction and low staff morale can be curtailed		
Strongly Agree	17	32.1
Agree	34	64.2
Strongly Disagree	2	3.8
Total	53	100.0

Source: Fieldwork, 2012

Related to the above question, the researcher went further to ask the staff if they could identify some factors that could help curtail job dissatisfaction and low staff morale in Expresso, 20 respondents representing 37.7 percent affirmed that, salary and remuneration could curtail low staff morale and job dissatisfaction. 3 out of 53 respondents also stated that, nature of work could curtail the situation. Recognition as a factors attracted 13 staff representing 24.5 percent; they indicated that recognition could salvage the situation. 17 respondents representing 32.1 percent also affirmed that, good relationship with superiors could curtail job dissatisfaction and low staff morale. Generally, the majority of the respondents affirmed that salary and remuneration could curtail low staff morale and job dissatisfaction.

4.6 Discussions of findings

This section seeks to discuss the findings of the study. The study was guided by five objectives. One of the objectives of the study was to identify the effects of low staff morale and job dissatisfaction on productivity in Expresso Telecom Ghana. The results revealed that, majority of the respondents affirmed the fact that, staff morale has a very high direct influence on productivity. Majority of the respondents confirmed that, working environment also has some

level of influence on productivity. The study also revealed that the general morale level of staff was very low. The respondents also stated that, job security has a very high direct relationship with staff morale and therefore affect productivity. In other words, job security has a direct correlation with low staff morale and thereby affecting productivity. This is in line with studies by Hill et al, (2008) who postulated that that there is a correlation between satisfaction and productivity and in organization where employees are more satisfied are more effective than organization with fewer satisfied employees. They also said that satisfied employees have lower levels of turnover and dissatisfied employees have higher levels of turnover. Hill et al, (2008) suggested that an important indicator of the satisfaction turnover relationship demonstrates that the level of satisfaction of employees is less important in predicting turnover.

Another objective of the study was to find out if low staff morale and job dissatisfaction can be managed in Espresso and how this can be done. 17 respondents representing 32.1 percent strongly agreed to this assertion. 34 representing 64.2 percent agreed that indeed job dissatisfaction and low staff morale in Espresso can be curtailed. Only 2 respondents representing 3.8 percent strongly disagreed this assertion. Generally, the majority of the respondents strongly agreed that job dissatisfaction and low staff morale in Espresso can be curtailed. The researcher went further to ask the staff if they could identify some factors that could help curtail job dissatisfaction and low staff morale in Espresso, 20 respondents representing 37.7 percent affirmed that, salary and remuneration could curtail low staff morale and job dissatisfaction. 3 out of 53 respondents also stated that, nature of work could curtail the situation. Recognition as a factors attracted 13 staff representing 24.5 percent; they indicated that

recognition could salvage the situation. 17 respondents representing 32.1% also affirmed that, good relationship with superiors could curtail job dissatisfaction and low staff morale. Generally, the majority of the respondents affirmed that salary and remuneration could curtail low staff morale and job dissatisfaction. This corresponds with Akintoye (2000) who asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success. Katz, in Sinclair, et al. (2005) also demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance. For instance, if a worker has another job offer which has identical job characteristics with his current job, but greater financial reward, that worker would in all probability be motivated to accept the new job offer. Banjoko (1996) states that many managers use money to reward or punish workers. This is done through the process of rewarding employees for higher productivity by instilling fear of loss of job (e.g., premature retirement due to poor performance). The desire to be promoted and earn enhanced pay may also motivate employees.

The other objective of this study was to find appropriate measures to curb the low staff morale and job dissatisfaction in Expresso, 17 respondents representing 32.1 percent strongly

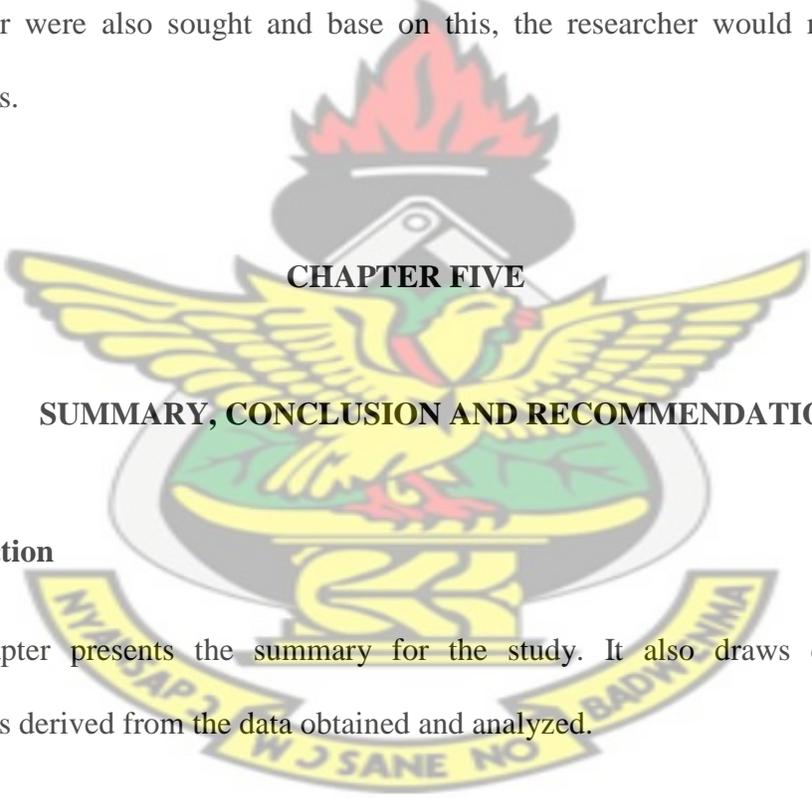
agreed to this assertion. 34 representing 64.2 percent agreed that indeed job dissatisfaction and low staff morale in Espresso can be curtailed. Only 2 respondents representing 3.8 percent strongly disagreed to this assertion. Generally, the majority of the respondents strongly agreed that job dissatisfaction and low staff morale in Espresso can be curtailed. Related to this question, the respondents were asked to suggest ways to curb job dissatisfaction and low staff morale in Espresso Ghana. 28 of the respondents suggested that, good salary and remuneration would help curb the problem of job dissatisfaction, 19 of the respondents argued that, nature of work and relationship with superiors would solve the problem and the remaining 6 respondents indicated that, recognition should be considered. This is in line with Ebru (1995) who postulated that a worker who cannot get a sufficient wage will be faced with the problem of maintaining his or her family's life. This problem puts the worker far from being satisfied. Especially the social facilities (transportation services, and consumer cooperatives -cash boxes) are sufficient because of the economic conditions. Low wages and lack of status and social security affect motivation. Job satisfaction cannot be talk of where there is absence of motivation. Job satisfaction of a worker who has an important place in the society will affect the quality of the service he renders. In this respect, the question of how the material and moral element affect the job satisfaction of workers gains importance. Satisfaction on a job might be motivated by the nature of the job, its pervasive social climate and extent to which workers peculiar needs are met. Working conditions that are similar to local and international standard (Osagbemi, 2000), and extent to which they resemble work conditions of other professions in the locality. Other inclusions are the availability of power and status, pay satisfaction, promotion opportunities, and task clarity.

To examine the impact of management attitude on job satisfaction and staff morale in Expresso was another objective the researcher sought to achieve. When the respondents were asked if management attitude has any impact on staff satisfaction, majority of the respondents indicated that, management attitude indeed has some level of impact on staff satisfaction. The researcher further asked the respondents whether their relationship with their immediate managers/supervisors was cordial, these were the responses: 27 of the respondents representing 50.9 percent strongly agreed that they indeed have a cordial relationship with their managers/supervisors. 24 (45.3 percent) respondents also agreed with this assertion. Only 2 out of the 53 respondents strongly disagreed with this assertion. Generally, the majority of the respondents strongly agreed that they have a cordial relationship with their managers/supervisors.

The study also sought to find out if supervisors/managers the staff develop their strength by mentoring and coaching. Majority of the respondents agreed that, their supervisor helps them develop their strength by mentoring and coaching. The question was also asked if management of Expresso waits for things to go wrong before they take any action, and according to the responses, majority of the respondents strongly agreed that Expresso management waits for things to go wrong before they take any action. This assertion found is in line with, Armstrong, (1999) who asserts that "it is difficult to deny that it is desirable for management to have defined strategic goals and values. And it is equally desirable from management point of view for employees to behave in a way that support those strategies and values. Creating commitment includes communication, education, training programmes, and initiatives to increase involvement and ownership and the development of performance and reward management systems. The result also agrees with Olajide (2000) reported that, one way managers can stimulate motivation is to

give relevant information on the consequences of their actions on others. To this researcher it seems that there is no known organization in which people do not usually feel there should be improvement in the way departments communicate, cooperate, and collaborate with one another. Information availability brings to bear a powerful peer pressure, where two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners. By sharing information, subordinates compete with one another.

Conclusively, the findings of the study were in line with most existing literatures. The objectives of the researcher were also sought and base on this, the researcher would make a concrete recommendations.



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary for the study. It also draws conclusions and recommendations derived from the data obtained and analyzed.

5.1 Summary of Findings

The study assessed the job satisfaction and low staff morale of Expresso in order to identify the factors crucial to the successful delivery of services. The specific objectives were, to identify the effects of low staff morale and job dissatisfaction on productivity in Expresso, find out how

low staff morale and job dissatisfaction are managed in Expresso, to examine the impact of management attitude on job satisfaction and staff morale in Expresso, and to find appropriate measures to curb the low staff morale and job dissatisfaction in Expresso.

Conducting the study, the survey method was used. For the purpose of this study, questionnaire instrument for gathering data was used. The questionnaire was divided into five (5) different sections; the twenty five (25) items which related to issues of personal information, level of job satisfaction and staff morale, effects of low staff morale and productivity, management attitude on staff morale and measures to curb job dissatisfaction and low staff morale. These twenty five (25) items of questionnaires were for staff of Expresso in Greater Accra region.

The administration of the questionnaire was done by the researcher herself. Fifty three (53) questionnaires from eight (8) different branches within Accra and Tema Metropolis. The secondary data were mainly gathered from books on Job Satisfaction and Low Staff Morale at workplaces and the internet.

The researcher used Statistical Package for Social Sciences (SPSS) to analyze the results and the interpretations were captured in chapter four. The data for this study was analyzed in chapter four (4) and presented in tables with brief explanations for clear understanding. Frequencies and percentages were used as statistical tools to present the results of the study.

The following were the major findings of the study:

The study revealed that, staff were satisfied with their current job, out 53 respondents, 21 (39.6 percent) of the senior staff affirmed that they were satisfied with it, 6 (11.4 percent) of the junior staff were satisfied and 4 (7.5 percent) of management were satisfied. The remaining 12

representing (22.6 percent) of the senior staff affirmed that they were not happy with their current job, 8 (15.1 percent) of the junior staff were not satisfied and 2 (3.8 percent) of the management were not satisfied. Related to this question, the staff were asked to rank the level of satisfaction on their current job. Out of the 53 respondents, 4 (7.5 percent) junior staff indicated they were satisfied, 8 senior staff (15.1 percent) confirmed that, they were satisfied and 2 management representing (3.8 percent) were satisfied. 3 (5.7 percent) junior staff affirmed that they were fairly satisfied, 20 (37.7 percent) senior staff were fairly satisfied and 2 (3.8 percent) of the management who responded were fairly satisfied. 7 representing (13.2 percent) of the junior staff were not satisfied, 5 (9.4 percent) senior staff were not satisfied and 1 (1.9 percent) management was not satisfied. 1 representing (1.9 percent) management was very satisfied. When the staff were asked to assess the general level of job satisfaction in Kasapa (Expresso), out of 53 respondents, 4 (7.5 percent) junior staff, 25 (47.1 percent) senior staff and 5 management representing (9.4 percent) affirmed that, the general level of satisfaction in Expresso is fairly satisfactory. 10 (18.9 percent) junior staff, 8 representing (15.1 percent) senior staff and 1 (1.9 percent) management also affirmed that, the general level of satisfaction is not satisfactory at all.

The study also revealed that, staff morale generally has a direct influence on productivity. Out of the 53 respondents, 13 (24.5 percent) comprising of 4 (7.5 percent) junior staff, 4 (7.5 percent) senior staff and 3 representing (5.7 percent) management affirmed that staff morale has a low direct influence on productivity. 14 (26.4 percent) constituted 3 (5.7 percent) junior staff, 10 (18.9 percent) senior staff and 1 representing (1.9 percent) management responded that, staff morale has high direct influence on job productivity, 25 (47.2 percent) constituted 5 (9.4 percent) junior staff, 19 (35.8 percent) senior staff and 1 (1.9 percent) management affirmed that, staff

morale has a very high direct influence on productivity and one respondent representing 1.9 percent management indicated that staff morale has very low influence on job productivity . The staff were also asked whether working environment affect productivity. 20 (37.7 percent) constituted 2 (3.7 percent) junior staff, 14 (26.4 percent) senior staff and 4 representing (7.5 percent) management affirmed that working environment has a very high impact on productivity. In other words, the respondents confirmed that working environment affect productivity. 17 of the respondents representing 32.1 percent comprising of 2 (3.7 percent) junior staff, 13 (24.5 percent) senior staff and 2 (3.7 percent) management affirmed that, there is a high correlation between working environment and productivity. 16 (30.2 percent) comprising of 10 (18.7 percent) junior staff, 6 (11.3 percent) senior staff and none of the management responded that working environment has a low correlation with productivity. In other words, working environment does not affect productivity. Also in relation to factors affecting productivity, it was revealed that job security has an impact on productivity, 22 respondents representing 41.5 percent which constituted 5 (9.4 percent) junior staff, 12 (22.6 percent) senior staff and 5 representing (9.4 percent) management affirmed that, job security has a very high direct relationship with low staff morale. In other words, 22 respondents were saying that, job security has a very high relationship with staff morale. 17 respondents representing 32.1 percent comprising of 2 (3.8 percent) junior staff, 14 (26.4 percent) senior staff and 1 (1.9 percent) management indicated that, job security has high direct relationship with low staff morale and 14 respondents representing 26.4 percent comprising 7 (13.2 percent) junior staff, 7 (13.2 percent) senior staff and none of the management affirmed that, job security has low direct relationship with low staff morale.

The data also revealed that, 90.6 percent of staff admitted that management attitude can have influence on staff morale and job satisfaction. Though, 5 of the staff disagreed to this assertion, it was established that management style and attitude can have much influence on staff morale and job satisfaction. It was also revealed that management help staff develop their strength by coaching and mentoring as 62.3 percent agreed to this notion. The remaining 8 respondents representing 15.1 percent and 2 respondents representing 3.8 percent disagreed and strongly disagreed this notion respectively. 27 respondents representing 50.9 percent strongly agreed that, the management waiting for things to go wrong before they take action. 19 respondents representing 35.8 percent agreed that, management waiting for things to go wrong before they take action. Five respondents representing 9.5 percent stated that, they disagreed that management waits for things to go wrong before they take action and only 2 (3.8 percent) strongly disagreed this notion. Generally, the majority of the respondents strongly agreed that Expresso management waits for things to go wrong before they take any action.

It was also established that some factors could help curtail job dissatisfaction and low staff morale in Expresso, 20 respondents representing 37.7 percent affirmed that, salary and remuneration could curtail low staff morale and job dissatisfaction. 3 out of 53 respondents also stated that, nature of work could curtail the situation. Recognition as a factors attracted 13 staff representing 24.5 percent; they indicated that recognition could salvage the situation. 17 respondents representing 32.1 percent also affirmed that, good relationship with superiors could curtail job dissatisfaction and low staff morale.

5.2 Conclusion

The study was to assess the level of job satisfaction and low staff morale in Kasapa (Expresso) and it was revealed that, majority of the staff of Expresso were satisfied with their current job. Those who were satisfied were asked to rank the level of satisfaction and majority of the respondents indicated that they were fairly satisfied. It was also known that, the general level of job satisfaction in Kasapa (Expresso) was fairly satisfactory. Majority of the respondents also affirmed that, morale on the job in general was low.

On the issue of the effect of low staff morale on productivity, the majority of the respondents affirmed that, staff morale has a very high direct influence on productivity. It came out that, the working environment has also influence productivity as the majority of the respondents confirmed this assertion. It was also established that, staff morale could be low and there would be job dissatisfaction if there is no job security. The majority respondents indicated that, job security has a direct influence on productivity.

With the issue of management style and attitude affecting or having impact on job satisfaction and staff morale, it was established that, indeed the management attitude has a direct relationship with staff morale. When the respondents were asked to if their managers or supervisors treat them as an individual rather than a member of the team, majority of them

indicated that, their managers usually treat them as an individual and this affect staff morale and job satisfaction. It was also revealed that, majority of the respondents affirmed that, management in Kasapa (Expresso) waits for things to go wrong before they take any action.

Finally, how low staff morale and job dissatisfaction can be curtailed was researched and it was established that, salary and remuneration could be an engine to boost staff morale and job satisfaction. It was also revealed that the nature of work and recognition of staff's performance could help curtail the issues of low staff morale and job satisfaction in Expresso.

5.3 Recommendations

The following recommendations are made based on the findings.

- Reducing the effect of job dissatisfaction and low staff morale

Job dissatisfaction and low staff morale cannot be eliminated entirely from Expresso. However, job dissatisfaction and low staff morale can be reduced. It is recommended that, management should realize the importance of job satisfaction and institute policies and other measures to address this issue to boost staff morale which in effect can improve productivity.

- Management attitude toward staff.

It is also recommended that management attitude towards staff should be an issue of concern. Management should involve staff in decision making, treating staff as members of a team rather than individual, address issues concerning staff as soon as possible, coaching and mentoring staff and also management should have a cordial relationship with their subordinates. This would go a long way to address the issue of job dissatisfaction and low staff morale in Espresso.

- Increasing the level of staff morale and job satisfaction

The main benefit associated with high employee morale is higher productivity. If people are happy with their jobs, they will work harder and work more efficiently. High morale also is important when dealing with clients because maintaining a friendly, upbeat attitude is much more attractive than a monotone, bored or depressed attitude. Low morale of one staff can affect the morale of an entire work group, so it is important that interventions should be carried out to increase levels of job satisfaction among the staff since job satisfaction has a strong correlation with job performance. It is imperative to reinforce relevant human resource policies, improving working conditions and compensation.

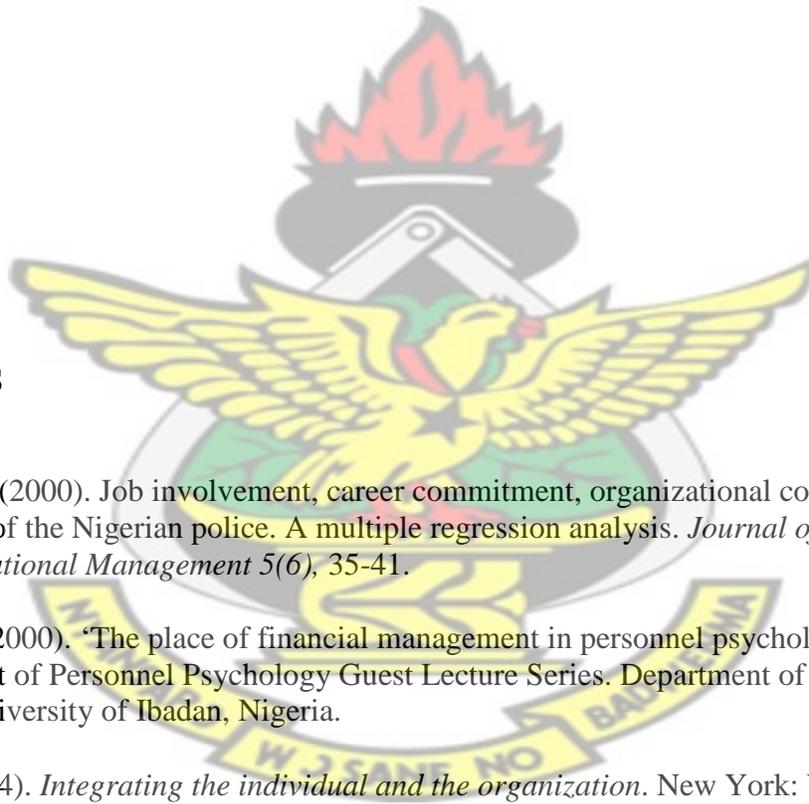
- Impact on services

Continuous service evaluations and monitoring of job satisfaction can be useful to determine aspects of the services that need improvement. Involving staff in a cooperative, team approach will allow for consideration of ways to improve aspects relating to job satisfaction. Improving the work environment so that it provides a context in line with the aspirations of the staff is likely to increase job satisfaction and consequently have a positive effect on individual, the organization (Expresso) and even the clients of the organization.

- Directions for further research

Finally, the researcher recommends that a more detailed study should be conducted in “Job satisfaction and low staff morale in the telecommunication industry” to enable the Expresso unearth some of the ways and strategies by which it can enhance high staff morale. This is because with the introduction of more telecommunication companies into the country bringing stiff competition with regards to staff moving from one telecom to the other, Expresso has no choice than to boost their staff morale to retain staff and also improve productivity to stay in competition with other telecommunication companies in Ghana.

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APPENDIX



**KWAME NKURUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY
INSTITUTE OF DISTANCE LEARNING
QUESTIONNAIRE FOR STAFF OF EXPRESSO**

Dear Respondent,

I am a student of Kwame Nkrumah University of Science and Technology offering the Commonwealth Executive Master of Business Administration. As part of my master's programme, I am conducting a research on "Job satisfaction and staff morale in the telecom industry in Ghana, a case study of Kasapa Telecom Limited (Expresso)" as a partial fulfillment of the requirements for the award of Executive Masters in Business Administration Degree. I would be grateful if you could assist me by answering this questionnaire. Your confidentiality is respected and assured.

Thank you.

Please read through the correspondence below and kindly tick (✓) where appropriate.

SECTION A: PERSONAL INFORMATION

12. How would you rate the level of your morale on the job?
a) Very high b) High c) Low d) Very Low
13. How does your morale directly influence productivity?
a) Very high b) High c) Low d) Very Low
14. How does your working environment affect productivity?
a) Very high b) High c) Low d) Very Low
15. How would you rate job security as a direct relationship with low staff morale?
a) Very high b) High c) Low d) Very Low
16. How does low staff morale as a result of job security has an impact on productivity
a) Very high b) High c) Low d) Very Low
17. How does your work schedule positively impact productivity?
a) Very high b) High c) Low d) Very Low

SECTION D: MANAGEMENT ATTITUDE ON STAFF MORALE

18. Management attitude affects staff morale and job satisfaction
a) Strongly agree b) Agree c)Disagree d) Strongly disagree
19. Your manager/supervisor treats you as an individual rather than a member of the team?
a) Strongly agree b) Agree c)Disagree d) Strongly disagree
20. Your manager/supervisor helps you develop your strength by mentoring and coaching?
a) Strongly agree b) Agree c)Disagree d) Strongly disagree
21. Management waits for things to go wrong before they take action?
a) Strongly agree b) Agree c)Disagree d) Strongly disagree
22. The relationship between you and your immediate manager/supervisor is cordial?
a) Strongly agree b) Agree c)Disagree d) Strongly disagree

SECTION E: MEASURES TO CURB JOB DISSATISFACTION AND LOW STAFF MORALE

23. Do you agree that job dissatisfaction and low staff morale in Expresso can be curtailed?

- a) Strongly agree b) agree c) Disagree d) Strongly Disagree

24. If agreed, how can this be achieved? Please choose as many options as possible

- a) Salary and Remuneration b) Nature of work c) Recognition d) Relationship with superior.
- e) Any other reason, please specify.....

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25. Please state the reason for your choice for **Question 24.**

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THANK YOU.

ADDRESS: BOX 7991 –ACCRA NORTH TEL: 028-8210195 EMAIL: shellamat@yahoo.com

