

UNIVERSITY OF CAPE COAST

JOB SATISFACTION AND EMPLOYEE PERFORMANCE IN THE GHANA  
ELECTORAL COMMISSION, CENTRAL REGION

BY

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Business Administration in Human Resource Management

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## DECLARATION

### Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere unless quote which have been duly referenced.

Candidate's Signature: ..... Date: .....

Name: Samuel Ocran-Aikins

### Supervisor's Declaration

I hereby declare that the preparation and presentation of this dissertation was supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature: ..... Date: .....

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## ABSTRACT

This study sought to investigate the effect of job satisfaction on employee performance in the Ghana electoral commission, Central Region. Responses were gathered through a survey questionnaire that was distributed to a sample of 260 employees in the Ghana electoral commission, Central Region. The sample was determined, using Krejcie and Morgan's 1970 sample size determination formula. To examine the association between job satisfaction and employee's performance, the Pearson's product moment correlation and regression analyses statistical technique were adopted. The SPSS was used to process the data. It was found that the leadership style adopted by management was too rigid. Employees' personal interest, ability and opinion were not considered by the heads. Another major findings from the study was that there is a significantly positive relationship between job satisfaction and employee performance in the Ghana electoral commission, Central Region. Finally, it was found that employee in the Ghana electoral commission, Central Region were not allowed to take part in department's decision making process. On the basis of these findings, it was concluded that the significantly positive relationship between job satisfaction and employee performance is a global phenomenon, and by focusing on improving satisfaction and performance, organizations can be more successful. The study recommended that management of the Ghana electoral commission, Central Region should consider some factors that have been identified to have strong impact on job satisfaction, including employee rewards and clear channel of communication, and incorporate them in employees' development programs to improve their attitude towards the workplace. It was also recommended that management should create favorable work condition for the Commission, guide the employee to communicate effectively and build a good inter personal environment among the staff in order to create good work conditions.

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**DEDICATION**

To my wife,

Ms. Grace Gifty Arthur

## LIST OF ACRONYMS

HR	Human Resources
HRD	Human Resource Development
HRM	Human Resource Management
SPSS	IBM Statistical Product and Service Solution
JS	Job Satisfaction

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## CHAPTER ONE

### INTRODUCTION

Human resource is most vital asset for organisational development. It is the source that makes other source use and gets best return out of them. But getting best of human resource requires enormous moves by organisation and their management. If the human resource or employees are happy and contented with the moves and actions of employer they do their best for the best of organisation. But if they are not in this state they might cause organisation unmatchable loss. Thus managing human resource has become an art. Management always tries to use that art to satisfy their workforce. The greater the level of satisfaction of employees is, the higher will be returns for organisation. And this has been realized by various researches, scholars, academicians, writers and leaders.

#### **Background to the Study**

Employee job satisfaction has received special consideration in the 21st Century world of work (Addae & Wang, 2006). Employees are the most important resources of every organisation. They are the life-wire of the organisation. How they feel about the work they do and the feedback they receive from that work directly impacts on their performance (Saker, Crossman & Chinmeteepituck, 2003).

Job satisfaction affects the health of staff, their efficiencies, labour relationships in the organisation and the organisation's overall efficiency. Low levels of job satisfaction have been shown to produce various undesirable behaviours, such as using the organisation's time to pursue personal tasks,

psychological and practical withdrawal from the job and behavioural changes that alter the work place environment (Camp, 1994). Additionally, negative consequences associated with low levels of job satisfaction include attendance problems, higher rates of turnover, early retirements, lack of active participation in job tasks, and psychological withdrawal from work (Camp, 1994).

Job satisfaction is affected by personal and organisational factors, which cause an emotional reaction affecting organisational commitment (Spector 2008; Mowday, Porter & Steers, 1979). The consequences of job satisfaction include better performance and a reduction in withdrawal and counter-productive behaviours (Saker, Crossman & Chinmetepituck, 2003)). Since job satisfaction involves employees' affect or emotions, it influences an organisation's well-being with regard to job productivity, employee turnover, absenteeism and life satisfaction (Sempane, Rieger & Roodt, 2002). Motivated employees are crucial to an organisation's success, and therefore understanding people in their jobs and what motivates them could be a driving force in strengthening organisational commitment (Spector, 1985). In today's competitive world no organisation can perform at peak levels unless each employee is satisfied and committed to the organisations objectives (Addae & Wang, 2006).

The satisfaction-performance relationship has been studied for decades. Jaramilloa, Mulki and Marshall (2005) and Al Ahmadi (2009) showed that a crucial element in this relationship is employees' commitment to their job. There is also a strong connection between being satisfied at their job and their performance (Gu & Chi, 2009). Sarmiento and Beale (2007) studied the connection between education and job performance and obtained a surprising

result. Ng and Feldman (2009) found the opposite. According to them, education has a positive influence on job performance. Other studies by Karatepea, Uludagb, Menevisc, Hadzimehmedagicc, Baddarc (2006) and Campbell (1999) found that a person's self-motivation and efficiency has a positive effect on job performance. Perhaps, the Hawthorne studies in the 1930s and the human relations movement of 1949 stimulated interest in these investigations.

Employee job performance has continuously been a major challenge for both human resource managers and professionals (Gu & Chi, 2009). It embraces compelling ways to persuade workers to accomplish and provide higher job performance. Employees are the basic source of benefits and competitive advantage in any organisation. The viability and efficiency of an organisation is credited to the viability and productivity of employee's performance (Al Ahmadi, 2009). Thus, employee performance is instrumental to organisational development and productivity (Inuwa, 2016). The concept of employee performance is key to the understanding of the organisation. Though it can be determined by many factors, the level of effectiveness and efficiency can be measured in a given organisation via employees' performance.

Classic performance measures often operationalize performance as one general factor that is thought to account for the total variance in outcomes. In their theory of performance, Campbell (1999) stated that a general factor does not provide an adequate conceptual explanation of performance, and they outline eight factors that should account for all of the behaviors that are encompassed by job performance (i.e., job-specific task proficiency, non-job-specific task proficiency, written and oral communication task proficiency, demonstrating

effort, maintaining personal discipline, facilitating peer and team performance, supervision/leadership, and management/administration). They therefore urge against the use of overall performance ratings and suggest that studies should look at the eight dimensions of performance separately, because the “general factor cannot possibly represent the best fit” (Campbell, 1999, p. 38) when measuring performance.

Other researchers have stated that even though specific dimensions of performance can be conceptualized, there is utility in using a single, general factor. Using meta-analytic procedures to look at the relationships between overall performance and its dimensions, Viswesvaran, Schmidt, and Ones (2005) found that approximately 60 percent of the variance in performance ratings comes from the general factor. Further, this general factor is not explainable by rater error (i.e., a halo effect). Thus, overwhelming empirical evidence suggests that researchers should not dismiss the idea of a general factor, and that un-dimensional measures of overall performance may have an important place in theories of job performance.

In the performance literature, a distinction is made between in role and extra-role performance (Katz & Kahn, 1978). Extra-role performance is also conceptualized as organisational citizenship behaviors. Based on this research, Borman and Motowidlo (1993) suggested that performance can be divided into two parts, task and contextual performance. Task performance involves the effectiveness with which employees perform the activities that are formally part of their job and contribute to the organisation’s technical core. Contextual performance comprises organisational activities that are volitional, not prescribed

by the job, and do not contribute directly to the technical core (Borman & Motowidlo, 1993). Contextual performance includes activities such as helping, cooperating with others, and volunteering, which are not formally part of the job but can be important for all jobs. Although this distinction does exist, the current study focuses on task, or in-role, performance.

The present study focuses on job satisfaction and employee performance of staff of the Ghana electoral commission in the Central Region. The general objective of the study is to examine the influence of job satisfaction on the job performance of employees in the Commission. The Commission has experienced a downward trend in employee performance (Addae & Wang, 2006).

### **Statement of the Problem**

Employees are the most strategic and more important determinants of the growth, development and productivity of every organisation (Awang, Ahmad & Zin, 2010). If managed properly, employees become satisfied with their jobs and this can lead to beneficial consequences such as increased effectiveness, improved performance as well as decreased turnover and absenteeism at both individual and organisational levels (Fiorita, Bozeman, Young & Meurs, 2007). An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organisation. James and Hannah (2013), found that job satisfaction is an important element in a work situation and has been associated with improved performance as well as increased commitment to the organisation.

A study by Kuria (2011), found that employees are the most satisfied and highly productive when their job offers them security from economic strain, recognition of their effort, clear policy of grievances, opportunity to contribute ideas and suggestions, participation in decision making and managing the affairs, clear definitions of duties and responsibilities and opportunities for promotion, fringe benefits, sound payment structure, incentive plans. A similar study by Sikoro, Namusonge, Makhokha and Nyagechi (2016), found that work environment, employees' attitude and employees' productivity determined satisfaction of employees in Trans Nzoia County.

Similarly, Mwangi *et al.* (2017), reported that salary and compensation were the key institutional factors affecting job satisfaction of employees since they fortified a pleasure or positive emotional state. Anyango (2011), reported that even with poor remuneration, adequate provisions and allowances on health and housing plus a conducive work environment were adequate institutional cushions that guaranteed job satisfaction. Chebet (2015), found that the key institutional factors affecting job satisfaction of employees were compensation, leadership, training and working conditions. Ombimba (2014) reported that salary paid on time determines job satisfaction of the majority of workers.

Conversely, Wangechi, Kiragu and Sang (2018), found that lack of job satisfaction affects employees because employees without job satisfaction usually have low morale and lack a sense of belonging and attachment to the organisation. However, it appears the current level of job satisfaction at the Ghana electoral commission, Central Region is quite low. With the constant changes in the Electoral Commissioner and resultant changes in management, which always

come with a myriad of new ways of doing things, employee turnover rates have, within the last decade become a nationwide epidemic. Thus, the level of job satisfaction among employees in the Electoral Commission of Ghana is worth to be investigated and very important to be kept at high level in order to improve employee performance in this kind of institution.

### **Purpose of the Study**

The main objective of this study is to investigate the effect of job satisfaction on employee performance in the Ghana electoral commission, Central Region.

### **Objectives of the Study**

In order to achieve the general objective of the study, the following specific objectives have been formulated:

1. To examine the determinants of job satisfaction among the staff of the Ghana electoral commission, Central Region,
2. To assess the level of job satisfaction among employees at the Ghana electoral commission, Central Region,
3. To assess the extent to which employees at the Ghana electoral commission, Central Region have met their performance goals,
4. To examine the effect job satisfaction and job performance at the Ghana electoral commission, Central Region

**Hypothesis:** *There is a positive relationship between job satisfaction and employee performance at the Ghana electoral commission, Central Region*

### **Research questions**

The study was guided by the following research questions:

1. What were determinants of job satisfaction among the staff of the Ghana electoral commission, Central Region?
2. What is the level of job satisfaction among employees at the Ghana electoral commission, Central Region?
3. What is the extent to which employees at the Ghana electoral commission, Central Region have met their performance goals?
4. What is the effect of job satisfaction and job performance at the Ghana electoral commission, Central Region?

### **Significance of the Study**

The relevance of this study depends on its probable contribution to knowledge, policy making and human resource management practice. Perhaps this study is the first comprehensive study to assess the relationship between job satisfaction and employee performance in the Ghana electoral commission, Central Region. Thus, in terms of theoretical significance, the study advances knowledge and understanding of how job satisfaction impacts on employee performance. Consequently, other public service sector organisations in developing countries can apply the results for developing and redesigning programmes for improving their employee performance.

Finally, the research would not only add to works that have been done in this area; a sound model may ground future research and practice, and provide useful information for policy formulation and implementation. The findings of this study will, therefore, provide policy makers with current models of job satisfaction and employee performance for application in Ghana.

### **Scope of the Study**

The study sought to examine the effect of job satisfaction on employee performance in the Ghana electoral commission, Central Region. Notwithstanding the fact that various dimensions of human resource management abounds, this study considered only job satisfaction and employee performance. Again, only employees in the Ghana electoral commission, Central Region were eligible to answer questions in this study.

### **Limitations**

Challenges such as secrecy and approval on the part of management and fear of respondents to disclose vital information were limitations to the study. Some of the respondents felt unease and others were simply not bothered. The inaccessibility of some reliable records and reports on the activities of the Commission was a challenge. The unwillingness of some employees, especially those in management, to disclose strategic information, all in the name of confidentiality was one of the limitations to the study. The collection and gathering of the data was a challenge due to the fact that, some respondents were

not willing to answer the questionnaires and some of the questionnaires got missing by the respondents.

## **Definition of terms**

### **Human Resource Management**

Human resource management is the way organisations manage their staff and help them to develop in order to be able to execute organisations' missions and goals successfully (McCourt & Eldridge, 2003).

### **Human Resource Management Practices**

Human Resources Management practices is a form of system in which a set of distinct but interrelated activities, functions and processes are directed at attracting, developing and maintaining or disposing firms' human resources for that matter employees (Lado & Wilson, 1994)

### **Employee Performance**

Employee performance is defined as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers (Armstrong, 2001).

### **Job satisfaction**

Job satisfaction is the pleasurable or positive emotional state that results from the appraisal of one's job or job experiences (Locke, 1976). It is the set of

favorable or unfavorable feelings and emotions of employees about their work (Mahmood, 2011; Newstrom, 2011).

### **Organisation of the Study**

The study is organised into five chapters. Chapter One include introduction, illustrates the background and statement of the problem, the objectives of the study, and a set of research questions. It also includes the significance of the study and the organisation of the dissertation. Chapter Two comprises the literature review presents the concepts and theories underlying job satisfaction and employee performance. The main topics include the definitions, components, major and related theories underlying the variables in the study.

Chapter Three presents the methodological framework adopted for the study. It covers the research design, a description of the study area, characteristics of the target population, sampling procedures, data collection instruments, fieldwork, as well as data processing and analysis. Chapter Four – gives a presentation of the study results and their analysis. Chapter Five – Summary, conclusions, and recommendations – draws together all aspects of this research in a concise manner. It also explores the possibility of extending this research in the future. At the end of the report are the bibliography and appendices.

## CHAPTER TWO

### REVIEW OF LITERATURE

#### **Introduction**

This chapter discusses the theoretical review, human resource management, employee performance and conceptual framework and empirical review.

#### **Theoretical foundation of the study**

Several commonly-studied constructs have been proposed to explain the connection between job satisfaction and employee performance. Generally, these constructs have been categorized into three: (a) personality constructs, (b) job and role characteristics, and (c) cognitive ability. While each of these constructs is very important, this study focuses on Gray's Reinforcement Sensitivity Theory which falls under the personality construct.

#### **The Reinforcement Sensitivity Theory**

The Reinforcement Sensitivity Theory of personality represents a bold attempt to account for the neuropsychological regulation of behaviour, and how individual differences in neuropsychological systems give rise to what we commonly label personality (Pickering, Corr, & Gray, 1999). Reinforcement Sensitivity Theory is based upon notions of central states of emotion and motivation that mediate the relations between stimulus input and behavioural response: here stimulus and response can be internal processes, and only inferred from ingenious behavioural experiments (Judge, Heller, & Mount, 2002).

This theory argues that statistically defined personality factors are sources of variation that are stable over time and that derive from underlying properties of an individual; it is these, and current changes in the environment, that comprise the neuropsychological foundations of 'personality'. This assertion is demanded by the fact that personality traits account for behavioural differences between individuals presented with identical environments; also, behavioural differences show consistency across time. Thus, the ultimate goal of personality research is to identify the relatively static (underlying) biological variables that determine the (superficial) factor structure measured in behaviour. It would, of course, be a mistake to deny the relevance of the environment in controlling behaviour, but to produce consistent long-term effects, environmental influences must be mediated by, and instantiated in, biological systems (Gray, 1970).

Gray's theory of reinforcement sensitivity is built on the premise that nature has placed mankind under the governance of two sovereign masters, pain and pleasure. It is for them alone to point out what we ought to do as well as to determine what we shall do. On the other hand, the standard of right and wrong, on the other chain of causes and effects, are fastened to their throne. They govern us in all we do, in all we say, in all we think; every effort we can make to throw off our subjection, will serve but to demonstrate and confirm it. In words a man may pretend to abjure their empire: but in reality he will remain subject to it all the while (Pickering, Corr, & Gray, 1999).

According to the Gray's Reinforcement Sensitivity Theory (1970), individuals differ on their levels of arousability and sensitivity to reinforcements or rewards. This theory considers traits of Emotional Stability and Extraversion

and how they cause people to react differently to different situations. Looking first at Emotional Stability, as levels of Emotional Stability decrease, so does an individual's sensitivity to reinforcement (Gray, 1970). People who are low in Emotional Stability have exaggerated responses to rewards (Pickering, Corr, & Gray, 1999). Decreased job performance can be explained by this idea if an individual is low on Emotional Stability and they receive praise or a reward for a small bit of good performance. In other words, they will amplify the praise they received and think that they are performing very well, which may cause their subsequent performance to suffer.

Looking at Emotional Stability in general, and not just from the reinforcement sensitivity perspective, it has been one of the strongest dispositional predictors of job satisfaction (Judge, Heller, & Mount, 2002). Low levels of Emotional Stability lead people to experience more negative life events (Magnus, Diener, Fujita, & Pavot, 1993). This negative perception can influence, and therefore lower the perception of satisfaction in the work place.

The connection between Emotional Stability and job performance has also been established (Barrick, Mount, & Judge, 2001). Individuals who are low in Emotional Stability are more likely to be irritable, depressed, or anxious, and these traits inhibit the completion of workplace tasks (Barrick & Mount, 1991). Thus, low levels of Emotional Stability will lead to decreases in both job satisfaction and job performance because of the negative moods and perceptions that typically occur in emotionally unstable individuals (Barrick, Mount, & Judge, 2001).

## Concept of Job Satisfaction

The consolidated view of job satisfaction, for purposes of this study is that the concept represents employee's general attitude and feelings about their job, and that these attitudes and feelings are determined by a wide variety of factors relating to the person, the job, the organisation and most significantly the compensation associated with the job (Ostroff, 1992). More recent research has, however, indicated that among all the major job satisfaction areas, satisfaction with the nature of the work itself, which includes job challenge, autonomy, variety, and scope, best predicts job satisfaction among employees at the worksite (Saari & Judge, 2004).

The most used research definition of Job satisfaction is the one given by Locke (1976). Locke defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Implicit in this definition is the fact that job satisfaction reflects the general attitude of employees toward the job, and this is directly tied to individual needs including challenging work, equitable rewards and a supportive work environment and colleagues (Ostroff, 1992).

Job satisfaction consists of both affect or feelings, and cognition or thinking. As Saari & Judge (2004) noted, when we think, we have feelings of what we think. Conversely, when we have feelings, we think about what we feel. By implication, job satisfaction results from the perception that one's job fulfils, or allows the fulfillment of one's important job values. Phrased differently, work is gratifying if it complements one's personal desires and needs. Job satisfaction can be studied from two slightly different perspectives (Wanda, 2005). First, the

concept is treated as a single, overall feeling towards a person's job. In this way, job satisfaction can be measured according to the extent to which one feels positively or negatively about the intrinsic and or extrinsic aspect of one's job (Bhuiyan, Menguc & Borsboom, 2005). Consequently, when evaluating our jobs, just as we assess anything so important to us, both thinking and feelings are involved (Saari & Judge, 2004).

Alternatively, researchers may focus on the different aspects that impact on a job, (e.g. its rewards and social environment), as well as the characteristics of the job itself. This latter view permits a more comprehensive picture of job satisfaction as the individual typically tends to experience different levels of satisfaction across different job aspects (Spector, 2003). It is the summed total of these satisfactions with different aspects of the job that many authors collectively refer to as job satisfaction.

Job satisfaction is derived from and caused by many interrelated components. Examples of these include job characteristics, personality variables, environmental aspects, and a combination of these variables (Spector, 2003). These components contribute toward one single dimension from which one can obtain an indication of the general level of job satisfaction at the worksite. Job characteristic has been defined to include the content and nature of the job task itself. According to Fried and Ferris (1987), alongside task identity, task significance, and job scope, autonomy, skill variety and job feedback are factors exerting the most powerful impact on job satisfaction.

Personal characteristics of employees have also been found to have considerable impact on job satisfaction. Among the lot are age, gender, cognitive

ability, job experience, skills and abilities, level of motivation, health and social relationships (Wanda, 2005). In general, age appears to be the single most important personal factor influencing job satisfaction. According to Schultz and Schultz (1998), the following are the possible reasons underlying this conclusion:

- dissatisfied younger people drop out of their jobs or move around too frequently to be counted in surveys;
- a sense of resignation develops as one gets older, which often results in either given up or pursuing fulfillment on the job, or finding it elsewhere;
- many older people have greater opportunities for fulfillments on the job, i.e. have better jobs as their age and experience often bring increased confidence, competence, esteem and responsibility, as these characteristics bring about a greater sense of accomplishment;
- older people tend to value different things at work, e.g. may be less interested in task variety than younger people.

Research evidence regarding environmentally influenced job satisfaction has shown that work environment is made up of a range of factors, including company culture, management styles, hierarchies, human resource policies, as well as the physical factors surrounding the work, namely temperature, humidity, noise and light (Zawiah & Zahari, 2006). The nature of the work environment directly influences a person's feelings and behavior on the job.

Several key theoretical models of job satisfaction, from the need-satisfaction model to the stress-strain-outcome model may be helpful in understanding the link between environmental factors and job satisfaction. Zawiah and Zahari (2006) produced the Person-Environment Fit Model on the

premises that it may be possible to match individuals to environments in such a way as to reduce overall levels of stress and hence increase job satisfaction.

One of the most comprehensive and widely used measures for job satisfaction is presented by Wood, Chonko and Hunt (1986) and Purani and Sahadev (2007). In each of these studies, job satisfaction has been labeled as a multidimensional concept which is based on six major facets, namely; i) satisfaction with supervisor, ii) satisfaction with variety, iii) satisfaction with closure, iv) satisfaction with compensation, v) satisfaction with co-workers, and vi) satisfaction with management and HR policies. These characteristics or facets may not be of equal importance to every individual. For instance, a lecturer in Ghana may indicate that he/she is very satisfied with the Dean or Head of department and company policies, but may be dissatisfied with other aspect of work, such as the actual work itself.

In summary, job satisfaction is an elusive concept, which is defined within its intrinsic and extrinsic values (Cowin, 2002). Extrinsic values encompass the tangible aspects of the job, including wages, benefits and bonuses, whereas intrinsic values include status, recognition, personal and professional development opportunities, and other similar factors.

### **Determinants of Job Satisfaction**

Several factors may influence employee's satisfaction with their jobs. In this study, four of these are considered: (a) the work environment, (b) employee-management relationship, (c) Financial rewards

### **Promotion on Job Satisfaction and Employee Performance**

Over the years, many studies have attempted to categorize and find out the factors that affect job satisfaction and found wages as the main factor for job satisfaction, but other factors such as promotion, recognition of work, and employees loyalty are also considered (Calisir, Gumussoy & Iskin, 2010).

A study by Nguyen et al., (2003), found that job satisfaction is the result of promotion opportunities in the organisation. Teseema and Soeters (2006), concluded that there is positive relationship between promotion practices and perceived performance of employee. If organisations want to accelerate performance of employees in the organisation, fair promotional opportunities should be given to employees (Park et al., 2003).

In addition, salaries and incentives are the most important determinant of job satisfaction (Calisir, Gumussoy & Iskin, 2010). Calisir, Gumussoy and Iskin (2010) concludes that due to the changes in reward or recognition programs, there will be a corresponding change in work motivation and satisfaction, this means that if there is a greater focus on remuneration and recognition, it can have a positive impact as a result of motivation and thus lead to higher levels of job performance.

### **Rewards / pay on Job Satisfaction and Performance**

Job satisfaction is an outcome of different factors like pay, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions (Opkara, 2002). Out of these factors, pay is a very important factor. Frye (2004) found that there is positive relationship between equity based compensation and performance. It was further concluded that compensation plays

vital role in human capital intensive firms to attract and retain expert workforce. Furthermore, the compensation has significant impact on the level of job satisfaction of employees. It was also found that flexible compensation has no effect on the level of job satisfaction (Igalens & Roussel, 1999).

The study regarding the job satisfaction level of public sector managers was conducted and it was concluded that the income is the major determinants of job satisfaction (Sokoya, 2000). The investigation about relationship among job satisfaction and pay was conducted and it was also found that job satisfaction is affected by the pay (Nguyen et al., 2003). Brudney and Coundry (1993) have explained different variables that influence performance of the employees in the organisation. They included such as pay, organisation commitment, relationship between pay and performance, etc. There are some empirical evidences that there is positive correlation between compensation and performance (Gneezy and Rustichini, 2000; Gardner et al., 2004; Tessema & Soeters, 2006).

Similarly, a study by Şirin (2009), found that factors affecting job satisfaction were; feeling of success, relations with the management and employees, job safety, responsibility, recognition, high salary, promotion opportunity, clarity of roles, participation in decisions, freedom, good coordinated work, lack of continuity, relocation, performance, life satisfaction, and perceived work stress (Çınar & Karcioğlu, 2012). All these kind of studies support the idea that employee satisfaction has many aspects and influenced by various factors (Zaim, Karaman, Cetin & Isik, 2012).

According to some other studies in the literature, factors that affect job satisfaction can be sorted as follows: salary, benefits, the nature of work, pressure,

career development, education and training, job nature, management style, safety, job security, appreciation, training, workload, pay, promotional opportunities, organisational support of career, rewards, meeting, the overall working environment, department environment, physical conditions, equity, task variety, intergroup conflict, perceived organisational support, organisational commitment, delegation of power, communication, organisational integration, role ambiguity, communication with management, style of management, communication between colleagues and other groups, teamwork and cooperation, personal development, content of work, variety of task, responsibility, working hours, timings, recognition of superiors, job characteristics, job clarity, role conflict, advancement opportunities, company culture, safety at work, work content, good relationships with coworkers, technology, atmosphere at work, workload, feelings of accomplishment, performance, advancement opportunities, work exhaustion, turnover, absenteeism, performance evaluation systems, compensation, company's image and corporate culture (Mihajlovic & Lazaridis, 2008)

In a related study, Yu (2009), found that factors that prompted academic job satisfaction related to social work groups and the work itself; and to intrinsic factors such as self-esteem, while dissatisfaction factors were extrinsic, remuneration and prospects of pay and promotion. Employees in the public hospital in Iran were satisfied with their jobs and their social environment, however, Rad and De Moraes (2009) found that they were critical of pay and conditions. Khan, Nawaz, Aleem and Hamed (2011), in their study found extrinsic factors such as pay and working conditions affected job satisfaction.

Kaya, Koc and Topcu's (2010), revealed similar findings when studying conditions in Turkish banks.

However, Kaya, Koc and Topcu (2010), found that the organisational climate as well as employment policies impacted job satisfaction. Širca, Babnik and Breznik (2012), also found a strong relationship between job satisfaction and employment policies, especially employer support for training and further education. Lambrou, Kontodimopoulos and Niakas (2010), found that an achievement, remuneration, co-workers and job attributes had a strong relationship with job satisfaction among nursing staff of the Nicosia General Hospital in a Cyprus.

### **Working Environment and Employee Performance**

In terms of working conditions, the worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being (Baron & Greenberg, 2003). Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction. Arnold and Feldman (1996) shows that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding (Calisir, Gumussoy & Iskin, 2010).

The researcher found that work environment is an important determinant of job satisfaction of employees (Herzberg, 1968; Spector, 2008). The work environment, in the new research, was found to be better determinant of job satisfactions by the scholars (Reiner & Zhao, 1999; Carlan, 2007; Ellickson & Logsdon, 2001). Moreover, variation exists in terms of pay packages, working conditions, incentives, recognition and fringe benefits for the employees (Lavy, 2007). It was found that job satisfaction is adversely affected by the factors such as lack of promotion, working conditions, low job security and low level of autonomy. Guest (2004), concluded that the working conditions have affect on the satisfaction of employees. These include comfortable proper work and office spaces, temperature, lighting, ventilation.

The location of the work, where the employee performs his duties and daily activities, such as office or site of construction, is included in workplace environment. Generally other factors like, noise level, fresh air, refreshment and the incentives e.g. child care, also become a part of workplace environment. Workplace environment may have either positive or negative impact on the satisfaction level of employees depending upon the nature of working environment. The employees can perform better if they are provided good environment. The working outcomes are directly interlinked with working environment; the more it (environment) is conducive the better the outcome will be. Employee satisfaction plays an important part in the success of organisation. The employees will perform better if they are provided good environment (Calisir, Gumussoy & Iskin, 2010).

There are various aspects of the physical environment satisfaction that contribute in employee's satisfaction. Researchers asked the question from the employees that may include that how much you are satisfied with your working environment. When an employee is given higher level of satisfaction then it reduces turnover and in turn enhances the morale of an employee. It is also found that satisfaction with workplace is optimistically associated with job accomplishment and it is indirectly connected with turnovers for better future. The current workplace environment of various organisations has positive association with satisfaction of employees (Calisir, Gumussoy & Iskin, 2010).

Employee job satisfaction have positively affected by supervisors' support and recognition of employees (Calisir, Gumussoy & Iskin, 2010). Since the supervisors are representative for the institution, if they are supportive and helpful, employees perceive the organisation as the same. Communication between supervisors and subordinates determine employees' attitudes towards their jobs. In addition, management style of supervision is important and it can be different. For example, in one type, supervisors implement such things like checking to see employees' performance and communicating with subordinates. In another type, they allow their subordinates to participate in decisions related with their jobs (Calisir, Gumussoy & Iskin, 2010). Moreover, lack of communication between employees and supervisors negatively affect employees' job satisfaction.

Demographic characteristics include factors that define individuals even before their entry into the work situation, such as sex, age and education level as well as other factors related to their work experience, such as job level, shift

work, and years of experience. The core assumption here is that given that the workforce of any organisation is not demographically homogeneous, one expects employee satisfaction to differ across sub-groups (Wanda, 2005). The small body of research on job satisfaction in Middle Eastern countries suggests a strong association between demographic factors and job satisfaction (Armstrong, 2009). In particular, Wanda (2005) reported that female Lebanese employees have higher job satisfaction from fair pay than do male employees. Male employees, on the other hand, obtain more satisfaction from quality of supervision than do female employees.

### **Relationship with co-workers on Job Satisfaction and Performance**

The scholars previous found that environmental factors are important determinant of job satisfaction. The level of salary, promotion, appraisal system, climate management, and relation with co-workers are the vital factors (Lambert et al., 2001). James (1996), concluded that the working as a team has significant impact on the satisfaction level of employees as it affects their performance. It is essential to recognize to the significance of these factors to boost the satisfaction level in the workforce. The researchers finds the factors like pay, promotion and satisfaction with co-workers that influence the employee feeling towards job satisfaction (Schermerhorn et al., 2005). Padilla-Velez (1993) argued that the performance can be improved and absenteeism can be decreased with the help of socialization and interaction among employees.

### **Summary discussion on Job Satisfaction**

From the review on job satisfaction, it can be argued that the concept reflects three important aspects of the employee's attitude towards his or her job.

First, job satisfaction is a function of values, defined as what a person consciously or unconsciously desires to obtain. Second, different employees have different views about which values are important, and this is critical in determining the nature and degree of their satisfaction with the job. For instance, one person may value high pay above all else, another may value the opportunity for professional development; yet, another may value satisfaction with co-workers and management. The third important aspect of job satisfaction is perception. An individual's perception of the job may not be a completely accurate reflection of reality, and different people may view the same situation differently.

Many studies have shown that job satisfaction is one of the most widely studied variables in the entire field of organisational behavior. These studies suggest that the basic requirements for job satisfaction may include comparatively higher pay, an equitable pay system, real opportunities for promotion, considerate and participatory management, a reasonable degree of social interaction at the work, interesting and varied tasks, and a high degree of autonomy. The degree of satisfaction obtained by individuals, however, depends largely upon their own needs and expectations, and the working environment (Armstrong, 2009; Wanda, 2005; Cowin, 2002).

The importance of job satisfaction in the workplace is underscored by its inextricable connection to a person's entire life. Job is an all-important part of human life. People spend one third to one half of their working life at work, for a period of 40 to 45 years. This is a very long time to be frustrated, dissatisfied and unhappy, especially since these feelings carry over to family and social life, and affect physical and emotional health. A concept with such tremendous effect on

personal and organisational life clearly deserves a corresponding amount of attention.

Job satisfaction has been an interesting construct for researchers in understanding employee behaviors and attitudes. It is an important work-related variable in workforce research for several reasons (Cowin, 2002). First, satisfaction with the job is directly related to organisational commitment (Brown & Peterson, 1993). Second, job satisfaction is either directly (Nezaam, 2005) or indirectly (Armstrong, 2009) related to an employee's turnover intentions.

In summary, job satisfaction can influence a variety of important attitudes, intentions and behaviors of the workforce at the site. However, even though job satisfaction itself is important, perhaps the “bottom line” is the impact that job satisfaction has on organisational commitment, which affects employee turnover and performance. Early research tended to focus on job satisfaction as the key attitude related variable that influences employee behaviors such as job performance and turnover. However, a more recent research has shown that job satisfaction has positive correlation with organisational commitment.

### **Concept of Employee Performance**

Initially, HR professionals were optimistic about the possibility of defining and measuring job performance. In due course, they started to realise that determining the dimensions of a job and its performance requirements was not a straightforward process (Wanyama & Mutsotso, 2010). They got to know that job performance consists of complicated series of interacting variables pertaining to aspects of the job, the employee and the environment. Consequently, there have

been several attempts to define the concept of employee performance. These definitions may be categorized into three: (a) as a function of outcomes, (b) as a function of behaviour and (c) as a function of personal traits.

The complications surrounding the definition of employee performance emerged because job performance may be measured at the individual, group, unit or the organisational level according to quantity or quality of output, creativity, flexibility, dependability, or anything else desired by the organisation. Again, performance at the individual level does not only depend on the amount of time the individual is physically seen doing the work but also the amount of mental concentration that is made available during the performance of the work (Wanyama & Mutsotso, 2010). Consequently, the definitions of job performance range from general to specific and from quantitative to qualitative dimensions. Aldag and Stearn (1987) defined individual job performance as the accomplishment of some organisational goal by a single person. Campbell (1990) defined individual job performance as those actions or behaviors under the control of the individual that contribute to the goal of the organisation, and can be measured according to the individual's level of proficiency (Campbell, 1990).

While there are many definitions of employee performance, one definition which is often used in most of the studies is the definition proposed by Griffin, Neal and Parker (2007). These authors defined performance "as the total set of performance responsibilities associated with one's employment". This definition is chosen for the study because it has proved difficult for researchers to capture the full range of activities that contribute to individual effectiveness and performance in knowledge-based interdependent organisational contexts. They

believed that by addressing the issue of performance through cross-classification of three levels at which role behaviours can contribute to effectiveness (individual, team, and organisation), and the three different forms of performance behaviors (proficiency, adaptivity, and proactivity) into sub-dimensions of work role performance, the individual performance of employees can be measured with some level of accuracy than the traditional task and contextual performance methods (Griffin, Neal & Parker, 2007).

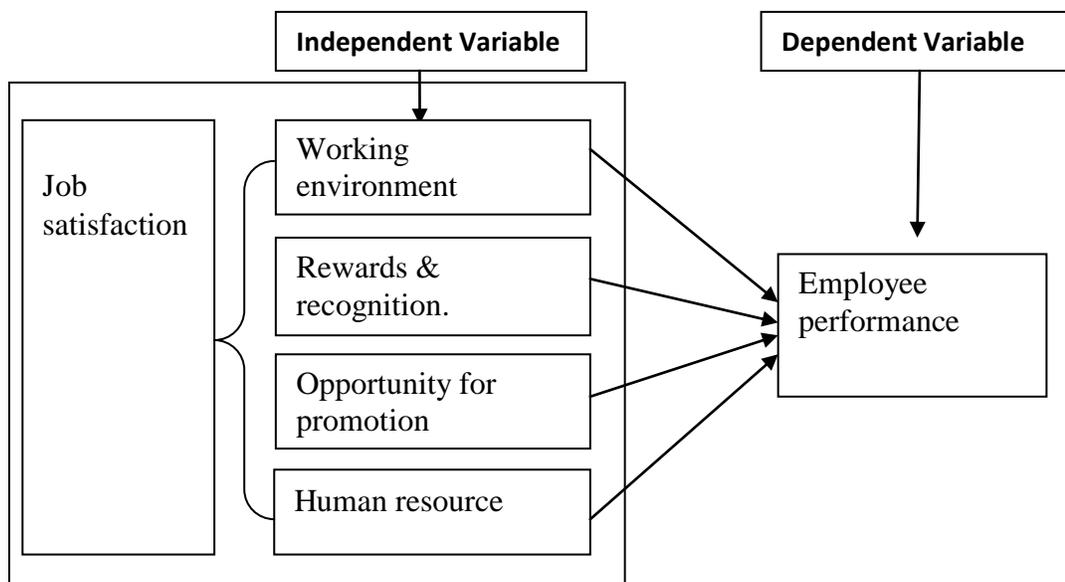
The preceding review has revealed that there are three variables which are very important in assessing employee job performance: (a) the requirements of the job itself; (b) the goals and objectives of the organisation; and (c) the behaviors that are most valued by management in performing the job (Motowildlo & Schmitt, 1999; Murphy & Shiarella, 1997). Research indicates that the task activities and contextual behaviors are both important in conceptualizing the job performance of individual employees. As Murphy and Shiarella (1997) reported, because of the increased attention that is now paid to contextual performance, job performance is no longer assessed on the basis of the tangible activities associated with the production of physical goods and services alone.

### **Conceptual framework of the study**

This study examined of job satisfaction on employee performance in the Ghana electoral commission, Central Region. Based on the review of the literature and the hypothesis forwarded, the proposed model of the study is presented as shown in Figure 1. This conceptual framework was used to examine the study variables. Maxwell, (2006) further suggests that a conceptual framework

justifies the entire research process by providing the necessary pieces of arguments.

The study developed a framework that indicates a relationship of variables based on the assumptions derived from the reviewed literature. The framework assumes that job satisfaction of Ghana electoral commission, Central Region depended on some of the following factors: working environment, motivation, salary, reward system, promotion and Supervision. When Ghana electoral commission, Central Region are working in good environment, are well paid, get opportunity for advancement (i.e well trained and developed) as well as promoted to higher positions, having reliable supervisors, such employees will have higher job satisfaction that will raise employee performance. In this study, independent variables are working environment, opportunity for promotion, and rewards & recognition. It is perceived that the variables can affect dependent variable which is the employee performance.



Source: Field Survey, Ocran (2019)

**Figure 1:** Conceptual framework for job satisfaction and employee performance

From the employee's job satisfaction conceptual framework above, this study sought to examine the factors affecting employee's job satisfaction. All those variables above are important to the employee job satisfaction. The performance of employees depend on, opportunity for advancement, salary, working environment, promotions, reward system, job design and remunerations. Therefore effective employee's job satisfaction results into effective service delivery and employee performance.

### **Empirical Review**

Johnson (2004), asserts that it is important to note that the rewards have a lasting impression on the employee and it will continue to substantiate the employee's perception that they are valued. He further said. People who feel appreciated are more positive about themselves and their ability to contribute. Employees who understand how their efforts contribute to the success of the organisation overall are the most engaged, and therefore the least likely to leave. Rewards are very important for job satisfaction because it fulfills the basic needs as well as helps to attain the higher level of goals. Fred Luthans (2011), has suggested that highly satisfied employees tend to have better physical health, learn new tasks, less grievances and are less involved in job accidents. They take their jobs seriously and ensure that they meet their target.

Khan, Nawaz, Aleem and Hamed (2012), examined the impact of job satisfaction on employee performance: An empirical study of autonomous Medical Institutions of Pakistan. The purpose of this study is to find out factors that influence level of job satisfaction among the workforce of autonomous

medical institutions of Pakistan and its effects on performance. The sample of the study is comprised of 200 doctors, nurses, administrative and accounts staff working in autonomous medical institutions in Punjab. 250 Questionnaires were distributed out of which 200 were received back and used for analysis. SPSS is used for data analysis statistically. It is concluded from study that facets such as: pay, promotion, job safety and security, working conditions, job autonomy, relationship with co-workers, relationship with supervisor and nature of work; affect the job satisfaction and performance.

Odembo (2013), investigated the factors that affect employee satisfaction at Airtel Kenya Limited. Specifically, the study sought to investigate the influence of talent development on employee satisfaction, to establish the extent to which reward influences employee satisfaction; establish the influence of organisational structure on employee satisfaction and investigate the influence of organisational commitment on satisfaction of employees. A sample size of 50 employees were taken for the research study, representing 20% of an entire population of 250. Data for the study were collected primarily through semi-structured questionnaire. The study will adopt descriptive statistics analytical techniques to analyze the variables, using Statistical Program for Social Sciences (SPSS). The study found that job satisfaction has effects on employee performance.

The research done by Jinyevu (2013), on the relationship between employees; job satisfaction and their performance: the Case of Teachers in Tanzania Government-owned schools found that, there is a positive consistent relationship between employees' satisfaction and their performance. Not only a positive correlation between job satisfaction dimensions and employees'

performance, but also positive influence of job satisfaction on job performance thus satisfied employees are highly motivated, have higher job morale and perform better than those who are *dissatisfied*.

Christen, Cryler and Soberman (2005), in a study entitled: Job satisfaction, Job performance and effort, revealed that job performance is related to job satisfaction. "Positive effect of job satisfaction on job performance has important implications for a firm that wants to motivate and retain talented employees.

Agwu et al (2005), on their study entitled: An assessment of teacher's job satisfaction and job performance in three selected secondary schools of Borno State, Nigeria. Revealed job dissatisfaction of teachers led to poor performance of students in the recent year examinations. "The situations suggest that teachers might not be satisfied with their jobs thus affecting their performance." Cook (2008), on his study entitled: Job satisfaction and job performance: Is the relationship spurious? Texas; USA, revealed that the relationship between satisfaction and performance is partly spurious; meaning that part of the relationship is actually due to common causes of satisfaction and performance rather than a substantive causal relationship between the two.

The empirical literature review therefore showed that the relationship between job satisfaction and job performance was actually due to common causes of satisfaction and performance rather than a substantive causal between the two. Thus there is direct and significant relation between the employee job satisfaction and organisational commitment. The factors affecting job satisfaction revealed were poor environment, reward system, promotion, recognition, interpersonal

relationship, organisational policies and practices, and conditions of services promote much on low level of job satisfaction of any employee.

Mbungu (2015), assessed the determinants of employee job satisfaction of Agricultural Extension Officers in WDC of Njombe Region. The research design used in this study was case study in which qualitative and quantitative information were collected. Both probability and non probability sampling techniques were used. In probability sampling the simple random sampling and stratified sampling techniques were used.

The study revealed that Agricultural Extension Officers in WDC were not satisfied with the job due lack of both extrinsic and intrinsic motivation factors. This was reported to happen because of delayed salaries and untimely promotion of employees at work. The findings of the study also asserted that, WDC have challengeable working environment to its employees in terms of social services (such as transport means, electricity, marketing place, safe and clean water and remoteness of most of the villages to mention but a few). The study revealed that working environment has been affecting negatively job satisfaction of agricultural extension officers in WDC.

## CHAPTER THREE

### RESAERCH METHDOLOGY

#### **Introduction**

The study was conducted in all the six branches of the Ghana electoral commission in the Central Region. The general objective of the study was to examine the effect of job satisfaction on employee performance in the Ghana electoral commission, Central Region. The chapter highlights how the research problem was explored, with specific reference made to how the participants were selected and the procedure followed to gather the data. Furthermore, the ethical considerations and confidentiality aspects are addressed. In this chapter, the author outlines the research strategy, the research method, the research approach, the methods of data collection, the selection of the sample, the research process, the type of data analysis and the research limitations of the project. Since the study adopted the quantitative study approach, various methods and techniques of data collection and analysis were used during the fieldwork.

#### **The Design**

The study adopted a purely quantitative approach, using both primary and secondary data (Creswell, 2009). The descriptive and explanatory survey designs were adopted for the study. These designs were deemed appropriate because the researcher intended to observe and explain existing patterns of behaviour, why they occur, and what they imply in relation to human resource management practices and employee performance (Creswell, 2009). According to Punch (2005) descriptive survey design helps a researcher to gather, summarize, present

and interpret information for the purpose of clarification. Again, this design was chosen because the study was mainly based on numerical analyses of data drawn from primary data. Moreover, the basis for the choice of the quantitative approach using descriptive design was guided by the research objectives and questions, one of which sort to investigate relationships and effect between the variables.

### **Study Organisaion**

The Electoral Commission of Ghana is the official body in Ghana responsible for all public elections. The Commission is made up of seven members and its independence is guaranteed by the 1992 Ghana Constitution. The current commission was established by the Electoral Commission Act (Act 451) of 1993. Kwadwo Aferi-Gyan was the first substantive Chairman of the Commission from 1993-2015. The EC evolved as part of the institutional transfer of the superstructure of British colonial rule. It began as a department under the Ministry of Local Government, with the responsibility to supervise elections organized by the colonial government. The immediate pre-independence electoral process was perceived to be free from political manipulations and was characterized by relative fairness and agreements on the rules of the game.

After independence, successive governments shifted to the independent Sole Electoral Commissioner model. The power to manage election was transferred from the local government ministry to an independent election authority headed by a sole commissioner. Executive controls over the Electoral Commissioner in the 1st Republic undermined the attainment of credible

elections. Although the Sole Electoral Commissioner in the 2nd and 3rd Republics enjoyed a great deal of autonomy, and impartially performed their functions, the opposition parties in the 2nd Republic were skeptical of the impartiality and neutrality of the sole commissioner. The transition to usher in the 4th Republic suffered many setbacks because of public perception of government manipulations and interferences in the work of the hurriedly appointed Interim National Electoral Commission (INEC).

The political system that emerged post-1992 is widely perceived to be suitable for holding credible elections because the elite have consensus on the democratic system and are supportive of elections and multiparty politics. The Ghanaian elite have demonstrated their support for the democratic process by actively participating in all the four elections and cooperated with the EC. Progressive transformation of the election authority from NCD, INEC to EC has significantly enhanced the latter's competence and efficiency. Civil society, government and donors have done little to negatively influence or manipulate the EC. The EC is widely perceived as an independent and neutral body with the capacity to hold credible elections.

The EC is a well-structured institution with hierarchy of powers and functions. The Chairman is positioned at the top of an array of offices and personnel that cascade down to the district level. Its regional and district offices provide the structure for the efficient management and conduct of elections. It has designed elaborate programs of action which focus on staff recruitment, training, discipline and retention. Capacity building programs are formalized, and the staff undergoes periodic professional training to beef up their skills. The general

opinion is that the EC's staff is professionally competent and is adaptive to changing circumstances. When issues plagued the 1992 electoral process and dented the image of the INEC, the EC reformed itself by taking important initiatives in order to gain legitimacy and public confidence in its activities. Those measures have boosted the credibility of post1992 elections.

### **Population of the Study**

The population of a study is defined by Creswell (2009) as the aggregate of all elements that show some common set of characteristics and that comprise the universe for the purpose of the research. According to Saunders, Lewis and Thornhill (2016), population refers to the complete set of cases or group members a researcher is interested in. Target population is the collection of elements or objects that possess the information sought by the researcher and about which inference are to be made.

The study population consisted of all the senior staff of the six branches of the Ghana electoral commission, Central Region. The accessible population consist of five hundred (300) senior Members and five hundred (500) junior staff in the Commission. The distribution is presented in Table 1.

**Table 1: Target Population of the Study**

<b>Categories of Staff</b>	<b>Total Number</b>
Senior Members	300
Junior Staff	500
<b>Total</b>	<b>800</b>

### Sampling Procedure

The Simple Random Technique was used for selecting the members into the sample. The simple random sampling is a process of selecting a sample at random from the sampling frame (Kothari, 2006) Simple random sampling maintains the original sampling frame but the number of elements available to be drawn decreases as each element of the sample is removed. Since the simple random sampling technique was used, the employee list was obtained from the HR Department

Out of the sample frame of 800 employees in the Ghana electoral commission, Central Region, a sample of 260 members were chosen at 95 percent confidence level, using Krejcie and Morgan’s 1970 sample size determination formula as presented in Table 1. The members in each staff category were chosen based on the percentage method in which the senior staff represents 37.5% of the population while the junior staff represents the remaining 62.5%. The sample size is 32.5% of the total population. This is scientifically accepted because according to Amedeho (2002), a sample size between 5-20% is ideal to represent the entire population. The sample size of the study is presented in Table 2. It is calculated as 37.5% of 260 for senior members and 62.5% of 260 for the junior staff.

**Table 2: Population of Study**

Categories of Staff	Total Number
Senior Members	300
Junior Staff	500
<b>Total</b>	<b>800</b>

**Source: Field Survey, (2019)**

## Data Collection Instrument

The primary data for the study were collected using the survey questionnaire. A survey questionnaire is defined by Jones and Rattray (2010) as a tool usually used to provide a set of questions beneficial for data gathering, analysis and research. Survey questionnaires are chosen for data collection for several reasons. First, they are relatively cheaper as compared to interviews. A questionnaire is easy to fill and takes little time as compared to other instruments like the interview. Finally, where the respondents are many or scattered over a large geographical area, questionnaires are the best, because they save costs in terms of travel expenses and postage (Cozby, 2001; Leedy & Ormrod, 2010). Yet questionnaires have their drawbacks as well; they require that the respondents be able to read and understand the questions (Babbie, 2007). In addition, many people do not like sitting down alone to fill questionnaires. They see it more boring and time consuming. This tends to reduce the response rate.

A closed ended survey questionnaire was developed for this study using a five-point Likert scale ranging from Least Agreement (LA) to Total Agreement (TA). Two variables were measured in the study: (1) human resource management practices and (2) employee performance. Consequently, the instrument was divided into three sections. The first section focused on the demographic characteristics of the respondents while section two dealt with the scales for measuring job satisfaction. Job satisfaction is measured using an 8-item scale. The 8 items were modified from job satisfaction scales originally developed and used by Azman, Guatleng, Cheekiong, Zalina, Ajis and Dollah (2009) and

Masdia (2009). The third section was used to measure employee performance. The researcher used the 27-item scale of Griffin, Neal and Parker (2007).

Each respondent was given verbal instructions and asked to anonymously complete the survey for immediate collection. Respondents were also informed as to the purpose of the study to minimize any associated bias.

### **Validity and Reliability**

The concepts of validity and reliability are two factors which any researcher should be concerned about while designing a study, analyzing the results and judging the quality of the study (Punch, 2005). Saunders, Lewis and Thornhill (2009), agree that in any research, it is expedient as a matter of validity and reliability to check that the instrument is pre-tested before the final administration.

### **Validity**

Validity determines whether the research truly measures that which it was intended to measure (Cozby, 2001). It answers the question; “how truthful the research results are”. It estimates how accurately the data obtained in the study represents a given variable or construct in the study (Punch, 2005). To ensure the validity of the instruments, the questionnaire was given to experts in research to seek their opinion about the adequacy and representativeness. Again, the study adequately reviewed related literature and modeled the study on sound theoretical models. A pretest was also conducted on the data collection instruments before the main survey. The pilot study enabled the researcher to assess the clarity of the

questionnaire items. The items that were found to be redundant and misunderstood were either discarded or modified to improve the quality of the research instrument, thereby increasing the validity of the instruments.

### **Reliability**

Reliability is the extent to which results are consistent over time. The Cronbach's Alpha was used as a measure of reliability and internal consistency. Cronbach's Alpha is a reliability coefficient that indicates how well items in a set are positively correlated to one another (Saunders, Lewis & Thornhill, 2009). It measures the inter-correlations among test items, with a measure of 1 being higher in terms of internal consistency and reliability, and 0.7 to 0.9 being the level of acceptance (Creswell, 2009).

### **Sources of Data**

The study relied on both primary and secondary data sources for all data needs. The primary data were collected from senior executives and managers of Ghana electoral commission, Central Region. According to Leedy and Ormrod (2010), the primary data is the data closest to the truth, and is often the most valid, the most illuminating, and the most truth-manifesting. In addition to the primary data collection, secondary data were collected from published and unpublished journal articles, magazines, other Master's theses, government publications, the internet search and official documents from the Ghana electoral commission, Central Region.

### **Data Collection Procedures**

Prior to conducting the study permission was obtained from the Head of the Department of Ghana electoral commission, Central Region. Consent was also granted to the researcher to have access to departmental information necessary for the research. The senior managers and employees residing under their supervision were initially informed via e-mail about the purpose and objectives of the study and when the study would be conducted, the confidentiality, anonymity and voluntary nature of the study was also addressed, and assurance given that the information acquired would only to be used for research purposes (Creswell, 2009; Punch, 2005).

The survey questionnaires were administered by researcher with the help of research assistance. Data for the study were collected in accordance with the ethical codes of conduct in social science research as proposed by Creswell (2009). Voluntary participation, anonymity and confidentiality of respondents were assured. Respondents voluntarily took part in answering the questionnaires and none was selected or called upon to answer the questionnaire without his/her full consent. The purpose of the research was fully explained to the respondents. Data collection was done over a period of one month.

### **Data Processing and Analysis**

The data collected were processed using the IBM Statistical Product and Service Solutions (SPSS) Version 22.0. The mean, standard deviations and other descriptive statistics were produced for analysing objectives one and two. The pearson product-moment correlation technique was used for testing the relationship between human resource management practices and employee

performance in the Ghana electoral commission, Central Region. The technique was used because in addition to determining the direction of relationship between variables it helps one to determine the strength of such a relationship. In this way, the technique allowed the researcher to digest and effectively communicate the data collected for the study (Creswell, 2009).

### **Ethical Considerations**

According to Saunders, Lewis and Thornhill (2009), ethics is the norms or standards of behavior that guide moral choices about our behavior and our relationships with others. In this research study, issues relating to the ethical conduct of research such as informed consent, confidentiality, privacy and anonymity will be upheld. As noted by Cozby (2001), ethics in research has to do with the responsibility of researchers to be honest and respectful to all individuals who are affected by the research studies or reports of the results of the studies.

This is important because one must gain the permission of people in authority to provide access to participants in a study (Punch, 2005). Consequently, a letter from the department of human resource management of the University of Cape Coast was presented to the schools to seek approval to conduct the study. This letter was forwarded to the head offices of the Ghana electoral commission, Central Region. The nature and purpose of the research was explained to respondents. Respondents were informed that their participation was voluntary and that each one was to grant the interview without any compulsion.

### **Chapter Summary**

The study adopted a survey approach using descriptive design, precisely, a cross-sectional approach. The simple random sampling technique was employed to select the members into the sample. Data were collected mostly by closed ended survey questionnaire which consisted of three (3) sections. Voluntary participation with the assurance of anonymity and confidentiality of respondents was employed mainly to overcome the limitation of respondents providing wrong answers to the questions.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This chapter presents the analysis of data collected and the interpretation of the findings. The study sought to examine the influence of job satisfaction on employee performance in the Ghana electoral commission, Central Region. Among the issues discussed are the socio-demographic characteristics of respondents, level of job satisfaction among staff of the Ghana electoral commission, Central Region, staff performance and relationship between job satisfaction and employee performance. The discussion was structured to the extent that the results of the study were first presented using descriptive statistics of the distribution of variables, then the discussion of how the results led to the achievement or otherwise of the stated objectives of the study.

Out of the two hundred and sixty (260) members in the sample to whom the survey questionnaires were administered to, two hundred and fifty (250) successfully filled and valid ones were retrieved. This gave a response rate of ninety percent (90%). This was acceptable because according to Sekaran (2000), a response rate of thirty percent (30%) is regarded acceptable for any scientific research. This good response rate can be attributed to inter alia: the participants being informed well in advance of the purpose and objectives of the research and buy-in from the assistance of senior managers in administering the questionnaires. Furthermore, the researcher is an employee of the Ghana electoral commission, stationed in Cape Coast. As a result, he was acquainted with the participants, thus making it easier to ensure co-operation and follow ups.

## Demographic Data

The chapter commences with an analyses of the biographical data gathered from the research sample (n = 250). The data analysed are presented in the form of bar charts. This is followed by a description of the most salient sample characteristics by means of frequencies and percentages. From the literature review, six demographic characteristics were considered relevant for this study. They include age, gender, academic and professional qualification, length of service, workload levels and work experience and marital status. The demographic characteristics of the successful respondents were important because the information can guide a researcher as to whether respondents have the necessary level of maturity, objectivity, authority and independence in providing actionable and meaningful information on which research reports and decisions can be made.

### Age Distribution of Respondents

The age distribution of respondents is presented in Table 3.

**Table 3: Distribution of Respondents by Age Groups**

Age Groups	Frequency	Percentage (%)
25 – 29	40	16.00
30 – 34	50	20.00
35 – 39	80	32.00
40 – 44	60	24.00
45 – 49	10	4.00
50 Above	10	4.00
<b>Total</b>	<b>250</b>	<b>100.00</b>

Source: Field data (2019)

The graphic presentation of the age distribution of the sample is presented in Table 3. The majority of the respondents (n = 80 or 32%) fall in the age category 35-39 years. This is followed by respondents in the age category 40-44 years, representing 60 members (24%). The age category 30-34 years old, constitutes 20% (n = 50) of the sample, as the age category of 25 – 29 years, representing 40 or 16% constitute the fourth group. The minority of the respondents (n = 10 or 4%) fall in the age categories 45 – 49 and those over 50 years. From the ensuing results it can therefore be concluded that the majority of the workforce participating in the study is fairly young, ranging between the ages 20-49 years old.

### Gender of Respondents

Table 4 presents the gender distribution of the sample. Although the distribution favoured males, the study had almost equal ratios of males and females in order to avoid gender bias.

**Table 4: Gender Distribution of Respondents**

Gender	Frequency	Percentage (%)
Male	150	60.00
Female	100	40.00
<b>Total</b>	<b>250</b>	<b>100.00</b>

Source: Field Survey, (2019)

The sample was representative of a larger number of male respondents to that of female respondents. Male respondents comprised of 60% (n = 150) compared to 40% (n = 100) female respondents. Thus, all the respondents

indicated their gender. The high rate of male respondents is not surprising because the result is a reflection of the gender distribution of the workforce in Ghanaian organisations. Males are usually more than females in most business organisations in Ghana (Obisi, 2011). Notwithstanding, the information provided was not gender bias as it contained a fair representation of both males and females.

### Academic Qualification of Respondents

Table 5 illustrates the education level of the respondents.

**Table 5: Educational Level of Respondents**

Level of Education	Frequency	Percentage (%)
Diploma	50	20.00
SSCE	20	8.00
Degree	100	40.00
Master's Degree	30	12.00
Other	50	20.00
<b>Total</b>	<b>250</b>	<b>100.00</b>

Source: Field data (2019)

The Table 5 depicts that the majority of the respondents, 40% (n = 100) has an educational level of the Bachelor's Degree, whilst 20% (n = 50) of them possess the Diploma and other certificates each. Thirty respondents 12% (30) have obtained the Master's Degree. The remaining 8% (20) has the SSCE Certificates. By implication, the respondents had the required academic and professional qualifications to answer the questions posed in the questionnaire and to provide the appropriate information.

### Length of Service of Respondents

The respondents also differed in their work experience, in respect of how long they have stayed in the Ghana electoral commission. The length of service of respondents is presented on Table 6.

**Table 6: Respondents' Length of Service**

Length of Service	Frequency	Percentage (%)
1 – 10	150	60.00
11 – 20	90	36.00
21 – 30	6	2.40
Above 30	4	1.60
<b>Total</b>	<b>250</b>	<b>100.00</b>

Source: Field data (2019)

As profiled in Table 6, majority 60% (150) of the respondents had up to ten (10) years' experience with the Ghana electoral commission, Central Region. Ninety (90) respondents, representing 36% (n = 90) had worked in the service for about 11 – 20 years while six, representing 2.40% (n = 6) had been in the service for years ranging from 21 to 30. The remaining 1.60% (n= 4) had been in the service for over thirty (30) year's duration. By implication, the respondents had satisfactory experience to provide the needed information.

### Marital Status of respondents

Both married and unmarried employees are included in the sample. Marital status of respondents of the sample is illustrated in Table 8.

**Table 8: Marital Status of Respondents**

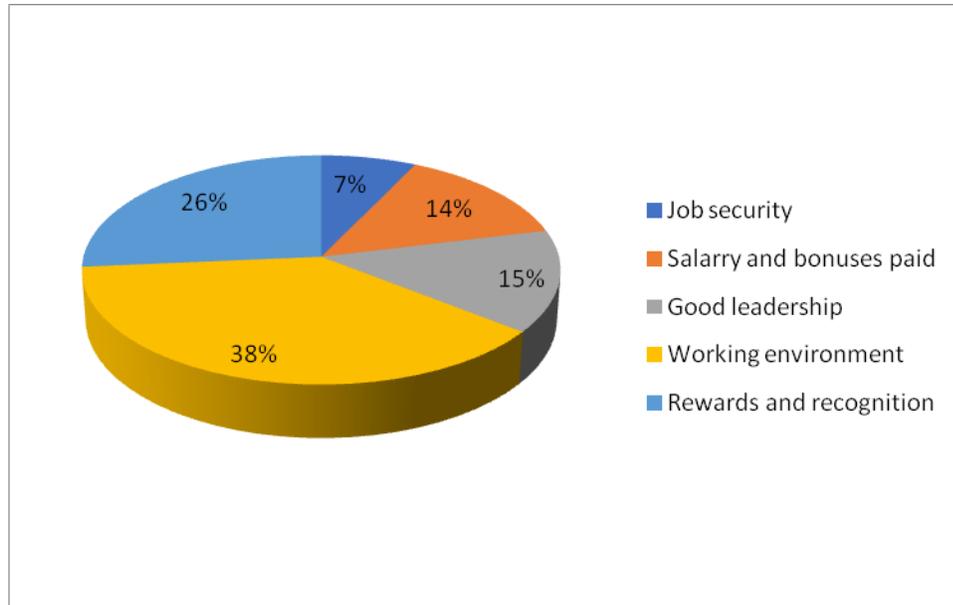
<b>Status</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Married	190	76.00
Not married	60	24.00
<b>Total</b>	<b>250</b>	<b>100.00</b>

Source: Field data (2019)

The results indicate that out of the total 250 respondents, 76% (n = 190) are married employees and the remaining 24% (n = 60) have not married yet. The demographic feature of respondents is an indispensable part of the research project. Demographic features provide the data that describes the composition of a population, such as age, race, gender, income, migration patterns and population growth. These statistics are often overlooked but are a significant part of the study as it provides information that enhances the interpretation of the result.

### **Job Satisfaction among the staff of the Ghana electoral commission, Central Region**

The first research objective sought to examine major determinants of job satisfaction among the staff of the Ghana electoral commission, Central Region. The respondents were asked a variety of questions of which they were supposed to state their views on 5 point Likert scales where 1 represented strong level of disagreement and 5 represented strong level of agreement to the statement. Analyses of their views in respects to the questions in the questionnaire are displayed in the Figure 2



Source: Field Survey, (2019)

**Figure 2: Determinants of job satisfaction among the staff of the Ghana electoral commission, Central Region**

From Figure 2, it can be observed that majority of the respondents 38% indicated that working environment improve staff performance. The results further showed that 26% mentioned rewards and employee recognition as determinants of job satisfaction, 15% of the respondents indicated good leadership as one of the determinants of employees' performance, 14% mentioned salary and bonuses as determinants of employee satisfaction 7% said job security also determined the satisfaction and employee performance

This observation made agree with Khan, Nawaz, Aleem and Hamed (2012), who found that pay, promotion, job safety and security, working conditions, job autonomy, relationship with co-workers, and relationship with supervisor and nature of work; affect the job satisfaction and performance. The

findings concur with research done by Jinyevu (2013), on the relationship between employees; job satisfaction and their performance: the Case of Teachers in Tanzania Government-owned schools. The study found that, there is a positive consistent relationship between employees' satisfaction and their performance. Not only a positive correlation between job satisfaction dimensions and employees' performance, but also positive influence of job satisfaction on job performance thus satisfied employees are highly motivated, have higher job morale and perform better.

A study by Johnson (2004), asserts rewards have a lasting impression on the employee and it will continue to substantiate the employee's perception that they are valued. He noted that people who feel appreciated are more positive about themselves and their ability to contribute. Employees who understand how their efforts contribute to the success of the organisation overall are the most engaged, and therefore the least likely to leave. Rewards are very important for job satisfaction because it fulfills the basic needs as well as helps to attain the higher level of goals. Fred Luthans (2011), has suggested that highly satisfied employees tend to have better physical health, learn new tasks, less grievances and are less involved in job accidents. They take their jobs seriously and ensure that they meet their target.

### **Level of Job Satisfaction among Employees at the Ghana electoral commission, Central Region**

The second research objective sought to determine the level of job satisfaction among employees at the Ghana electoral commission, Central Region.

The respondents were asked a variety of questions of which they were supposed to state their views on 5 point Likert scales where 1 represented strong level of disagreement and 5 represented strong level of agreement to the statement. The mean score of the respondents' responses to the statements were computed and aggregate mean scores with their standard deviations were given in Table 4. From the descriptive statistics the means of the items ranged from 3.64 (SD = 1.068) to 4.07 (SD = 0.864) out of a maximum of 5. Analyses of their views in respects to the questions in the questionnaire are displayed in the Table

**Table 9: Descriptive Statistics of Job Satisfaction among Employees at the Ghana electoral commission, Central Region**

	N	Mean	Std. Deviation
Welfare facilities (toilet, canteen and health insurance, uniform, loan facilities, concession rate for food and transport)	250	4.07	.864
I believe the salary I receive commensurate with the work I do	250	3.97	.952
I am satisfied because there is opportunities for promotion	250	4.02	.826
There is recognition / rewards for the work accomplishment in my organisation	250	3.70	.988
I am satisfied because of job security	250	3.86	.951
I have good working relationship with my co-workers	250	3.64	1.068
The working environment motivate me	250	4.02	.944
Valid N (listwise)	250	3.89	0.941

**Source: Field Survey, (2019)**

From Table 4, it can be observed that majority of the respondent agreed with the statement that welfare facilities (toilet, canteen and health insurance, uniform, loan facilities, concession rate for food and transport) with the mean score (Mean =4.07, Std=.864). In addition, the researcher sought to ascertain whether the salary they receive commensurates with the work they do. On this question mean score (Mean =3.97, Std=.952). The respondents agreed with the

statement that I am satisfied because there are opportunities for promotion. This was shown by the mean scores and standard deviation (Mean=4.02, Std=.826). Again, study sought to find out whether there are rewards for the work accomplishment in my organisation. This was shown by the mean scores and standard deviation (Mean=4.02, Std=.826). This was shown by the mean scores and standard deviation (Mean=3.70, Std=.826). The respondents also disagreed with the statement I am satisfied because of job security. This was shown by the mean scores and standard deviation (Mean=3.86, Std=0.951). Furthermore, the respondents disagree with the statement that I have good working relationship with my co-workers as shown by the (Mean=3.64, std=1.068). The respondents agreed that the working environment motivate me. This was shown by the mean scores and standard deviation (Mean=4.02, Std=.944).

The findings supports Opkara (2002), who found that Job satisfaction is an outcome of different factors such as pay, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions. Out of these factors, pay is a very important factor. The finding of the study also concurred with the study by Frye (2004), who found that there is positive relationship between equity based compensation and performance. Igalens and Roussel (1999), further concluded that compensation plays vital role in human capital intensive firms to attract and retain expert workforce. Furthermore, the compensation has significant impact on the level of job satisfaction of employees. It was also found that flexible compensation has no effect on the level of job satisfaction

**Table 9: Job satisfaction based on organisational factors**

Organisational structures and policy related factors	HA				LA	Total
1. Working hours and shift work system	15	15	50	50	120	<b>250</b>
2. Welfare facilities (toilet, canteen and health insurance, uniform, loan facilities, concession rate for food and transport)	0	0	90	70	90	<b>250</b>
3. Clarity of the departmental objectives and guidelines to perform the job	10	20	60	100	60	<b>250</b>
4. Clarity and transparency in hierarchy of authority	50	10	70	60	60	<b>250</b>
5. Salary	0	0	0	150	100	<b>250</b>
6. Policies and procedures with regard to performance appraisal, salary increment and promotion	10	10	20	100	110	<b>250</b>
7. Concern of the organisation towards career growth of the employees	15	5	10	120	100	<b>250</b>
8. Availability of resources (computer, racks, fridge, printer and manpower) to perform routine functions smoothly	10	0	60	130	50	<b>250</b>
9. Training and development for updating technical changes and improvements in the profession	13	7	40	80	110	<b>250</b>
10. Working environment (adequate space, ventilation and lighting facilities, adequate hygiene)	40	40	0	120	50	<b>250</b>
11. Opportunity towards initiative process and expressing employees' capabilities	50	50	50	70	30	<b>250</b>
12. Encouragement to convey the opinions and ideas and also to take part in decision making process of the department	0	1	6	200	43	<b>250</b>
13. Leadership style (e.g. friendly approach) and attitude of the manager towards "off", leave and shift changes	2	18	40	70	120	<b>250</b>
14. Autonomy (independency) and job security	120	100	10	10	10	<b>250</b>
15. Responsibility and authority to decide rest hours, lunch breaks and	0	0	0	180	70	<b>250</b>

work assignments						
16. Rewards (monetary and non-monetary) and recognition for effective contribution	0	0	0	150	100	<b>250</b>
17. Opportunity to meet top level authority and to express grievances (e.g., communication channel)	20	30	0	100	100	<b>250</b>
18. Practice of the management giving attention on grievances of the staffs and to solve conflict among them	10	30	40	130	40	<b>250</b>

**Source: Field Survey, (2019)**

The respondents also indicated that the performance appraisal results were not fair. According to them, those who were close to the management were given high salary hike and flexible working hours. There were no separate rooms for females to change uniform. The respondents also reported that the leadership style of the manager was very rigid and the employees' personal interest, ability and opinion were not considered by the heads. Moreover, they reported that they were not allowed to take part in department's decision making process.

Table 10 provided information on the employee's level of job satisfaction based on certain job-related factors.

**Table 10: Job satisfaction based on certain job-related factors**

<b>Job-related factors</b>	<b>HA</b>				<b>LA</b>	<b>Total</b>
1. Workload	15	15	50	50	120	<b>250</b>
2. Nature of supervision (monitoring) and control of the management	0	0	0	60	190	<b>250</b>
3. Clarity of job description and information about expectation of the management	10	40	40	90	70	<b>250</b>
4. Self-respect by management	50	10	70	60	60	<b>250</b>
5. Equality in allocation of work load for both seniors and juniors	10	10	20	110	100	<b>250</b>
6. Way of receiving instructions (orders) from higher officer	10	10	50	70	110	<b>250</b>
7. Approach of managers in front of staffs	15	5	10	120	100	<b>250</b>

8. Opportunity to meet managers at emergency situations to clear doubt	10	0	60	130	50	<b>250</b>
9. Cooperation among departmental staffs and other departmental staffs	40	40	0	120	50	<b>250</b>
10. Safety in the work place	50	50	50	70	30	<b>250</b>
11. Nature of work (e.g., job rotation, job enlargement, job enrichment, job sharing and variety in the task and challenging task)	2	18	40	70	120	<b>250</b>
12. Support of the higher authorities (managers or administrative officer) during crisis situations	0	0	0	180	70	<b>250</b>
13. Respect for seniority	0	0	0	150	100	<b>250</b>

**Source: Field Survey, (2019)**

It can be observed from the response towards the likert scales that majority of the respondents chose the option ‘highly dissatisfied’ for almost all variables discussed in Table 10. Very few respondents reported that they were satisfied with approach of the managers, opportunity to meet the management at emergency situations to clear doubt, cooperation among departmental staffs and other departmental staffs. Besides, the respondents mentioned that safety in the work place was poor and management did not give attention to develop the cooperation among the employees. Majority of the respondents also pointed out that managers showed partiality in providing leave and off-days. According to them, employees who were closer to the management were given fixed day shift according to their interest and wishes. Furthermore, there were no proper and adequate training and development programme for employees to update their knowledge and skills.

### **The Correlation of Job satisfaction and Employees Job Performance**

The third research objective sought to determine whether there is a statistically significant relationship between job satisfaction and job performance

at the Ghana electoral commission, Central Region The relationship was tested using the Pearson’s Product Correlation Coefficient. The result of the correlation analysis is presented in Table 11.

**Table 11: Correlation between job satisfaction and employee’s performance**

		opportunities for promotion	Recognition / Rewards for the work accomplishment	The working environment motivate me	Organisational performance
Opportunities for promotion	Pearson Correlation	1	.577**	.385**	.422**
	Sig. (2-tailed)		.000	.000	.000
	N	250	250	250	250
Recognition / Rewards for the work accomplishment	Pearson Correlation	.577**	1	.561**	.523**
	Sig. (2-tailed)	.000		.000	.000
	N	250	250	250	250
The working environment motivate me	Pearson Correlation	.385**	.561**	1	.462**
	Sig. (2-tailed)	.000	.000		.000
	N	250	250	250	250
Employee_performance	Pearson Correlation	.422**	.523**	.462**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	250	250	250	250

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

**Source: Field Survey, (2019)**

Pearson's product moment correlation analysis was used to assess the relationship between the variables. Table 10 shows that employee promotion displays a strong positive correlation with employee performance at 95 % confidence level ( $r=0.422$ ;  $p<0.01$ ). The findings indicated that there was strong positive and significant relationship between working environment and employee performance. With a Pearson correlation coefficient  $r=0.462$ ,  $p$ -value  $<0.05$  which was significant at 0.05 level of significance. This implies that improved working environment results in increase of employee performance. There was strong positive and significant relationship between rewards and employee performance. With a Pearson correlation coefficient  $r=0.523$ ,  $p$ -value  $<0.05$  which was significant at 0.05 level of significance. This implies that improved reward and Compensation System results to improved Employee Performance in the Ghana electoral commission, Central Region.

The findings of this study are in tandem with those of Robbins (2001), who advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. Further, Arnold and Feldman (1996), noted that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of working conditions. The findings agree with Calisir, Gumussoy & Iskin, (2010), said that employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding. The results are also similar to the findings of Saari and Judge (2004) who found that job satisfaction is a strong predictor of performance, and that the relationship is even stronger for complex and professional jobs.

The relationship between job satisfaction and individual job performance has been one of the most controversial issues that have evolved from decades of research in the literature. Job satisfaction and individual job performance do not have remarkable correlations. While some researchers have observed a significant relationship between job satisfaction and individual job performance, the direction of relationship between these concepts has a controversial history, with some authors observing a positive association (Judge, Thoresen, Bono & Patton, 2001) and others observing the opposite (Bradley, 2003; Saari & Judge, 2004). Other researchers such as Iaffaldano and Muchinsky (1985) did not find any relationship at all among job satisfaction and individual job performance.

Following the controversy surrounding the relationship between job satisfaction and individual job performance, management is required to understand that any attempt to improve individual performance should not be based solely on employee's satisfaction with their jobs. The results of this study however, inform us that job satisfaction can influence individual job performance of employees in the organisation.

### **Regression Assumption**

Regression Assumption was checked before the regression was done.

### **Durbin Watson test**

Durbin-Watson is a test statistic that is used to detect the presence of autocorrelation. The Durbin-Watson for all variables is 1.880 which means there's no autocorrelation problem. According to the rule of thumb Durbin-Watson

should be between one and three (Alseed, 2005). In order to obtain more robust results, the study applied variance inflation factor (VIF) technique to measure the level of potential multi colinearity among the independent variables in the regression models. The VIF command computes a VIF for each variable and for the overall regression. The results of the variance inflator factor (VIF) analysis for both linear and non-linear regression models are presented in table 3. The general rule of thumb is that VIFs exceeding 10 and tolerance values less than 0.1 are signs of serious multi co linearity requiring correction (Field, 2005; Hair et al, 2006; Kennedy, 2008; Butler et al, 2012). The VIF analyses reported in table 3 shows that the explanatory variables of the regression models do not satisfy the criteria stated above because the VIFs are less than 10 in all instances and also the tolerance values are all greater than 0.1. The largest VIF is 1.17 and the smallest tolerance is 0.2, confirming that multi co linearity is not present among the independent variables.

### **Multiple Regression Analysis on the effects of employee satisfaction and employee performance.**

The research objective four sought to examine the effects of employee satisfaction and employee performance and the results are presented on Table 12. Multiple regression analysis was done to examine effects of job satisfaction, and employee performance. The independent variables in this study were promotion, working environment employee rewards and while the dependent variable was employee employees. The results are shown in Table 12.

**Table 12: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.576 <sup>a</sup>	.332	.324	4.39247	1.875

a. Predictors: (Constant), The working environment motivate me , There is opportunities for promotion, Recognition / Rewards for the work accomplishment

b. Dependent Variable: Organisational\_performance

**Source: Field Survey, (2019)**

From the Table 12, it can be seen that R = .576 implying that there was a strong positive relationship working environment, opportunities for promotion, recognition / rewards for the work accomplishment and employee employees. The R square value of .332 also shows that working environment, opportunities for promotion, recognition / rewards for the work accomplishment explained 33.2% of the total variance in employees’ performance. This means that apart from working environment, opportunities for promotion, recognition / rewards for the work accomplishment, there are other factors that play a significant role in the employee performance at Ghana electoral commission, Central Region.

In order to test whether the job satisfaction could predict employees’ performance, ANOVA analysis as shown in Table 13 shows that the model summary as shown was a good predictor ( $F(3, 246) = 40.737; P < .05$ ).

**Table 13: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2357.914	3	785.971	40.737	.000 <sup>b</sup>
	Residual	4746.282	246	19.294		
	Total	7104.196	249			

a. Dependent Variable: Employee\_performance

b. Predictors: (Constant), The working environment motivate me, opportunities for promotion, Recognition / rewards for the work accomplishment

**Source: Field Survey, (2019)**

As shown in the ANOVA, Table 13, revealed that the F-value of = 40.737; with  $p= 0.000 < 0.05$ , significant. The overall regression model is significant. Hence the joint contribution of the independent variables was significant with predicting employee performance at Ghana electoral commission, Central Region.

**Table 14: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	6.228	1.462		4.259	.000		
Opportunities for promotion	1.027	.414	.159	2.480	.014	.662	1.511
Recognition Rewards	1.630	.386	.301	4.219	.000	.532	1.879
Working environment	1.160	.316	.232	3.668	.000	.680	1.471

a. Dependent Variable: Employee\_performance

**Source: Field Survey, (2019)**

The regression coefficient in Table 14, shows that there was positive and significant relationship between job satisfaction as the independents variable and employee performance as the dependent variable. From the findings the overall model can be expressed as  $Y= 6.228 + 1.027x_1+ 1.630x_2 + 1.160x_3$

The standardized beta coefficient column shows the contribution that an individual variable makes to the model. The beta weight is the average amount the dependent variable changes when the independent variable changes by one standard deviation (all other independent variables held constant). This result shows that a change in either of the variables will definitely lead to a positive change in employee performances at Ghana electoral commission, Central Region. The equation reveals that employee performance would be 6.228 when other independent variables are zero and if opportunities for promotion is changed by one unit, then employee performance would change by 1.027 the same time, for a unit change in Recognition / Rewards, the employee performance would change by 1.630 whereas when there is a unit change in inventory management, employee performance will change by 1.160.

### **Discussion**

The results indicated that there is a strong relationship between working environment, opportunities for promotion, recognition / rewards for the work accomplishment increases, the employee performance increases. These findings indicate that there is a relatively high support for the existence of a positive significant relationship between job satisfaction and employee performance. Employee job satisfaction have positively affected by supervisors' support and recognition of employees (Calisir, Gumussoy & Iskin, 2010). The employees can perform better if they are provided good environment. The working outcomes are directly interlinked with working environment; the more it (environment) is conducive the better the outcome will be.

Employee satisfaction plays an important part in the success of organisation. The employees will perform better if they are provided good environment (Calisir, Gumussoy & Iskin, 2010). Johnson (2004) asserts that, it is important to note that the rewards have a lasting impression on the employee and it will continue to substantiate the employee's perception that they are valued. He further said. People who feel appreciated are more positive about themselves and their ability to contribute. Employees who understand how their efforts contribute to the success of the organisation overall are the most engaged, and therefore the least likely to leave. Rewards are very important for job satisfaction because it fulfills the basic needs as well as helps to attain the higher level of goals. Fred Luthans (2011), has suggested that highly satisfied employees tend to have better physical health, learn new tasks, less grievances and are less involved in job accidents. They take their jobs seriously and ensure that they meet their target.

Similarly, the above results re-echoed the argument of Şirin (2009), that factors affecting job satisfaction were; feeling of success, relations with the management and employees, job safety, responsibility, recognition, high salary, promotion opportunity, clarity of roles, participation in decisions, freedom, good coordinated work, lack of continuity, relocation, performance, life satisfaction, and perceived work stress (Çınar & Karcıoğlu, 2012). All these kind of studies support the idea that employee satisfaction has many aspects and influenced by various factors (Zaim, et al., 2012). These results falls in line with the view expressed by Šir, Lambrou, Kontodimopoulos and Niakas (2010), who found that an achievement, remuneration, co-workers and job attributes had a strong relationship with job satisfaction.

The results agree with Khan, Nawaz, Aleem and Hamed (2012), who found that pay, promotion, job safety and security, working conditions, job autonomy, relationship with co-workers, and relationship with supervisor and nature of work; affect the job satisfaction and performance. The findings concur with research done by Jinyevu (2013), on the relationship between employees; job satisfaction and their performance: the Case of Teachers in Tanzania Government-owned schools. The study found that, there is a positive consistent relationship between employees' satisfaction and their performance. Not only a positive correlation between job satisfaction dimensions and employees' performance, but also positive influence of job satisfaction on job performance thus satisfied employees are highly motivated, have higher job morale and perform better.

### **Chapter summary**

This chapter presented the analysis of data collected and the interpretation of the findings. The study examined the influence of job satisfaction on employee performance in the Ghana electoral commission, Central Region. Among the issues discussed are the socio-demographic characteristics of respondents, level of job satisfaction among staff of the Ghana electoral commission, Central Region and examined relationship between job satisfaction and employee performance. The study found that working environment, opportunities for promotion, recognition / rewards for the work accomplishment explained 33.2% of the total variance in employees' performance in Ghana electoral commission, Ghana..

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### **Introduction**

Chapter presents the summary, conclusions and recommendations of the study were to examine the effect of job satisfaction and employee performance at Ghana electoral commission, Central Region. The summary, conclusions and recommendations of the study were bases on the findings of the study.

#### **Summary of the main and specific objectives of the study**

The study sought to examine the effect of job satisfaction and employee performance at Ghana electoral commission, Central Region. To accomplish this, four specific objectives were formulated as follows: to determine the major determinants of job satisfaction among the staff of the Ghana electoral commission, Central Region, determine the level of job satisfaction among employees at the Ghana electoral commission, Central Region, assess the extent to which employees at the Ghana electoral commission, Central Region have met their performance goals, determine whether there is a statistically significant relationship between job satisfaction and job performance at the Ghana electoral commission, Central Region.

The study used purely quantitative methodologies, underpinned by their respective positivist and interpretive research philosophies. The rationale for using quantitative methodologies derives from the assertion that social phenomena can be easily understood using purely quantitative techniques

(Tashakkori & Teddie, 2003). The descriptive survey design was adopted for the study. This design was deemed appropriate because they allow the researcher to observe existing patterns of behaviour, why they occur, and what they imply.

Data were collected from two hundred and fifty members from the Ghana electoral commission, Central Region. The actual data collection was preceded by a pilot study which helped the researcher to refine the instruments. In view of the limited time and resources, 250 members were sampled from the total population of 800 using the Krejcie and Morgan's (1970) Sample Size Determination Formula. The data were analysed statistically, using the Pearson Product Moment Correlation Technique. Data were first processed using the IBM Statistical Product and Service Solutions (SPSS, Version 18) software. Both descriptive and inferential statistics were used.

### **Summary of the main findings**

While there were several findings from the study, the major findings are presented in the following:

#### **The Determinants of job satisfaction among the staff of the Ghana electoral commission, Central Region**

The study found that majority of the respondents 38% indicated that working environment improve staff performance. The results further showed that 26% mentioned rewards and employee recognition as determinants of job satisfaction, 15% of the respondents indicated good leadership as one of the determinants of employees' performance, 14% mentioned salary and bonuses as determinants of employee satisfaction 7% said job security also determined the satisfaction and employee performance. This observation made by the researcher

was also confirmed the results agree with Khan, Nawaz, Aleem and Hamed (2012), who found that pay, promotion, job safety and security, working conditions, job autonomy, relationship with co-workers, and relationship with supervisor and nature of work; affect the job satisfaction and performance. The findings concur with research done by Jinyevu (2013), on the relationship between employees; job satisfaction and their performance: the Case of Teachers in Tanzania Government-owned schools. The study found that, there is a positive consistent relationship between employees' satisfaction and their performance. Not only a positive correlation between job satisfaction dimensions and employees' performance, but also positive influence of job satisfaction on job performance thus satisfied employees are highly motivated, have higher job morale and perform better.

#### **The level of job satisfaction among employees at the Ghana electoral commission, Central Region**

The study found that majority of the respondent agreed with the statement that welfare facilities (toilet, canteen and health insurance, uniform, loan facilities, concession rate for food and transport) with the mean score (Mean =4.07, Std=.864). In addition, respondents agreed that salary they receive commensurates with the work they do with the mean score (Mean =3.97, Std=.952). The study found out that there was rewards for the work accomplishment in my organisation. The respondents also disagreed with the statement that they are satisfied because of job security. This was shown by the mean scores and standard deviation (Mean=3.86, Std=0.951). Furthermore, the

respondents disagree with the statement that they have good working relationship with my co-workers as shown by the (Mean=3.64, std=1.068). The respondents agreed that the working environment motivate them to work hard. This was shown by the mean scores and standard deviation (Mean=4.02, Std=.944).

The findings supports Opkara (2002), who found that Job satisfaction is an outcome of different factors such as pay, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions. Out of these factors, pay is a very important factor. The finding of the study also concurred with the study by Frye (2004), who found that there is positive relationship between equity based compensation and performance. Igalens and Roussel, 1999), further concluded that compensation plays vital role in human capital intensive firms to attract and retain expert workforce. There is a significantly positive relationship between job satisfaction and employee performance in the Ghana electoral commission, Central Region.

Table 10 shows that employee promotion displays a strong positive correlation with employee performance at 95 % confidence level ( $r=0.422$ ;  $p<0.01$ ). The findings indicated that there was strong positive and significant relationship between working environment and employee performance. With a Pearson correlation coefficient  $r=0.462$ ,  $p$ -value  $<0.05$  which was significant at 0.05 level of significance. This implies that improved working environment results in increase of employee performance. There was strong positive and significant relationship between rewards and employee performance. With a Pearson correlation coefficient  $r=0.523$ ,  $p$ -value  $<0.05$  which was significant at

0.05 level of significance. This implies that improved reward and Compensation System results to improved Employee Performance in the Ghana electoral commission, Central Region.

### **The correlation of job satisfaction and individual job performance**

The correlation of job satisfaction and individual job performance, From the findings the study found that  $R = .576$  implying that there was a strong positive relationship working environment, opportunities for promotion, recognition / rewards for the work accomplishment and employee employees. The R square value of .332 also showed that working environment, opportunities for promotion, recognition / rewards for the work accomplishment explained 33.2% of the total variance in employees' performance. This means that apart from working environment, opportunities for promotion, recognition / rewards for the work accomplishment, there are other factors that play a significant role in the employee performance at Ghana electoral commission, Central Region. As shown in the ANOVA, Table 13, revealed that the F-value of = 40.737; with  $p = 0.000 < 0.05$ , significant. The overall regression model was significant. Hence the joint contribution of the independent variables was significant with predicting employee performance at Ghana electoral commission, Central Region.

The findings of this study were in tandem with those of Robbins (2001), who advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. Further, Arnold and Feldman (1996), noted that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of working conditions. The findings agree with Calisir, Gumussoy & Iskin, (2010),

said that employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding. The results are also similar to the findings of Saari and Judge (2004) who found that job satisfaction is a strong predictor of performance, and that the relationship is even stronger for complex and professional jobs.

### **Conclusion**

The study found that majority of the respondents indicated that working environment improve staff performance. The results further showed that mentioned rewards and employee recognition as determinants of job satisfaction of the respondents indicated good leadership as one of the determinants of employees' performance, mentioned salary and bonuses as determinants of employee satisfaction, said job security also determined the satisfaction and employee performance. This observation made by the researcher was also confirmed the results agree with Khan, Nawaz, Aleem and Hamed (2012), who found that pay, promotion, job safety and security, working conditions, job autonomy, relationship with co-workers, and relationship with supervisor and nature of work; affect the job satisfaction and performance. The literature confirms that satisfied employees do perform better and contribute to the overall success of organisations.

From the findings the study found that there was a strong positive relationship working environment, opportunities for promotion, recognition / rewards for the work accomplishment and employee employees. The R square value of .332 also showed that working environment, opportunities for promotion,

recognition / rewards for the work accomplishment explained 33.2% of the total variance in employees' performance. This means that apart from working environment, opportunities for promotion, recognition / rewards for the work accomplishment, there are other factors that play a significant role in the employee performance at Ghana electoral commission, Central Region

### **Recommendations**

Based on the findings and conclusions of this study, the following recommendations are outlined for addressing issue of job satisfaction and its influence on employee performance in the Ghana electoral commission, Central Region:

1. The findings of the study suggest that management of the Ghana electoral commission, Central Region should consider some factors that have been identified to have strong impact on job satisfaction, including employee rewards and clear channel of communication.
2. Management is also required to create favorable work conditions for the Commission, guide the employee to communicate effectively and build a good interpersonal environment among the staff in order to create good work conditions.
3. The leadership of the Commission must lobby with the government in order to improve the overall salary packages of employees;

### **Contribution and managerial practice**

This study has contributed to the existing theory of organisational behavior and is useful for research purpose. The findings are also very

informative in explaining and solving problems related to behavioral aspects of organisations particularly factors that contribute towards job satisfaction and employee performance in the public sector. This dissertation has thus contributed to empirical knowledge on the job satisfaction and employee performance. The findings constituted a causal-explanation of the way these variables are related.

### **Limitations and Future Research**

The study has been limited to Ghana electoral commission, Central Region. The study has not covered the population of the Commission in the other Regions further studies can consider looking Ghana electoral commission different regions. As a result of these limitations, the findings of this study cannot be generalised to entire country or other Districts and Municipalities.

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**APPENDIX I**

**SURVEY QUESTIONNAIRE**

**University of Cape Coast  
Sandwich Education**

**APPENDIX I: SURVEY QUESTIONNAIRE**

I am a student of the above-mentioned institution and pursuing a Master’s Degree in Human Resource Management. As part of the requirement for the award of the Master’s Degree, I am conducting a research on the topic: Job satisfaction and employee performance in the Ghana electoral commission, Central Region. The study is purely for academic purpose. All information given will be treated confidentially. The identity of respondents will not be disclosed. Please tick [] your answer to each of the questions.

**SECTION A: DEMOGRAPHIC INFORMATION**

**INSTRUCTION:** Please tick in the appropriate box under each statement below

AGE
How old are you please?.....years

	Male	Female
GENDER/SEX		

LENGTH OF SERVICE
How many years have you being working here?.....years

HIGHEST DEGREE
MBA/ M.Com
Degree

Diploma
SSCE
Others

**SECTION B: JOB SATISFACTION AND EMPLOYEE PERFORMANCE**

**INSTRUCTION**

Given that 1 = least agreement and 5 = highest agreement, indicate how you feel about the issues in this questionnaire by ticking (√) the appropriate response in the box to the right of the statement.

<b>Job satisfaction</b>	<b>Least</b>				<b>Highest</b>
<b>(a) Organisational structures and policy related factors of job satisfaction</b>					
1. Working hours and shift work system					
2. Welfare facilities (toilet, canteen and health insurance, uniform, loan facilities, concession rate for food and transport)					
3. Clarity of the departmental objectives and guidelines to perform the job					
4. Clarity and transparency in hierarchy of authority					
5. Salary					
6. Policies and procedures with regard to performance appraisal, salary increment and promotion					

7. Concern of the organisation towards career growth of the employees					
8. Availability of resources (computer, racks, fridge, printer and manpower) to perform routine functions smoothly					
9. Training and development for updating technical changes and improvements in the profession					
10. Working environment (adequate space, ventilation and lighting facilities, adequate hygiene)					
11. Opportunity towards initiative process and expressing employees' capabilities					
12. Encouragement to convey the opinions and ideas and also to take part in decision making process of the department					
13. Leadership style (e.g. friendly approach) and attitude of the manager towards "off", leave and shift changes					
14. Autonomy (independency) and job security					
15. Responsibility and authority to decide rest hours, lunch breaks and work assignments					
16. Rewards (monetary and non- monetary) and recognition for effective contribution					
17. Opportunity to meet top level authority and to express grievances (e.g., communication channel)					

18. Practice of the management giving attention on grievances of the staffs and to solve conflict among them					
<b>(b) Job-related factors of job satisfaction</b>					
1. Workload					
2. Nature of supervision (monitoring) and control of the management					
3. Clarity of job description and information about expectation of the management					
4. Self-respect by management					
5. Equality in allocation of work load for both seniors and juniors					
6. Way of receiving instructions (orders) from higher officer					
7. Approach of managers in front of staff					
8. Opportunity to meet managers at emergency situations to clear doubt					
9. Cooperation among departmental staffs and other departmental staffs					
10. Safety in the workplace					
11. Nature of work (e.g., job rotation, job enlargement, job enrichment, job sharing and variety in the task and challenging task)					
12. Support of the higher authorities (managers or administrative officer) during crisis situations					

13. Respect for seniority					
<b>(c) Employee Performance</b>					
1. I carry out the core parts of my job well					
2. I always complete my core tasks well					
3. I ensure that my tasks are completed properly					
4. I am well adapted to change in my core tasks					
5. I cope well with changes in the way I have to do my core tasks					
6. I have acquired new skills to help me adapt to changes in my core tasks					
7. I initiates better ways of doing my core tasks					
8. I always come out with ideas to improve the way in which my core tasks are done					
9. I make changes to the way my core tasks are done					
10. I coordinate my work with other lecturers in the department					
11. I communicate effectively with other lecturers					
12. I offer help to other staffs when asked or needed					
13. I deal effectively with changes affecting my department					
14. I take on new roles to cope with changes in my department					
15. I respond constructively to changes in the way my department works					
16. I suggest ways to make my department more					

effective					
17. I develop new and improved methods to help my department perform better					
18. I have improved the way my department does things					
19. I present a positive image of the university to others					
20. I defend the <u>university</u> if others criticize it					
21. I talk about the <u>university</u> in positive ways					
22. I respond flexibly to overall changes in the <u>university</u>					
23. I cope with changes in the way the <u>university</u> operates					
24. I learn the skills or acquire the needed information that makes me adjust quickly to overall changes in the <u>university</u>					
25. I make suggestions to improve the overall effectiveness of the <u>university</u>					
26. I involve myself in changes that are helping to improve the overall effectiveness of the <u>university</u>					
27. I come out with ways of increasing efficiency within the <u>University</u>					

**Thank you very much**