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JOB SATISFACTION AND PERFORMANCE: AN ANALYSIS OF DRIVER'S
AND VEHICLE LICENSING AUTHORITY (DVLA), GHANA.

GLORIA AKANSIMSE

(UDS/MCM/0076/15)

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DISSERTATION SUBMITTED TO THE DEPARTMENT OF MANAGEMENT
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REQUIREMENT FOR THE AWARD OF MASTER OF COMMERCE (HUMAN
RESOURCE MANAGEMENT)

OCTOBER, 2019

UNIVERSITY FOR DEVELOPMENT STUDIES



DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Name: Gloria Akansimse

Candidate's Signature:

Date:

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation was supervised in accordance with the guidelines on supervision of dissertation laid down by the University for Development Studies.

Supervisor's Name: Dr. Ibrahim Osman Adams

Supervisor's Signature:

Date:



ABSTRACT

Job satisfaction is one of the few essentials that impacts the productivity levels of an organization or a firm. Job satisfaction is being considered to be the positive emotional state resulting from the appraisal of job role or job experiences. Understanding this will contribute to the output levels of most organizations around the globe. Moreover, in today's job market, job satisfaction plays a very key role. Job satisfaction includes the working environments as well as good salaries that is being received by employees. This study of job satisfaction on the performance of Driver and Vehicle Licensing Authority (DVLA) workers in both the Upper West (Wa) and Northern Region (Tamale) regional offices contacted forty-one (41) respondents with seventeen (17) working in Wa and the remaining twenty-four (24) working in the Tamale office. The study employed qualitative research approach specifically using case study. The study therefore adopted the purposive sampling technique in gathering the information through interviews which was conducted with the help of interview guides. The study revealed that most of the workers contacted indicated that they are satisfied in the organization. The study established a positive relationship between job satisfaction and performance in an organization and also there was a lot of challenges associated with an organization achieving higher satisfaction levels such as the different motivation levels of employees as well as huge cost involved in making all the employees being satisfied at the workplace. Again the study revealed job satisfaction impacted positively on the performance of Driver and Vehicle Licensing Authority (DVLA) workers and as such job satisfaction should not be underestimated in any organization based on this study.



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I would also like to say a special thank you to the organization (Driver's and Vehicle Licensing Authority, Wa and Tamale) for their warm reception they showed me during the data collection period. I say to them, Ayekoo.



DEDICATION

I would like to dedicate this work to the Almighty God for His Grace, Strength and Wisdom.

Lastly, I would also like to dedicate this dissertation to my dear parents and my Lovely Husband (Mr. Abdul-Aziz) whom encouragement, wisdom and motivation has inspired me to get to this point of my academic journey.



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ABBREVIATIONS

DVLA – Driver and Vehicle Licensing Authority

MoT – Ministry of Transport

APAC - America, Asia Pacific

EMEA - Europe Middle East and Africa



CHAPTER ONE

GENERAL INTRODUCTION

1.1 Background

Job satisfaction can be defined as “a positive emotional state resulting from the appraisal of job role or job experiences” (Arnold *et al.*, 2009, p. 196). In Klinger (1983), job satisfaction is considered to be one of the most captivating and sought after issues in our job markets today.

Organizations day in day out consistently explore and research into ways of making their employees or workers feel comfortable in discharging their duties or work. This can be considered as one of the most important reason why there is human resource management department in every organization. Employees are the people thus the workers that helps in achieving the objectives or goal set out by the employers or the organization.

According to Lim (2008), job satisfaction plays significant role in both personal interests and organization success and therefore it is of immersed value to study for many reasons including the achievement of organizational objectives. It is known that employees perform better when they feel their superiors have their welfare at heart.

Organizations across the world, being either private organization or public institution, require employees to display high level of efficiency which tends to reflect in the overall performance of the organizations.

Employees can be said to be the most important component through which greater performance can be achieved for the organization and the society as a whole as they impact the organization greatly.



In spite of this expectation, little attention is given to the welfare of these employees who make these organizations perform (Spector, 1997) as most employers are mostly concerned with the profitability of the organization neglecting those who will be achieving these objectives as without them it cannot be achieved.

Employees' satisfaction at the job place or work place cannot be underestimated for whatever reason possible (Lu et al., 2005). Employees are considered to be the most important component of any organization or an institution.

Without employees, no organization can function effectively thereby helping the organization to achieve its organizational goal or the organizational objectives as such their importance at the work place cannot be undervalued as employees makes up the most crucial component of the organizational settings or the organizational structure (Cass & Copper, 2005).

Globally, job satisfaction is gradually becoming an issue at the various workplace's because workers around the globe in one way or the other complains about their work schedule or their working conditions which includes the number of days they work without leave, overtime allowances among others (George & Brief, 1996).

There have been several issues regarding employees as well as employers in relation to the state of the work place or the working environments including the activities they engage in, in an organization.

Every day issues relating to work place dissatisfaction emerges around the world almost every day. Employees often make their displeasure in their various work place. Interestingly, most of the employers do not heed to these agitations as well as demonstration from the workers.



In the work of Shim et al., (2002), it was established that providing the needed resources for the workers to be happy at the work place could be considered as one of the vital ways through which workers feel comfortable at the work place.

Most employees are of the view that, they can only work hard to achieve the organizational goal of any company or organization when they are satisfied in the organization as there is always the need for them to be satisfied with their job as well as the working environments to increase the chances of the organization achieving their target or the organizational objectives that it intends to achieve.

The working environments does not only cover the physical infrastructures at the work place but also might include the working conditions that is being enjoyed by the workers. The working conditions might include their conditions of service, financial incentives provided if they are able to achieve the target set for the organization among others (Yurchisin & Park, 2001).

On the African continent, job satisfaction can be considered to be a major issue at the work place as most of the workers regularly complains about their jobs. There has been a lot of agitations in the working environments on the African Continent (Cass & Copper, 2005). Over the past few years, there has been numerous demonstrations by workers in relation to their working conditions situated in the organization.

Most employers are only concern about achieving the organizational objectives that is being targeted by the entity with neglect to the personnel or the human resources components that actually helped in achieving that objectives (Fairbrother & Warn, 2003).



In the study conducted by Coopman, (2001), it was concluded that employees work to increase productivity when they enjoy the work they do in the organization thus when they are satisfied at the work place.

In Ghana, job satisfaction is a very sensitive issue on the job markets. Due to the issue of unemployment in the country, most employers are not much concern about how satisfied the workers are at the work place (Fairbrother & Warn, 2003).

However, a study conducted in Ghana showed a very low level of job satisfaction with more than 83% of respondents indicating dissatisfaction in their pay and the amount of work they do (Abugre, 2014).

Job satisfaction issues can be attributed to the fact that most workers in one way or the other has embark on various demonstrations to register their displeasure towards their employers in relation to their jobs. This can be attributed to the fact that they are not satisfied in their various organizations or work environments.

A study conducted by across the globe in relation to the skilled labor and how satisfied are they with their various jobs (Statista, 2012). This study was categorized according to continents. It was revealed that more than half of the skill labor residing in the American continent were in agreement that they satisfied with their job thus 54% while as those in the Asia Continent had the highest with a response figure of 62% of the workers indicating that they are satisfied with their works.

However, the European continent had the least with 49% of skill workers affirming that they are happy and satisfied with their work engagement. Globally, 53% of the skill labor indicated that they are happy with the work they are doing.

In relation to job performance or job productivity, it is being argued by many scholars that employees' job performance has a direct relationship on organization's



productivity (Ng, Sorensen, & Yim, 2009). It can also be said that there are some factors which impacts negatively on employees and this include organizational change, work related stress and uncertainty may lead to reduced job performance or the level at which the employees can work towards achieving the organizational objectives of the company or the organization (Tytherleigh et al., 2005).

Globally, productivity of employees is one of the essential elements that is of most concern to employers of any organizations in the world. It was being concluded or revealed in the study conducted by Ng. Sorensen, & Yim, (2009), that productivity of employees in an organization is being related to the overall productivity of the organization thus the higher the productivity of the employees increases the productivity levels of firms or the organization and also if the productivity levels of employees reduces in an organization.

This can be considered to be one of the main reasons why employers globally are currently concerned about improving the job satisfaction levels of their employees and thus increasing their profit margins of the organization in general in addition to their commitment level in the organization.

On the African Continent, productivity is one of the crucial aspects of the continent's job market today or currently and this is because of the low productivity levels that is being recorded by most of the organizations that is trading on this part of the continent (McVicar, 2003) and this can be partially attributed to the fact that most of the employees on the African continent are not entirely satisfied with their job or their working environments as a result of inadequate overtime payments, work schedules being over loaded among others (Huang & Van De Vliet, 2004).



Findings relating to positive working outcomes differs across countries and cultures (Burke, 2010; Fisher & Hartel, 2004; Huang & Van De Vliet, 2004).

In Ghana, job performance is of a major concern to a lot of people in the country especially the employers who are mostly concern with increasing the productivity levels of employees and thus increase their profit margins in the organization.

There has been a lot of agitation recently and also in the past among workers or employees in the country. This has reduced the productivity levels of workers in the country especially those working in the public sector (Johnson et al, 2005). And it is not surprising that the workers always complain about their work being overloaded or their leave period being too short. This can always be seen as a job dissatisfaction in the country (Yurchisin & Park, 2010).

1.2 Problem Statement

The success of every organization depends largely on its human resources capabilities and how they are being handled in the organization. In contemporary societies where competition is very high among organizations, it has become even more relevant for organizations to treat their employees in high esteem as well as the respects they deserve in the organization.

Job satisfaction is an organizational variable demanded by employees that can lead to achieving organizational success (Aboagye, 2015) as without it, it can impact negatively on the achieving of the organizational objectives.

Workers around the globe, over the past decades have embarked on a series of demonstrations to register their displeasure towards their employers' concerning their works, their salaries as well as their working conditions. Both public and private sector



workers in Ghana and beyond have always complain about their condition of service of which it is not good which makes most of the employees not being satisfied with it (Spector, 1997).

This notwithstanding, not all employers in the country either public and private sector can be said to have provided their workers or employees with good working conditions of service which will make the worker satisfied on the job and perform their job to their utmost best with the aim of increasing output or improving performance in the organization.

In the Ghanaian organizational context, what readily come to mind whenever employee job satisfaction is mentioned are either motivation or compensation and salaries among employees across both public institutions and private organizations. As a result, public sector employees mostly engage in some form of agitations such as strike or demonstrations in order to express their dissatisfaction as the language being understood by their employers is the demonstration they usually embark on (Amegee, 2010).

Some scholars including Coopman (2001) and Klinger (1983) are of the view that employees perform better when they enjoy what they are doing. In other words, when they are satisfied with their job, they work hard towards achieving the stated objectives of the organization since they want to reduce the turnover of employees at the work place due to the good working conditions they are enjoying at the work place.

Most employees maintain that, their low productivity at the work place are sometimes attributed to the fact that they (employees) are not satisfied with their various job they normally engage in, in the organization or the working environments (Burke, 2010).



Some school of thought are also of the view that, job satisfaction sometimes leads to low productivity at the work place because they think when employees becomes satisfied at their jobs, they lack the zeal or the enthusiasms to improve upon their performances in the organization and this is at the determent of the employers.

Much as the differences in the performance levels of various workers are to be expected, it is still strongly believed that the strategies pursued by management of organizations are largely accountable for the outcome of their performance (Winter & Sarros, 2001).

Managements' lead role requiring strategic thinking, planning, decision-making and ultimate implementation could also have much to contribute to the fortunes or otherwise of the various institutions to the country (Harris & Maceli, 2010).

In most of the research conducted on job satisfaction and performance, some of the authors suggested that the relationship between the two key words thus job satisfaction and performance are usually reciprocal in nature which means that job satisfaction affects job performance and at the same time performances of employees affects their satisfaction levels in the organization (Harris & Maceli, 2010).

An examination of studies on job satisfaction and performance reveals that individuals as well as some scholars do not still understand what motivates an individual to work (Abass, 2006).

And generally, if the worker or the employees is not satisfied with what he is doing, they will not put it in much efforts in their work. This will reduce the productivity levels of the employees. This can be seen as some of the consequence of employees not being satisfied with their job or the working environments.

There have been quite a numerous investigations or research into job satisfaction enjoyed by an employee and his or her productivity levels with their research approach



mostly been the mixed method approach as well as the Quantitative method and this can be seen in the works of (Abass, 2006; Mcquigan, 2015) that has been done on job satisfaction and productivity and also if job satisfaction necessarily leads to increase productivity of workers.

However, most of the study concluded with a positive relationship between job satisfaction of workers and their performance levels in an organization.

Research conducted on skilled labor across three world regions; America, Asia Pacific (APAC), and Europe Middle East and Africa (EMEA) in 2012 on employees' responses as to whether they enjoy their current job had 54% of the respondents in America answering yes with 49% and 62% in EMEA and APAC respectively. 53% however was the worldwide response to being satisfied with their current job (Statista, 2012) and this as a result of the fact that most of the countries used in the study mostly made up of the developed countries as they (Developed Countries) are being known for providing good and better working conditions to the employees.

However, developing countries can be accounted for as the countries with the most employees in relation to global workers.

A similar survey was done among Public Sector Employees in Sub-Saharan Africa by testing the Minnesota Satisfaction scale and contributes towards the achievement of the organizational objectives of the company.

Even with the 53% of the skilled labor in the world indicating that they are happy with their job in this study cannot be entirely true and this is because, there were no figure that were provided on the other continents such as the Australia, African among others. The outcome of this study would have change or alter a bit if these continents were taking into consideration in conducting the study in question. This is because most of



the labor unrest or agitations encountered around the world is largely being experienced in the African continent with few being the Australia continent and the others (Abass, 2006) as it was being confirmed by the study conducted by Aboagye in the year 2015 on job satisfaction and performances of workers or employees.

Again Burke (2010), concluded that job satisfaction does not necessarily lead to improve employees' performance in the organization but his study was conducted using developed countries which is not applicable to the Ghanaian organizational settings as Ghana is being considered to be a developing country with variables or business conditions that are entirely different from that of the developed country of which the study was conducted in their sectorial development.

Notwithstanding, most of the research conducted on job satisfaction as well as employees' performance were mostly done in the developed countries together with those in the Asian continent (Mcquigan, 2015; Winter & Sarros, 2001; Burke 2010) among others with few concentrating on the African continent such as Abass 2006, Aboagye, 2015, Johnson et al, 2005, McVicar, 2003.

This study therefore seeks to investigate or find out if any, how job satisfaction impacts employees' performance or productivity among workers of a public established and regulated institution like the Drivers and Vehicle Licensing Authority (DVLA) as they are primarily entrusted with the safety of road users in the country using Qualitative research method approach as the research design employed for other or most studies are either quantitative method or mixed methods approaches.



1.3 Research Objectives

1.3.1 General Research Objective

The general objective of the research examines the extent to which job satisfaction influence or impact on job performance of employees in the public specifically Driver and Vehicle Licensing Authority.

1.3.2 Specific Research Objectives

The specific research objectives penciled for the study of which the study seeks to achieve are;

1. To establish the relationship between job satisfaction and employees' performance.
2. To explore the challenges associated with employees' job satisfaction.
3. To evaluate how job satisfaction affects employees' performance.

1.4 Research Questions

1.4.1 General Research Questions

The general question of the research is: what are the impact of job satisfaction on employees' productivity?

1.4.2 Specific Research Questions

The specific research questions penciled for the study of which the study seeks to ask are as follows;

1. What is the relationship between job satisfaction and employees' performance?



2. What are the challenges associated with the employee being satisfied on his job?
3. How does job satisfaction affects employees' performance?

1.5 Significance of the Study

Even though there have been several researches or studies conducted or carried out in the area of job satisfaction and employees' performance which has yielded a lot of significance. This study is also of much importance to various stakeholders and in knowledge acquisition.

The study is able to add up to the existing knowledge in the area of job satisfaction and performance specifically in public sector organizations found in a developing country as well as on the African Continent.

In general terms, the study is expected to impact on human resource experts or professionals, management of Drivers and Vehicle Licensing Authority, government, academia and the general public.

Also, the study would help management and employees of Drivers and Vehicle Licensing Authority and other organizations in the country to identify ways of improving worker's performance which most often than not impact greatly on their performance.

Again, to policy makers like government agencies such as the Ministry of Trade and Industries and the civil service workers' union, the findings and results of the study provide insights and a more reliable guide for monitoring the impacts of job satisfaction on employees' performance. It serves as a benchmark for measuring partly, their respective policy goals and objectives that are being slated to achieve in their line of work.



Furthermore, to stakeholders like investors, shareholders, employees, pressure groups, consumer associations etc., the study provides information for ensuring improvement in the performance of employees.

1.6 Scope of the Study

In Creswell (1994), scope of a study includes all the things that will be covered in the research process. It defines clearly the extent of content that will be covered by the means of the research in order to come to more logical conclusions and give conclusive and satisfactory answers.

The scope of the study for this research covers and strictly be limited to both the Upper West Regional office (Wa) and the Northern Regional office (Tamale) of the Drivers and Vehicle Licensing Authority and the coverage of the topic was based on job satisfaction and employees' performance or the productivity levels of employees in the organization.

The collection of data was restricted to both regional offices of the Drivers and Vehicle Licensing Authority in Upper West Region (Wa) and Northern Region (Tamale) thus the workers who are being employed permanently in the organization will be solely contacted for the study.



1.7 Organization of the Study

This study has been structured or organized into five (5) main headings or chapters or themes;

Chapter One (1) captures the background of the study, the problem statement, objectives of the study, research questions, limitation of the study and the significance of the study as well as the scope of the study and the organization of the study.

Chapter Two (2) consists of the review of some related literature in the areas of job satisfaction and performance, satisfaction levels of employees among others.

Chapter Three (3) considers how the research was conducted by looking at the research methodology employed in the study. This involves the descriptions of the research design and the research instruments as well as the population and the sampling techniques. How the data was collected was also spelt out.

Chapter Four (4) looked at the analysis and the discussion of the data and this centered on the research objectives outlined and its related research questions and also captured the case study description of the study.

Chapter Five (5) on the other hand, looks at the summary of the findings, conclusions and recommendation as well as the suggestions for future research based on the peculiar findings made from the study.

1.8 Limitation of the Study

A research work of this magnitude comes with diverse challenges. One of the challenges or limitation encountered bothered on the unwillingness of some of the workers to disclose information they considered it to be confidential.



Again, another limitation of the study was the inability of the research to capture all the ten (10) regional offices of Drivers and Vehicle Licensing Authority in the country as a result of limited time period and resource constrain.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Notwithstanding, job satisfaction is of great essence and because of that most companies usually go through a lot to make their employees satisfied with the work they are doing as well as the working environment as it has great impact on the productivity levels of the employees in any organization globally.

This chapter reviews the growing literature in the area of job satisfaction of employees at the work place and their productivity levels in their organizations.

This chapter again looked at the various literature covered by various and different scholars in the field of human resource development and specifically in relation to productivity or employees' performance and job satisfaction as well as their relationships. This chapter present an understanding on job satisfaction, job performance, impacts of job satisfaction on productivity, factors affecting job satisfaction, levels of job satisfaction, importance of job satisfaction, among others.



2.2 Job Satisfaction

According to Locke (1969), job satisfaction can be considered to be a function of the perceived relationship between what one wants to gain from his or her job and what one perceives it as offering by the employers in an organization.

Moreover, Spector (1997) referred job satisfaction as the degree to which people or employees like the jobs they are being engaged in. Furthermore, Job satisfaction is an employee's attitudinal response to his or her organization (Bakhshi et al., 2009).

Job satisfaction can also be expressed as the situation whereby all the employees are content with the work they are engaging in in the organization as well as the working environments that makes working in an organization very perfect or more conducive for employees in an institution (Borda & Norman, 1997).

Moreover, job satisfaction can be seen as the situation in which the employees working hours, leave periods, the work load as well as the working environments are in ‘perfect condition’ in accordance with the preferences and the satisfaction levels of the workers in an organization (Johnson et al., 2005).

However, it is quite difficult or next to impossible for all the workers in a particular organization to be equally satisfied on the job or at the work place (Carmeli & Freund, 2004).

Job satisfaction is a multifaceted construct that encompasses employee’s feelings about a variety of both intrinsic and extrinsic job elements which are normally related to pay, promotion opportunities, work conditions, benefits, organizational practices, satisfaction with co-workers and supervision (Misener et al., 1996; Schermerhorn et al., 2005).

According to Rad and Yarmohammadian, (2006), job satisfaction is an immediate antecedent of intention to leave the workplace and turnover in addition to employees not giving out their best in an organization or the institution that they are being engaged to work.

Research has shown that unsatisfied workers will leave their jobs more than their satisfied colleagues in most organizations (Padilla-Vellez, 1993; Gangadhraiah et al., 1990; Martin, 1990).



Retention and turnover of staff, particularly highly skilled personnel, are important issues for managers in most organizations including health care environment (McBride, 2002). Also it is known that employees who experience job satisfaction are more likely to be productive and stay on the job as it improves their productivity but this is not always the case (McNeese-Smith, 1997; Irvine and Evans, 1995).

Furthermore, more satisfied employees have more innovative activities in continuous quality improvement and more participation in decision-making in organizations (Kivimaki and Kalimo, 1994). Some studies had suggested that the most important determinants of job satisfaction are whether an employee finds their job interesting, has good working and personal relationships with their managers and colleagues, has a high income, is allowed to work independently, and has clearly defined career advancement opportunities (Faragher E. B., Cass M. and Cooper C. L., (2003).

Job satisfaction is however one of the primogenital concepts at the work place since time in memorial and as such various human resource managers in their respective organizations do and will always do everything possible to make workers in a particular organization happy (Klinger, 1983).

Job satisfaction is a very delicate issue that needs to be addressed at the work place and it is not surprising that employers go through thick and thin to make their workers comfortable and satisfied at their various work place and the activities they engage in (Spencer, 1997).

In Shim et al., (2002), job satisfaction is said to be in direct relationship with organizational commitment thus there is an increase in the work commitment of the worker if he or she is satisfied with the work he or she is doing. Studies have revealed that there has always been a negative relationship between job satisfaction and



employees' turnover in organization which means the higher the job satisfaction, the lower or less an employee stop working or leave a particular organization (Yurchisin & Park, 2010).

In Mcguigan (2015) as cited in George and Brief, (1996), there has been a suggestion that workers with higher job satisfaction tends to work more productively than those who are not satisfied with their job.

From the few literatures about job satisfaction discussed above, it can be deduced that employers cannot 'do away' with the term "job satisfaction" at the work place and it does not necessarily increase output or productivity of the workers. However, job satisfaction is a necessary element at the work place of which most workers if not all, looks forwards in attaining in the organization.

Employers has the perception that, productivity or workers output will increase if employees are satisfied at their work but this perception is not entirely true in most organizations as cited in Mcguigan (2015).

Nevertheless, there are some school of thought are of the view that job satisfaction does not necessary increase the productivity of the employee. In the study conducted by Crant & Phillip, (2009), it was concluded that normally higher job satisfaction must correlate with higher and more improved level of productivity thus if the worker is satisfied with the job he is doing, he will work hard to improve his work performance or productivity leading to the achievement of the objectives outlined by the study conducted by Mcguigan (2015) thus if the worker is satisfied with his job engagement in an organization, he does not work to improve he is doing as well as the working environments he finds himself in.



2.3 Types of Motivation

Employers in one way or the other has instituted policies which will make the employees feel comfortable and easy to work wholeheartedly towards the achievement of organizational goals which was being outlined.

Employers usually use all forms of motivation; they either employ or adopt extrinsic motivation which is being instituted by the employers or intrinsic motivation which comes naturally from within the employee himself or herself as a result of the employee working hard to carve a name for him or herself.

Intrinsic motivation is a form of motivation that comes naturally from ‘within’ the employees as most of the employees are determined to achieve great things in the organization. With this type of motivation, it is being fueled by the need for the employee to advance in his area of work and this is according to the Business Dictionary (2015).

However, extrinsic motivation on the other hand is where a driven by something or someone expect from the worker himself. It can be in a form of tangible or intangible.

The tangible nature can be in the form of increased salaries, payment of overtimes allowances, bonus for achieving a particular target. However, the intangible nature can be in the form of respects, acknowledgement for work done perfectly among others.

2.4 Components of Job Satisfaction

Buchanan and Bryman, (2009) argued that job satisfaction incorporates an individual’s evaluation of their job, their beliefs about their job and their affective experiences on the job. Weiss (2002) conceptualized job satisfaction to consist of three components, namely, evaluative, cognitive and affective components.





2.4.1 The Evaluative Component

Weiss, (2002) stipulated evaluation as the central component of job satisfaction. The evaluative component deals with an individual's like or dislike for his organization. It uses a structured questionnaire whereby an individual responds to questions about the levels of their satisfaction with his or her job using a 5 point positive-negative scales. Here, the employee's satisfaction or dissatisfaction for the organization can be assessed after evaluating the scores obtained. And it can be also done in another way but with the ultimate aim of determining if the employee is satisfied in the organization or otherwise.

2.4.2 The Cognitive Component

According to Bakhshi, Kumar, & Rani, (2009), an individual's focus of his or her cognitions regarding the organization are his or her opinion, perceptions, expectations and beliefs. Positive evaluations are often the outcome when an individual perceives that he or she have met his or her expectations within the organization.

Furthermore, positive evaluations are more likely when cognitions or expectation support a positive and secure future with the organization (Bakhshi et al., 2009).

2.4.3 The Affective component

This component showcases the outcome or feelings induced by the organization. It tells how an organization impact on the feelings of the employees. This affective component can either be positive or negative in relation to job satisfaction of employees. For

example, does the organization induce feelings of anger or joy, comfortable or uncomfortable feelings? By this, it is found that positive affective component can be as a result of reinforcement or validation of individual's self-worth and self-concept in situations, through the provision of feedback and/or information. However, negative affective component is usually induced by refusal to validate situations (Bakhshi et al., 2009).

2.5 Theories of Job Satisfaction

Several researchers or scholars who have done extensive studies on determining the factors that influence job satisfaction have classified them into two groups; the content perspective and the process perspective.

The content perspective approaches job satisfaction from needs fulfillment perspective whereas the process perspective focuses on the cognitive process that leads to job satisfaction (Abdulla, Djebarni, & Mellahi, 2010).

2.5.1 The Content Perspective

This perspective assesses job satisfaction from the fulfillment of needs point of view. It stipulates that all people have the same set of needs and therefore prescribes the characteristics that are likely to be present in work settings or in an organization. Theories that explain the content perspective include Maslow's hierarchy of needs theory, Herzberg's Two Factor Theory, Theory X and Y, Alderfer's ERG Theory and McClelland's Theory of Needs.



2.5.1.1 Maslow's Hierarchy of needs

Maslow proposes five levels of needs of which individuals or employees strive to fulfill in their day to day lives and in their work place that is arranged in a hierarchical order namely, physiological needs, safety needs, social needs, esteem needs and self-actualization needs (Maslow, 1954). The theory stipulates that when one level of these needs is fulfilled or satisfied by an individual or employee, it does no longer motivate or stimulate the employee and therefore the next higher level of need is activated to inspire the individual to feel satisfied in the organization (Luthans, 2005).

The physiological needs is at the first level of the hierarchy and represents life sustaining needs such as shelter, food, water and air for an individual's survival. This particular need is of great importance to the individual and must be satisfied before the individual could be stable in life. These needs can be likened to the provision of comfortable working environment, sufficient pay to buy those life sustaining needs in the organizational setting in addition to adequate leave period provided by the employers.

Safety needs is the second level on the hierarchy, and it stipulates that once an individual's basic needs or physiological needs are obtained, that individual shifts his or her attention to how he or she is going to secure 'those' other items on his or her list. This needs includes security status of employment of the employee among others. This is where the employee is only concern about maintaining his job without getting the sack in the company or organization. The employee needs to be assured of the security of the work he or she is doing in the organization. This is depicted in the organizational settings as how employees undertake pension schemes and try to secure their jobs in order to feel safe and secure, free from the threats of physical and emotional harm at the workplace.



According Maslow, (1954), after physiological and security needs are fulfilled, the individual now focuses on satisfying social needs. Social needs is the third level of needs and includes the need to love and be loved, and for friendship and companionship as well as being respected. Making friends and building relationship with co-workers and supervisors at the work place can help address the person's social needs. This is where the employee works hard to be recognized with the aim of being respected at the work place or in the organization with his or her views being accepted and being respected by all in the organization as this usually rekindles the innovate ideas in employees since he or she has been giving the liberty or the freedom to take decisions without them being under strict supervision.

The next level, which is the fourth level, is the esteem needs level, which Maslow explained that esteem needs are activated after satisfying social needs. This is where the individual feels the needs for achieving certain status in the organization like becoming the head of the organization and feel important as well as having some sense of belonging in the organization. At this level, the individual needs status, recognition and self-respect. At the work place such needs are addressed by the provision of large offices, respectable job titles and recognition and acknowledgement of the individual's contribution to the organization as failure for the employer not doing this has a dying consequence on the output levels of the organization.

The last level and the most important need that needs to be satisfied is the self-actualization needs level represents the apex of the hierarchy and it refers to the need to reach one's full potential. This is where the employee or the individual has achieved it all in life and nothing drives him any longer in life or organization. At this level, the employee has seen and heard it all in the organization as nothing pushes him again.



Even though, Maslow's theory of needs which was propounded in the year 1954 has been accepted and practiced by almost everybody in the world as well as in the world of business, mostly done either by the employer or the human resource management department of every organization.

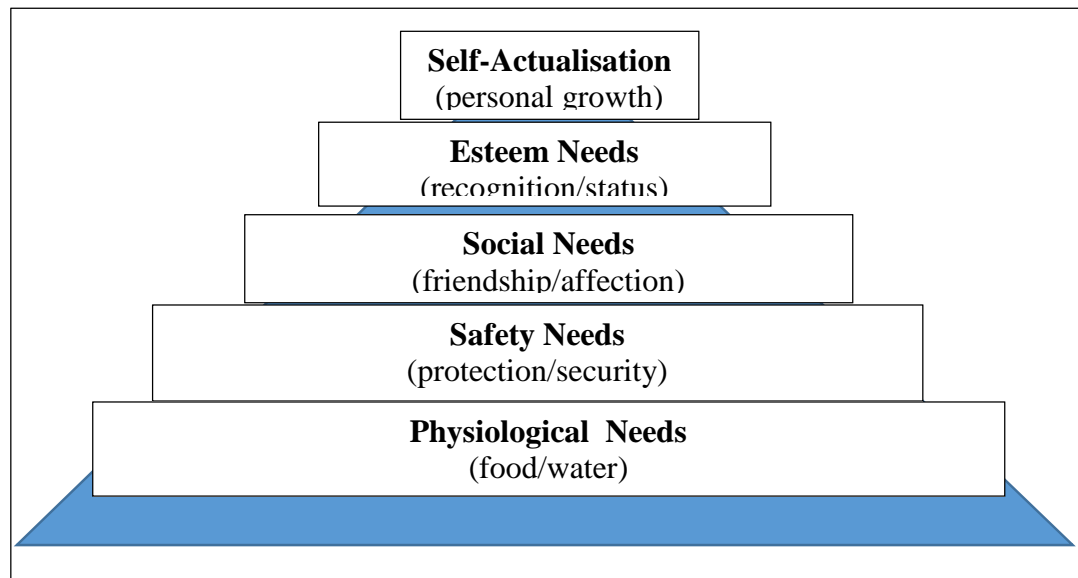
Some also term it as result orientated theory (Winter & Sarros, 2001). This is because it gives the needed results when put into practice in an organization by either the management or the employers.

However, there has been some criticisms attached or attributed to this theory propounded by Abraham Maslow (1954) and one of which is that individual wants or needs are unlimited and no individual in the world will ever have his or her wants in life being satisfied as people always wants more.

Thus human wants are unlimited in nature so the self-actualization does not hold in real life situation. This is where some of the employees are never satisfied with their jobs in the organization or the business environments and no matter what the employer will provide or does, some of the employees will never be happy or satisfied with that at the work place or in the organization.



Figure 2.1 Maslow's Hierarchy of Needs



Source: Snyder, E. and Grasberger, M. (2004). "From a Clinical Perspective: Understanding Motivation and Employee Satisfaction". *Biomedical Instrumentation and Technology*, 284.

2.5.1.2 Herzberg's Two-Factor Theory

The theory was developed from Herzberg's attempt to study the attitude of people towards their jobs on the premise of what makes them happy and unhappy at their workplace. It was found out that workers feeling of happiness was related to the work itself whereas unhappiness was related to the conditions that surrounded the job. It was on the basis of this finding that Herzberg developed the two factor theory which stipulates that there are two factors that could satisfy or dissatisfy workers in performing their responsibilities namely, motivators or job satisfiers and hygiene or job dissatisfaction factors (Herzberg et al., 1993). Herzberg however explains that satisfaction and dissatisfaction are not the opposite of each other as the two can be achieve or exist in an organization.



According to Dieleman et al., (2003), the motivating factors are intrinsic and are the primary cause of job satisfaction. Boltes et al., (1995) on the other hand agreed to this assertion and explained that motivating factors lead to satisfaction because people desire to grow and become successful in life. These factors include recognition, achievement, responsibility and advancement.

The hygiene factors according to Dieleman et al., (2003) however are extrinsic to the job. Thus they are regarded as factors which are not necessarily motivating but their absence at the workplace causes dissatisfaction and includes company policy, job security, interpersonal relation, salary and supervision (Herzberg et al., 1993).

Many researchers or scholars however have criticized this theory a lot for its disregard of individual differences as it assumes that all employees would respond in the same way to changes in motivator and hygiene factors as this is not true in a real life situation as individuals are being motivated differently (Karimi, 2007).

In the motivation factors outlined by Herzberg (1976), it is the inner drive that distinguishes one employee's satisfaction from the other. The inner motivation which includes the drive to accomplish tasks, the need for advancement among others. Motivating factors varies from one employee to the other such as how individuals or employee feels satisfied in the organization also varies.

This theory propounded by Herzberg is not without shortcomings or criticisms. The criticism of this theory is that, ways of motivating employees or providing job satisfaction to or among employees differs from one organization to the other and as such what could be considered as a motivating or hygiene factor could be the opposite of the other in different organization and as such it does not really be generalize in the course of the daily activities of the employee (Abid, 1990).



2.5.1.3 Alderfer's ERG Theory

Similar to Maslow's hierarchy of needs is Alderfer's ERG theory which categories an individual's needs into three; namely Existence (E), Relatedness (R), and Growth (G).

According to Alderfer, Existence needs is similar to the physiological and safety needs of Maslow's hierarchy whereas the employees in the organization needs to feel that their job is safe.

Relatedness needs which deals with an individual's relationship with co-workers, friends and families corresponds with Maslow's social needs in addition to them being respected in the organization.

Growth needs which includes the ability to make creative and productive contributions on the other hand corresponds to the Maslow's esteem and self-actualization needs. In line with Maslow's theory, this theory stipulates that satisfaction of one level of need stimulates a person to move to the next level. Thus supports the 'satisfaction-progression principle' as proposed by Maslow.

However, the ERG theory differs from Maslow's theory in that it incorporates 'frustration –regression principle' which posits that if a person becomes frustrated in his or her attempt to satisfy a higher level need, he or she may ignore that need and instead regress to focusing on the easily attainable lower-level needs (Bartol & Martin, 1991).

2.5.1.4 McClelland's Theory of Needs

McClelland proposed that there are three types of motivation or acquired needs namely; need for power, need for affiliation and need for achievement (McClelland,



1961). The theory stipulates that when one of these dominates a person, it has the potential to motivate behaviors that leads to satisfaction.

According to McClelland, people who desire the need of power are ambitious and demanding persons who like to control and influence others. Those who need affiliation are people who are outgoing and desire to be liked and recognized by others.

The last group, which is need for achievement describes those who are driven by their desire to succeed and challenged by the fear of failure in an organization. Such people will always want to do more than it has been done before or in a much better way for in order to succeed or avoid failure (Helms, 2006; Ramlall, 2004).

2.5.2 The Process Perspective

The process theories primarily focus on how motivation occurs in an individual as well as in an organization. Theories falling under the process perspective include Goal Setting Theory, Reinforcement Theory, Expectancy Theory, Cognitive Evaluation Theory, Equity Theory and Behavior Modification among others.

2.5.2.1 Goal Setting Theory

Locke & Latham (1994) proposed this theory and stipulates that when employees are given clear and unambiguous tasks or objectives, they accomplish them faster. In other words employees are motivated to perform better and put in their maximum effort to accomplish the said goals when they have a clear idea of the major outcome from set and clearly defined goals. This indicates that employees must be giving a clear goal to achieve before he or she can achieve that goal in the organization.





2.5.2.2 Equity Theory

This theory as propounded by Stacy Adams (1965) suggest that individuals make cognitive evaluations of the difference between their contributions and the resultant outcomes (i.e., economic or social compensation), as compared to the difference of others' input to outcomes ratio (Adams & Freedman, 1976). Adams believed that individuals go beyond a simple ranking system in their assessment of inputs and outputs, to where they precisely quantify the equity or inequity of the comparison (Deutsch, 1985).

The theory argues that if the comparison to others resulted in a balanced perspective (i.e., both parties receiving an appropriate amount for their respective contributions) then equity exists and the parties involved would be satisfied (Bryne & Cropanzano, 1999).

However, there is inequity if individuals feel that the ratio of efforts to rewards is unfair when they compare themselves with other people (Helms, 2006). Based on this theory, individuals or employees must be rewarded on the basis of their contributions towards the achievement of the organizational goal.

2.5.2.3 Expectancy Theory

Victor Vroom (1964) coined this theory by relating three variables namely; valance, expectancy and instrumentality. In other words, the theory links individual effort to individual performance and individual rewards. Valance describes the strength of individuals' preference for a particular output. Expectancy considers the likelihood that a specific effort will produce a particular first-level outcome. Instrumentality however

refers to the extent to which first-level outcome will cause desire for second-level outcome. To this, Luthans, (2005) explained further by suggesting that employees could be motivated (motivational effort) toward outstanding performance (first-level outcome) in order to gain promotion (second-level outcome).

According to Wehrich and Koontz, (1999), the theory is based on the assumption that people are motivated to work when the objective is worthy and sure that it will facilitate the accomplishment of their goals. Newstrom (2007) explains likewise that satisfaction is a product of how much reward is wanted (valance), the estimate of probability that effort will lead to successful performance (expectancy) and the estimate that performance will result in getting reward (instrumentality). Thus motivation or satisfaction is a product of valance, expectancy and instrumentality which is = Valance x Expectancy x Instrumentality.

2.5.2.4 Reinforcement Theory

B. F. Skinner, (1953) propounded this theory by examining the effects of rewards and punishment on changing or modifying the behaviors of employees. The theory was coined from the 'law of effect' which states that behaviors that leads to positive outcomes will be repeated but those that lead to negative outcomes are less likely to be repeated. This is true because in a real life situation where there is a saying that "do not change a winning team".



2.6 Factors Affecting Job Satisfaction

Factors affecting job satisfaction is where incidents or an activity prevents or inhibits the employee from being satisfied at the work place or being reluctant in giving out their best in the organization.

There are numerous factors that contribute to the employee not being satisfied at the work place. These factors include working conditions, respects in the organization, opportunities for leave days, relationship with superiors as well as relationship with colleagues at the work place, workload that is being undertaking by the employees among others.

2.6.1 Working Conditions

Working conditions can be considered to be one of the numerous factors that affects employees job satisfaction at the work place. According to the International Labor Organization (ILO) (2015), working conditions involves a wide range of activities, issues and topics which comprises working time thus the hours of work and work schedules, remuneration and the infrastructure existed in the work place. Working conditions is one of the intriguing factors that affects job satisfaction at a particular work place.

Employees will feel satisfied if there are good working conditions available to him or her at the work place thereby working tirelessly towards the achievement of organizational goals or objectives because the employee will want to continue enjoying these better working conditions in the organization as they would not want to lose these privileges existing in the organization (Hellen, 2013).



Alternatively, where the working conditions of an organization is not good to the employees, their ability to work towards the achievement of the organizational objectives diminishes and most at times they are not committed towards achieving the organizational objectives of the company or the business (Noe, 2015).

When the working conditions in the organization is not the best for the employees there exist apathy towards working in the organization thus they do not work their heart out in the organization. For employees to be happy and satisfied at the work place, there should be good working conditions at the work place. This encourages or motivates the workers or the employees in working hard to achieve the organizational goal because they are of the view that they can only maintain these good working conditions when they work hard and always achieve or meet the target set out by the organization.

This shows that, job satisfaction is most at times being achieved by the working conditions that is being enjoyed by the employees or the workers in the organization or through the better working environments that is instituted by the employers.



2.6.2 Respect

This is one of the factors that affects job satisfaction in the work place or within the organization. Respect can be defined as having a deep feeling of admiration for a person due to his or her abilities, qualities or achievements (Oxford Dictionary, 2014).

Respect is reciprocal in nature, but this could pose a serious issue or problem at the work place, where employees does not appreciate or respects the abilities of one another. This will breed inferiority complex in the organization. The worker or employee who is being looked down upon thus being disrespected will not be happy or satisfied at the work place. This will lead to negative attitudes towards work but the

situation where all the workers respect one another in the organization, it breeds confidence and innovations among the employees because the employee has the respect of all his colleagues as well as his or her superiors.

The issue of respect existed in any organization and it affects the working performance of workers in that organization. Where the employee feels and have the respects of both colleagues and superiors in an organization, it improves upon his or her performance in the organization because he will be of the view that he is being respected by all and that he plays an important part or role in the organization. This will help him to work more in the organization but where the employee does not have the respects of his colleagues as well as his superiors, the zeal to work in the organization will not be manifested and as such feel reluctant to work to achieve the organizational objectives since he is and will not be appreciated even if he works and achieve more than the organizational objectives.

Indeed, respect is one of the crucial aspect of the employee being satisfied in the organization.



2.6.3 Relationship with Superiors

In the Oxford Dictionary (2014), relationship was defined as how two or more people or things are being connected. This could be considered to be one of the important factors that affects job satisfaction at the work place.

Every organization cannot and must not do away with organizational relationship (Singh, 2012). The relationship existing that at the work place mostly determines the output of the employees as relationship influences productivity or performance. This because when employees relate cordially with their superiors, they get attached to the

organizational and mostly work wholeheartedly towards the organization's objectives. This makes them feel belonged in the organization or they feel attached to the organization.

In other situation, where the relationship between the superiors and subordinates are not encouraging, the subordinate feels threatened at the work place and this affect his or her output level negatively (Pardee, 2016). Then this happens, they feel detached from the organizational activities that is being under taking in the organization and that they usually do not work towards achieving the organizational objectives of the business and or the firm.

2.6.4 Financial Incentives

This is also a major factor in determining job satisfaction at the work place. According to the business dictionary (2015), financial incentives is the monetary benefits that is attached to a particular work that is being done or yet to be done.

Financial incentives motivate actions which otherwise might not occur without the monetary benefit. Most employees are “moved” by money. Where the financial rewards or incentives involved in a particular work is higher or of higher value, employees are eager to “work to the bone” because of these financial incentives and they are happy working even if they will “kill” themselves for them to have it in the end (Arnold et al., 2009). The financial rewards of an organization usually determine the satisfaction levels of workers in the organization.

And in other situation where the financial rewards that will be gained from the work is not good enough for the employees, their attitudes towards the work diminishes drastically (Singh, 2012) and this is because since there is no monetary value that is



being attached to what they are doing, they work “anyhow” in the organization and as such they are of the view that they lose nothing when the work is not being done.

2.6.5 Workloads of Employees

The work load of employees normally determines their level of satisfaction at the work place and this is according to Singh (2012). Most employees become very happy when their workload is minimal or not stressful enough. They mostly have the perception that, too much workload leads to stress at the work place.

Where the workload is “normal” for the employees, they work to their utmost efficiency and thus increases their productivity levels (Hill, 2013). Where employees are with heavy workload, they see it as a burden or punishment by either the superior or the organization. This affects the performance of the employee or the worker because they always get stressed out in performing the organizational activities (Hill, 2013).

2.7 Causes of Job Satisfaction

Cash is not generally the fundamental driver of employment fulfilment thus job satisfaction. At the point when employees spend a dominant part of their working hours in the working environment, they require in excess of a pay check to fulfil them (Allen et al., 2001). Utilizing their gifts, drawing in them in testing ventures, offering motivators, and making a neighborly and conscious conditions with low pressure are among the reasons your staff will be happy to appear every day to add to the organization’s definitive achievement (Thiruchelvi & Supriya, 2012). The following can be considered to be some of the causes of job satisfaction at the work place or reasons why employees feel satisfied at their work place.





2.7.1 Culture of the Organization

At the point when employees like their colleagues and discover shared traits among their companions and managers, they have a tendency to be more fulfilled at work (Miner, 2003). General occupation fulfilment additionally associates with how well representatives co-exist with their immediate administration (Latham & Pinder, 2005). Enlisting directors and entrepreneur should search for representatives with comparative foundations and taste as their ebb and flow staff, and contract those who will effortlessly fit into the ebb and flow organization culture (Kakkos & Trivellas, 2011).

A good and friendly culture of an organization might make an employee's feels satisfied at the work place or otherwise as it sometimes borders on how an employee is being treated in the organization.

2.7.2 Interesting Work

Employees are most fulfilled when they discover their work is intriguing or exciting. Having the capacity to hold a specific measure of self-rule enables specialists to build up their own particular difficulties and discover approaches to beat snags, prompting an all the more fulfilling work understanding (Gagne & Deci, 2005). Difficulties and assorted variety in the monotonous routine additionally keep work fascinating. While the idea of particular employments may not ordinarily prompt an assorted work day.

Effective management should search for approaches to build challenges for specialists and change their everyday schedules to give a scope of duties (Hackman & Oldham, 1980).

How interesting the work of the employees is also having an impact on his or her satisfaction level in the organization as it is one of the factors that might drive an employee to do better in the organization. A boring work is a recipe for disaster in the organization as the employee might lack the “will power” to successes in the process of discharging his duties or make things work in the organization.

2.7.3 Rewards and Incentives

While pay may not be a specialist’s prime explanation behind employment fulfilment, it does not hurt. Motivating forces that incorporate rewards and increases in salary frequently can enable representative to conquer poor mentalities towards other, less agreeable zones of their work (Slatten & Mehmetoglu, 2011).

At the point when laborers get rewards for a vocation well done, they regularly feel happier with their employment. Impetuses, for example, improving office space, a couple of additional paid get-away days and different advantages can fundamentally expand specialist’s activity fulfilment (Sverke & Hellegren, 2002).

Investment opportunities and benefit sharing can give representatives a sentiment of possession in the organization and offer expanding fulfilment when the consequence of their work appear in a check (Conley & Woosley, 2000). A good financial rewards and incentives is one of the intriguing factors that causes an employee to be satisfied at the work place or not as most employees are largely influenced bt the financial packages in the organization.



2.7.4 Low Stress

Employees who feel consistent pressure and stress to perform in the organization may create lack of concern, exhaustion, muscle strain, cerebral pains, substance mishandle issues and hypertension.

Work fulfillment increases when employees can appreciate a tranquil situation in which they know they are valued and they are not in dread of losing their employments in the event that they commit an error (Bhatnagar, 2012). Employees can utilize strategies to deal with themselves, for example, eating a solid eating regimen, killing negative reasoning and settling clashes as they engage, reducing the hours they work in the organization. In the meantime, as a supervisor you can keep up open and clear correspondence, give representatives some control over their creation and acclaim compelling employees consistently (Menon & Dube, 2004).

2.8 Importance of Job Satisfaction

Job satisfaction can be considered to be of a very importance that is why most employees as well as employers always strive to achieve it. Understanding the essence of job satisfaction by the employees will help you the employer to achieve the following as importance of job satisfaction (Hellen, 1999).

2.8.1 Low Employees Turnover

Employee's satisfaction in the organization in as way is essential for employee retention. Organizations needs to retain deserving and talented employees for long term growth and guaranteed success.



One of the greatest problems faced by employers or organizations is the high rate of employee's turnover (Noe, 2005). Employee attrition is one of the major problems faced by organizations. I do not think an individual who is being treated well in the organization, has ample opportunities to grow, he is being appreciated by his superiors, gets his or her salary on time will ever think of changing his job.

Employers or owners of organizations needs to maintain or retain deserving as well as talented employees for the long term growth and guaranteed success of the organization. In referencing Bliss (2015), in understanding the importance of job satisfaction by the employees, there should be an economic factor as such cost attached to it.

There is a huge cost involve in replacing an unsatisfied employee who has just left the organization. The cost usually ranges from \$75,000 to \$100,000 which includes the cost of advertising, low productivity especially if you did lose a very experience employee (Singh, 2012). There is an inverse relationship between job satisfaction and employees' turnover in an organization.

Job satisfaction in its self cannot keep the turnover of employees low but job dissatisfaction will surely increase it in an organization. In accordance with Sattler and Mullen, the more productive an employee is, the more satisfied that worker is in the organization and there is less likely that they will leave their present organization.

The success or the failure of any organization mostly depends on the employees and as such if the employees are not satisfied with their work then their productivity levels are likely to decrease or reduces in the organization. The reduction in their productivity will greatly affects the income levels of the organization. But if the employees are satisfied and happy with their job in their present organizations, hardly will they leave



the organization for another thus the reduction in employees' turnover. With this there will be stability in the organization which is a recipe for success.

However, job satisfaction having impact of employee turnover in an organization is applicable in the developed economies or country but not developing country like Ghana where getting employed in any organization is a huge problem. Since it is difficult getting employment in a developing country such as Ghana, employees turnover will be always low irrespective of whether the employee is satisfied in the organization or not.

2.8.2 Confidence Level

Hellen (2003), was of the view that unsatisfied employee is a very serious issue that needs to be addressed by the employer as soon as possible. An employee who is not happy or satisfied in the organization in terms of his or her work losses interest in doing it. The confidence or the "morale" of the employee drops drastically which might be translated into their productivity levels.

A disgruntled employee who is not happy with his job impedes the healthy teamwork relationship in the organization because he or she will always find something wrong with the activities of the other employees (Hellen, 1999).

Brooks (2000), further added that, when this happened, individuals or workers' confidence levels reduces and they will not be willing to take bold and new initiatives that will benefits the organization.

However, De Nobile (2003), added that a happy or satisfied employee has increased confidence level as one of his characteristics. Employees work hard and initiates new



strategies in the course of their work because of the confidence which is as a result of being satisfied in the organization.

A good team work relation also increases the confidence level of workers because individuals or employees get some sense of belonging in the organization since their views or suggestions are always accepted by the team.

A “happy worker is a productive worker” and has a lot of confidence in doing his job in the organization. A worker who is happy or satisfied with his job usually do not create problems in the organization but rather works happily with his fellow employees in achieving the productivity target of the organization (Hellen, 2003).

Nevertheless, the level of confidence of employee might indicate the level of complacency that are likely to set in the organization as confident is a recipe for complacency.

2.8.3 Increased Performance

There has been a controversy on the relationship between job satisfaction and productivity levels in an organization (Singh, 2012). Some employees are of the view that, job satisfaction is a recipe for improved performance or productivity. If employees are happy at work, they will always deliver their best towards the achievement of organizational goals or objectives (De Nobile et al., 2005). They will work very hard to please the employer and in doing that improves or increase the productivity of the organization but that cannot be said to employees who are not satisfied in their organization.



When employees are not satisfied at their jobs, they work anyhow at the work place (O'Neil & Davis, 2011). Some even do not care if their actions affects the organization thus reduction in performance of the employee in the organization.

The study conducted by Everly et al., (2011) indicated that, employers must do everything possible to make the employee feel satisfied at the work place because with that they work harder to improve upon the fortunes of the company or organization.

2.8.4 Higher Revenues

No amount of trainings or motivation would help unless and until the employees develop a feeling of attachment and loyalty towards their organization. Employees usually waste half of their time fighting with their colleagues or settling an issue with them (Hayes, 2014). Employees who are satisfied in their organization does not have the time to engage or indulge in nasty organizational politics. They tend to ignore things and do not have the time to crib or fight with other employees.

Satisfied employees are the happy employees who willingly help their fellow workers and cooperate with the organization even during emergency situations (Muthen & Muthen, 2010). Such employees do not think of leaving their job during crises but rather works hard, together as a single unit to overcome the challenges and come conquer the situation as quickly as possible in the organization. For them, their organization comes first, everything else later (Miles & Hubberman, 1994). They do not come to the office just for money but because they really feels for the organization and believe in its goals and objectives.

Satisfied employee also spread positive word of mouth and always stand by each other (Hellgren & Sverke, 2001). Instead of wasting their time in gossiping and loitering



around, they believe in doing productive work which will eventually benefits the organization. They take pride in representing their respective organizations and work hard to ensure higher revenues for the organization (Karatepe, 2013).

2.8.5 Ability to Work under Pressure

This is also one of the benefits or importance of job satisfaction. Employees who are not satisfied with their jobs would find problem in every corner of the organization and becomes too rigid (Karatepe, 2013). They find it extremely difficult to compromise or cope with the changing trends in the job markets today. On the other hand, employees who are happy with their jobs are willing to participate in training programs and are eager to learn new technologies, software which would eventually help them in their professional career (Beehr et al., 2000).

Satisfied employee accept challenges with a big smile and deliver even in the worst circumstances and all this can happen expect the employee is very much satisfied in the organization and on his job or better still they are happy at what they are doing and in same instance, they are proud of it.

2.9 Job Performance

Job performance, according to Campbell (1990), is where an organizational performance examines whether a worker plays out a vocation well. Employment performance, contemplated scholastically as a feature of mechanical and hierarchical brain science, additionally frames a piece of Human Resource administration.

Job performance is a vital foundation for organizational results and achievement. He portrays work performance as an individual-level variable, or something a solitary



individual does. This separates it from all the more incorporating builds, for example hierarchical execution or national execution, which are higher variable performance.

It is being contended by numerous scholars that workers' success directly affects the organizations profitability (Ng. Sorensen & Yim, 2009). It is additionally recommended that any elements which may affect adversely on workers' performance, for instance; authoritative change, business related pressure and vulnerability, may prompt diminished employment execution (Tytherleigh et al., 2005).

In the current financial atmosphere, these negative components are frequently present inside various organizations or business, perceiving and overseeing them may expand work execution and increment hierarchical viability or efficiency.

Regularly looking into inspection of work fulfillment and occupation execution together by employers or management of organizations, with some recommending the connection between the two as corresponding in nature thus work satisfaction influences work execution and also worker's performance indicates their satisfactions levels in the organization (Harris & Maceli, 2010).

This demonstrate that an employees' level of employment satisfaction affects how they perform in an institution or an organization (Carmeli & Freund, 2004). This discovering demonstrations supports prior research works that revealed that, when individuals assess something emphatically, they tend to show practice which bolster it (Eagly & Chaiken, 1993).

These scholars proposed that if workers see their activity emphatically (show more elevated amount of occupation fulfillment or satisfaction), at the point they are probably going to participate in practice that bolster their part inside the organizations (enhanced occupational performance). In a business setting, it might be that more elevated amount



of employment fulfillment may not just have effects on the general occupation execution, yet additionally may serve to expand levels of client benefits which thus ought to move forward.

2.10 Factors Affecting Job Performance

There are numerous factors that may affect the job performance of workers in a particular organization or the work place. In the event that an organization's profitability level is down, then there is an issue. Regardless of whether it is caused by a couple of employees not pulling their weight or an unavoidable, all-inclusive issue, employers have to do everything they can and solve it. At the point when off alone, the issue deteriorates.

Some of the factors could go from individuals' issues to work place disappointments. All these factors affect the way an employee's delivers at the work place. The following are some of the factors that have influence on the level of job performance of employees.

2.10.1 Working Materials

Before you consider what is irritating your workers or employees enough to influence their performance, employers ensure they have the innovation and some other hardware they have to carry out their duties. Affirm that your system can deal with having numerous individuals online at one time without backing off, and redesign on the off chance that it does not (Gyllensten & Palmer, 2005). Mastermind preparing for individuals who could utilize it, so they are happy with utilizing all the product else they will disregard it and utilize just the essentials.



This resembles somebody in a pre-computer days utilizing the chase and peck composing techniques on a rather than the considerably speedier touch-writing in which you do not take a gander at the keys (Charney, 2004).

Additionally, discover what is new in your field that could make your specialists' work simpler or quicker. The most recent assessing or planning programming can be justified regardless of the cost for individual whose occupations include chipping away at vast spending plan or numerous appraisal immediately.

Little tablets that are anything but difficult to go up against arrangement can make note taking more exact, lessen blunders and enhance both profitability and consumer loyalty (Luthar, 2006).

When the employees are much conversant with the materials or tools they work with, they are able to work faster and be of more efficient in the organization. This will improve their job performances in the organization. But the situation whereby the workers cannot efficiently use the tools they work with, their performance automatically reduces and this affects the productivity levels in the organization.



2.10.2 Skills and Traits

Skills and traits represents the abilities and capabilities of employees in a particular organization or a setting. Some works or job requires specific or special skills that needs to be possessed by the employees to be able to perform the job well and effectively as well as efficiently (Smith et al., 2008). It could be that an employee may not have certain character qualities, for examples, certainty or confidence.

Whiles you cannot revamp a man's identity, you can draw out their best with motivational classes and workshops. It could dissolve their certainty further. Send

everybody in the division. Indeed, even the best makers may get some new strategies, or have the workshop on your turf, so nobody loses time in travels (Folkman & Lazarus, 1985). When an employee possesses the required skills that is being needed to execute a task of an organization, his performance will increase productivity that the employee that does not possess the requisite or traits that is being needed in that organization. This indeed can be seen as a factor that affects job performance of workers in an organization.

2.10.3 Misguided Management

This can also be considered as one of the factors that affects the job performance of workers in an organization or a setting. Misguided management can be seen as a situation in which managers or employers are not able to impact positively in the employee towards the organizational objectives or goal. It is been said that employees or workers do not leave an organization; they leave as a chief or manager (Endler & Parker, 1990).

Employers have an extraordinary arrangement to do with a worker resemble or aversion of the activity. At times it is a befuddle of identities or working styles, however it likewise could be your directors who requires preparing, not the general population on their group (Kornhaber & Wilson, 2011).

An employee who was advanced due to his expertise may not know how to oversee individuals, or she may require affectability preparing to figure out how words, non-verbal communication and outward appearances send messages (Sardzoska & Tang, 2012).



An organization in which management are prudent in the supervisory of employee, they are able to guide the workers towards the achievement of the organizational objectives as well as the improvement in their performances. Workers or employees are able to work efficiently if they are being supervised or guided strictly by management (Schreuder et al., 2011). And where employees are being misguided by employees, the performance reduces and this affects the organizational objectives that is being penciled out to be achieved by the organization.

2.10.4 Health Issues

Health is one of the factors that affects the job performances of employees in an organization. Health comprises of how “fit” an employee is in performance of the organization (Andersen et al., 1998).

The health status of employees is one of the important component of the organization. No employee is profitable when they are missing from the work place. Tenacious truancy or being absent from work is an issue since it cuts into organizations efficiency and benefits as well as job performance of workers.

Discover why a worker is much of the time truant (Ogden, 2000). On the off chance that it is for sickness, the reason might be secret. Else, it could be work dissatisfaction and the fear of coming to work that causes unlucky deficiencies.

Realizing why workers do not care for their employments is the best way to settle the circumstances. Numerous organizations offer sound alternatives and thoughts to their workers to enhance their general wellbeing, accordingly eliminating truancy and absentism at the work place (Cohen et al., 1998). Where employees are healthy and



are always at the work place, their job performances usually increase even though that is not always the case.

2.11 Importance of Job Performance

One of the factors that affects the productivity or the output of employees in an organization is the employees' performance towards the achievement of the organizational goal. The profitability of an organization or a business, rest largely on the performance of the employees. Employers or organizations are very much concern about the performance of his employees than any other issue in the organization. Studies by Andersen et al., (1998), indicated that most employees in the developed economy are asked as a results of poor performance in the organization. The following can considered to be some of the reasons;

2.11.1 Achieving Organizational Goals

This is one of the benefits of employees' performance in an organization. It is the standout amongst the most vital factors in worker execution is to accomplish objectives. Hard working employees meet due dates, make deals and fabricate the brand by means of positive client associations (Gagne & Deci, 2005). At the point employees do not perform viably, buyers feel that the organization is unconcerned to their necessities, and will look for help somewhere else.

Workers who perform successfully complete things appropriately the first run through. Envision if the individual who made client reports was in every case late in finishing them (Folkman & Lazarus, 1985).



This indicates that the performance of employees is very crucial in an organization as it determines the organizational future in a way.

2.11.2 Positive Work Environment

This is also one of the benefits of an employee doing his job in an organization. At the point when individuals are doing their occupations successfully, determination in the workplace gets a boost. Employees who are not propelled to take care of business as demonstrated, can cut down a whole office. It is vital to cultivate a positive, fiery workplace (Beehr et al., 2000). Develop a positive workplace by remunerating high-performing representatives with motivations and gathering acknowledgment amid gatherings.

High-performing workplaces additionally draw in quality ability in enrolling, in light of the fact that the workplace feels invigorated and that it is progressing in the direction of objectives.

2.11.3 Measure Employee Growth

Employees performance in an organization can be used in measuring their growth. Utilizing employees assessments on a reliable premise enables workers to see their development, with the goal that they can like gaining ground after some time. It likewise causes them set new objectives, keeping the vitality in the workplace high (Slatten & Mehmetoglu, 2011).

Remunerating high-performing representatives regularly spurs these workers to surpass their endeavors from what it was amid the past period. It's one thing to have successful workers completing an awesome activity; it's smarter to develop that quality with the



goal that it develops into something greater and that advantages the whole division or organization. Watching workers develop demonstrates the potential they have for progression and initiative.

2.12 Job Dissatisfaction

Job dissatisfaction is one of the crucial issues affecting as well as employees. Job dissatisfaction can be considered to be the worker's reaction to their activity that can run from sentiments of lack of care, to melancholy and sadness, to outrage, dissatisfaction and hatred (Remirez, 1996).

Everything implies a longing to stop and proceed onward to something better and numerous employees are there the present moment. It is inappropriate to feel that workers will hold tight in the light of the fact that there are relatively few other employment opportunities accessible (Rogers, 2003).

The activity showcase is starting to move forward. The most self-inspired workers, who are typically the best performing ones as well, will discover their way to another activity on the off chance that they are present troubled (O'Donnell & Sauer, 2006).

Not every person can be happy with their job. In the year 2012, a study conducted by Right Management, indicated that most of the people that were studied were either to some degree or absolutely unsatisfied with their occupation. Presently, you may believe this as an overall issue in the various organizations.

Job dissatisfaction is one of the crucial issues at the work place where the employers are trying very hard to either avoid or get a lasting solution to it in the organization (Wilkin, 2013). Currently, it is quite difficult for employers to satisfy all the workers in the organization equally. No matter how hard employers tries to make all the employees



happy and satisfied at the work place, some of the employees will still be unsatisfied or dissatisfied at the work place (Caplan et al., 1975). And this will affect their performances as well as the productivity levels in the organizations or the institution.

2.13 Causes of Job Dissatisfaction

There are numerous factors that cause the employee to be dissatisfied in the process of discharging his or her duties in the organization. Some of the causes of job dissatisfaction in an organization include; lack of incentives, absence of interest, poor management, constrained career growth and advancement among others.

2.13.1 Lack of Incentives

This is one of the essential factors that causes job dissatisfaction in the organization. Lack of incentives are where the employees are not motivated enough to carry on the activities of the organization leading to them not being satisfied at the work place. Lack of incentives can be seen in many forms some of which include the following; bad working environments, poor relationship between superiors and subordinates in addition to the relationship between the employees themselves, inadequate leave periods, underpaid jobs among others (Remirez, 1996). Especially, with employees being underpaid, it results in the workers stretching their income further to purchase higher-estimated products and ventures. Most employees manage their low incomes against their high expenses. The worry of paying bills with constrained salary makes numerous laborers feel disappointed with their occupations (Schreuder et al., 2011).



2.13.2 Constrained Career Growth and Advancement

In an organization, where there is absence of professional development and headway is another motivation behind why most employees are dissatisfied in their organizations. Employees who feel stuck in their organizational position are less persuaded to keep up high profitability than the individuals who do not (Gyllensten & Palmer, 2005).

Employees feel esteemed when organizations incorporate them in their long haul designs and demonstrate their gratefulness through advancements (Latham & Pinder, 2005). Workers who climb in an association and get only remuneration to mirror their title and obligation changes more often than not submit themselves to the organization as long as possible.

2.13.3 Absence of Interest

This is where there is an absence of enthusiasm for the work as this is another motivation behind why some employees sometimes feels miserable at the work place (Slatten & Mehmetoglu, 2011). Most workers need to perform work obligations that are connecting with and challenging. Dull work makes an employee affair fatigue. Exhausted and unchallenged employees encounter minimal motivating force to worry about work environment efficiency. As indicated by Caplan et al., (1975) the nature of representatives' work represents the most situational impact in working environment fulfillment.



2.13.4 Poor Management

Poor management skills among some top level managers can be considered to be one of the factors that causes an employee to be dissatisfied in the organization. This is where things are being done without taking into account the employees of which that decision affects him or her. (Singh, 2012). The administration cooperative efforts is an imperative part inside any organization. Top level managements such as the directors are in charge of propelling workers, arranging, sorting out and controlling inside the association.

A key reason why employees perform ineffectively in the work environment is poor administration (Beehr et al., 2000). Directors with poor initiative abilities tend to offer little input on workers' exhibitions. Micromanaging and managing to workers as opposed to inspiring them can cause an abatement in representative efficiency. A few associations have profoundly political societies that have a tendency to debilitate laborers from trusting the parts they fill are imperative to the association.



2.13.5 Effects of Job Dissatisfaction

Job dissatisfaction is one of the crucial factors that effects the productivity or performance levels of employees in an organization. Job dissatisfaction has a great impact on the organization achieving its objectives that is being stipulated. There are numerous effects of employees feeling dissatisfied at the work place or in the organization. The following includes the ways through which job dissatisfaction affects the organization and includes job stress, poor overall morale, low productivity or performance among others.

2.14 Job Stress

At the point when workers are not content with their employments, they are considerably more liable to experience and report burden at work (Judge et al., 2001). Employees who are fulfilled or satisfied at the work place are substantially less prone to report learning about worried by their activity. This is essential human instinct in the event that you are not accomplishing something you appreciate, odds are you will feel disappointed and even easily overlooked details will influence you to get a handle on pushed and troubled (Sy et al., 2005).

2.14.1 Poor Overall Morale

This is where an employee is hopeless in doing their activity or performing their duties, the majority of alternate workers they come into contact with will be influenced by their state of mind (Yousef, 2000). In the event that they see somebody who is so clearly hopeless, it will start to shade how they see their own employments. Negative demeanors can spread through a working environment like out of control fire and, in the event that they are not enhanced, the general assurance of the representatives will take a sharp decay (Wanous, 1974).

2.14.2 Low Productivity or Performance

Inadequate job fulfillment, combined with low worker resolve rises to an absence of efficiency in the working environment. Once more, there is a fundamental human instinct at work. When somebody is troubled, they don't concentrate well and they do not focus on their assignments or engagement in the organization (Rich, 1997).



Employees discover many different activities that do make them optimistic, at the same time ignoring the activity they ought to do. When one individual from a group shows low efficiency, it is normal for different individuals from the group to feel disappointed therefore, and their profitability will start to decline too. It is an endless loop that is very normal (Judge et al., 2001).

2.14.3 High Employee Turnover Rates

Low occupation fulfillment likewise makes high turnover rates with employees. At one point or the other, the employee will stop so they can discover an occupation they really appreciate doing (Sy et al., 2017). Numerous ventures, for example, sustenance benefit experience the ill effects of high turnover rates and the powerlessness to hold qualified specialists. It is up to entrepreneurs and directors to figure out how to build work fulfillment, especially in troublesome businesses in which the employments are intense and the compensation is low (Chanhell & Brownell, 1988).



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter spelt out how the study was conducted. Research methodology is an orderly arrangement for directing exploration. Sociologists draw on a variety of research approaches such as the qualitative and quantitative research approaches, including tests, study explore, survey research, and participant observation.

Quantitative strategies mean to characterize highlights, tally them, and make factual models to test speculations and clarify perceptions. Qualitative methods on the other hand aim for a complete, detailed description of observations, including the context of events and circumstances (Cresswell, 2012). The research used qualitative approach of conducting research.

A qualitative research approach is a general state of mind about conducting a study. It depicts either expressly or certainly, the motivation behind the qualitative research, the role of the researcher(s), the stages of research, and the method of data analysis (Trochim, 2006).

This chapter thus the research methodology consists of the area of study, research design, study population and sampling techniques, sources of data, the sampling size, profile of the study area, data collection methods, data collection instruments and how the data collected was analyzed and presented.

3.2 Profile of the Study Area

Drivers Vehicle and Licensing Authority is one of the numerous government agencies established and operated by the government of Ghana. It was established by an Act of



parliament, Act 569 in the year 1999. This public agency has its headquarters located in the nation's capital thus Greater Accra (Accra). It has regional branches in all the ten (10) regions of the country of which the two offices under study are inclusive. This is an agency which is semi autonomy thus it is partially regulated by the government of the day.

This makes them independent to some extent as the nature of their job is very crucial in the country as they deal with protecting the lives of numerous road users across the country. The lives of individuals in the country largely rest on this agency or organization.

There are various section existing in the organization which includes the technical sections, account section, vetting and capturing section among others. The northern regional office was the first to be established in the upper regions of the country with the Upper West regional office being the last among the three upper regions to be established. They are being charged with ensuring the safety of road users in those regions through the issuing of license to capable drivers as well as permitting the 'right' vehicles ply the road through the issuing of road worthy certificates to owners of vehicles.

3.3 Research Design

The research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you will effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data (Creswell, 2012).

A research design is the set of methods and procedures used in collecting and analyzing measures of the variables specified in the research problem.



The design of a study defines the study type being either descriptive, correlation, case study among others. Research design is the framework that has been created to find answers to research questions (Bell, 2000).

There are three types of research design which are the qualitative research method, quantitative research design and mixed method and under them we have case study, descriptive research among other.

Quantitative research method is a form of research approaches that target estimations and the use of measurable, scientific, or numerical examination of information gathered through surveys, polls, and overviews, or by controlling previous factual information utilizing computational systems (Babbie, 2010).

Quantitative research centers on social affair numerical information and summing it up crosswise over gatherings of individuals or to clarify a specific marvel. However, one of the criticism faced by this approach is its inability to express the feelings and emotions of respondents contacted for the study.

Qualitative research which is also known as subjective research strategies are most likely the most seasoned of every single logical system, with the old Greek scholars subjectively watching their general surroundings and endeavoring to comprehend and clarify what they saw (Emery & Couper, 2003).

Qualitative research design is usually unique and cannot be exactly recreated, meaning that it does lack the ability to be replicated. While subjective strategies are here and there thought to be "less demanding" or less thorough than quantitative ones, the truth of the matter is that data of this kind can give a profundity of comprehension about wonders that cannot be accomplished in different ways.



But on the other hand, the criticism of this approach is that, the qualitative research approach or experiments can be seen to be time and resource consuming compared to quantitative experiments. A researcher may need to be present for hundreds of grueling hour long interviews of which in some instances it takes longer than this, whereas a quantitative study using a questionnaire can be completed in an afternoon.

Based on the above, the study adopted the qualitative form of research approach and specifically use case study approach in conducting the research due to its completeness and detailed description of the study.

3.4 Study Population

Population is generally defined as the total number of elements of a particular unit of study from which the researcher can choose a proportion of the study unit called sample and from which inferences can be made. Polit and Hungler (1999) defined population as an aggregate or totality with all the objects, subjects or members that conform to a set of specifications.

According to Saunders et al (2007), a study population can be defined as the complete set of cases from which a sample is selected whether it describes human being or not.

The study population for this research were the workers or employees of the Drivers and Vehicle Licensing Authority working in both Regional offices thus Upper West Region (Wa) and Northern Region (Tamale).

The target study population were the permanent employees of both agencies thus Driver and Vehicle Licensing Authority which were forty-one (41) thus seventeen (17) were working in the Upper West regional office (Wa) and twenty-four (24) were also working in the Northern regional office (Tamale).



3.5 Sample Size

In Creswell (2012), sample size refers to as the total number of respondents that was “consulted” in a study. The sample size for the study were all the permanent staffs of the organization in both regional offices. The sample size for the study was 41. Seventeen (17) respondents being in the Upper West regional office and the rest of twenty-four respondents were from the Northern regional office (Tamale). This constituted the sample size or the respondents who were contacted for the study.

3.6 Sampling Techniques

These are the methods that are used in drawing the samples from a population usually in such a manner that the sample will facilitate determination of some hypothesis concerning the population. It also indicates how the data from the study will be collected or gained in other to achieve the objectives stated for the study.

There are generally two (2) forms of sampling techniques that are being widely used in every research that is being conducted or carried out and this includes probability sampling techniques and non-probability sampling techniques thus convenience sampling, purposive sampling, cluster sampling, random sampling, systematic sampling among others. This study adopted the purposive sampling techniques in research.

3.6.1 Purposive Sampling

A purposive sample is a non-probability sample that is selected based on the features of a population and the objective of the study. This is being used in research activity if



a particular person or persons have been targeted to give a specific respond to aid in the research. In this study, purposive sampling was done by engaging all the workers thus the respondents for the study.

The use of purposive sampling for the study was to get better understanding as well as independent views from all the respondents thus the permanent workers of the agency in other to factor their expressions and feelings into the study. The choice of Drivers and Vehicle Licensing Authority for the study was done purposively to determine how job satisfaction of the workers impacts their abilities of protecting the road user from any casualties.

3.7 Sources of Data

In the works of Saunders et al, (2007) data can be defined as facts, opinions and statistics that have been collected together and recorded for analysis. Data for this study were collected from both primary and secondary sources.

This spelt out the how the data for the study will be gathered or collected. Data will be collected from both primary and secondary sources.

3.7.1 Primary Source of Data

Primary data can term as a data that has not been processed may be in machine-readable form will be used to get fresh and unpublished information that will aid in solving our objectives. Primary data is data that is collected directly from the respondents for the study. It can also be data that is gathered used for a specific purpose (Creswell, 2012). For this study, primary data was obtained by conducting interviews



with the respondents as well as the use of observation in gathering firsthand information concerning the study.

3.7.2 Secondary Information

Secondary data on the other hand can be termed as a data collected by someone other than the user. They are mostly edited academic book or writings. The study used secondary data because we wanted to know the precedent concerning this study and what other authors think of the study or related study as well as the outcomes of these studies conducted by them. This will help the study to either confirm or introduce a new study to add up to literature.

Secondary information for the study were obtained from the minutes of meetings held, documentations relating to Drivers and Vehicle Licensing Authority among others useful sources.

3.8 Methods of Data Collection

Data collection can be simply termed as the ways in which the information needed for the study will be acquired or collected. There are several ways in which data for a study can be collected and these includes, interviews, personal observations, focus group discussion, questionnaires among others but for the purpose of this study, data were collected through interviews and personal observation.

3.8.1 Interviews

This is also one of the ways through which data can be gathered for the study. Interviews can be in a form of structured or unstructured. It could also be face-to-face



or through a network. Interviews gives the researcher the opportunity to ask or probe further into issues which were not captured in the interview guide.

The study will however adopt face-to-face interviews with respondents and this was because, the study wanted to establish the feelings and emotions that are being attached to the responses giving by the respondents in relation to the ‘matter’ that is being studied.

3.8.2 Observation

Observation is one of the methods which was used in the study for the collection of data. Observation was employed because the study wanted to get firsthand information about the subject matter thus job satisfaction and productivity or performance. The study wanted to get first-hand information on the subject matter under discussion. For instance, how employees behave in the organization when they are satisfied at the work place in relation to how they behave they are dissatisfied at the work place or organization.

3.9 Data Collection Tools

There are various methods by which both secondary and primary data are obtained. Saunders et al, (2007) list questionnaire, interviews guide (semi-structured, in-depth and group) and observation as tools that are usable for gathering data for a study or research. For the purpose of this study, the instrument used for collection of relevant data for the study was interview guide and personal observation.



3.9.1 Interview Guide

Interview guide is basically a list of questions that are being penciled done before the interview section commerce. It provides the interviewee thus the researcher conducting the study the opportunity to have a better way of conducting the interviews to get the best responses from the respondents.

Prior to leading meetings, you require a meeting guide that you can use to enable you to coordinate the discussion toward the subjects and issues you need to find out about. They give direction about what to do or say straightaway, after your interviewee has addressed the last inquiry as well as what to say or ask next. Interview guide were used in conducting the research as it was one of the major source of data collection.

3.9.2 Analysis of Data

The raw data obtained from a study is ‘useless’ unless it is being transformed into information for the purpose of decision making (Emery & Couper, 2003). The analysis of the data involved reducing the raw data into a manageable size as well as developing summaries.

Consequently, the following steps were taken to analyze the data for the study. The data was edited to detect and correct, possible errors and omissions that were likely to occur, to ensure consistency across respondents.

Since the study is purely qualitative, Content analysis or thematic analysis was adopted to analyzed the data were collected through the interview sections that were held as well as what the researcher observed in the course of the study.

With this type of approach, there was much emphasis in relation to the respondents’ feelings, perception as well as experiences as the need be in other for objectivity to



exist. This will be done by transcribing the interviews conducted. Editing was done to check out the errors that may have occurred during the interviews as well as attention were giving to the responses giving by the respondents in relation to the research questions.



CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter deals with the general findings from the data gathered through the respondents who were contacted for the study thus the workers of both Wa and Tamale regional offices of the Driver and Vehicle Licensing Authority (DVLA).

This takes into account how job satisfaction affects and impact the job performances of the workers of Driver and Vehicle Licensing Authority (DVLA) in the Upper Regions of the country and specifically the Upper West Region and the Northern Region, Tamale.

4.2 Case Study Description

Drivers and Vehicle Licensing Authority (DVLA) is one of the numerous public-sector agencies which was being established by the government thus Government of Ghana to promote public interest in the area of transport in the country. Drivers and Vehicles Licensing Authority was established in the year 1999 through an Act of Parliament (Act 569). It used to be called the Vehicle Examination and Licensing Division before it was enacted into law to be called the Driver and Vehicle Licensing Authority in the year 1999. It has its headquarters in the Nation's capital which is the Greater Accra Region (www.dvlaghana.gov.gh).

This Act of Parliament grants this agency or institution the power or the mandate to have semi-autonomous in the public-sector organization under the Ministry of Transport in accordance with the 1992 constitution of the Republic of Ghana. Semi-autonomy means that it is not fully regulated or control by the state. Driver and Vehicle



Licensing Authority according to the Act 569 has the responsibility of ensuring the safety of Ghanaians on the road thus the capabilities of the drivers as well as the vehicle they use in plying the road. Drivers and Vehicle Licensing Authority currently has ten (10) regional offices across the country with each region being allocated with one regional office of which the Upper West Region (Wa) and the Northern Region (Tamale) are being included.

The Upper West Regional office of the Driver and Vehicle Licensing Authority is one of those offices of the authority which was established not quite long ago. It was established in the year 2002 to compliment the other offices in the northern part of the country.

The agency or the institution has a total working force of seventeen (17) whom are being shared in accordance with the various divisions or departments that exist in the organization. These seventeen (17) workers are the those who are being employed on permanent basis. Even though there are other staff of the organization who are on casual appointment or they are offering their mandatory national service in the organization.

There are only two (2) departments that exist in the institution namely the technical department and the administration.

The administration department of the organization thus the Drivers and Vehicle Licensing Authority consists of the account section, clerical section, the vetting and capturing section as well as the licensing section of the administration department.

The technical department on the other hand has the inspection section under it. Before the establishment of the Upper West Regional office, customers or clients used to patronize the Bolga office thus the Upper East Regional office and the Tamale office which is the Northern Regional office. Currently they are able to register not less than



twenty (20) vehicles in a day and about forty (40) motor bikes in the region on daily basis.

The Tamale office (Northern Regional Office) of the DVLA on the other hand is being considered to be one of the busiest agency in the Upper Regions of the country because of the huge number of people living in the Northern Region of Ghana. They also have the same departments and section as the Upper West regional branch thus the administration and the technical departments.

They license not less than fifty (50) vehicles and about seventy-five (75) motor bikes in the region on a daily basis. Their work becomes stressful during the “January Rush” where the registration of vehicles and motor bikes are at their peak as everyone wants to get the New Year’s registration number.

The administration department of both regional offices takes into account or are more concern about the “paper works” of the agency.

The account office of the Drivers and Vehicle Licensing Authority is in charge of the revenue and expenditures of the institution. It is where all payment relating to the licensing, road worthy, and registration of vehicles as well as motor bikes are being paid and receipts are being issued to validate payment. The money gained for the day at the various offices are being paid into the centralized account of the institution.

Most of the activities relating cash are being coordinated at the headquarters in Accra even though the various offices have an account of which monies are being paid into from the central account to cater for their recurrent expenditures that are being incurred by the office.

The vetting and capturing section is where driver’s licenses are being issued. First of all, all the relevant documents of the applicant are scrutinized to see if the applicant has



provided all the necessary information that is being needed for the application processes to commerce, for the license to be issued as well as for car registration to be done also. This can be considered to be the most sensitive component of the DVLA work structure because a license being issued to a driver who is not capable or does not deserve to drive has a ripple effects on the safety of passengers as well as the other road users.

The technical department consists of those who inspects the vehicles and motor bikes for them to be “certain” that it deserves to be on the road. This is a very technical aspect of the works of the organization because a mistake made by these ‘technical people’ could cause the lives of major road users in the country.

The technical department make use of experts that make sure the right vehicle or motor bike is being used on the road.

All these departments in the various regional offices works towards achieving the objectives as well as the vision of the organization thus the safety of road users as well as the passengers. This institution ensures that better vehicle who are roadworthy are being plied on the road.

However, since their main organizational motives involve the safety of road users, the employees being happy and satisfied might have impact on making the employee produce quality services to the client, as job satisfaction affects performance according to the various literatures that were reviewed.

4.3 Presentation of Data

With reference to the study under description, the analyses was done according to the themes used in the study which includes; background of respondents, explanation by the respondents on how they understand the key terms in the study thus job performance



and job satisfaction, the impact of job satisfaction on employees productivity, the relationship between job satisfaction and workers performance, the challenges that is associated with the employee being satisfied at the job among others.

These themes however provide answers to the research objectives that was set up to achieve in the course of the study. These were based on the interviews that were conducted in both regional offices.

4.4 Demography of Respondents

For the researcher to commence on the analysis of the data, there was the need on the part of the researcher to know the background of the respondents, therefore biography data of respondents were collected to have fair knowledge on the respondents from all the categories of workers from both regional offices.

Respondents for the study who were interviewed were from different sections within the organization thus Drivers and Vehicle Licensing Authority. They ranges from workers with various levels of experience in the organization through to their educational status. The most experienced person in the Wa regional office has over fifteen-years of working in the organization and the least experienced in the organization has three and half years of working.

However, in terms of the Northern regional office, the longest serving worker has been in the organization for close to twenty years (20) with the “youngest” serving worker being in the organization for less than two years being the youngest in the area of experience.

The gender categories of the workers from both offices indicated that, the most dominated gender in both regions were the males making up a chunk of the overall



workforce in the organization. However, the females can be said to have been fairly represented also even though they are not as huge as the males in the organization. It can be said however that, Drivers and Vehicle Licensing Authority offices in both the Upper West and Northern Region can be considered to be a male dominated organization.

Again, from the study, it was revealed from the study that most of the workers were placed in the administrative department of the organization and this can be said in both regional offices with very few employees working in the technical department of the organization. This was true because, from the study, it was discovered that there were quite a few sections under the administrative department which includes the Vetting and Capturing, Account office and Clerical section but however, there was no section that falls under the technical department in both organization and this can be seen as what contributed to or accounted for the number of huge differences in the number of workers or employees working under each department in the organization.

Employment in the public sector largely depends on the educational level of the applicant. On the basis of the educational levels of the respondents that were contacted for the study, it was found out or revealed that all the workers in the organization are literate thus they have the ability to read and write.

However, the employees' educational levels ranges from degree in Diploma through to Master's degree with the exception of the security man at the Wa regional office whose highest educational level is the Senior High School (SHS) which was the Wa Senior High and Technical School.

Most of the workers contacted for the study have their highest educational level to be degree with very few having either Master's degree as their highest qualification with



the rest being Diploma or High National Diploma (HND). It can therefore be deduced from the study that the highest qualification from both regional offices of the Drivers and Vehicle Licensing Authority is the Master's degree.

Nevertheless, some of the respondents have professional certificates in addition to their degree certificate but however this was dominant in the account sections in both organizations and this was due to the 'professional' nature or how delicate their work or job is and as such it is being regulated by an independent body which awards candidates who are able to pass all the course through examination.

Some of the professional certificate discovered through the study in the organization includes the Institute of Chartered Accountant-Ghana (ICA-Ghana) and Association of Chartered and Certified Accountant-United Kingdom (ACCA).

4.5 Job Satisfaction

Job satisfaction was one of the key concept of the study, therefore the study wanted to establish how the various respondents understand this key term used in the study. In getting respondents understanding on job satisfaction, various responses were giving in relation to how they see and perceive job satisfaction to be.

During the study, two dimensions were deduced from the responses giving by the respondents in relation to how they understand job satisfaction. The dimensions uncovered were in terms of financial incentives or rewards gain by the employees' whiles working and the working environments provided by the organization.

Most of the responses giving by the respondents' who were contacted for the study evolve around these two dimensions thus financial incentives and the working environments.



On the financial incentives, the respondents associated job satisfaction with the financial benefits they gain in the course of working in the organization that makes them work extra hard as well as making them feel comfortable at the work place. They were of the view that, the better the financial incentives or rewards available at the work place, the more employees are likely to be satisfied at the work place and that job satisfaction goes hand in hand with job performance and thus one cannot be achieved without the other.

In expatiating those respondents who perceived job satisfaction to be as a results of the better or 'juicy' financial incentives that are being received or instituted in the organization in relation to the performance of their various duties in the organization as a whole.

One of the respondent indicated that he understands job satisfaction to be the act where the employer makes all the necessary financial 'commitments' available to the employee for the employee to be happy at the work place and work harder towards the achievement of the organizational objectives. He added that without good or better financial incentives, no employee will be happy or satisfied at his or her job or work place.

Another respondent also described job satisfaction to be the process whereby the employee is at ease and the same time comfortable working at the organization and thus contributing towards the achievement of organizational objectives.

He continued that 'feeling at ease's and comfortable at the work place is mostly achieved or made possible through financial incentives giving to the workers by the employers to give their best as they hardly think about the financial stress they are likely to encounter.



Also, another respondent also indicated that job satisfaction is where the employees are being provided with all the necessary inputs or materials that makes them easy to work in the organization with the most important of all being the better financial incentives that is being attached to it.

Even though the respondent made mention of better materials and inputs which can be termed to be the working conditions but he highlighted the financial incentives to be his main focus as he further indicated during the interview that, to him, money does almost everything in this global world.

Another was of the view that job satisfaction entails the process of making sure that the worker does not lack anything that would help him or her perform better in the organization with the most essential of all being the financial incentives that is being provided by the employer in the organization.

Job satisfaction is a way of making the employee work harder than he would done by enticing him or her with better financial rewards for him or her to be happy and work in the organization for a longer period, this was the opinion expressed by a respondent on how she understands the term job satisfaction. And that she went further and stated that every “normal” worker will be satisfied in an organization where the financial incentives that is being provided by the employers’ are better or very enticing.

All these respondents attributed job satisfaction to the financial rewards gained or provided by the organization. The following were some of the extracts from the interviews that were conducted in relation to respondents’ understanding on job satisfaction.

Respondent 4 indicated vividly that “*job satisfaction is the where workers are happy working in the organization and are not willing to leave that organization because all*



financial commitments are being provided by the employer to make to make the employee work harder in achieving the goals of the organization and without good financial incentives in an organization, I do not think employees will be satisfied on the job”.

Again respondent 22 described job satisfaction “*as the process whereby employees are at ease and comfortable working in the organization which is largely being made possible through the provision of good financial incentives by the employers”.*

Moreover, respondent 9 understood job satisfaction “*to be the detailed process of making sure all provisions of financial incentives has been met with the employee not lacking anything financially”.*

However, respondent 31 indicated explicitly that “*job satisfaction can be seen as a way of making the employee work harder or stay in an organization for a longer period by enticing him or her with better financial rewards or incentives because most employees will be happy if the financial incentives available in the organization is exciting as this reduces the employees’ turnover in the organization”.*

Nevertheless, not all the respondents contacted for the study attributed job satisfaction enjoyed by the employees in an organization to the financial incentives available in the organization, some were of the view that job satisfaction is largely as a result of the good working environments provided by the employers in the organization. A good working environments makes the employees feel “fulfilled” and work extra hard towards the achievement of the organizational objectives. Details of their views and perception or responses in relation to job satisfaction has been outlined or expatiated below;



Respondent 15 expressed job satisfaction to be the cordial relationship that exist among employees as well as employers. He continued to explain that, if there exist mutual respect among the workers in the organization it improves their confidentiality and this makes them happy and satisfied at the same time at the work places. Their sense of belonging improves and this makes them satisfied at the work place.

This is how he put it *“job satisfaction is the cordial relationship that exist in the organization which improves the performance of workers as it makes them fulfilled at the work place”*.

Another respondent, thus respondent 18 explained job satisfaction to be the provision of materials or tools that makes the work of employees easier and faster. Thus in an organization where all the needs of the workers are being provided adequately and with the workers having no complains or with few or no grievances at all, it can be said that there is job satisfaction.

However, the respondent vividly put it like *“job satisfaction can be seen as where all the needs of the workers are being provided with little or no room for grievances in the organization”*. Meanwhile respondents 8, 27 and 39 were also of a similar opinion or responses in relation to job satisfaction and how they understand it.

From the responses giving by the respondents, it can be deduced that job satisfaction entails both financial and non-financial rewards thus the working environments that improve efficiency of the employee and also they enjoying what they do with few grievances improving upon the productivity and the satisfaction levels of workers. And as a result, the study can define job satisfaction based on the responses giving by the respondents who were contacted for the study as *the financial and non-financial forms of motivation or incentives that makes the employee feels some sense of belonging and*



at the same time being satisfied at the work place with the ultimate aim of improving performance of employees towards the achievement of organizational objectives or goals.

4.6 Job Performance or Productivity

The respondents' views concerning job performance were quite interesting with divergent views and understanding on the subject under study. Some of them understood job performance as the output level of employees in an organization. Some of them further elaborated it to include how work is being conducted at the work place through the employers.

Another group of respondents having similar views on how they understood job performance, they also see job performance as the contributions of workers towards the achievement of organizational goals.

Job performances among workers can be seen in two forms according to the study thus either it is improving performance or reducing performance of employees in an organization. However, based on the responses it was deduced that most of the respondents' responses were in relation to the increased performance of workers.

Nevertheless, below are some of the responses giving by the respondent how they understand and view job performance;

“Job performance is the ability of individual's contributions of employees towards the achievement of the stated organizational goals of the firm” and this was the response giving by respondent 11 during the study.



However, respondent 25 examined job performance as “*job performance as the total output of employees towards the organizational goal by providing them with all the necessary materials that makes them work to their optimum level*”.

From the study and in relation to the responses obtained in terms of job performance, it can be seen that job performance is a crucial aspect of the organizational activities that needs to be looked at as it has an important impact on the achievement of the organizational objectives and as such employers must be very critical in ensuring that employees best are always giving in the organization.

The study can therefore define job performance as *the capacity level of employees in an organization or an institution towards the achievement of the organizational objectives*.

4.7 Impact of Job Satisfaction on Employees

Literature has shown that job satisfaction has an impact on employees in the advanced or developed countries as well as the Asian continent. However, this was one of the research objectives thus the main research objective that was set up for the study to achieve.

Studies have however shown that the satisfaction of employees in relation to their job has an enormous impact on their performance levels in an organization. But however, job satisfaction does not necessarily always lead to improve job performance as sometimes it rather decreases or reduces the performance levels of employees as employees sometimes become complacent in performing their daily routine in the organization.



First of all, the respondents were asked to indicate if they are satisfied they are satisfied at the work place or not and how does this impact their performance levels in the organization.

Various diverse views were established from their responses with most of the respondents indicating that they are very much satisfied with the work they are doing in the organization with very few employees rather sharing contrary views as oppose to what the majority of the respondents indicated thus they are not satisfied with the work they are doing currently and that the government as well as those in management positions in Drivers and Vehicle Licensing Authority to do more aiming at improving the satisfaction levels of the workers who they think are not being satisfied in the organization.

According to those employees who were of the view that they were satisfied in the organization, the following are some of the reasons they (employees) gave in relation to their responses giving on the subject matter under discussion when they were probed further.

They cited the good financial incentives in addition to their good working environments as well as their work securities as some of the reasons that makes them feel satisfied at the work place. Some of their responses are as follows;

Respondent 2 put it like *“I am very much satisfied with my work as I have the freedom of doing things that builds up my confidence level to work as my bosses have a very good human relationship”*.

“I can confirm that I am satisfied with what I do and this is because of the job security that is associated with my kind of job. Job security in the sense that, unless I do something contrary to the constitution and the regulations of the organization that I



can be sacked other than that I will be here till retirement which is a good thing for me”- Respondent 41.

“I am satisfied with my work here and have no complains because of the great working relationship that exist among we the employees as well as our bosses, it makes me feel at home when ever am working”- Respondent 12.

However, not all the respondents were satisfied with their job description as few of them expressed their displeasure. From the study, it could be seen that the financial incentives associated with working in Drivers and Vehicle Licensing Authority are quite exciting with no none of the respondents citing financial benefits as some of the reasons for them not being satisfied in the organization but rather their reasons for their discontent was as a result of bad working environments which comprises of numerous factors with notable ones including but not limited to the sour relationship between subordinates and their superiors, how promotions are being done in the organization in addition to the work load they are engaged in.

Below are some of their responses:

“I cannot say that am satisfied or happy with my job as my work load is too much for me with no one to help me out at times, I can work the whole day with very little time to refresh myself. This is really killing me as the work is very stressful at times”- Respondent 34.

Another respondent indicated that *“I am not really satisfied with the work am doing currently because the opportunity for advancement or promotions are most of the time limited as the ‘big men’ are the ones having access or the opportunity to upgrade, it makes working here less interesting as promotions are very hard to come by and hardly will you get the opportunity to develop yourself”.*



Again, Respondent 36 expressed that *“To be honest, I am not satisfied with the work because of the behavior that is being exhibited by some of our superiors as they sometimes talk to us and treat as like we are ‘nobody’ but to be honest, we (subordinates) do most of the work in this organization and they get the recognition”*.

Interestingly, most of those who responded that they are not satisfied at the work place were the lower level workers in the organization as they are affectionately called the junior staffs. This could be a serious issue if authorities does not take steps in solving this problem as the lower level staffs are the ones whom are directly involved in the organization towards the achievement of the organizational goal.

Nevertheless, in relation to the impact of job satisfaction, most of the respondents indicated that indeed, job satisfaction has had positive impact on them at the work place even though not all the respondents agreed to this assertion.

The study therefore revealed that job satisfaction positively affects the employees in three broad areas thus good time management, increased in confidence level and improved performance.

Some of the respondents indicated that, job satisfaction has help in numerous ways and some of them includes time management in the organization as initially that was not the case.

This is as a result of the better working environments being provided and the provision of most if not all the materials and tools that makes work easier and faster. They made mention that, initially they were mostly not having all the materials to work with available making them spend a lot of time on a particular task which was not supposed to be so.



The delay in the acquisition or making available the required materials made them not being time conscious as they sometimes get stuck as the work is being performed which made them not being satisfied with their work initially. It was however revealed that, currently there is availability of materials as well as resources to work with are at their disposal making them spend less time in performing the needed task thus improving upon the time management techniques existing in the organization as being practiced by some of the employees.

The following were some of the responses from the respondent who were of the view that job satisfaction has impacted positively on their time management levels as it was gathered throughout the study;

One of the respondents described the impact job satisfaction has had on him in managing his time at work as enormous. He further stated that, initially because of inadequate supervision exercised by the superiors which makes the subordinates not put in much effort into the work but rather spend their time engaging in things that does not improve upon their performance in the organization, as it is a thing of the past now due to better supervision exhibited by their superiors.

He vividly put in as *“better supervision has made time management at the work place improved as we spend less time in serving our customers than what it used to be in the past and due to the better working environment existing in the organization as well as the availability of working materials in the organization as sometimes in the past, these materials get finished whiles work are in progress slowing the rate at which we serve our customers or client who does business with the organization”*.

Again, another respondent made mention of the fact that job satisfaction has improve upon his time management as he does not need to wait for the materials he works with



before he can perform his duties as the materials or resources he work with are always at his disposal nowadays. As this makes him spend less time in executing the assigned tasked making him satisfied in the organization.

He said *“because we are having most of the materials to work at our disposal, it makes work easily as a lot of time are being saved during work because of the availability of materials”*.

However, some of the respondents also indicated that, they are able to manage their time at work very well because of the incentive of “free lunch” for the following day if a worker is able to finish him job in time and it is being done well, a motivational package that is being instituted in the organization thus the Wa Regional office of the Drivers and Vehicle Licensing Authority. This is improving time management in the organization.

He echoed that *“we are able to manage our time very well recently because of the free lunch incentive that is being instituted by management to improve time management in the organization and it is working perfectly”*.

Moreover, another impact of job satisfaction that were discovered during the study is the improved confidentially among the employees in the organization. During the study some of the respondents make mention of the fact that, their confident level in going about their daily activities has improved very much because of the better working conditions such as delegation of duties to lower level workers that is being practice in the organization as well as the good financial incentives that is being associated with it. This shows that job satisfaction has really impacted the employees in both regional offices.



Most of the respondents were of the view that job satisfaction has impacted positively upon their confident level in the organization.

The following are some of the reasons they gave as an evidence that job satisfaction has improved upon their confidentiality.

One respondent who was in agreement that job satisfaction has improve upon his confident level made mention of the fact that, because of the delegation of duties that is being practice by some of the superiors, helps him to engage in activities that requires less supervision. This has help him to develop higher confident level at the work place.

He indicated it as *“delegation of duties at the work place is one of the things at makes me feel satisfied at work as it has improve my confident level in relation to performing difficult task as well as working in the organization with less supervision from superiors especially when there is pressure”*.

Moreover, another respondent also indicated that job satisfaction has impacted his confidentiality in the sense that a very good working relationship among the employees together with their superiors is a recipe for the boasting of confidence in the organization.

He mentioned that *“I have gain a whole lot of confidence lately as a because of the good relationship I am enjoying with my colleagues currently in addition to my superiors in the organization”*.

Furthermore, another respondent attested to the fact the job satisfaction has affected his confidentiality and this is as a result of the capacity training programs that the organization sometimes organizes for the employees to improve upon their potentials at work.



This is how this respondent also indicated *“the capacity building programs that the organization organizes for us quarterly has help me a lot to build my confident level in the organization because I have been able to learn a lot of new things that I did not know initially pertaining to my line of work”*.

Another impact of job satisfaction that was discovered during the study is the improvement in performances of respondents in their work. Most of the respondents who were of the view that job satisfaction having a positive impact on them indicated that they are able to work extra harder because of the satisfaction they gain to achieve the organizational objectives.

They further stated that initially they were not able to perform their best in the organization because of some the materials needed for the work which were not available as well as some of the unsupportive behavior of their superior, as all these made them feel “unsatisfied” at the work place.

The following were some of the responses pertaining to the respondents in expatiating the reasons behind their responses;

A respondent who was of the view that job satisfaction has improve his job performance because he is now able to work ‘extra’ without the distractions that they were experiencing as workers initially.

He feels satisfied at the work place and this has made him perform to his outmost best thus improved productivity.

He indicated that *“I am very much satisfied at the work place as we do not experience the breakdown in machines as we used to at the beginning and this have improve my performances at work very work”*.



Job satisfaction impacts on the performance of employees in an organization and this was evidence from the response given by the Northern regional manager who made mention of the fact that, when the organization started making their employees feel satisfied at the work place, their performance levels have increase and that they are able to serve client faster than before when the employees mostly complains about their job.

He indicated that *“job satisfaction improves employees’ performance as it has improve my workers performance which used not to be the case when they sometimes were having issues with the working environments”*.

Interestingly, not all the employees agreed that job satisfaction has impacted positive on them in the area of their work. Even though they were not as many as compared to those who were having a contrary view but their reasons for having such as view were substantially giving which includes decrease in employees output or performance as a results of complacency and job security that is associated with enjoying job satisfaction at the work place.

Below are some of the responses they shared in defending their position;

One of them were of the view that job satisfaction does not necessary impact positively but can also impact negatively due to job security enjoyed by the workers. He further explained that, because most of the workers are secured or not worried in terms of their employment status. Some of the workers do not work hard enough to increase productivity because they think their job is forever.

He indicated that this limit the efforts that the individual worker would have been put in if he job has not been on permanent basis this is in consistence with the argument put across that, when an employee is on temporary basis or probation their work level is always higher than when they are employed permanently.



He further stated that “*job satisfaction as a result of job security reduces production in a way because they do not work harder enough in achieving the organizational objective as they perceive that their job is permanent until retirement*”.

Moreover, another respondent made mention that job satisfaction breeds job complacency and job complacency can be considered to be one of the reasons why job satisfaction has not impacted positively on performance.

Studies shows that job insecurity is one of the motivation that affect employees’ performance as the worker will always work extra hard to be retained in the organization but the situation whereby the person is retained in terms of employment level reduces the urgency with which people work with.

He said “*job satisfaction which leads to job security usually breeds complacency and as such we normally do not work well to improve production in the organization as the workers do not work harder enough as a result*”.

From the study or the views expressed by the respondents in relation to the impact of job satisfaction on employees’ job performance, it showed that indeed job satisfaction impact positively on performance through time management, improved confidentiality and increases output as being echoed by most of the respondents who were contacted through the interviews and as such employers must take steps in making their employees to be satisfied at the work place as they will work harder towards the achievement of organizational objectives.

However, not all the respondents agreed to this as some made it known that job satisfaction lowers or reduces performance as the worker who is satisfied at the work place as result of job security will develop complacency in his or her line of work.



4.8 Relationship between job satisfaction and performance

This was one of the specific objectives that were penciled for the study to be achieved.

The study wanted to establish if any the relationship that exist between job satisfaction and performance of employees in the organization.

From the study conducted, it was discovered that indeed there exist a relationship between job satisfaction and performance as the effects of one automatically affects the other.

Respondents were asked to indicate if there is any relationship between job satisfaction and employees performance. Interestingly, most of the respondents affirmed or in agreement that there is a relationship between job satisfaction and job performance and some even went further to explain that job satisfaction leads to improved performance in the organization. And as such if employers have the desire to improve or increase the productivity levels of the employees then there is the need for the employers to make the employees feel satisfied at the work place or organization.

However, there were respondents who shared or had different views concerning the relationship between job satisfaction and performance. They indicated that, there is no relationship or links between them and as such they exist independently from the each other and their reason backing their argument is the intrinsic type of motivating among people or workers.

The following were some of the views expressed by respondents in relationship to those who indicated that there is a relationship between job satisfaction and employee productivity or performance;

One of the respondent was of the view that there exist a relationship between job satisfaction and performance of employees and thus that relationship is always positive.



This means that job satisfaction improves employees' performance and that for any organization.

He further added that for an organization to improve upon his employees output or performance then there is the need for the employers to take a critical attention to the satisfaction level of its workers in the organization.

He said that *“yes, there is a relationship between job satisfaction and productivity of employees and that relationship is positive because a satisfied worker always works to improve productivity and this is what employers must look at critically for instance, I really work extra hard to improve my performance here because I am very happy and satisfied with everything I do in this organization thus my job”*.

Another respondent also affirmed that there is a link or relationship between them thus job satisfaction and productivity in any organization. This respondent was of the view that there cannot be an improved performance from employees without the employees having the feelings of being “at home” thus being satisfied at the work place and as such job satisfaction affects employees' performance at the work place.

He further indicated that *“yes there is a relationship between them and as such job satisfaction usually goes with job performance as there cannot be an improve performance if the worker is not happy at work”*.

Moreover, another respondent also agreed that there is a relationship but his position was on the negative relationship between job satisfaction and employees performance thus job satisfaction does not always improve performance even though job satisfaction affects job performance in an organization.

The respondent's view or understanding on the relationship between job satisfaction and job performance was that, job satisfaction breeds complacency as most of the



workers will not put in much effort if they are okay with what they are doing thus it indicates a negative relationship between them.

He indicated that *“there will be always a relationship existing between job satisfaction and employees’ performance but it cannot be positive always as sometimes a person assured of job security with is an attribute of job satisfaction becomes complacent with his duties and as such their level of production or performances reduces in an organization”* but also added that *“job satisfaction is good but that is not always the case in a real life situation or in an organization as people get over comfortable”*.

However, the following also relates to those respondents contacted who were of the view that job satisfaction and performance of workers has no links or relationship all and as such both of them exist independently in an organization.

In view of that, a respondent who cited intrinsic form of motivation as one of the major reasons why an employee will either perform better or worse in an organization. The ability to achieve something for himself thus the worker or employee could be considered to be a vital motive behind the performance levels of employees in an organization.

The inner drive is also a factor to that and it can either increase or decrease performance levels of employees in some organizations as a results of that irrespective of whether the employee or the worker is satisfied in the organization or not.

He put it this way *“in my view, there is no relationship between job satisfaction and employee performance in an organization as the ability to perform better or worse could largely be attributed to the drive that spur you on in your line of work even if you are not satisfied in your organization or the work place”*.



Again, another respondent who was in agreement with those indicating that there is no relationship between job satisfaction and employee's performance but made it known that the performance of an employees might be as a results of what he thus the employees will benefits from the organization.

He indicated that *“an employee will work harder to improve his performance if he is set to benefit hugely from the operations of the organization but in the instances where the employee ‘stands no chance’ of benefiting from the operations of the organization, he does not work to improve upon his performance”*.

The findings made through the study shows that, in some instances, there is relationship between job satisfaction and employees performance as this is consistence with the study conducted by Harris and Maceli, 2010 which was concluded that there is a reciprocal relationship between job satisfaction and job performance of employees but they failed to identify the other factors which affect job performance other than job satisfaction such as intrinsic motivation of the employee in an organization or the work place.



4.9 Challenges Associated with Job Satisfaction

This was also one of the specific objective that was outlined in the study for it to be achieved. The study wanted to discover if there are some challenges associated with job satisfaction in an organization as it affects the motives of which the organization seeks to achieve by making their employees satisfied at the work place or the organization.

The study discovered that, there are a lot of challenges that is being associated with job satisfaction in an organization. The challenges discovered has been categorized into

three main themes which includes the huge cost involved, more time invested in improving upon the performances of workers as well as the issue of complacency are all as a results of job satisfaction. Most of the respondents responses gathered through the study are in relation to the themes which is being stated above.

Some of the respondents were of the view that, job satisfaction is an expensive thing to achieve by employers or an organization as it involves a lot of cost. Providing for all the needs of employees in an organization for them to be satisfied at the work place involves a lot of money.

Making some one satisfy with both the financial incentives attached to an organization as well as providing good working environments involves a lot of cost. As such most of the top level managers contacted for the study were very critical of it.

The following are some of the responses from the respondents who indicated that one of the major challenge of job satisfaction is the huge cost involved.

One respondent said *“I think one of the major challenge associated with job satisfaction is that, it takes a lot of capital or money for every employee to be satisfied at the work place or an organization”*.

Another respondent also indicated that *“job satisfaction is a very costly activity undertaking in an organization as it is usually difficult satisfying every employee in an organization, the cost is usually huge”*.

Moreover, another respondent echoed that *“achieving job satisfaction is not an easy task as it involves a lot of money and resources as it is not surprising that most employers are not able to provide this to their employees”*.



Another challenge that was uncovered during the study was the issue of complacency that arises as a result of job satisfaction. Some employees tend to reduce the passion and the synergy they work with when they become “content” with what they have or what they have achieved. They sometimes no longer have the motivation they used to have when the job satisfaction status was not achieved in the organization.

The following were some of the responses given by the respondents who were of the understanding that complacency is one of the major issues or challenges that is associated with job satisfaction in an organization;

A respondent indicated that *“complacency is not an attractive element being needed in an organization especially when it sets out in an organization and job satisfaction ideally leads to complacency as the employee lacks nothing that will motivate him to improve upon his performance”*.

Another respondent also echoed vividly that *“to me one of the major challenges with job satisfaction is complacency thus the worker or employee being content with either the financial incentives or the good working environment in the organization or both as he or she has nothing to gain again in the organization as this does not make him to work his heart out in the achievement of organizational objectives”*.

Again, a respondent indicated that *“job satisfaction makes an employee lazy at work as he or she becomes self-satisfied with what he or she has gained in the organization as nothing pushes him to do more in an organization”*.

Furthermore, another challenge that was discovered through the study is the investment of time as job satisfaction takes a lot of time in making it a reality. It involves a lot of consultations among the employees to determine what will make most of them if not all, satisfied at the work place or in an organization and this takes a huge deal of time



as most of the employers are unwilling to go through this ordeal to make them satisfied in the organization.

The following includes some of the extracts from the responses made by respondents in relation to those who were of the view that one of the major challenge associated with job satisfaction in an organization is the time as a resource invested into it;

“It takes a lot of time for employers of many organizations in the in Ghana or in the world to be able makes all the employees in that particular organization to feel satisfied at the work place or in the organization and this can be considered to be a major challenge associated with achieving job satisfaction in the orgainzation” and this was in response to what a respondent made in relating to the challenges.

Moreover, another respondents said that *“job satisfaction takes a major deal for it to be materialize in an organization”*.

The above were some of the challenges that were uncovered or revealed during the conducting of the study on some of the factors or issues that impede the objectives of which job satisfaction tends to achieve.

4.10 Job Satisfaction Affecting Performance

To establish how job satisfaction affects employees’ performance was one of the specific objectives the study penciled out for it to be achieved or answered.

The study wanted to discover or reveal if making the employee satisfied at the work place has anything to do with their performance levels within the organization. A lot were uncovered leading to the achievement of this objective.



The study revealed that job satisfaction affects the performance of the workers in such a way that achieving job satisfaction is crucial in any organization around the globe. During the study, most of the respondents indicated that indeed job satisfaction affects performance as there cannot be “abnormal returns” if the person or employee is not satisfied with what he is doing.

Job satisfaction can affect performance in two ways or instances thus either positively or negatively and this is according to some of the literature that were reviewed in the process of conducting the study.

However, all the respondents were in favor of the positives that can be gained or attained through job satisfaction existing in an organization relegating some of the negatives it might have imposed on it.

Below are some of the responses that were giving by the some of the respondents who were contacted for the study in relating to how job satisfaction affects employees’ performance in an organization or institution.

One of the respondent indicated that job satisfaction affects performance because making a person feeling satisfied usually serves a source of motivation and as most motivations affects the person being motivated his ability to deliver improved performance that is in the case where it is affecting it positively.

And this is how he put it “*job satisfaction serving as a source of motivation can affect employees’ performance positively which is improving greatly upon his performance levels in the organization*”.

Another respondent was of the view that job satisfaction affects performance in the sense that providing the employee with all the working materials or resources he needs



to perform makes him perform to his upmost best in the organization as he has no option to complain again than to perform.

He put it this way *“providing all the working materials and resources an employee needs in an organization to perform the task well or better makes him or her work his or her ‘heart out’ as he has nothing to complain of about the job he or she is currently undertaking or performing in the organization”*.

The above findings or responses giving by the respondents indicates that some of the ways through which job satisfaction affects performance of employees or workers in an organization and as such employers as well as top level managers of organizations or institutions must take a critical look towards addressing the issue of job satisfaction if that has not been instituted in the organization in question.



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The chapter deals with the general findings from the data gathered from the respondents' who were mainly the workers of Drivers and Vehicle Licensing Authority in both Wa and Tamale regional offices. Conclusions were drawn from the analysis and general recommendations were provided to improve upon the job satisfaction levels of the various employees in the organization which most at times impacts positively on productivity or the performance levels of employees in both the public and private sectors of the economy of the country as well as worldwide.

5.2 Summary of Findings

The purpose of the study was to examine job satisfaction and employees' performance on DVLA Ghana thus its impact on employees' performance. Data were obtained through the interviews conducted during the study. The following were the some of the major or key findings the study achieved.

5.2.1 Impact of Job Satisfaction on Employees

The study revealed that, the impact of job satisfaction on employees are huge as it helps them in diverse ways but however, it was uncovered that job satisfaction impacts the employee on both sides thus negative and positives.

From the study, some of the positive impact of job satisfaction is the improvement in employees performance which could be achieve through their confidentiality together with the job security of employees.



Moreover, from the study, some of the negative impact of job satisfaction could arise as a result of complacency setting out among employees.

Nevertheless, most of the responses from the respondents were in favor of the positive impact with few echoing the negative impacts during the interview section.

5.2.2 Relationship between job satisfaction and performance

During the study, it was established that there is a positive relationship between job satisfaction and performance of employees as most of the respondents were in support of this assertion.

However, few of the respondents disagreed with them citing intrinsic motive as a way of some employees performing better in an organization but not necessarily the satisfaction level of employees that is being enjoyed in the organization.

5.2.3 Challenges associated with job satisfaction

The study uncovered some of the challenges that are being associated with job satisfaction in an institution. Some of them includes, huge cost involve in making employees being satisfied at the work place, time invested in achieving job satisfaction in an organization and complacency which affects the better delivery of performance by an employee.

All this affects the purpose of gaining job satisfaction in an organization. However, most of the respondents cited the huge cost involved in achieving job satisfaction as a major challenge.



5.2.4 Job Satisfaction affecting performance

The study unveiled that job satisfaction affects performance in the sense that, the employee after feeling satisfied with what he does, he does not have any more reason to complain in the organization rather than work to improve productivity. All the respondents responded that job satisfaction affects performance through the improved productivity levels enjoyed by the organization as a result.

5.3 Conclusion

Generally, it can be concluded that job satisfaction improves employees' performance as it is one of the tools through which employers get employees to improve productivity in an organization.

Making the employee feeling at home in the work place is yielding results and as such more employers or organizations who has not adopted this tool to improve productivity must adopt it as quickly as possible to maximize employees' performance in an organization. Thus employers should always make their workers happy at the work place.

5.4 Recommendation

Based on our findings the following recommendations were made;

From the study, it was revealed that there is a great impact of job satisfaction on employees' performance so as a result, employers must do anything possible to make employees feel satisfied in the organization as it impact greatly in the performance of the organization.



Again, based on the direct relation between job satisfaction and employees performance as employees being satisfied at the work place mostly work hard to achieve the organizational objectives as a dissatisfied worker affects the achievement of the organizational objectives.



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APPENDIX A

UNIVERSITY FOR DEVELOPMENT STUDIES

SCHOOL OF BUSINESS AND LAW

DEPARTMENT OF MANAGEMENT STUDIES

INTERVIEW GUIDE

Dear Sir/Madam

I am a student of the above mentioned institution and will be glad if you could spend some time for me to interview you for the study of “**JOB SATISFACTION AND PERFORMANCE: A CASE OF DRIVER AND VEHICLE LICENSING AUTHORITY**”. You are assured that any information you provide is solely meant for the research and nothing else. Your response to the following questions will be kept confidential. Thank You.

1. Please indicate your willingness to engage in the study
2. Please which department of the organization do you belong?
3. What informed your decision to work here?
4. Please kindly indicate your qualification.
5. What do you understand by the term “Job Satisfaction” and also “Job Performance”.
6. Are you satisfied at the work place? Yes / No. Why?
7. How are you motivated in the organization?
8. Does Job satisfaction affects your performance in the organization?
9. Please indicate How?
10. How does Job Satisfaction impact your productivity levels or performance in the organization?



11. Is there any challenges associated with Job satisfaction?
12. What are some of the challenges that are associated with job satisfaction in the organization?

