

# THE INTERNATIONAL JOURNAL OF HUMANITIES & SOCIAL STUDIES

## Assessment of Employees Job Satisfaction on the Performances in the Public Sector of Ghana

**Armah Abiel Ashitey**

Ph. D. Candidate, Accra Institute of Technology (AIT) Ghana

**Mensah Marfo**

Ph.D. Candidate, Accra Institute of Technology (AIT), Ghana

**Dr. Emmanuel Selase Asamoah**

Lecturer, Department of Business Administration, University of Professional Studies, Ghana

### **Abstract:**

*The focus of this study was to determine the levels of employees job satisfaction on the Performances in the Public Sector Ghana by components of the job satisfaction construct (attitudinal, social related and psychological) and then examined the extent to which these components influenced the employees job performances in the Public Sector of Ghana. A sample size four hundred (400) respondents was chosen from selected Ministries, Departments and Agencies to present a reasonable coverage of the public sector. The research approach adopted for this study was quantitative method. Data sources used carrying out the research were obtained from primary sources. Self-Administered questionnaires were used to collect data from the respondents. Multi-stage sampling procedure was used (Stratified and simple random sampling). The data were analyzed using descriptive statistical analysis and Structural equation model (the SPSS version 21). The finding showed that the level of employees' attitudinal job satisfaction, social related job satisfaction, and psychological job satisfaction were low as exhibited by the low mean scale. The overall level of employees' job satisfaction has significant positive effect on employees' performance in the Ghanaian public sector using Structural equation model.*

**Keywords:** Employee job satisfaction, attitudinal, social related and psychological, public sector performances, Ghana

### **1. Introduction**

The word 'satisfaction', derived from the Latin *satis* (enough) and *facere* (do or make) (Oliver, 2010), denotes a feeling of happiness or pleasure because a person has achieved something or obtained what he/she wanted (Longman Modern English Dictionary). There have been many attempts to define the specific term 'job satisfaction' over the last few decades (Giese & Cote, 2000; Okaro, Eze, & Ohagwu, 2010). One of the more commonly used definitions was proposed by Locke (1976) a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience (Steers & Porter, 2011)

According to Hansen Smith, and Hansen, (2012) there is no universal definition of the concept of job satisfaction. Giancola, (2011) suggests that the endeavour is conceptually problematic, while Evans (1997) views the concept as inherently ambiguous as to whether it refers to circumstances deemed satisfactory or satisfying. Guest, (2012) states that there are various interpretations of job satisfaction due to the complexity of the concept, while Okaro et al. (2010) also emphasize that job satisfaction is a complex concept comprising numerous related elements. Moreover, Mafini and Pooe, (2013) argues that differences in culture, beliefs, values and environment among writers can significantly affect their understanding of the concept.

From this perspective, Bader (1997) defines job satisfaction as "the degree of satisfaction of the needs of the individual as a result of engaging in that work or occupation. Others similarly state that job satisfaction represents the working environment that meets individuals' needs (Gomez-Mejia et al.2015). However, since such definitions focus on individual needs, it can be argued that they ignore other related factors which may affect satisfaction, such as feelings, attitudes and the job itself.

The second perspective is exemplified by Brayfield and Rothe (1951), who see job satisfaction as an individual's attitude toward his work. Numerous academics (Gomez-Mejia, Balkin & Cardy, 2015; Kuranchie-Mensah & Amponsah-Tawiah, 2016; Kreitner & Kinicki, 2016; Kumari, 2014; Mafini & Pooe, 2013; Manyenga, 2016; Okaro, Eze, & Ohagwu, 2010) agree that job satisfaction is an attitude. Manyenga, (2016) defines it as an attitude developed by an individual towards a job and its conditions. Such attitudes may be positive or negative. For example, Vroom (1964) describes job satisfaction as the positive orientation of an individual towards the work role which he presently occupying. According to Waiyaki, (2017), a positive or negative attitude depends upon the judgment of an individual towards the work environment, while for Akhtar et al. (2010), it is related to the individual's positive and negative feelings about the job. Wyer and Srull (2014) assert that although job satisfaction has been defined as an emotional state, it is an attitudinal construct based on one's evaluation of a job.

According to Griffin, Hogan and Lambert (2010), job satisfaction refers to a person's subjective feelings about their work and how satisfied they are with it. In other words, job satisfaction represents the extent to which people like their jobs (Ganai & Ali, 2013; Muchinsky, 2010; Wyer & Srull (2014). Kuranchie-Mensah and Amponsah-Tawiah, (2016) describe job satisfaction as an affective emotional reaction of individuals to the job they do and the environment in which they work.

From a rather different viewpoint, Schultz (2012) states that job satisfaction is "the psychological disposition of people toward their work and this involves a collection of numerous attitudes or feelings. This definition appears to center on the psychological state stemming from people's feelings towards their job. For Oshagbemi (2014), job satisfaction is related to an individual's positive emotional reactions towards their occupation, based on comparing the actual activities carried out by the individual with their desired outcomes. It can be concluded from the disparate definitions under the four categories above that the concept of job satisfaction encompasses various aspects of individuals' psychological tendencies and the environmental circumstances in which they work, all of which may contribute to pleasure or positive affect towards one's job.

The present studies therefore follows Nartey (2018) three factor job satisfaction model to enlist the multidimensional characteristics of job satisfaction. Nartey followed studies such as Hulin and Judge (2003) and the Pennsylvania State University (2010) to argue that job satisfaction is a multidimensional constructs and therefore should be measured at such. Following such arguments, Nartey (2018) classified job satisfaction into three components: Psychological satisfaction of the job, attitudinal job satisfaction and social related satisfaction. Psychological Job Satisfaction, according to Nartey (2018) encompasses the mental processes, cognitive and evaluative constructs that relate to the satisfaction of the job. The attitudinal satisfaction involves the satisfaction of attitudinal position and behaviour required to perform a job (Falkenburg and Schyns, 2007). Finally, social related job satisfaction includes the state of relationships on the job, social ties, social recognition and other relevant social orientation

Thus, job satisfaction becomes indispensable part of organisational overall strategic direction (Okanya, 2007 cited in Mafini & Pooi, 2013). Many employees blame the slow pace of public performance to the abysmal working conditions and the poor state of the public sector employee. This illustrates that employees within the public sector are either not satisfied with their working conditions or motivated to put up their all to meet the overall economic productivity. It is therefore not surprising that industrial strike actions have been rampant in the country over the past few years especially from the public sector.

The current study seeks to assess the level job satisfaction among employees in the Ghanaian public sector and investigate the extent to which level of employee job satisfaction influence performances.

### 1.1. Objective of the Study

- To assess the level job satisfaction among employees in the Ghanaian public sector
- To investigate the extent to which the level of employee job satisfaction influences employees' performance in the public sector of Ghana

### 1.2. Hypothesis

- $H_0$ : The level of employee job satisfaction has no significant influence on the level of performance in the public sector of Ghana
- $H_1$ : Employee satisfaction has a significant relationship with public sector performance of Ghana

## 2. Literature Review

### 2.1. Theoretical Review

#### 2.1.1. Herzberg Two- Factor Theory

The Herzberg's (1959) two-factor theory is one of the need-based theories used for motivation and employee job satisfaction to the realisation of performance. According to Rose, Kumar and Pak, (2009) and Lee, Lee and Kang, (2012), Herzberg's two- factor theory maintains that satisfaction and dissatisfaction are driven by different factors depending on the circumstance and the individual involved. Furthermore, the theory assumes that factors relating to job satisfaction are wholly different from those connected to job dissatisfaction.

The theory maintains that motivator factors determine the job satisfaction that allows individuals to reach their psychological potential, and are usually intrinsic, related to job content. They include achievement, recognition, work itself, responsibilities and advancement. By contrast, hygiene factors determine job dissatisfaction and tend to be extrinsic ones, related to the environment or context, including pay, working conditions, supervision, company policy and interpersonal relationships. Importantly, these factors are autonomous; low job satisfaction and high job dissatisfaction are not the same thing and vice versa; nor indeed are job satisfaction and job dissatisfaction related causally (Demerouti & Cropanzano, 2010; Gayathiri, et al, 2013; Camaj, 2018). Poor hygiene conditions will cause job dissatisfaction, so if conditions are improved sufficiently, dissatisfaction will be eliminated, but job satisfaction will not automatically result (Braun, Peus, Weisweiler & Frey, 2013).

It stands to reason that certain intrinsic factors like achievement, work itself and responsibilities are critical for ensuring satisfaction in the work place. The implication is that public sector managers therefore have a greater responsibility of ensuring that the motivators of workers are factored in whatever policies that are enacted. It further

suggests that managers can help workers to achieve set goals and target in their respective organisations. According to Roberson and Stewart (2016), motivators are things that lead employees to be satisfied and motivated by their jobs and have to do with job content, they are inherent in the work itself: Their presence results in job satisfaction and motivation, but their absence results only in neutrality. Using these assumptions, the study formulates research question regarding the public sector in building its employees' performance.

- RQ: What is the extent of job satisfaction among employees public sector in Ghana?

In addition to the motivators as explained in Herzberg's (1959) two-factor theory is the hygienic factors. These are factors which are extrinsic to the job and relate to the environment in which the job is performed. As already stated such factors include the organisational policy and administration, working conditions, salary, supervision and interpersonal relations. Under this context, Herzberg argued that the extrinsic variables of the job which constitute the hygiene factors could not provide a source of motivation for people but could, if 'bad', provide a source of dissatisfaction and thus demoralize people (Roberson & Stewart, 2016; Rudolph, 2016; Njanja et al, 2013).

These hygiene factors should be seen as the necessary precondition to allow the motivator factors to influence people's motivation. In a situation in which there were 'good' hygiene factors, the employee would be in a state of 'no dissatisfaction'. This is because according to Roberson and Stewart (2016) reiterated that the opposite of dissatisfaction is not satisfaction but no dissatisfaction.

A strategy geared towards meeting employee satisfaction when met according to Kraemer and Gouthier, (2014) is a recipe for productivity. Thus, the study formulates hypothetically that:

- H<sub>1</sub>: Employee satisfaction has a significant relationship with public sector performance

The review of the Herzberg theory has revealed some important constructs which may be used to define the study variables. Furthermore, understanding of job satisfaction has been greatly enhanced by two-factor theory. Its real-world grounding has helped organisations to classify factors that lead to satisfaction or dissatisfaction amongst workers.

Despite this, employee needs are not seen as a basis for satisfaction or dissatisfaction in Herzberg's theory, and while its main focus is on the parameters of job satisfaction, factors are not ranked into any hierarchy. Having discussed some need-based theories, it is important to delve into some of the process-based theories. . Braun et al (2013) suggests that it is best to view motivation-hygiene theory as a framework that facilitates the understanding of the duality of many factors such as "satisfaction/dissatisfaction, happiness/unhappiness, intrinsic/extrinsic motivation, mastery/status, and psychological growth/psychological pain avoidance. In educational research, it is widely accepted and the most commonly used theory of job satisfaction (Gayathiri, et al, 2013; Roberson, & Stewart, 2016; Rose et al 2009).

This theory has also been widely criticized, particularly over Herzberg's research methods (Agarwal, 2008; Locke, 1975; Vroom, 1963) as cited in Sadri and Bowen (2011) and Kraemer and Gouthier (2014). According to Kreitner and Kinicki (2016), the critical incident method and the positive or negative feelings that arise from an event's description both have an impact on eventual results. People are more likely to see a satisfying event at work (a motivator) as being caused by their own good performance, whereas they will see events producing dissatisfaction, such as hygiene factors, as caused by outside forces or other people. Interviewers also had to interpret the respondent's descriptions, so picking out individual dimensions is problematic, and there is a risk of interviewer bias

There is also some doubt about the validity of Herzberg's theory, since it has not often been empirically tested and does not consider the variations between the attributes of individuals (Lee, Lee, & Kang, 2012). Moreover, there have been some concerns regarding the reliability of Herzberg's methodology. Findings depend on the interpretation of raters, who may interpret responses inconsistently (Kraemer & Gouthier, 2014; Kreitner & Kinicki, 2016). Finally, Herzberg has been accused of oversimplifying both the relationship between satisfaction and motivation, and the origins of job satisfaction and dissatisfaction (Demerouti & Cropanzano, 2010; Lee, et al 2012).

## 2.2. Empirical Review

Using the health sector in Ghana, Attrams, (2013) investigated the perceptions and experiences of workers on motivation and employee satisfaction in Manhyia District Hospital and Quality Health Care Hospital, which represented public and private health care facilities respectively. The study was 'quantitative descriptive' in nature. Through cluster and stratified sampling techniques, data were collected by means of a questionnaire from eighty-three (83) respondents; fifty-four (54) from Manhyia District Hospital and twenty-nine (29) from Quality Health Care Hospital.

The findings suggested that majority of the respondents, both in the public and private hospitals agree that motivation leads to employee satisfaction. The study revealed that money is the first thing that comes into mind when motivation is mentioned. Furthermore, it was apparent from the study that public and private hospitals employ various but similar motivational factors to encourage their workers to work harder. They include allowances, recognition, training and good working relationship with staff. Although respondents from both sectors disagreed that their salaries were enough to meet their needs, the study revealed that workers still find satisfaction with their job, thus confirming Herzberg's assertion that salary is a hygiene factor.

The implication of Attrams, (2013) study to the public sector is that nonmonetary factors such as training, recognition, promotion, et cetera, should be utilised more frequently as this may even reduce workers consideration of 'money' as a major motivational factor. Also, since most of the respondents confirmed that they get the opportunity to learn new skills through training programmes and workshops, it is important that more of these programmes should be made available to all workers irrespective of the position they occupy, so as to help them upgrade their skills.

The findings in the study Attrams, (2013) could be important benchmark for empirical comparison. However was more exploratory with little inferential analysis. With scarcity of resources and time, management and policy makers could

not ordinarily implement all the explored motivation factors. It is important to extend the literature with higher order inferential analysis to determine which of these variables have statistical significance. This further analysis would help policy makers to concentrate on the factors which are significant predictors of performance in developing performance driven motivational constructs. This analysis is the focus of the present study which was disregarded by Attrams, (2013).

Al Tayyar, (2014) investigated the general job satisfaction and motivation of teachers in boys' secondary schools, identified the main contributory factors and explored the relationship between satisfaction and motivation and the effects of demographic variables such as age, qualifications, experience, length of service and training. In the quantitative analysis, 737 teachers in 24 schools in Riyadh completed a self-administered questionnaire, and then qualitative data were gathered by means of semi-structured interviews with 32 teachers. Factor analysis of the quantitative data, using SPSS, identified the following ten factors affecting job satisfaction: staff development; student progress; salary and promotion; supervision and status in society; educational system; workload; nature of the work; administration; and interpersonal relationships. Factor analysis also identified two main factors with regard to motivation, labelled intrinsic and extrinsic

The findings showed that teachers were generally satisfied with their jobs and that interpersonal relationship made the greatest contribution to their satisfaction, followed by school administration and the nature of the work. Satisfaction was moderately influenced by marking pupils' work, the educational system, supervision and social status, workload and conditions, salary and promotion, and student progress, whereas staff development contributed to teachers' dissatisfaction. The study also found a significant relationship between teachers' general job satisfaction and their general motivation.

All the identified satisfactory factors form integral part of the current study. Additionally, an integral aspect of the current study which is missing in Al Tayyar's, (2014) study is employee performance. The reason is that satisfaction and their associated factors are expected to improve performance. The present study further extends the concept of job satisfaction into three components which is largely absent in the empirical literature.

### **3. Research Methodology**

The research method specifically covers the research approach, research design, population, sampling procedures sources and data description, and data analysis technique.

#### *3.1. Research Approach*

The research approach adopted for this study was quantitative method. The justifications for adopting this approach is as follows: first, all the study objectives require numerical data to measure the relevant variables within the confines of the study problem making this approach quite relevant (Lewis, 2011). Secondly, the study seeks to determine the outcome of employee performance of the public sector when the level of employee motivation constructs are manipulated.

#### *3.2. Research Design*

The study used survey design. The justifications for chosen this design are as follows: Firstly, the study population is relatively very large (employees of public sector in Ghana) and therefore more appropriate to employ survey design since it is considered as the best design gather authentic data to characterize a population too sizable to account for directly. (Babbie, 2013; Neuman, 2013). This design was applied in this study by designing questionnaire so as to collect data from the sampled population to support the design (Blaikie, 2010; Cohen et al., 2011; De Vaus, 2014; Morgeson et al., 2013).

#### *3.3. Population*

The population for this study involved all public servants in Ghana. Employees of public sector organizations include the Civil Service, Ghana Health Service, Local Government Service, the polytechnics, subvented agencies such as the Electoral Commission, National Commission for Civic Education, Commission for Human Rights and Administrative Justice (CHRAJ) and the Statistical Service. Others include the Fire Service, Ghana Prisons and the Ghana Immigration Service among others.

#### *3.4. Target Population*

The target population is defined in terms of public institutions including ministries in Greater Accra Region. The region is the capital of Ghana and housed almost all the public institutions and ministries in Ghana. The total employees may be comparable to the combined employees in other regions. Importantly, the city represents a truly diverse societal mix within the country. Housing almost all the headquarters in Ghana, most of these public organizations are under centralization from the capital city so that any developments can be assumed to affect equally all regions and all parts of any given region. Thus, a sample limited to Accra could be seen to represent the various districts within the region. Similarly, aspects of employee motivation in that city could be seen as analogous to those applicable to other public institutions situated in other towns and cities in the country. According to a report by the Ghana Statistical Service in 2017, the total number of employees within this region is about 600,000.

### 3.5. Sample Size and Sampling Procedure

The current study used probability sampling within the framework of multi-stage sampling. This was applied in this study by grouping the population into strata based on ministries and agencies. Subsequently, simple random sampling was used to select five (5) of the strata for sampling procedure. Thirdly, the sample size of 384 plus 10% to cater for possible non-response rate was allocated proportionately to each selected strata. Finally, simple random procedures were applied to each selected strata based on sample size allocation with the help of fifteen research assistants. The current study applied Krejcie and Morgan (1970) to the total population of 600,000.

### 3.6. Sources of Data for the Study

This study was primary data which were numerical in nature. There was no readily available data relevant to answer the research questions; therefore, the data needs for employee motivation were collected from primary source.

### 3.7. Data Collection Instrument

The study employed questionnaire. This instrument or data collection technique was chosen because it is able to provide close-ended questions which could be used to measure variables quantitatively. These questions were mainly close ended questions. A five-point Likert-scale was used where the respondents were asked to rate from 1 to 5 their agreement to the statements enlisted on the questionnaires with 1 indicating weak agreement and 5, strong agreement.

### 3.8. Data Analysis Procedure

Data analyses were done manually and electronically. The collected questionnaires were screened and subsequently coded. The coding procedures required that a numerical value was assigned to individual responses to the questions on the questionnaire to make them feasible for further electronic analysis. For instance, in this study 1 was assigned to 'yes' responses while 0 was assigned to 'no' responses. The Likert scale based questions were coded with reference to the associated numerical values in the questionnaire. For instance, with the 5-point Likert scale say strongly agree responses were assigned '5' while strongly disagree responses were assigned '1'.

The data were coded in Lisrel statistical software. This was used for organizing and analyzing the data used in this study. The statistical results are presented in tables and charts. The statistical analyses used were mean scale analyses and structural equation model application through the use of path analysis. Descriptive (mean scale) is relevant as the study focuses on the assessment of the level and nature of intrinsic motivational constructs. Path analysis (Structural equation modelling) is relevant as it examines the extent to which independent variables cause the dependent variables.

The study would first determine the normality of the distribution, where the data is normally distributed, the mean scale of the results would be used else the median scale would be the suitable statistical analysis (Pallant, 2007; Tabachnick & Fidell, 2007). The assessment was done using a scale of 1 to 5. The mean point of 2.9 which is formulated by the midpoint scale minus (.1) was used as the cut-off point consistent with some earlier studies such as Dess, Lumpkin and McFarlin (2005) and Yeboah (2011). Where the mean score is from 1 to 2.9, it indicates low levels and 3 to 5 representing high levels of a variable. The path analysis of SEM is applied in this study by following the guidelines provided by Nokelainen (2018) as follows:

RQ: What is the consequence of job satisfaction elements on the level of performance in the public sector of Ghana?

This research question is answered as follows:

$$EP = \alpha_1 + \beta_1PJS + \beta_2SRS + \beta_3ARS + \epsilon_i$$

Where: PJS, SRS, and ARS denote Psychological Job Satisfaction, Social Related Satisfaction and Attitudinal Related Satisfaction. These are job satisfaction constructs

$\epsilon$  is the error term.

$\alpha$  is the constant term

$\beta_1, \beta_2, \dots, \beta_3$  represent the sensitivities of EP to the respective variables. The value and the level of significance determine the extent of the relationship between job satisfaction and performance and provide answers to the research objective 2

## 4. Results

The results are presented according to the research questions which were formulated from research objectives and are as follows:

### 4.1. Demographics of Respondents

This section deals with background of respondents who participated in the data collection. Out of 422 questionnaires administered, 400 of them were received representing 94.79% response rate. Besides the response rate, Table 1 reports the demographic characteristics of the participants in this study. Some of the background data include number of years in working with their institutions and years of experience.

Table 1 revealed that 269 of the respondents were females as against 131 males. This means that more females participated in the survey than male. This means that the number of females in the study is more than that of males. Thus, 67.2% of the respondents were females while 32.8% were males. The difference in the number of males and females participants is an indication that the number females in the public sector are increasing considerable. However, the study does not make a generalization that females are more than males in the public sector as this is not the focus of the study. Additionally, majority of the participants (260) are married representing 65%. 125 of the respondents (31.2%) are single while 15 respondents (3.8%) are divorced.

Table 1 also reports that majority of the employee in the public sector were first degree holders. 236 representing 59.0% hold first degree. The number of respondents with second degree and doctoral degrees were observed to be the least. Only 61 representing 15.3 and 4 representing 3.8 represents second degree and doctoral degree holders respectively. Furthermore, it is also observed from Table 4.1 that about a combined number of 333 representing 80.3% were having between 1-10 years job experience. With this, majority of the respondents fall within the category of 6-10 years. Having such spell of job experience is an indication that most of the employees with the public sector are having relatively high number of job experience.

Moreover, half of the respondents have had less than 5 years with their current organization. Comparing this information with the preceding results on the years of job experience, it could be deduced that some of the employees might have either been working elsewhere before joining their current organisation. 159 employees representing 38.0% indicated they have been with their current organisation between 6-10 years. With regards to age, it is observed from Table 1 that, 188 employees representing 47.0% were between the ages of 31-40 years. The next of higher value were those less than 30 years. 133 workers comprising 33.3% make up this category. Only 18 (4.5%) of the respondents were above 50 years.

Background Data	Frequency	Percentage
Sex		
Male	131	32.8
Female	269	67.2
Marital Status		
Single	125	31.2
Married	260	65
Divorce	15	3.8
Level of Education		
Below First Degree	99	24.8
First Degree	236	59
Second Degree	61	15.3
Doctoral Degree	4	3.8
Job Experience In Years		
Less Than 5 Years	145	36.3
6-10 Years	188	47
11-20 Years	46	11.5
20 Years And Above	21	5.3
Years in experience with this organisation		
Less than 5 years	200	50
6-10 years	152	38
11-20 years	39	9.8
20 years and above	9	2.3
Age		
Less than 30 years	133	33.3
31-40 years	188	47
41- 50 years	61	15.3
Above 50 years	18	4.5

Table 1: Background of Respondents  
Source: Armah (2018): Field Survey.

#### 4.2. Research Question One

The level of employee job satisfaction in Ghana is the first objective of the study. It primarily focuses on determining the extent or level of employees' satisfaction in the public sector of Ghana. To determine the overall level of

employee job satisfaction with the public sector, the study followed three constructs in the literature. These dimensions are job attitudes, social attitude and psychological attachment. These dimensions have their individual construct which helps in the determination of whether or not employee have high or low level of job satisfaction. The three research questions used to address this objective are and analyze as:

- What is the nature and level of attitudinal job satisfaction within the public sector of Ghana?
- What is the nature and level of psychological job satisfaction within the public sector of Ghana?
- What is the nature and level of social related satisfaction within the public sector of Ghana?

The assessment of the level of satisfaction is done using a scale of 1 to 5. The mean point of 2.9 which is formulated by the midpoint scale minus (.1) is used as the cut-off point. This practice is consistent with some earlier studies such as Dess, Lumpkin and McFarlin (2005) and Yeboah (2011). Where the mean score is from 1 to 2.9, it indicates low levels and 3 to 5 representing high levels of a variable.

#### 4.3. Normality Analysis of Job Satisfaction Constructs

Prior to analysing the level of each of the construct of job satisfaction, the normality test is conducted on the variables to determine whether to use mean scores or median statistics. Where a construct has normal distribution, the mean is the basis to determine whether or not the level is high or low otherwise the study employs the median statistics. The normality test is conducted using Skewness and Kurtosis and Normality plot graph. The results are reported in Table 2, Figure 1, Figure 2 and Figure 3. With the Skewness, a variable has normal distribution when its skewness statistics is between -2 and +2. Regarding Kurtosis, normality is assumed when the statistics is less or equal to 3.8. It can be seen from Table 2 that none of the variables fails these benchmarks. Thus, all the three variables have statistics within the benchmarks suggesting that all the three constructs have normal distributions.

Job Satisfaction Constructs	Skewness	Kurtosis
Attitudinal Related Satisfaction (ARS)	.521	-.121
Social Related Satisfaction (SRS)	.182	-.930
Psychological Attachment Satisfaction (PJS)	.551	1.136

Table 2: Normality Test of Job Satisfaction Variables  
Source: Armah (2018): Field Survey

It can also be observed in Figure .1 that the normality graph shows that points on the Attitudinal Related Job Satisfaction (ARS) are not too far away. This implies that the construct has normality as found under the Skewness and Kurtosis tests.

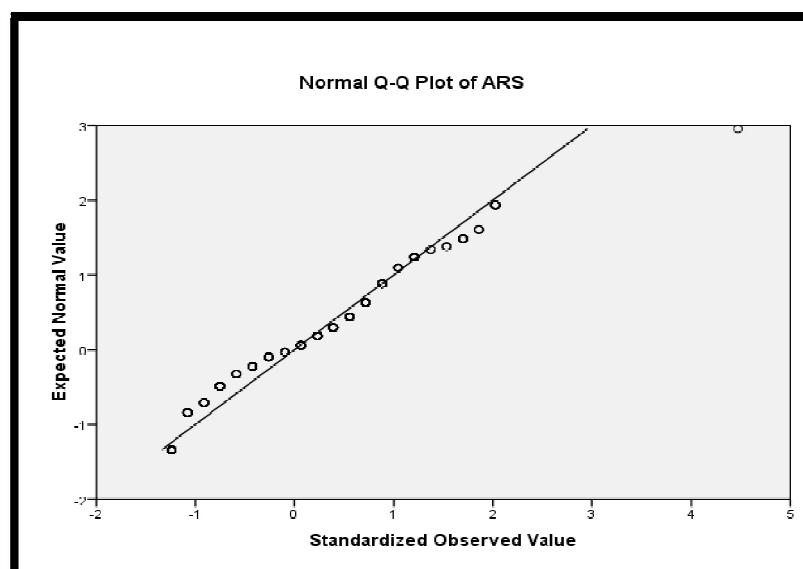


Figure 1: Normality Distribution of Attitudinal Related Job Satisfaction  
Source: Armah (2018): Field Survey

Figure 2 illustrates that data on social related job satisfaction (SRS) may be assumed to have normal distribution as the points are not far away. This is consistent with the results reported in Table 2.

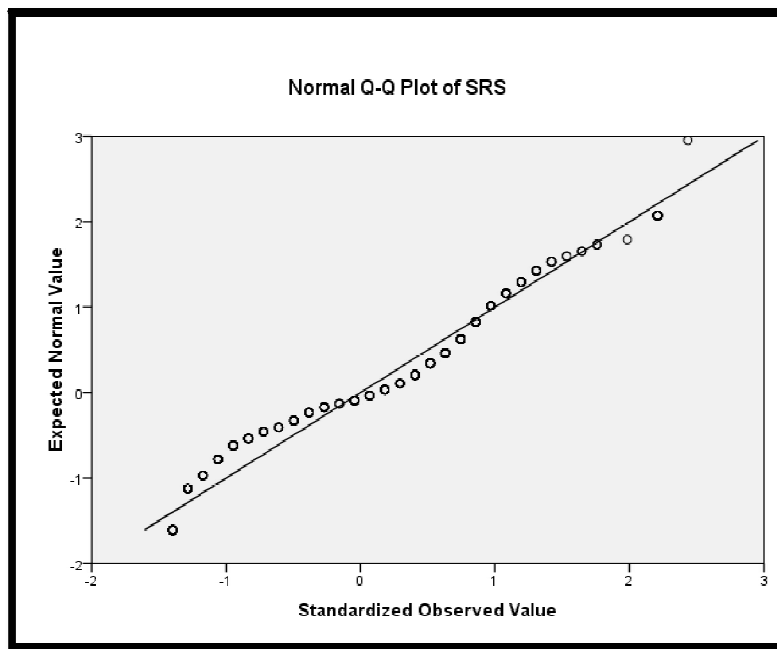


Figure 2: Normality Distribution of Social Related Job Satisfaction  
Source: Armah (2018): Field Survey

Similar to Figures 1 and 2, it can be seen from Figure 3 that data on psychological job satisfaction (PJS) may be assumed to have normal distribution as the points are not far away. This is consistent with the results reported in Table 2.

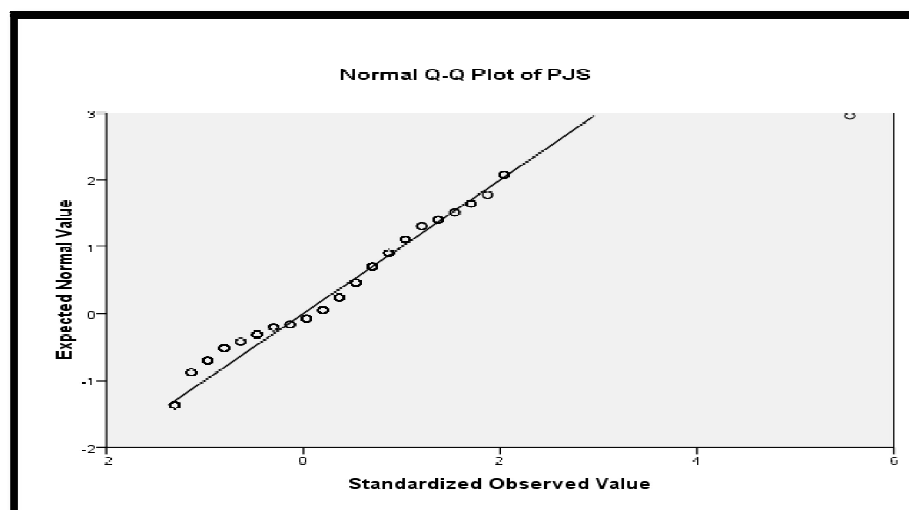


Figure 3: Normality Distribution of Psychological Job Satisfaction  
Source: Armah (2018): Field Survey

4.4. Analysing the Level of Job Satisfaction Constructs

The normality results and the conclusions which have drawn all favour the use of mean scores in analysing the level of job satisfaction. Therefore, the study uses the mean statistics to assess the level of employ job satisfaction in the Ghanaian public sector. The results are depicted in table 3

Employee Job Satisfaction Dimension	Predictor	Mean
Job attitude	JaEJS	2.52
Social attitude	SaEJS	2.55
Psychological attachment	PysEJS	2.56
Grand mean		2.53

Table 3: Level of Employee Job Satisfaction Scale (Mean): 1-2.9 = low and 3-5= high



The first on the employee job satisfaction dimension is job attitude. With job attitude, the study seeks to enquire from the employees whether their attitude towards work and the organisation demonstrate satisfaction. It was measured from the perspective of employees being satisfied with their current job and whether employees are appreciated for the work they do. Moreover, the employees were to indicate whether they are satisfied with the benefits they receive and also if they are satisfied with the chances of salary increment. The mean value for the job attitude as could be observed from Table 3 is low ( $\bar{X}$  2.52). This value is in the lower category of the scale.

The nature of employee job attitude towards work is an indication that their level of satisfaction is low. Many of the employees are not satisfied with their work, employees are not satisfied with the benefits that they receive and also not appreciated for what they do and most of the employees do not actually like what they do at their respective organisations. This is likely to dent the level of performance at the organisation.

The level of social attitude could also be observed to be low with a mean value of  $\bar{X}$  2.55. The constructs included the feeling of worthwhile with regards to job accomplishment, and the fact that people enjoy their job due to the recognition it gets from the environment. It also sought to reveal whether employees are concerned with what they do ahead of what they get and the social ties that workers have at the work place. Since majority of the employees disagree with these questions means that their social attitudinal satisfaction on the job is very weak. The low level of social related satisfaction may breed uneasiness and cold relations. Under this circumstance, employees would not feel satisfied and may negatively affect performance even in the short run.

The last on the dimension of the level of employee job satisfaction is psychological attachment. The mean value for the psychological attachment is also low ( $\bar{X}$  2.56). This is also low comparing to the cut-off point of 2.9. The result indicates that majority of the employees are not satisfied because they feel their work is not challenging enough. It also means that per the psychological attachment construct, most employees are not able to use varying critical thinking skills on their job. Additionally, employees believed that they are not allowed to develop their own related strategies and implement them.

The grand mean for employee job satisfaction is  $\bar{X}$  2.53. This means that the overall employee job satisfaction is low. This overall low level is not surprising since virtually all the dimension portrayed low level with regards to their mean value.

#### 4.5. Research Question Two

The second objective is the examination of the influence employee job satisfaction on performance in the public sector. To achieve this objective, the study categorizes employee job satisfaction into Attitudinal Related Satisfaction (ARS), Social Related Satisfaction (SRS) and Psychological Job Satisfaction (PJS). The research questions for this objective are analysed using structural equation model (path analysis). The study tests the assumptions relevant to the approach adopted for the investigation. The assumptions include linearity, normality, homoscedasticity of residuals and multicollinearity. The Normal Probability Plot is used to test for linearity, normality and homoscedasticity of residuals. The results are captured in Figure 4. It can be observed from the figure that the data are not far part suggesting assumed normality. Similarly, the linearity assumption is met as there is a straight diagonal line from the bottom left to top right.

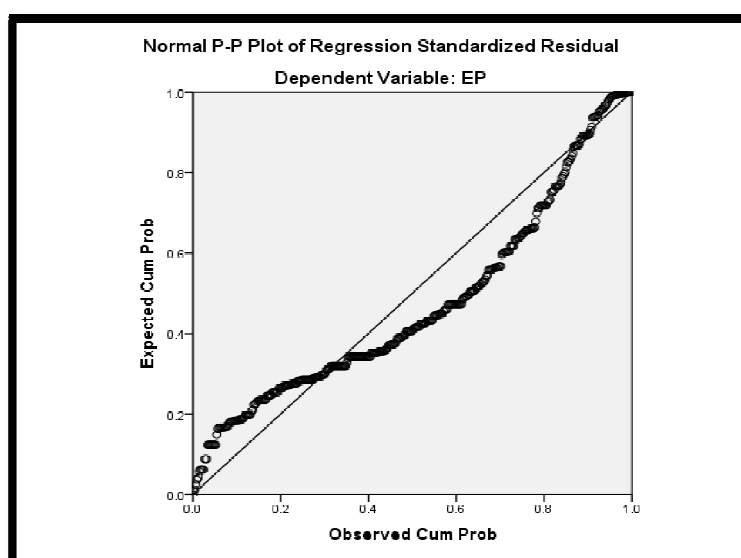


Figure 4: Normality Probability Plot for Job Satisfaction and Employee Performance

Source: Armah (2018): Field Survey

Having tested the normality, linearity and homoscedacity assumption, the study subsequently Thi The multicollinearity assumption was tested using the correlational matrix, Tolerance Value and Variance Inflation Factor (VIF). The results are depicted in Table 4 and Table 5. From Table 4, it could be observed that there is no multicollinearity problem. None of the correlation coefficient is close to 0.9.

Pearson Correlation	ARS	SRS	PJS
ARS	1.000		
SRS	0.808	1.000	
PJS	0.777	0.813	1.000

Table 4: Correlation Matrix for Job Satisfaction

Note: Attitudinal Related Satisfaction (ARS), Social Related Satisfaction (SRS) and Psychological Job Satisfaction (PJS)

Source: Armah (2018): Field Survey

Further analysis is conducted using the Tolerance and VIF. The tolerance measures how much of the variation in a given predictor is not explained by the other predictors included in the model. The decision rule follows that if this value is less than .10, then there is multicollinearity problem. This indicates that the multiple correlation with other variables is high, suggesting the possibility of multicollinearity. In order words, to avoid any multicollinearity problem the predictors included in the model should be at least .10. Similarly, the VIF values above 10 also indicate multicollinearity. Variance inflation factor is the inverse or reciprocal of the Tolerance value. The results are shown in Table 5. All the variables reported in Table 5 exhibit no multicollinearity problem as shown by their Tolerance values of more than 0.1. Similarly, the VIF values are less than 10.

	Tolerance	Variance Inverse Factor (VIF)
ARS	0.305	3.283
SRS	0.261	3.836
PJS	0.298	3.354

Table 5: Tolerance and Variance Inflation Factor Analysis of Job Satisfaction

Note: Attitudinal Related Satisfaction (ARS), Social Related Satisfaction (SRS) and Psychological Job Satisfaction (PJS)

Source: Armah (2018): Field Survey

Subsequent to these assumptions, the study conducts the actual estimation using the structural equation model (path analysis). This is appropriate as the investigations on the assumptions revealed favourable for the estimation approach. The results are reported in Figure 5 and Table 6. The study recalls the research question which the study seeks to answer as follows:

What is the consequence of job satisfaction elements on the level of performance in the public sector of Ghana?

Figure 5 depicts the path diagram. The diagram shows two classes of variables. One set at the left depicting the predictors while the one at the right depict the dependent variable. It can be observed that there are three types of estimates on the path diagram. One estimate as shown by the arrows is the unstandardised coefficients. Another class of estimates on the left of the individual independent variable is the mean estimates and while the rights of the mean estimates are the estimates based on the variances. These coefficients are positive suggesting that all the job satisfaction variables have positive effect on the level of performance in the Ghanaian public sector. The implication of the findings is that when employees are satisfied about their job, it is more likely to improve the level of employees' performance. The path diagram analysis produces Maximum Likelihood Estimates which are used to determine the level of significance of the estimates. The Maximum Likelihood Estimates are captured in Table 6.

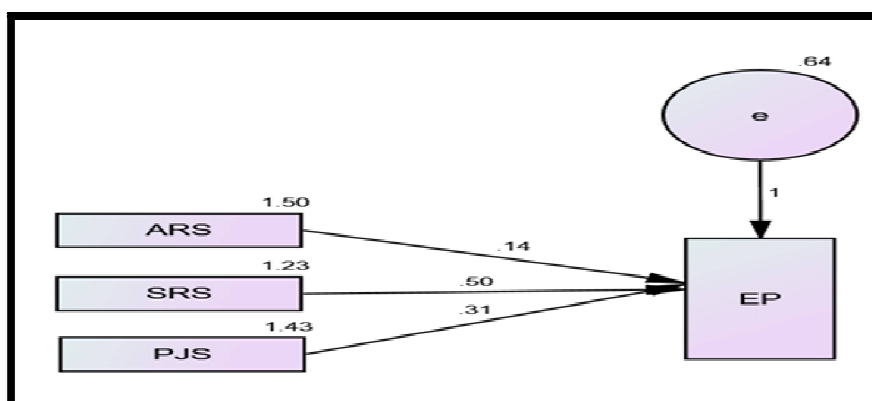


Figure 5: Path Diagram for Job Satisfaction and Employee Performance

Source: Armah (2018): Field Survey

Table 6 reports that the entire dimensions have positive effect on employee performance. Attitudinal Related Satisfaction (ARS = Beta( $\beta$ ) 0.140), Social Related Satisfaction (SRS = Beta( $\beta$ ) 0.503) and Psychological Job Satisfaction (PJS = Beta( $\beta$ ) 0.306). All the dimensions of the job satisfaction have high significance values. Attitudinal Related Satisfaction has p-value of \*\*\*, Social Related Satisfaction has p-value of \*\*\* and Psychological Job Satisfaction has p-value of \*\*\*.

This means that the null hypothesis formulated to answer the research question of the second objective is rejected. It is therefore concluded that job satisfaction has significant positive effect on the level of employees' performance. Thus, improving employees' satisfaction may be an effective strategy to drive Ghanaian public sector performance. Specifically, an increase in the level of Attitudinal Related Satisfaction, Social Related Satisfaction and Psychological Job Satisfaction would lead to 0.140, 0.503 and 0.306 increase in the level of employees' performance respectively and vice-versa.

Based on these inferential statistics, the study draws the conclusion that job satisfaction is a significant antecedent for employees' performance in the Ghanaian public sector. The study therefore recalls the research question again and provides answer as follows:

- RQ: What is the consequence of job satisfaction elements on the level of performance in the public sector of Ghana?

Answer: High level of employees' job satisfaction could improve employees' performance in the Ghanaian public sector significant. Similarly, low level of employees' job satisfaction may deplete the level of employees' performance in the public sector in Ghana.

			Estimate	S.E.	C.R.	P
EP	<---	ARS	.140	.033	4.284	***
EP	<---	SRS	.503	.036	13.918	***
EP	<---	PJS	.306	.034	9.125	***

*Table 6: Maximum Likelihood Estimates of Job Satisfaction and Performance*  
*Note: Attitudinal Related Satisfaction (ARS), Social Related Satisfaction (SRS) and Psychological Job Satisfaction (PJS)*  
*Source: Armah (2018): Field Survey*

## 5. Discussion

The objective of this study focuses on job satisfaction. Specifically, the objective sought to determine the extent and level of employee job satisfaction within the public sector of Ghana. Three research questions were formulated from this research objective. The individual research questions are recalled, findings presented and the discussions and implications presented.

### 5.1. Research Question 1

#### 5.1.1. What Is The Nature and Level of Attitudinal Job Satisfaction within the Public Sector of Ghana?

This research question seeks to assess attitudinal job satisfaction among the employees of the public sector in Ghana. The attitudinal job satisfaction is explored as one of the dimensions of job satisfaction. With job attitude, the study sought to enquire from the employees whether their attitude towards work and the organisation demonstrate satisfaction.

### 5.2. Research Finding

The major finding is as follows:

- The results showed the level of employees' attitudinal job satisfaction was low as exhibited by the low mean scale.

### 5.3. Discussions and Implications

The attitudinal job satisfaction is found to be low from the analysis. This means that the satisfaction of attitudinal position and behaviour required to perform a job is low. The findings imply that the employees believe that the nature and requirements of their work do not meet their attitudinal job satisfaction consistent with some earlier studies (Gomez-Mejia et al 2015; Mafini & Pooe, 2013; Manyenga, 2016; Okaro, Eze, & Ohagwu, 2010).

The implication is that nature of the work does not significantly reflect attitudinal appraisal of the individual needs and have detrimental effect of the job satisfaction, such as feelings, attitudes and the job itself. To build employees attitudinal job satisfaction management is expected to discern employees' job expectation on the job and incorporate in job planning and allocation of responsibilities.

Consistent with Manyenga, (2016), the findings imply that the employees of the Ghanaian public sector have a weak positive attitude towards the nature of their jobs and its conditions. This low attitudinal job satisfaction may have negative consequence on the public sector. Further implication of the findings is that the employees of the public sector lack strong positive orientation towards the work role which they are presently occupying and therefore they may exhibit poor judgement towards the work environment

#### 5.4. Research Question 2

##### 5.4.1. What Is the Nature and Level of Social Related Job Satisfaction within the Public Sector of Ghana?

This research question seeks to assess the social related job satisfaction among the employees of the public sector in Ghana. With social related, the study sought to enquire from the employees whether they feel worthwhile with regards to job accomplishment.

#### 5.5. Research Finding

- It was revealed that the level of employees' social related job satisfaction was low similar to the attitudinal job satisfaction.

#### 5.6. Discussions and Implications

The low level of social related job satisfaction found in this study is not surprising for it is consistent with the low external recognition revealed under the analysis of extrinsic motivation. The findings suggest that employees of the Ghanaian public sector on the average believed that they do not feel worthwhile with regards to job accomplishment, and they do not get the desired recognition from their job environment.

These findings affirm some earlier contributions (Ismaila et al, 2009; Jayaweera, 2015). Ismaila et al (2009) revealed that individuals associate their job satisfactions with their personal and social needs. The findings imply that although employees are concerned with what they do ahead of what they get and the social ties they have at the work place, these social needs are not met on their job. Since majority of the employees disagree with social attitudinal satisfaction on the job, it may breed uneasiness and cold relations. Under this circumstance, employees would not feel satisfied and may negatively affect performance even in the short run.

#### 5.7. Research Question 3

##### 5.7.1. What Is the Nature and Level of Psychological Job Satisfaction within the Public Sector of Ghana

This research question seeks to assess the psychological attachment in respect of job satisfaction among the employees of the public sector in Ghana. The findings and the relevant implications are presented as follows:

#### 5.8. Research Findings

- The study found that the level of employees' psychological job satisfaction was low similar to the attitudinal and social job satisfaction.
- The overall level of job satisfaction as evaluated by the grand mean was also low

#### 5.9. Discussions and Implications

The result indicates that majority of the employees are not satisfied by their psychological attachment to their jobs. This means that the participants (employees of the Ghanaian public sector) do not find significant fit between their ideas and interests in relation to the job requirements.

The findings support the contributions of some earlier researchers (Kuranchie-Mensah & Amponsah-Tawiah, 2016; Oshagbemi, 2014; Steers & Porter, 2011; Wyer & Srull, 2014). Steers and Porter (2011) found that job satisfaction is enhanced when employees have a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Put in another way, Steers and Porter (2011) suggest that job satisfaction is low when there is little or no pleasurable emotional attachment from the job. This is consistent with the low level of job satisfaction arising from low psychological attachment found in this study.

The results imply that job satisfaction is enhanced in the Ghanaian public sector when an individual employee in the sector has positive emotional reactions towards their occupation, based on comparing the actual activities carried out by the individual with their desired outcomes. Therefore, to the extent that such relation is negative, job satisfaction will be low as evident in the findings in this study.

The findings also imply that workers cannot synchronize their varying critical skills and emotional attachment to these skills to their respective responsibilities on the job. The low level of psychological job satisfaction can also be attributed to the fact that employees believe they have very little privilege to develop their own work related strategies and implement them and also ability to grow their skills on the job.

Moreover, another implication of the findings from this study is that the leadership of the various public institutions may affect job satisfaction to a great extent. This suggests that leadership is critical to enhancing employee job satisfaction. The findings further imply that given the multi-facets of job satisfaction, management of public sector could through the current study adopt a hybrid approach of developing job satisfaction strategies to enhance employee job satisfaction.

## 6. Conclusions and Recommendations

Based on these inferential statistics, the study draws the conclusion that job satisfaction is a significant antecedent for employees' performance in the Ghanaian public sector. The low level of job satisfaction coupled with the positive effect on performance, it is recommended that management of Ghanaian public sector should review and assign tasks that reflect attitudinal appraisal of the individual needs and manage positive employees' orientation towards the role which they are presently occupying.

Management could also build employees attitudinal job satisfaction by discerning employees' job expectation on the job and incorporate in job planning and allocation of responsibilities.

Management of the Ghanaian public sector should develop job satisfaction framework encompassing attitudinal satisfaction, social related satisfaction and psychological satisfaction.

The findings also provide that policy framework on job satisfaction should not limit the concept as a single construct rather as multi-facets or multidimensional construct. It also recommended that management of public sector should adopt a hybrid approach of developing job satisfaction strategies to enhance employee job satisfaction.

## 7. References

- i. Abdullah, N., Shonubi, O. A., Hashim, R., & Hamid, N. (2016). Recognition and appreciation and its psychological effect on job satisfaction and performance in a
- ii. Al Tayyar, K. (2014). Job satisfaction and motivation amongst secondary school teachers in Saudi Arabia (Doctoral dissertation, University of York). and *Organizational Behavior*.
- iii. Attrams, R. A. (2013). Motivation and Employee Satisfaction: Perceptions of Workers in Public and Private Health Care Facilities (Doctoral dissertation, University of Ghana).
- iv. Braun, S., Peus, C., Weisweiler, S., & Frey, D. (2013). Transformational leadership, job satisfaction, and team performance: A multilevel mediation model of trust. *The Leadership Quarterly*, 24(1), 270-283.
- v. Camaj, L. (2018). Motivational Theories of Agenda-Setting Effects: An Information Selection and Processing Model of Attribute Agenda-Setting. *International Journal of Public Opinion Research*.
- vi. Cohen, L. Manion, L. & Morrison, K. (2013). *Research Methods in Education*. London
- vii. Creswell, J. W. (2014) *Research design: Qualitative, Quantitative, and Mixed Methods*.
- viii. Demerouti, E., Bakker, A. B., & Gevers, J. M. (2015). Job crafting and extra-role behavior: The role of work engagement and flourishing. *Journal of Vocational Behavior*, 91, 87-96.
- ix. Gautam, M., Mandal, K., & Dalal, R. S. (2016). Job satisfaction of faculty members of veterinary sciences: An analysis. *Livestock Research for Rural Development*, 18(7). Retrieved May 13, 2016, from <http://www.lrrd.org/lrrd18/6/gant18089.htm>
- x. Gayathiri, R., Ramakrishnan, L., Babatunde, S. A., Banerjee, A., & Islam, M. Z. (2013). Quality of work life-Linkage with job satisfaction and performance. *International Journal of Business and Management Invention*, 2(1), 1-8.
- xi. Giancola, F. (2011). Examining the job itself as a source of Employee Motivation. *Compensation and Benefits Review*, (43) 1, 23-29.
- xii. Gomez-Mejia, L. R., Balkin, D. B. & Cardy, R. L. (2015). *Managing Human Resources*. Sussex, NJ: Prentice Hall.
- xiii. Guest, D. E. (2012). Human resource management and performance: a review and research agenda. *International Journal of Human Resource*, (8) 3,263-276.
- xiv. Hansen, F., Smith, M. & Hansen, R. (2012). Compensation and Benefits Review. *Rewards and Recognition in Employee Motivation*, (34) 5 64-72. <http://www.socialresearchmethods.net/tutorial/Mugo/tutorial.htm>.
- xv. Ismail, A., Guatleng, O., Chhekiang, T. & Ibrahim, Z. (2009). 'The indirect Effect of Distributive Justice in the Relationship between Pay Structure and Work Attitudes and Behavior'. *European Journal of Social Sciences*, Vol. 11, Issue 2, pg. 234-245.
- xvi. Jayaweera, T. (2015). Impact of work environmental factors on job performance, mediating role of work motivation: a study of hotel sector in England. *International journal of business and management*, 10(3), 271.
- xvii. Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction -job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127(3), 376-407.
- xviii. Kraemer, T. & Gouthier, M. H. (2014). How organizational pride and emotional exhaustion explain turnover intention in call centres. *Journal of Services Management*, (25)1, 125-148.
- xix. Kreitner, R. & Kinicki, A. (2016). *Organizational Behaviour*. New York; NY: McGraw- Hill.
- xx. Kuranchie-Mensah, E. B., & Amponsah-Tawiah, K. (2016). Employee motivation and work performance: A comparative study of mining companies in Ghana. *Journal of industrial Engineering and Management*, 9(2), 255-309.
- xxi. Ladebo, O. J. (2015). Effects of work-related attitudes on the intention to leave the profession: An examination of school teachers in Nigeria. *Educational Management Administration & Leadership*, 33(3), 355-369.
- xxii. Lambert, E. G., Hogan, N. L., & Barton, S. M. (2012). Satisfied correctional staff: A review of the literature on the correlates of correctional staff job satisfaction. *Criminal Justice and Behavior*, 29(2), 115-143.
- xxiii. Lee, S. M., Lee, D., & Kang, C. Y. (2012). The impact of high-performance work systems in the health-care industry: employee reactions, service quality, customer satisfaction, and customer loyalty. *The Service Industries Journal*, 32(1), 17-36.
- xxiv. Lewis, S. (2015). *Qualitative Inquiry and Research Design: Choosing among Five*
- xxv. Mafini, C., & Poee, D. R. (2013). The relationship between employee satisfaction and organisational performance: Evidence from a South African government department. *SA Journal of Industrial Psychology*, 39(1), 00-00. *Management Influence Organizational Outcomes? A Meta-Analytic Investigation Management Reviews*, 15(1), 1-14. *Management: A Review and Research Agenda. International Journal of*
- xxvi. Manyenga, F. B. (2016). *The Impact of Employee's Motivation on Work Performance in the Private Organizations in Tanzania: A Case Study of Venture Risk Management (Doctoral dissertation, The Open University of Tanzania)*.
- xxvii. Morgeson, F. P., Aguinis, H., Waldman, D. A., & Siegel, D. S. (2013). Extending

- xxviii. Mugo, F. (2010). Sampling in Research. Retrieved March 30th, 2016, from Social
- xxix. Neuman, W. L. (2013). *Social Research methods: Qualitative and Quantitative* New York, NY: McGraw-Hill.
- xxx. Newstrom, J. W. (2011). *Human Behavior at Work*. New York, NY: McGraw-Hill. of Mediating Mechanisms. *Academy of management Journal*, 55(6), 1264-1294.
- xxxi. Roberson, Q. M. & Stewart, M. M. (2016). Understanding the motivational effects of procedural and informational justice in feedback processes. *British Journal of Psychology* (97) 3, 281-298.
- xxxii. Rose, R. C., Kumar, N., & Pak, O. G. (2009). The effect of organizational learning on organizational commitment, job satisfaction and work performance. *Journal of Applied Business Research*, 25(6), 55.
- xxxiii. Saeed, I., Waseem, M., Sikander, S., & Rizwan, M. (2014). The relationship of turnover intention with job satisfaction, job performance, leader member exchange, emotional intelligence and organizational commitment. *International Journal of Learning and Development*, 4(2), 242-256.Sage.
- xxxiv. Vandenberghe, W. (2009). The mediating effect of job satisfaction and organizational commitment on self-reported performance: more robust evidence of the PSM—performance relationship. *International review of administrative sciences*, 75(1), 11-34.Wadsworth Cengage.
- xxxv. Wyer Jr, R. S., & Srull, T. K. (2014). *The Content, Structure, and Operation of Thought Systems: Advances in Social Cognition* (Vol. 4). Psychology Press.