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DEPARTMENT OF BUSINESS STUDIES

**FACTORS INFLUENCING JOB SATISFACTION ON
EMPLOYEES OUT-PUT. THE CASE OF THE TOLE TEA
ESTATE AND THE BUEA COUNCIL**

A Thesis Submitted to the Department of Business Studies, in Partial
Fulfilment of the Requirements for the Award of a Master of Science (M.Sc)
Degree in Strategic Human Resource Management

By

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BUEA, DECEMBER 2015

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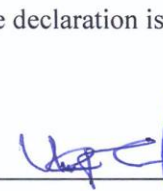
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DEDICATION

To God Almighty and in memory of my late grand Mother, Mrs Menyong Monica

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ABSTRACT

This study attempts to contribute to the discourse on the influence of human resources to organisational performance. The aim of this study was to investigate the factors that influence employees' job satisfaction in the Tole Tea Estate and the Buea Council. A four-section survey questionnaire was used to collect data from a total of 100 employees randomly selected from the Tole Tea Estate and the Buea Council. Descriptive statistics was used to analyse the determinants of job satisfaction. The findings indicate for Tole Tea Estate that company policies, career advancement, interesting work, sense of achievement, and recognition were successively the main job satisfiers. The job satisfiers for Buea Council were recognition, career advancement, sense of achievement, and company policies. The study concluded that the level of employees' job satisfaction in the Buea Council and the Tole Tea Estate was similar with a mean score on 5 of 2.7 for the Buea Council and 2.6 for the Tole Tea Estate. Also, Buea Council had 55.3percent for the level of enthusiasm and moral towards their job and organisation, while the Tole Tea Estate had 54.8 percent. The key dis-satisfiers for both the Buea Council and Tole Tea Estate were the lack of motivation, no fringe benefits and poor remuneration. Accordingly, it was recommended for Buea Council that employees should be praised and acknowledged as individuals or teams to any work done to achieve organisational goals and values. Career path-goals should be clearly defined and vigorously pursued. Management should organise seminars, conferences and workshops for the employees to enhance their expertise. For Tole Tea since poor working condition was a key challenge, it was recommended that employees in the field department should be provided with shelters in the various fields where they can take refuge during very harsh weather conditions such as rain. Also, protective clothing such as; boots, quality rain coats and hand gloves should be provided, employees in the factory department should be provided nosepieces; helmets, overalls and good quality shoes. These will improve the working conditions of the employees.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

This study focuses on job satisfaction as a very important component in Human Resource Management (HRM) which is a system of activities and strategies that focus on successful management of employees at all levels of an organisation to achieve organisational goals. It is a comparative study of factors that influence employees' job satisfaction in the Tole Tea Estate and the Buea Council. Job satisfaction is a psychological concept that has an effect on the morale of employees. There is broad acceptance that job satisfaction can enhance the performance of workers. Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (www.coursehero.com/file/p5e8egg/). Implicit in this definition is the importance of both affect, or feeling and cognition or thinking. Cognition and affect are thus inextricably linked in the employee's psychology and biology. That is, it is difficult to separate how an employee thinks from the way he feels. Thus, when evaluating employee jobs, both thinking and feeling are involved (Locke, 1976).

Many organizations face challenges in accurately measuring job satisfaction, as the definition of satisfaction can differ among various people within an organization. The assessment of job satisfaction through anonymous employee surveys became commonplace in the 1930s. Before that time, only a handful of studies were published on job satisfaction. Uhrbrock (1934) was one of the first psychologists to use the newly developed attitude measurement techniques to assess factory worker attitudes. In 1935, Hoppock conducted a study that focused explicitly on job satisfaction that is affected by both the nature of the job and relationships with co-workers and supervisors (see http://en.wikipedia.org/wiki/Job_enrichment).

There are many aspects of job satisfaction, depending on what each employee feels is important. In many ways, the word "reward" alone can mean different things to different employees. In this study, however, the researcher's goal is to investigate and understand the factors influencing job satisfaction in the work environment.

It is worth noting that motivation has a major part to play in the behaviours or attitudes of employees, as job satisfaction is derived from motivation. Motivation can be intrinsic or extrinsic. Intrinsic motivation is a psychological force that determines the direction of a person's behaviour as a result of challenging or interesting work (www.sagepublishers.org). For example, giving autonomy to work, designed scope to develop skills, abilities, opportunities to develop and grow, etc. can provide intrinsic motivation. Extrinsic motivation is also a psychological force that determines behavioural change as a result of tangible and intangible benefits such as salary, fringe benefits and special rewards (Gareth, Jones. Rand Jennifer M. George, 2003).

Identifying the needs of employees to (or "intending to" meeting them will help the organization earn the commitment of its employees (Chughtai, 2008). A well-motivated workforce promotes organizational effectiveness that allows the individuals to focus on the development of their work, regarding behaviour, skills and knowledge, ethics and effectiveness. It has been noted that motivation tends to energize the work force which can result in their expected job performance (Byham and Moyer, 2005)

Abraham Maslow (1943) the father of motivation, holds the view that unsatisfied needs serve as a motivation for individuals or groups of people. He identified five hierarchies of needs which are physiological needs, safety needs, social needs, esteem needs and self -actualization. When a need is satisfied, he says it does not serve as motivation again. It is the next need that matters.

The first aspect that comes to mind when we think of the causes of job satisfaction is the rewards employees get while doing their jobs. Reward can take a monetary form or be an intangible reward, such as, the feeling a person might get while doing a job that helps others (a nurse for example). A reward can also be seen as the prestige an employee gets for actually doing a job (as a judge or other politicians). Rewards, therefore, depend on the perception of employees and are different from one employee to another. This is why motivating an employee with rewards means applying the correct reward to the employee who is receiving it.

In some cases, rewards can take the form of an opportunity to move up in the organization. Employees working hard and wanting to get ahead in the organization might feel rewarded if they are promoted. The promotion and the recognition that comes with it is a means of

recognizing the hard work of the employees which makes them feel better about their jobs and the organization, thus, enhancing their overall job satisfaction (<http://study.com/academy/lesson>).

One aspect of job satisfaction that is not really reward-related is job security. Some workers obtain job satisfaction from knowing that the organization they are in is stable. There are individuals, who feel this is the most important aspect of the job, and having a stable organization makes them feel secure and helps promote job satisfaction.

Tole Tea Estate and the Buea Council were selected for this study because; these organisations belong to different sectors of organisations in Cameroon. The Tole Tea Estate is a private sector and an agro-production company or organisation while the Buea Council is a public sector and a service organisation (that is, it provides services for the public but does not produce tangible goods). This work is a comparative study and as such, the researcher would like to investigate factors that influence employees' job satisfaction in the public and private organisations rendering different services. Therefore, the Tole Tea Estate and the Buea Council were suitable organisations for this study.

1.1.1. The Tole Tea Estate

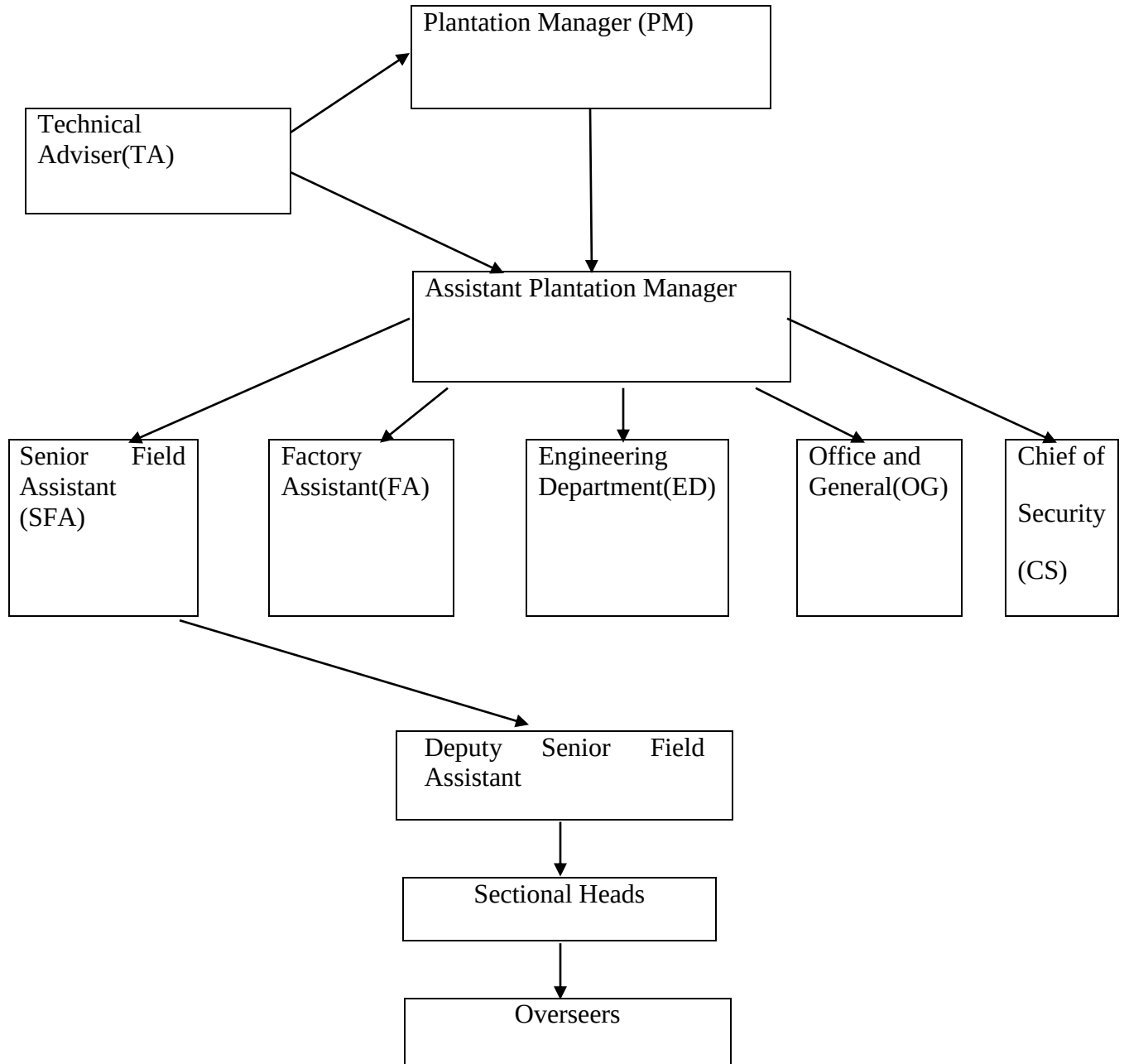
The Tole tea estate is a sub-set of the Cameroon Tea Estate found in the South-West Region of Cameroon. It is three miles away from Buea, the head quarter of the South-West Region, at 2000 feet above sea level. The villages neighboring the Cameroon Tea Estate (CTE) Tole are Sasse village, Meview village, Bonanangou village, Bolikabo village, and Tole village itself. The total land size of the company is 954 hectares, but only 454 hectares are in use. Tole tea estate has a workforce of about 500 workers

Tole Tea Estate was created in 1922. The first tea was brought in Cameroon in the year 1914 by the Germans. The beds were planted using seeds at the Botanical garden-Limbe, which was called Victoria. The Botanical garden was created in 1892. In 1954, the Tole tea estate emerged and was under the Cameroon Development Corporation (CDC). CDC was created in 1964. During this time, the government seized German lands and handed them to the CDC. Construction of the factory began in 1956 while, in 2002, the CDC tea section was privatized to a South-African company called Brobon-Finex, and all the appellations were changed. The tea

section of Cameroon Development Corporation became Cameroon Tea Estates, also known as Tea Plantation.

The Tole Tea Estate is headed by a Plantation Manager (PM). Directly under him is the Assistant plantation Manger (APM) who is answerable to the Plantation Manager. The Technical Adviser (TA) is an expatriate who advises the Plantation Manager and the Assistant Plantation Manager. Under the Assistant Plantation Manager are; the Senior Field Assistant (SFA), Factory Assistant, Engineering Department (ED), Office and General (OG) and the Chief Security (CS). The Assistant Plantation Manager sees into the affairs of all these departments directly under him, and the various departments are answerable to him. Under the Senior Field Assistant are; the Deputy Field Assistant and under him are sectional heads and under the sectional heads are; the Sasse section, Saxenof section and the Molyko section. In the various sections are the Overseers and under each Overseer are Head men or Head women, as seen in the organogram of the Tole Tea Estate below:

THE ORGANOGRAM OF TOLE TEA ESTATE



1.1.2. The Buea Council

Buea Council was created in 1997 by Decree number 77/203 of 25th March 1977. Before then, the Council had existed in different forms in an informal manner and governed by different chiefs. Buea Council has as its Mission to administer local affairs, provide development and increase the living conditions of its population. It provides electricity, water supply, roads, organises markets and many others. It is government at local level. The Council is an elected body with five years mandate. It has two main organs:

1. **Deliberating organ:** this is made up of all the elected councillors who statutorily meet four times in a year during Ordinary Sessions. Among these four Sessions, two are Principal/Cardinal/Paramount Sessions where recommendations/budgeting are made, and revenues sought for. In the Administrative Account Session, the Mayor gives an account/balance sheet on how has managed the budgets. It can also meet in extra ordinary sessions depending on the issues at hand. The Government sometimes step in to support the council with subventions to enable them to hold their Sessions. This organ deliberates, suggest, make proposals/recommendations on what should be done, which become law and approved by the council authorities.
2. **Executive organ:** it is made up of the Mayor and his Deputies and by extension, the Secretary General. This organ executes or implements the recommendations of the Deliberating Organ with the means available.

The Buea Council has a workforce of about 173 staff, both temporal and permanent and is headed by a Lord Mayor, currently Ekema Patrick Esunge with four deputies whose functions are defined. The Secretary General guides the Mayor in his activities and also the supervising authorities made up of the Senior Divisional Officer for Fako and the Minister of Territorial Administration and Decentralisation. Since the formal creation of the Buea Council, it has been headed by six Lord Mayors as shown in the table below.

Table 1: List of Lord Mayors that have worked with the Buea Council

	NAME	YEAR
1.	Hon Ray Lyonga Ikundi	1984 – 1987
2.	Mr Becke Smith Molua	1987 – 1995
3.	Mrs Gladys Silo Endeley	1995 – 1996
4.	Mr Mokake Endeley John	1996 – 2002
5.	Mr Mbella Moki Charles	2002 – 2013
6.	Mr Ekema Patrick Esunge	May 2013 to date.

Source: Fieldwork 2015

Table 1 above shows the list of Mayors who have worked with the Buea Council and their service years. As at the time of this study, six Lord Mayors had served in the Buea Council. The first Lord Mayor was Honourable Ray Lyonga Ikundi, who worked with the Buea Council for three years. The third and the only female Lord Mayor was Mrs Gladys Silo Endeley, who worked for two years and had the least service years. The fifth Lord Mayor in the Buea Council was Mr Mbella Moki Charles, who served for eleven years and was the Lord Mayor with the longest service year. Mr Ekema Patrick Esunge was the current Lord Mayor as at the time of this study and had already put in two years of service.

1.1.2.1. The Structure of the Buea Council

The Buea Council is under the Ministry of Territorial Administration. It is headed by a Lord Mayor who is assisted by four deputies. The position of the Mayor and his deputies are elected positions in the local government elections after which the Mayor is at liberty to select his or her four deputies from the different elected ward of Councillors. The municipality of Buea consists of forty-one wards that are represented in the Council as Councillors. The Councillors serve as the development mouthpiece of their respective wards. They provide the Council with the development needs of their various areas. The Councillors also participate in the annual general meeting of the Council executives where the budgets of the Council are appraised by them.

These councillors serve as watch-dogs to ensure monies paid to the council are put into good use by the Lord Mayor and his executives in the Council. The councillors have the right to save a vote of no confidence on the Lord Mayor if they find him to be professionally mischievous and corrupt in the management of the council's finances and activities.

The Secretary General is under the Lord Mayor and is in charge of the general administration of the council. Under the Secretary-General unit are the followings:

1. Treasury unit
2. Security unit
3. Marketing unit
4. Recovery unit
5. Account unit
6. Inventory unit
7. Human Resource unit
8. DIPE (French acronym meaning, Employee Social Insurance Fund)
9. Technical services unit.

1.2 Statement of the Problem

The relationship between how satisfied employees are with their jobs and their actual job performance is debatable. There are two basic views of job satisfaction and performance. One holds that job satisfaction leads to performance while the other holds that performance leads to satisfaction. In effect, it is noted that if employees are happy with their jobs, they will perform better, but to be satisfied, they have to perform their jobs to get that satisfaction.

With this, it appears difficult to determine whether satisfaction drives performance or performance drives satisfaction. Regardless of how it is seen, it does not take a lot of thought to realize that if someone has a high level of job satisfaction, he will probably have a high level of performance. On the other hand, if someone is not satisfied with his job, he probably will not have a high level of performance. However, it is possible to have a situation where an employee is happy with the job and gets satisfaction from doing it, but does not perform as the organization desires (<https://www.boundless.com>).

Despite widespread belief to the contrary, studies have shown that high-performing employees do not feel satisfied with their jobs simply as a result of high-level titles or increased pay. This lack of correlation is a significant concern for organizations, since studies also reveal that the implementation of positive human resource practices results in financial gain for the organizations. The cost of employees is quite high, and creating satisfaction relevant to the return on this investment is paramount. Simply put: positive work environments and increased shareholder value are directly related (<https://www.boundless.com>).

Some factors of job satisfaction may rank as more important than others, depending on each worker's needs and personal and professional goals (<https://www.boundless.com>). It is in this light that the researcher seeks to investigate the factors that influence employees' job satisfaction in the Buea Council and the Tole Tea Estate.

1.3. Objective of the Study

The main objective of this study was to investigate the factors that influence employees' job satisfaction in the Tole Tea Estate and the Buea Council. The specific objectives were:

1. To identify the factors influencing employee job satisfaction in Tole Tea Estate and Buea Council.
2. To identify the level of employee job satisfaction in Tole Tea Estate and Buea Council.
3. To determine the key factors of dissatisfaction to the employees' in the Tole Tea Estate and the Buea Council
4. To make appropriate recommendations in respect of job satisfaction to the management of Tole Tea Estate and Buea Council.

1.4 Research questions

1. What factors lead to employees' job satisfaction in the Tole Tea Estate and Buea Council?
2. What is the level of job satisfaction of workers in Tole Tea Estate and Buea Council?
3. What are the factors causing dissatisfaction to the employees' in the Tole Tea Estate and the Buea Council?

4. What recommendations can be made on job satisfaction for employees in the Tole Tea Estate and Buea Council?

1.5 Significance of the Study

The aim of every profit-making organization is to beat its competitors and satisfy its customers by rendering better customer services, thereby, maintaining and sustaining its market share and making profits. The company or organization cannot achieve this without employees who are contented or satisfied with their jobs and who as a result, become more effective, efficient and result-oriented, thus achieving the organizational goals and objectives.

This study will help the management of the Buea Council and the Tole Tea Estate to identify the needs of their employees and meeting these needs will help them earn the commitment of their employees.

Strategic interventions involving positive adjustments on employee satisfaction dimensions examined in this study may be initiated and applied to improve overall organizational performance in the Tole Tea Estate and the Buea Council.

This study will help discover some issues that could be useful to the management of Tole Tea Estate and Buea Council by identifying the factors influencing their workers satisfaction and derive concrete strategies on how to enhance employees' job satisfaction in their respective organizations to retain their employees.

The findings in this study will throw more light on factors that serve as satisfiers and dissatisfiers to the employees in the Tole Tea Estate and the Buea Council.

1.6 Organization of the study

The study will be made up of five chapters described as follows

Chapter one covers the introduction that includes the background of the study, statement of the problem, objective of the study, research questions, significance of the study, scope and the organization of the study

Chapter two deals with the review of existing literature that covers the concept of job satisfaction and the conceptual framework of existing theories job satisfaction, management of the motivation system, staff morale, employees' performance and the theoretical framework

Chapter three deals with the methodology adopted for this study. The issues to be covered includes the research design, population and sample size, sample techniques, instrumentation, mode of data collection, and method of data analysis

Chapter four focuses on the analysis of data and discussion of findings

Chapter five provides a summary of the findings, conclusion and recommendations of the study.

1.7 Definition of terms

Job satisfaction

It is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences.(Locke, 1976, p 1304).

It is how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. (Specter, 1997)

Employee performance

This refers to the manner in which workers carry out their various functions on the job

Motivation

Motivation may be defined as an inner force that impels human beings to behave in a variety of ways. (Shun Tyson, 2006).

Greenberg and Baron (2003) define motivation as the set of processes that arouse, direct and maintain human behaviour towards attaining goals.

Self-awareness

It is the act of focusing attention on oneself. Sophie Rowan (2008)

Happiness

Behavioural experts agree that happiness is not a destination. Rather, it is the result of a range of activities and feelings (Rowan, 2008).

Aristotle stated that Happiness is the meaning and the purpose of life, the whole aim and end of human existence. (Rowan, 2008).

Job satisfaction

Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

This chapter discusses the concept of job satisfaction, factors of job satisfaction, and theories of job satisfaction. It also identifies gaps in this literature and how this study will attempt to fill these gaps.

2.1 Literature Review

2.1.1 Concepts of Job Satisfaction

Job satisfaction means the extent to which a worker likes a job. It determines if the worker has a positive attitude towards the job in general. This assessment includes perceived occupational characteristics, job feelings and the workplace as a whole. Due to a wide range of aspects, it can be said that job satisfaction consists of a series of attitudes. Here, one may be satisfied with the series of his job factors or unsatisfied with another. But in the study of organizational behaviours, all of these factors are investigated under a single category of job satisfaction (Weiss 2002, Locke 1976).

Job satisfaction includes satisfaction with self, promotion, colleagues and management (Weiss 2002). Many social theories state that an increase in the level of organizational identity can contribute to employees' satisfaction with the organization. Employees differentiate between the members of their groups and others, and this creates a feeling of satisfaction amongst them (Haslam, 2001). Employees' satisfaction increase once they come across an appropriate definition of themselves and their organization. This satisfaction has great significance in groups. They will reduce their interactions and finally leave the group if the members are happy and pursue their private interests, while, in organizations active in the area of information technologies, much importance is attached to the human resource (Tidwell, 2005).

Job satisfaction is the outcome of assessing job characteristics. If an employee is unable to develop his organizational identity by means of which he can offer a particular definition about himself and his social relationships in that organization, it will be difficult to assess the characteristics of his or her job, which may have a negative effect on satisfaction.

Luthan (1998) posited that there are three important dimensions of job satisfaction:

Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred.

A Job satisfaction is often determined by how well outcome meets or exceeds expectations. For instance, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will have negative attitudes towards the work, the boss and or the co-workers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job (<http://www.slideshare.net>).

Job satisfaction represents several related attitudes that are most important characteristics of the job about which people have an effective response. These, to Luthan (1998) are; the work itself, pay, promotion opportunities, supervision and coworkers.

Pushpakaman (2008) argues that job satisfaction is the reintegration of effect produced by individual's perception of the fulfillment of his needs about work and the surroundings. Hulin and Judge (2003) noted that job satisfaction includes multidimensional psychological responses to one's job and that such responses have cognitive (evaluative), affective (or emotional) and behavioral components. Job satisfaction is concerned with one's feeling and state of mind regarding the nature and satisfaction of their work. Job satisfaction is influenced by factors such as how good is one's supervisor, how good are the physical environment in which they work and the extent to which their work is fulfilled (<http://www.slideshare.net>).

Job satisfaction is based on individual's perception of what is a satisfier. It can be influenced by the ability of the person to complete required duties, the level of communication in an organization and the way Management treats employees. There are often two levels of job satisfaction that are; affective and cognitive job satisfaction. Affective is concerned with the person's emotional feelings toward the job as a whole while cognitive is how a person is satisfied concerning a part of his or her job such as benefits.(see www.scie.org.au)

2.1.2 Employee satisfaction

Throughout the history of organisational and behavioural research, the subject of employee satisfaction has always attracted widespread empirical examination, leading to some interesting definitions. Price (2001) defines employee satisfaction as the effective orientation that an employee has towards his or her work. It may also be recognised as the individual's perception and evaluation of the overall work environment (Sempene, Rieger and Roodt, 2002). While and Barriball (2005) define employee satisfaction as a global feeling about one's work or a related cluster of attitudes about various facets of the work environment. Employee satisfaction may also be perceived as a 'positive emotional state resulting from the appraisal of one's job or job experiences' (Islam and Siengthai, 2009). A common aspect that connects these definitions is that employee satisfaction is concerned with what people in an organisation feel about their overall work (<http://sajip.co.za/index.php/sajip/article/view/1090/1332>).

A study conducted by Ellickson and Logsdon (2001) gives emphasis to environmental factors and personal characteristics as the two most influential variables that determine the level of employee satisfaction. Lambert, Edwards and Cabic (2003) also found low employee satisfaction levels amongst employees whose expectations fell short. Ganguly (2010) maintains that the person-environment fit paradigm has been widely recognised as the most appropriate explanation for employee satisfaction. Additionally, other researchers uphold that employee satisfaction is influenced by the interaction of a family of factors such as recognition, communication, co-workers, fringe benefits, working conditions, the nature of the work itself, the nature of the organisation itself, organisational systems, policies and procedures, compensation, personal development, promotion, appreciation, security, and supervision (Ilies, Wilson and Wagner, 2009; Irving & Montes, 2009; Koonmee, Singhapakdi, Virakul & Lee, 2010). For most management scientists, meeting the needs of employees remains the prime employee satisfaction-enhancement strategy (Giannikis & Mihail, 2011). However, contemporary research advances have challenged this view, which attests to the multi-factorial character of employee satisfaction (<http://sajip.co.za/index.php/sajip/article/view/1090/1332>).

To improve employee satisfaction, it is important to measure and establish the existing levels first (Wright, Gardner, Moynihan & Allen, 2005). However, due to its multi-faceted nature, the measurement of employee satisfaction varies from one organisation to the other. Some

organisations use anonymous employee satisfaction surveys that are administered periodically to measure the levels of employee satisfaction (Deshpande, Arekar, Sharma & Somaiya, 2012). In other organisations, meetings are held between management and small groups of employees where the latter are asked questions about their satisfaction (Ybema, Smulders & Bongers, 2010). However, in other organisations, exit interviews are the primary employee satisfaction measurement tools (Schulz, 2001). The importance of these methods lies in that they elicit satisfaction sentiments from employees themselves (Schneider, Hanges, Smith & Salvaggio, 2003). Employee satisfaction has thus been widely recognised as a predictor of productivity and performance in organisations (Dawal, Taha & Ismail, 2009; Silvestro, 2002).

2.1.3 Organisational performance

The body of research on the relationship between employee satisfaction and organisation performance continues to grow. Organisational productivity and efficiency are attained by satisfying employees and being sensitive to both their physiological and socio-emotional needs in a holistic manner (Schneider *et al.*, 2003). A study conducted by Cole and Cole (2005) reports that there is a positive correlation between the job attitudes of individuals and their performance. A meta-analysis conducted by Judge, Thoresen, Bono, and Patton (2001) also found a positive relationship between individual employee satisfaction and factors such as motivation, job involvement, organisational citizenship and job performance. In another meta-analysis conducted by Harter, Schmidt and Hayes (2002), it was found that there is a positive relationship between employee satisfaction and productivity, profit, turnover and customer satisfaction in nearly 8000 business units in 36 organisations across the five continents of the world (<http://sajip.co.za/index.php/sajip/article/view/1090/1332>).

Studies conducted by Schneider *et al.* (2003) and Zohir (2007) confirm that there is a positive correlation between overall employee satisfaction with the organisation's financial and market performance. Corporate Leadership Council (2003) also conducted an employee satisfaction survey of over 40% of the companies that are listed in the top 100 of Fortune 500 companies. The study concluded that employee satisfaction, behaviour and turnover predicted the following year's profitability and that these are even more strongly correlated with customer satisfaction. A survey conducted by Price Waterhouse Coopers (2002) which involved several multinational

companies sustains that employee satisfaction, as well as decreased turnover, are major contributors of long-term shareholder returns. Conversely, employee dissatisfaction resulting from poor workplace environments can also lead to a decrease in productivity leading to poor organisational performance (Chandrasekar, 2011).

It is important for management in organisations to create a work environment that facilitates higher employee satisfaction levels. This is because employee satisfaction has a stimulus effect on the loyalty and confidence of employees, improves the quality of outputs and also increases productivity (Surujlal & Singh, 2003; Yee *et al.*, 2008). Satisfied employees tend to perceive that the organisation will be more satisfying in the long run, they care about the quality of their work and are more committed to the organisation, leading to a demonstration of organisational citizenship behaviours (Fraser, 2001; Sempaneet *et al.*, 2002; Yoon & Suh, 2003). Goslin (2005) is also of the opinion that satisfied employees have higher retention rates and are more productive. When employees are dissatisfied, their physical and mental health is negatively affected (Faragher, Cass & Cooper, 2005). Consequently, organisational performance will also deteriorate as more production time will be lost because dissatisfied employees are likely to take more leave (Judge, Piccolo, Podsakoff, Shaw & Rich, 2010; Shields, 2006); therefore, if steps are taken to improve employee satisfaction, overall success of the organisation is enhanced, and the results can be reflected through happier employees, enhanced workforce productivity, reduced workdays and higher profits. This also typifies the importance of people in organisations, since people are the promoters of excellent organisational performance (<http://sajip.co.za/index.php/sajip/article/view/1090/1332>).

In the context of the service industry, substantial research evidence reveals that there is a positive association between employee satisfaction and customer satisfaction (Bernhardt, Donthu & Kennett, 2000; Wangenheim, Evanschitzky & Wunderlich, 2007). Providing employees with an outstanding internal working environment is likely to lead to satisfied employees who are both loyal to the organisation and are capable of providing customers with an exceptional service experience (Chi & Gursoy, 2009). Customers will naturally recognise and value the excellent service offered to them, leading to an exhibition of loyalty behaviours, such as repeat purchases and increased referrals (Koys, 2003). These behaviours suggest; therefore that satisfied employees will create satisfied and loyal customers, which will result in better organisational

performance. It is important then for service organisations to direct sufficient resources towards employee satisfaction programmes (<http://sajip.co.za/index.php/sajip/article/view/1090/1332>).

2.1.4 Job Satisfaction and Job Performance Relationship

Since the 1970s, the idea that satisfied employees are more productive has been held, even though the proof is difficult to obtain. However, studies have found proof that job satisfaction has a significant effect on job performance. For example, Christen, Cryler and Soberman (2005) in a paper titled “**Job satisfaction, Job performance and effort**” explained how job performance is related to job satisfaction. They found a significant positive effect of job performance on job satisfaction. It was noted that a positive effect of job performance on job satisfaction also has important implication for an organisation that wants to motivate and retain talented employees (Soberman, et.al, 2005). It implies that actions to increase job performance can also increase the job satisfaction of employees. As a result, benefits such as reduced turnover and less absenteeism (the result of higher job satisfaction) may be useful in justifying the cost of a policy even when this policy is primarily directed to improving job performance (<http://www.slideshare.net>).

Cummings (1970) identified three major points concerning the relationship between job satisfaction and performance. Satisfaction causes performance; performance causes satisfaction and rewards cause both performance and satisfaction (<http://www.slideshare.net>). Pushpakumari (2008) supported all these three views through research. Mirvis and Lawler (1977) produced conclusive findings of the relationship between job satisfaction and performance. Also, Korhanauser and Sharp (1976) have conducted more than thirty-six studies to identify the relationship between satisfaction in the industrial sector, for which many of the studies have found that a positive relationship existed between job satisfaction and performance. Katzel, Barret and Porker (1952) pointed out that job satisfaction was associated with neither turnover nor quality production. (<http://www.slideshare.net>).

Poter and Lowler (1969) suggested that satisfaction will affect a worker's effort, arguing that increased satisfaction from performance possibly helps to increase expectation of performance leading to rewards. Ayemi and Popoola (2007) in their paper titled “**Work motivation, job satisfaction and organizational commitment of Library Personnel in Academic and Research**

Libraries in Oyo state, Nigeria”, found in their study that correlation exists between perceived motivation, job satisfaction and commitment, although the correlation between motivation and commitment was negative (<http://www.slideshare.net>).

Lisa and Timothy (2004) stated that there are two issues with measuring employee attitudes that provided potentially useful knowledge for practitioners. First, measures of job satisfaction can be faceted such as the Job Description Index (JDI)-whereby they measure various dimensions of the job-while others are global or measure a single, overall feeling toward the job. Second, while most job satisfaction researchers have assumed that overall, single item measures are unreliable and, therefore, should not be used, this view has not gone unchallenged. (<http://www.slideshare.net>).

Nadia (2011) posits that employee motivation and job satisfaction cannot be isolated, but they complement each other and respond to organizational variables like productivity and working conditions. Employee job satisfaction depends on people’s insight and behaviour at the work place that is driven by a set of intrinsic, extrinsic needs and by their view of numerous job related and organization related attitudes. Meggison, Mosley & Pietri (1982) stated that people experience job satisfaction when they feel good about their jobs and that this feeling often relates to their doing well, or their becoming more proficient in their professions, or their being recognized for good performance. (<http://www.slideshare.net>).

Employee motivation is an innate force shaped and maintained by a set of highly individualistic factors that may change from time to time, depending on the particular needs and motives of an employee (Wanda and Rene). Organizational effectiveness depends on how organizations manage their employees (Moynihan & Pandey, 2007).

2.1.5 Effects of Job Satisfaction on Employee’s Performance in an Organization

There is the belief that employment fulfilment is emphatically and reliably linked to prosperity. From studies explored, it is discovered that there is a critical connection between occupational fulfilment and life fulfilment. Analysts have indicated that occupational fulfilment joins with representative inspiration to impact certain behavioural examples. Eventually, a fulfilled worker

will prompt a fulfilled client. It is the representatives who take the brand picture of the organization. High job satisfaction may lead to;

- High productivity
- Reduced turnover
- Improved attendance
- Diminished mischances
- Lower unionization (<http://www.slideshare.net>).

There is a saying a happy worker is a productive worker. Work Satisfaction prompts expanded benefit. A representative who performs well in his employment gets both inalienable and outward remuneration that will lead to his fulfilment. A poor entertainer will be clumsy and can accept less remunerates. He will be less fulfilled by his work experience (<http://www.slideshare.net>).

High representative turnover is of respectable essentialness for the businesses in the light of the fact that it disturbs ordinary operations, causes confidence issues for the individuals who stick on and builds the expense included in selecting and preparing substitutions. To minimize turnover, managers ought to make the representative feel fulfilled on their occupations (<http://www.slideshare.net>).

There is a correlation between satisfaction and absence. Workers who are dissatisfied are more likely to take "mental health" days i.e. days off due to illness or personal business. Absenteeism is high when satisfaction is low. Employees who feel that their work is important tend to clock in regular attendance (<http://www.slideshare.net>).

Poor safety practices are a negative consequence of low satisfaction level. When people are discouraged about their jobs, company and supervisors, they are more liable to experience accidents. The Reason for such accidents is that discouragement may take one's attention away from the task at hand. (Australian Society for commerce industry and Engineering, www.scie.org.au).

Job stress is the body's response to any job-related factor that threatens to disturb the person's equilibrium. Prolonged stress can cause the employee serious ailments such as heart disease, ulcer, blurred vision, back pain, dermatitis, and muscle aches. Chronic job dissatisfaction is a

powerful source of Job stress. An employee trapped in a dissatisfying job may withdraw by such means as high absenteeism and tardiness, or the employee may quit (<http://www.slideshare.net>). Work Dissatisfaction is the basic driver for unionization. Work dissatisfaction with wages, Job security, accidental favourable circumstances, chances for progression and solution by chief are reasons that make labourers join unions. Interchange estimation is that job dissatisfaction can have an impact on the slant to make a move inside the union, for instance, reporting grievances or striking. (Australian Society for commerce industry and Engineering, www.scie.org.au)

Subsequently, job satisfaction helps administration regarding diminished turnover, decreased no appearances, lessened occupation stretch and diminished therapeutic expenses. Fulfilled workers are euphoric and better residents (<http://www.slideshare.net>).

2.1.6 Negative Effects of Job Satisfaction on Employees

The impacts of low occupational fulfilment could be extensive, and this issue is of sympathy toward little entrepreneurs and also expansive organizations. If representatives are not content with their occupations, a few regions of their work are influenced, and their conduct can additionally influence different workers. A study distributed by the "Worldwide Archives of Occupational and Environmental Health" found that specialists who report low employment fulfilment accomplished a few different issues as an act of a reaction (<http://www.slideshare.net>).

- a. Job Stress** - At the point when representatives are not content with their employments, they are significantly more prone to encounter and report issues at work. Specialists who are fulfilled or joyful at work are much liable to report learning outcomes of their employment.
- b. Poor Overall Performance** At the point when one worker is hopeless about their employment, the greater parts of alternate representatives they come into contact with are going to be influenced by their disposition. If they see somebody who is so clearly hopeless, it will start to shade how they see their particular occupations. Negative demeanour can spread through a work environment like rapidly spreading conflagration and, if they are not enhanced, the general assurance of the representatives will take a sharp decrease.

- c. **Lack of Productivity** - Low employment fulfilment together with low worker resolve prompts an absence of profit in an association. When somebody is miserable, they do not centre well or give careful consideration to their errands. They discover many different things to do that do make them euphoric, at the same time disregarding the occupation they ought to be doing. At the point when one part of a group shows low gainfulness, it is regular for different parts of the group to feel disappointed, therefore, and their profit will start to decrease too. It is an endless loop that is very basic (<http://www.slideshare.net>).
- d. **High Employee Turnover Rates** - Low employment fulfilment likewise makes high turn-over rates with workers. At some point or another, the representative is going to stop with the goal that they can discover an occupation they appreciate doing. Numerous commercial ventures, for example, nourishment administration experience the ill effects of high turnover rates and the failure to hold qualified employees. It is dependent upon little entrepreneurs and administrators to figure out how to expand work fulfilment, especially in troublesome commercial enterprises in which the employments are extreme, and the pay is low (<http://www.slideshare.net>).

2.1.7 Employee Engagement on the Job

It takes a satisfied employee to be engaged on the job. As more and more organizations and businesses recognize that enthusiastic and committed employees add value to their organization not just regarding productivity but also customer satisfaction, retention, profitability and long-term-stake holder value, employee engagement becomes a great concern for top management and managers today.

Employee engagement is personified by the passion and energy employees have to give of their best to the organization to serve the customers. It is all about the wiliness and ability of employees to give sustained discretionary effort to help their organization succeed. (Sarah Cook, 2008).

Engagement is characterized by employees being committed to the organization, believing in what it stands for and being prepared to go above and beyond what is expected of them to deliver outstanding service to the customers. Employee engagement is more a psychological contract

than a physical one. It is something the employee has to offer. Employees make a choice about how they behave and the extent to which they are engaged. Engaged employees feel inspired by their work; they care about the future of the company and are prepared to invest their effort to see that the organization succeeds. (Sarah Cook, 2008).

Engagement can be summed up by how positively the employee:

- Thinks about the organization;
- Feels about the organization;
- Is proactive about achieving organizational goals for customers, colleagues and other stake- holders.

FIGURE 2.1 THREE ASPECTS OF EMPLOYEE ENGAGEMENT

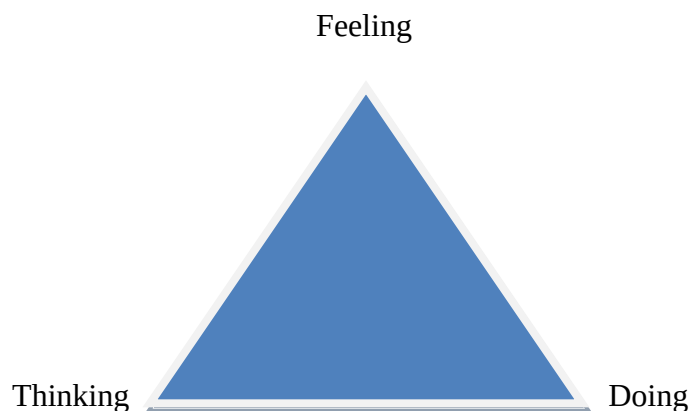


Figure 2.1 indicates that employees think rationally about their employers, what they feel about them, their emotional connection, as well as what they do and say as a result with their co-employees and customers. (Sarah Cook, 2008).

So, employee engagement has become so important in companies and organizations because of the increasing power of the customers and the increasing power of the employees. The customers now have much more choices of where to do business. The increasing competition, globalization,

plus the power of the Internet means customers' expectations have risen. Customers now have much more discretionary power than previously. Furthermore, in today's busy society, value for time is often as important as the value for money. Customers wander from shop to shop seeking the best product. Organizations or businesses that will succeed in future are those that makes it easy for customers to do business with, and that engage at an emotional level with the customers.

Effectively, there are two costs a customer incurs in doing business with an organization:

1. **Economic costs** (time, effort, money)
2. **Emotional costs** (the customer's feelings towards the brand, its products and employees, what it stands for, how they are treated). In most cases, customers connect on the emotional basis with a brand. This emotion often overrides their logic. (Sarah Cook, 2008).

Organizations need to have effective customer interaction, which is what customers require from their services. Effective customer interaction is a combination of an organizations ability to match the right products and services to the customers needs. (Sarah Cook, 2008). A poor product and poor person interaction lead potential customers to become cynic- actively telling others how bad a brand is. A good product but poor interaction with an employee leads to indifference from the customer. Where a customer has other choices on a product, indifference or cynicism from an employee (service provider) is hardly likely to make the customer want to go back no matter how good the product or service is.

Customers' perceptions of an organization are influenced above all by employees' willingness to help and provide responsive and prompt services, the empathy they demonstrate towards customers by showing a personal interest and the trust and confidence they generate.

So, employee behaviour is the key to developing a long-term relationship with customers. The challenge today for organizations is to attract and engage customer-focused employees who are willing and able to step up to the challenge of the empowered customer. Employee engagement is the key to ensuring that an organization wins the customers' loyalty. (Sarah Cook, 2008).

Haven seen employee engagement and its effect on the organization with its customers, it is necessary also to look or consider some key issues that may cause an employee to stop being engaged – thus, employee disengagement on the job.

2.1.8 Employee Disengagement on the Job

Before identifying the main reasons employee disengage, it is important to understand the dynamics of how they go through the disengagement process. Understanding the unfolding nature of employee disengagement helps managers see how they can interrupt the process and salvage key talent at many points along the decision path. There are several sequential and predictable steps that can unfold in the employees' journey from disengagement to departure. Many managers may be so busy or preoccupied that they would not even notice if their employees walked around without putting enough effort on the job (Leigh Branham, 2005).

Thirteen steps in the engagement-to-departure process

1. Start the new job with enthusiasm
2. Question the decision to accept the job
3. Think seriously about quitting
4. Try to change things
5. Resolve to quit
6. Consider the cost of quitting
7. Passively seek another job
8. Prepare to seek actively
9. Actively seek
10. Get new job offer
11. Quit to accept new job or
12. Quit without a job or
13. Stay and disengage (<http://www.proedge-asso.com>).

Employees also need to understand they have a singular responsibility to find ways of addressing their concerns and re-engaging themselves in the work place. But many managers are just too slow to observe the signs of employee disengagement until it become too late to do anything

about it. The obvious warning signs of disengagement are absenteeism, tardiness, or behavior that indicates withdrawal or increased negativity. It is also useful to know that these early signs of disengagement typically start showing up after a shocking or jarring event takes place that causes the employee to question his or her commitment (<http://www.proedge-asso.com>).

Here are some of the stimulus events that can trigger disengagement:

- Being passed over for promotion
- Realizing the job is not promised
- Learning they may be transferred
- Hiring boss being replaced by new boss they do not like
- Being assigned to new territory
- Being asked to do something unethical. (Branham, 2005).

Numerous studies have shown that dissatisfied employees are more likely to quit their jobs or be absent than satisfied employees (example, Hackett and Guion, 1985; Hulin, Roznowski, and Hachiya, 1985; Kohler and Mathieu, 1993). Job satisfaction shows correlations with turnover and absenteeism. Job dissatisfaction also appears to be related to other withdrawal behaviours, including lateness; unionization, grievances, and drug abuse, and decision to retire. Hulin et al. (1985) argued that these individual withdrawer behaviours are all manifestations of “job adaptation” and proposed that these individual behaviours be grouped together. Because the occurrence of most single withdrawer behaviours is quite low, looking at a variety of these behaviours improves the ability for showing the relationship between job attitudes and withdrawal behaviours (Hulin, 1991).

Rather than predicting isolated behaviours, withdrawal research and applied practice would do better, as this model suggests, studying patterns in withdrawal behaviours – such as turnover, absenteeism, lateness and decision to retire. Several studies have supported this, showing that when various withdrawal behaviours are grouped together, job satisfaction better predicts these behavioural groupings than the individual behaviours. Based on the research that shows job satisfaction predicts withdrawal behaviours like turnover and absenteeism, researchers have been able to statistically measure the financial impact of employee attitudes on organizations (example, Cascio, 1986; Mirvis and Lawler, 1977). Using these methods can be a powerful way

for practitioners to reveal the costs of low job satisfaction and the value of improved employee attitudes on such outcomes as absenteeism and retention.

2.1.9 Determinants of Job Satisfaction

a. Self-awareness - an understanding of one's capabilities and limitations in term of knowledge, skills and personal traits, is especially important for job satisfaction (Shaun Tyson, 2006). Self-aware employees take more responsibility for their behaviours.

b. Working conditions - Making the work place comfortable, well ventilated, having good Lighting, good temperature, and appropriate dress code can make work conducive and boost employees' job satisfaction. Since employees spend so much time in their work environment each week, it is important for organisations or companies to try to optimize working conditions (<http://smallbusiness.chron.com>).

c. Opportunity for Advancement - Employees are more satisfied with their current job if they see a path available to move up the ranks in the company and be given more responsibilities along with higher compensations.

d. Workload and Stress Level - dealing with a workload that is far too heavy and deadlines that are impossible to reach can cause job satisfaction to erode for even the most dedicated employee. A heavy workload can lead to stress and burnout. A light workload can be totally boring and unsatisfying. A good job will give employees enough work to keep them productive and challenged and yet not so much that they feel they are being taken advantage of (<http://smallbusiness.chron.com>).

e. Relationship with Supervisors – an effective manager knows that their employees need recognition and praise for their efforts and accomplishments. A good working relationship with supervisors is essential since, at every stage, employees need their professional inputs, constructive criticisms and general understanding.

f. Financial Rewards - Job satisfaction is impacted by an employee's view about the fairness of the company's wage scale as well as the current compensation he may be receiving.

Opportunities to earn special incentives, such as bonuses, extra paid time off or vacations, also bring excitement and higher job satisfaction to the workplace. Managers need to keep in mind that while employees want to trust, hope, worth, and competence, they differ as to which ones are most important at any given time. When it comes to ensuring employees job satisfaction, effective managers will respect these individual differences. (<http://smallbusiness.chron.com>).

g. Focus on the Work - Employees can set personal goals in line with the organizational goal to challenge them to do work better or faster.

h. Ability to influence Decisions - Having a real say in the decision-making process can be personally satisfying and contribute to employee's sense of involvement and identification with the organization or company. When they contribute and are recognized, they tend to become more pro-active in the organization.

i. Job Security - Job security is an employee's assurance that they will keep their jobs. Employees with the high level of job security have a low probability of losing their jobs shortly. Certain profession or employment opportunities inherently have better job security than others. Employees' performances can therefore be greatly affected by job security.

j. Interesting Project - When an employee work with a motivated group of employees on a project that is meaningful to him or her, such as, organizing a major event, building a bridge, launching a new project, helping out in natural disaster, it is an opportunity to build new skills and to establish his or herself as a team player who can contribute under pressure. This brings about enthusiasm.

2.1.10 Motivation

Motivation is characterised by willingness on the part of the employees to increase effort, to the extent that this exertion also satisfies some needs or desires. At a basic level, it can be seen that motivation is about 'motives' and 'needs'. Motives are the internal drives and energies of an employee; they direct behaviour, which result in outcomes. Any single outcome (higher performance level at work) may be the result of multiple motives (the feeling of achievement, the desire to purchase a new car). (Ian Beardwell, Len Holden and Tim Claydon, 2004).Needs as

internal drives are also important and can be physiological (the need for sleep and warmth), social (the need for the company of others) or based on self-esteem needs (the need to gain the respect of peers). (Rosenfield and Wilson, 1999:75).

Motivation may be defined as an inner force that impels human beings to behave in a variety of ways. Because of the extreme complexity of human individuals and their differences, motivation is very difficult to understand both to one's self and others. Nevertheless, there are certain features of motivation that may be regarded as generally applicable:

1. The motivational force is aroused as a result of needs that have to be satisfied. Thus, a state of tension or disequilibrium occurs that stimulates action to obtain satisfaction.
2. The satisfaction of a need may stimulate a desire to satisfy further needs (example, 'the more they have, the more they want').
3. Failure to satisfy needs may lead to a reduction or a redirection of the motivational force towards other goals seen as more obtainable.
4. The motivational force has three basic elements – direction, intensity and duration –that is, it is directed towards goals, its force may vary considerably, depending on the strength of individual desires, and it may last for long or short periods or be intermittently reoccurring.
5. There are two main sources of human needs:
 - (a) Inherited, that is, all humans share primary physiological needs that must be satisfied for survival.
 - (b) Environmental, that is, through the main socialising influences in their lives people acquire attitudes, values and expectations, which leads to learned needs such as status, fame, wealth, power.

Some authorities' claim that needs for affiliation with others, creativity and achievement are also inherent in human beings. (Shaun Tyson, 2006).

An understanding of motivation is important for employees' job satisfaction for a multitude of reasons. Firstly, it enables organisations to 'humanise' work for employees so that work is inherently more satisfying. The assumption being that the organisations have a moral obligation

to make work as satisfying and enjoyable as possible. Secondly, an appropriate understanding of motivation allows organisations to make the jobs more satisfying for employees. The underlying assumption is clearly that if employees are happier at work, then they will be more productive. Finally, it is argued that such an understanding enables management to control the behaviour of subordinates more effectively and, therefore, enables management to ‘pull the right strings’ to secure the ability to set the organisational goals and secure their achievement. (Ian Beardwell, Len Holden and Tim Claydon, 2004).

Employees are therefore driven by different things. Some go to work to be with other people and enjoy the social and relationship side of work. Others are motivated by money or career progression, reaching the top of the pile and achieving a high-profile position in the company or organization. There are those who enjoy work because it allows them to be creative, analytical or caring. Therefore, when employees are clear about their motives, it allows them to pursue jobs, projects or opportunities that they find energising and fulfilling, and most importantly, enjoyable. This might seem perfectly obvious, but it is amazing how often employees get the simple things wrong.

To help employees identify what drives their job satisfaction, a range of key work motives can be listed, and employees allowed identifying which ones, in particular, are important to them. It is also important that they look at where their motives are being met and where they are not. Table one is a work scenario relating to each key motive.

Table 2: Work Motivation Chart

Key work motives	What motivates you at work?
Meaningful work	Do you find your work fulfilling? What percentage of your work do you enjoy? Are you proud of what you do? Does your work add something positive to your life?
Clarity of role	Are you clear about what is expected of you at work? Do you know how your role fits in with the aim and objectives of your team, department, or organization? Is there a clear reporting structure? Do you have a job description, a person specification or organizational chart?

Realistic Workload	What percentage of your work do you enjoy? Do you have enough work to fill your day? Can you complete your work in your contracted hours? Is your overtime rewarded or recognized?
Feelings of choice and control over your work	Is work allocated base on people's preferences and strengths? Can you put out of a project, working groups, or committees that are not benefiting from your out-put? Are there set ways in which you must do your work-standard operating procedures? Can you have any input into these? Is there a facility for you to make suggestions procedures and processes?
Thanks for a job well done	Do you receive regular feedback from your boss? Do you have annual or bi-annual performance appraisals? Do you have regular review meetings or de-brief with your colleagues after each project?
Available of social support in the workplace	Are you friends with any of your colleagues? Do you socialize with colleagues outside of work? Is there a social club at work? Do you and your colleagues discuss non-related work issues?
Altruistic environment or opportunities	Is there a collaborative and supportive culture? Is there an appreciation of the non-commercial aspect of your work?
Money	Are you being paid fairly or competitively (in line with your colleagues and the market place)? Do you have an annual or bi-annual salary review? Is there a bonus, share scheme or performance related pay system in place?
Belief in your organization	Do you know your company's mission statement? Are you proud to work for your company or organization? Think about which of the following work environments is appeal to you Private sector, public sector, co-operative Voluntary or charity sector, large corporate, small start-up, self - employed family business
Opportunity for career progression	Are there clear career progression paths in your organization? Does your organization invest in training and development? Is there a strong learning culture?

Source: Sophie Rowan (2008)

2.2. Theoretical Framework

2.2.1 Job Satisfaction- Job Performance Relationship

The potential linkage between employee attitudes and performance was considered in earnest in the 1930s, coinciding with (and a result of) the Hawthorne studies and the ensuing human relations movement. Following the human relations movement, the most influential narrative review of job satisfaction-job performance relationship was published by Brayfield and Crockett (1955). In this article, the authors reviewed studies relating job satisfaction to job performance as well as to some other behavioural outcomes (accidents absence and turnover). Brayfield and Crockett concluded that there was not much of a relationship between job satisfaction and performance.

Following Brayfield and Crockett (1955), other influential narrative reviews have been published (see Herzberg et al. 1957; Locke 1970; Schwab and Cummings.1970; Vroom, 1964). These reviews defer greatly in their orientation and, to some degree, in the optimism they expressed regarding the satisfaction-performance relationship, with Herzberg et al. being the most optimistic. The main gist of two of these reviews (Locke, 1970, Schwab and Cummings, 1970) was to issue a strong call for theory-driven investigations of the satisfaction performance relationship. In response to these reviews, researchers began to consider more closely the nature of the relationship giving particular consideration to factors that might moderate or mediate the relationship. These investigations were grouped into seven models of satisfaction-performance relationship and review research that has been conducted on these functional forms. Below are listed the seven models of satisfaction performance relationship:

- **Model one**, job satisfaction causes job performance
 - **Model two**, job performance causes job satisfaction
 - **Model three**, job satisfaction and job performance are reciprocally related
 - **Model four**, the relationship between job satisfaction and job performance is spurious
 - **Model five**, the relationship between job satisfaction and job performance is moderated by other variables
 - **Model six**, there is no relationship between job satisfaction and job performance
 - **Model seven**, alternative conceptualization of job satisfaction and or job performance.
- Psychological Bulletin 2001.Vol 127. No.3, 376-407.

For this study, I am examining only two of these seven models.

I. Model 1: Job Satisfaction causes Job Performance

This model posits a casual effect of job satisfaction on job performance. It is believed that higher morale would lead to improved productivity. This model is implicitly grounded in the broader attitude literature in social psychology. The premise that attitude leads to behaviour. Following this logic, attitude towards the job should be related to behaviours on the job, the most central of which is the performance on the job. Psychological Bulletin 2001.Vol 127. No.3, 376-407

II. Model 2: Job Performance changes Job Satisfaction

Expectancy-based theories of motivation stipulate that satisfaction follows from the rewards produced by performance (Naylor, Prichard, and Ilgen, 1980; Vroom, 1964). Lewer and Porter (1967), expectancy theorist themselves, argued that performance would lead to job satisfaction through the provision of intrinsic and extrinsic rewards. Locke (1970) viewed satisfaction as resulting from performance, but in this case, satisfaction was viewed as a function of goal-directed behaviour and value attainment. Even advocates of intrinsic motivation would implicitly stipulate an effect of performance on satisfaction. Deci and Ryan's (1985) self-determination theory, for example, argues that satisfaction follows from the rewards that result from behaviour (though they also argued that the motivations for the behaviour are important to this process).Psychological Bulletin 2001.Vol 127. No.3, 376-407.

2.2.2. Social Identity, Group Dynamics and Job Satisfaction

Many social theorists argue that an increase in the level of organisational identity can contribute to people's satisfaction with the organisation. People's satisfaction increases once they come across an appropriate definition of themselves and their organisations. This satisfaction has great significance in groups. They will reduce their interactions and finally leave the group if the members are unsatisfied and pursue their private interests (Tidwell, 2005).Job satisfaction is the outcome of assessing job characteristics. If an individual is unable to develop his organisational identity by means of which to offer a particular definition about himself and his social relationships in that organisation, it will make his task difficult to assess the characteristics of his

job hence; this may have negative effects on his job satisfaction. (Babbark.S and Behnam A, 2012).

2.2.3. Job Characteristics Approach

The job characteristics approach is based on the idea that individual differences are important moderators in the way employees respond to the nature and design of work irrespective of any performance/reward element. Working from Herzberg's idea about work itself and hence the way in which it is organised are important motivators, Hackman and Lawler (1971) and Hackman and Oldham (1980) set out the first structure of jobs characteristics model that is the basis of the job design approach to motivation. They argue that there are five core dimensions:

1. Skill variety, which is concerned with the number and type of different activities and job involved
2. Task identity – the extent to which the employees have some responsibility for the 'whole job'.
3. Task significance – essentially how meaningful the job is considered to be by others.
4. Autonomy, which refers to the freedom the employees have to determine how to undertake the work and,
5. Feedback, which refers to the level of information the employees receive about the work and their performance.

These five 'core job dimensions' create three 'psychological states' that are founded upon the meaningfulness of work, the extent to which employees experience responsibilities for the outcomes of their work and the knowledge of the results of their actual efforts. Where these three 'psychological states' are positive experienced, that is, there is meaningfulness in the work, the employees do have a sense of responsibility for what they do, and they receive appropriate feedback, they are more likely to experience high work motivation and general work satisfaction. (Ian Beardwell, Len Holden and Tim Claydon, 2004).

2.2.4. Equity Theory

It is a theory that attempts to explain relational satisfaction in terms of perceptions of fair or unfair distribution of resources within interpersonal relationships. Equity theory posits that individuals who perceive themselves as either under-rewarded or over-rewarded will experience distress and that this distress leads to efforts to restore equity within the relationship. It focuses on determining whether the distribution of resources is fair to both relational partners. Employees or partners do not have to receive equal benefits (such as receiving the same amount of love, care and financial security) or make equal contributions (such as investing the same amount of effort, time and financial resources), as long as the ratio between benefit and contribution is similar. Unlike other theories of motivation such as Maslow's hierarchy of needs, equity theory acknowledges that subtle variable individual factors affect each employee's assessment and perception of their relationship with their relational partners (Guerrero et al. 2005). According to Adams (1965), anger is induced by underpayment inequity and guilt is induced with overpayment equity (Specter, 2008). Payment whether wages or salary, is the main concern and, therefore, the cause of equity or inequity in most cases (<https://www.boundless.com>).

In any position, an employee wants to feel that their contributions and work performances are being rewarded with their pay. If an employee feels underpaid, it will result in the employee feeling hostile towards the organization and perhaps his co-workers, which may result in the employee not performing well at work anymore. It is the subtle variables that also play an important role in the feeling of equity. Just the idea of recognition for the job performance and the mere act of thanking the employees will cause a feeling of satisfaction and, therefore, help the employees feel worthwhile and have better outcomes (<https://www.boundless.com>).

An employee will consider that he is treated fairly if he perceives the ratio of his inputs to his outcomes to be equivalent to those around him. Thus, all things being equal, it will be acceptable for a more senior colleague to receive higher compensation, since the values of his experience (and input) are higher. This dissatisfaction will result in the employee feeling underappreciated and perhaps worthless. This is in direct contrast with the idea of equity theory; the idea is to have the rewards (outcomes) be directly related with the quality and quantity of the employee's

contributions (inputs). If both employees were perhaps rewarded the same, it would help the workforce realize that the organization is fair, observant and appreciative (<https://www.boundless.com>).

Relevance of the Equity theory to this study

The equity theory is relevant to this work in that it addresses one of the major aspects of employees concerns of job satisfaction that is fairness in the way they are treated by their supervisors, management and even co-workers in the organisation. This fairness includes; compensation, working condition, pay and recognition. Employees feeling fairly treated can enhance their performances in the organisation. If employees feel that they are working much harder than others in the department but are receiving fewer rewards, they will have negative attitudes towards the work, the boss and or the co-workers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job.

2.2.5. Edwin A. Locke's Range of Affect Theory (1976)

This theory determines job satisfaction through a difference that exists between what an employee wants from a job and what the employee gets from the job. A miniature difference sets out job satisfaction as being high, and a huge difference will mean the employee is less satisfied with the job. This prioritization is different for every individual employee. For example, one employee may value good working conditions more than anything at work, for another employee, challenging work might be more important compared to working conditions. The absence of the facet will lead to job dissatisfaction of the employee (<http://www.ukessays.com>). Hence, to guarantee job satisfaction, there is a need to identify the most important facet of the job that an employee wants and ensure this facet is met suitably (Ray and Ranjan, 2011).

Relevance of the range of affect theory to the study

The relevant of the affect theory to this work is to postulate that employees have expectations on their jobs that act as factors that influence their satisfaction on the job and enhance performance. Examples of such expectations are career advancement, promotion and fringe benefits. If these

expectations are not met, employees become disgruntled, and this has a negative effect on their performances, they may become disengage on the job.

2.2.6. Maslow's Hierarchy of Needs

Maslow postulates a catalogue of needs at different levels ranging from the basic physiological and biological needs to the higher, cultural, intellectual and spiritual needs:

Figure 2.2 Maslow's Hierarchy of needs

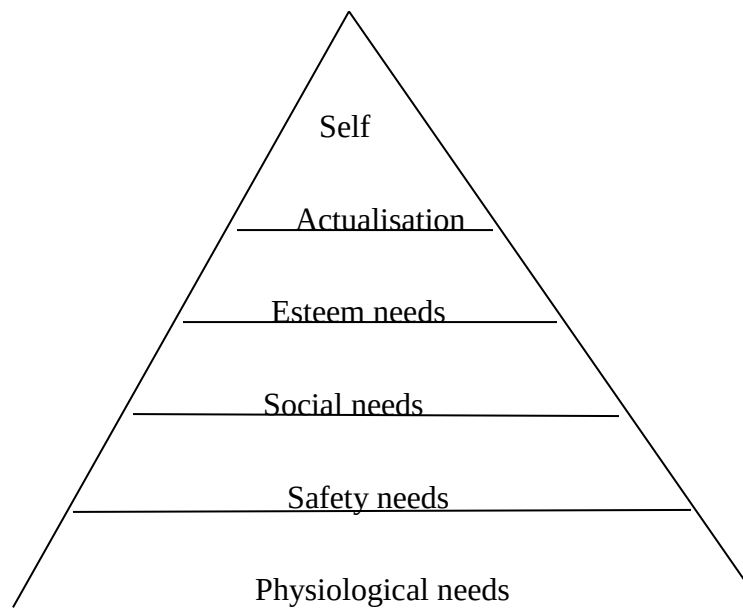


Figure 2.2 above shows the Maslow's hierarchy of needs being stratified from bottom-top in a pyramid. The lowest on the strata is the physiological needs that are basic needs. These are needs that employees cannot do without. Such as food, clothing and shelter. According to Maslow, once employees' physiological needs are met, they will no longer be motivated by that again but will look forward to the next needs that are the safety needs. Safety needs involve the need for family, stability and economic security. When these are met, the employee is motivated by the next needs that are Social needs. Social needs involve the need to belong and interact with friends, to love and be loved. When these needs are met, the employee is motivated by the next need that is the Esteem needs. Esteem need is the need for respect and recognition from others.

After esteem need, the employee becomes self-actualised which is the peak of human needs according to Maslow.

1. Physiological needs. These are essential for survival. Example, food, shelter, sleep, reproduction.
2. Security or safety needs. These refer to needs to be free from danger and to live in a stable, non-hostile environment.
3. Affiliation. As social beings, people needs the company of other humans.
4. Esteem needs. These include self-respect and values in the opinion of others.
5. Self- actualisation. These are needs at the highest level, which are satisfied by opportunities to develop talents to the full and to achieve personal goals.

Two important assumptions are fundamental to Maslow's theory: first, higher needs do not become operative until lower needs have been met (example, a hungry professor in prison is likely to be more interested in food than philosophy); second, a need that has been satisfied is no longer a motivating force. Research into the applicability of this system to real situations has indicated that it is an over-simplification. Nevertheless, the classification of needs into categories has provided a very useful basis for subsequent research. (Shaun Tyson, 2006).

Relevance of Maslow's hierarchy of needs to this study

The Maslow's hierarchy of needs is relevant to this study because it addresses issues of employees' job satisfaction. It states that the currently satisfied needs of employees' motivate them to work harder for higher needs. When this is done, their performances in the organisation are enhanced.

2.2.7. Frederick Herzberg Two-Factor Theory

The two- factor theory is a development of Maslow's system. Herzberg classified two categories of needs corresponding to the lower and higher levels of human goals. He called one group 'hygiene factors' and the other group 'motivators'. The hygiene factors are the environmental factors in the work situation that need constant attention to prevent dissatisfaction. These factors include pay, and other rewards, working conditions, security, and supervisory styles. They are

essential factors in attracting employees, and neglect leads to dissatisfaction, but, they cannot actively promote satisfaction or motivate workers. Motivation and satisfaction, says Herzberg, can only come from internal sources and the opportunities afforded by the job for self-fulfilment. (Shaun Tyson, 2006).

Table 3: Herzberg Two Factor Theory

Hygiene Factors	Motivators
May cause dissatisfaction in the working environment but cannot motivate them. Examples includes: ➤ Pay and status ➤ Working conditions ➤ Company policy ➤ Security	Factors which motivates and may make workers more productive. Examples includes: ➤ recognition of effort ➤ responsibility ➤ interesting work ➤ opportunities for self-improvement

Source: Armstrong, M (2009)

The basic assumption by Herzberg theory is that the presence of hygiene factors prevents employees from feeling unhappy (dissatisfied) with their job. The maintenance of hygiene factors therefore only ensures that employees are not feeling unhappy or frustrated with their job

In comparison, motivation factors include intrinsic factors such as achievement, recognition and status, responsibility, challenging work and advancement in the organization. These are factors that can potentially make employees happy with their job and motivated to excel at work (Armstrong, 2009).

Relevance of Herzberg two factor theory to this work

The Herzberg two factor theory deals directly with the factors that lead to employees' job satisfaction that is one of the objectives of this study and has made it easy for managers to distinguish satisfiers from dissatisfiers. With this, management will not be confused on what to focus on when they want to see improvement on employees' performance.

2.3 Gaps identified in the literature and how the work shall attempt to fill them.

1. Frederick Herzberg Two-Factor Theory

According to this theory, an employee who finds work meaningless may react apathetically, even though all the 'hygiene' factors are well looked after. Thus, managers have a special responsibility for creating a motivating climate and for making every effort to enrich jobs. Herzberg's ideas have provoked many controversies, because, they imply a general applicability and do not seem to take enough account of individual differences. (Shaun Tyson, 2006). His insistence that motivation comes from within individuals and, that managers cannot truly motivate but can stimulate or stifle motivation is nevertheless, an important contribution for this study.

The distinction between the different effect of motivation factors and hygiene factors seems somewhat static and inflexible. Later research pinpointed flaws in this Herzberg motivation theory. For example, Maidani (1991) conducted a research on Herzberg two factor theory, which showed new interesting insights into the validation of the Herzberg theory and it's rather a normative approach. The research conducted by Maidani concluded that both intrinsic motivation factors and extrinsic hygiene factors overall job satisfaction. This stands in contrast to the original terminology of Herzberg, where only motivation factors were theorised as factors increasing job satisfaction and motivation.(Maidani, 1991). This study will fill in this gap by presenting the factors that influence employees' satisfaction in the Buea Council and the Tole Tea Estate, which may be motivators to these organisations, whereas, when examined according to Herzberg two factor theory may be seen as hygiene factors.

The above literature does not address employees' job satisfaction in any organisation in Cameroon. This study is going to fill-in this gap by addressing two organisations belonging to different sectors, rendering different services in Cameroon, which are the agro-production organisation and the service organisation.

CHAPTER THREE

METHODOLOGY OF THE STUDY

This chapter presents how the empirical work was carried out. The key sections include Model Specification, Study design, Analytical approach and the Validation of results.

3.1 Model Specification

The model constructed as tool for interpretation of the study embodies the assumptions of the researcher and how these assumptions will be measured. The model indicates that a force of satisfaction is a function of the valence and instrumentality perception or expectation which leads to employees out-put. Expressed as: $FS(E) = OP$

Where;

FS = Force of job Satisfaction

E = Expectation

OP = Out-Put.

The researcher posits that employees' job satisfaction depends on their expectations on the job and these expectations have an influence on their organisational performances (out-put). If their expectations are met, their out-put will improve. If not, it will remain constant for some time and subsequently decline.

Therefore, the assumption that a force of job satisfaction is a function of expectation will be measured by formulating structured questions and allowing respondents indicate the factors (expectations) that influence their output.

3.2 Study Design

Research question one would be answered by putting some factors of job satisfaction on a Likert scale and ask respondents in the Tole Tea Estate and the Buea Council to identify how satisfied they feel with the listed features in their respective organisations. And the responses will be placed on a score of five and times by the frequencies with highly satisfying having the highest

score and don't know having the least score. This is done to get the Great Point Average (GPA) or average score. If the score is less than the average of five which is 2.5, it means the feature or factor is not that which leads to the employees' job satisfaction in that organisation. If it is 2.5 and above, it will be considered a factor leading to employees' job satisfaction in that organisation also, asking respondents to give their opinions on how job satisfaction can be improved in their organisations. If majority of the respondents indicates a particular factor as one that can improve their job satisfaction, that factor would be considered as a factor that leads to employee job satisfaction in that organisation.

Research question two would be answered by summing up the average scores of each factor in each organisation as found in research question one and divide it over the number of factors which is eight to get the mean. The mean will be placed on the responses on a score of five, with highly satisfying having the highest score and don't know the least score. This is done to determine the level of employees' job satisfaction in each organisation. Also, asking the respondent to state how they would rate the level of their enthusiasm and morale towards their work. And the responses with the highest percentage to a particular level would be chosen to indicate the level of job satisfaction of the workers of the Tole Tea Estate and the Buea Council.

Research question three would be answered by putting some factors of job dissatisfaction on a Likert scale and ask respondents in the Tole Tea Estate and the Buea Council to identify how dissatisfied they feel with the listed features in their respective organisations. And the responses will be placed on a score of four and times by the frequencies with extremely dissatisfying having the highest score and not sure having the least score. This is done to get the Great Point Average (GPA) or average score. If the score is less than the average of four which is 2, it means the feature or factor is not that which causes employees' dissatisfaction in that organisation. If the score is 2 and above, it will be considered a factor causing employees' dissatisfaction in that organisation

Research question four would be answered by asking the respondents to give recommendations on job satisfaction for employees in the Tole Tea Estate and the Buea Council. Information gotten from here can be used by the researcher as recommendations in chapter five.

The study population of this study was 673. A stratified random sampling technique was used with a sampling size of 100, 50 in each organisation. A total of 100 copies of questionnaires were administered 50 in each organisation, and a total of 80 questionnaires were retrieved, 42 in the Tole Tea Estate giving a percentage of 84% and 38 in the Buea Council giving a percentage of 76%. Both skilled and unskilled workers in all the departments of both organisations were targeted.

3.3 Analytical approach

The analysis used for this study is the quantitative and the qualitative data analysis. Data collected will be analysed using bar graphs, tables and percentages. The tools will help determine the factors influencing employees' job satisfaction in the Tole Tea Estate and the Buea Council.

Quantitative data research can be defined as that which attempt precise measurement of something (Cooper, Schindler& Sharma, 2012, p.185). Data may be used in a numeric form and can be applied in statistical tests in making statements about the data. It can show the differences between groups and demographics. Quantitative research gathers data in numerical form and can be put into categories or in order of rank or measured in units of measurement. This type of data can be used to construct graphs and tables of raw data

Qualitative research gathers information that is not in numerical form. For example, dairy accounts, open-ended questionnaires, unstructured interviews and unstructured observations. Qualitative data is typical descriptive data and is harder to analyze as compared to quantitative data. The data compiled in qualitative research is descriptive and deals with quantity. This data can be observed but not measured. Qualitative data is also called categorical data.

3.4 Validation of the results

Data collected using the questionnaires were entered and edited in the SPSS (Statistical Package for Social Sciences) for clarity. Frequency table and histograms were drawn to show the final results which may not be generalize because; employees in other companies have different things that motivate them. This result can be considered valid because it is a comparative study of two organizations and respondents were selected from professional backgrounds.

The data for this research work was obtained essentially from primary and secondary sources. The primary data were collected by the use of interviews, observation and questionnaires administered to some workers of the Tole Tea Estate and the Buea Council. A Sample of the questionnaire and the interview questions can be found on the Appendix. These workers were selected from the different departments of the Tole Tea Estate and the Buea Council. Secondary data were gathered from books on management, journals and the internet.

CHAPTER FOUR

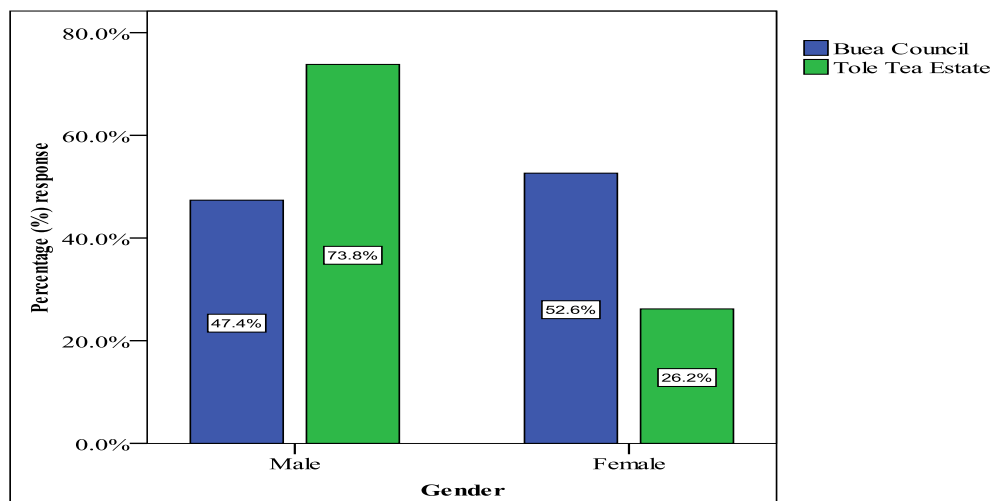
PRESENTATION AND ANALYSIS OF DATA

This chapter analysis the data obtained from the field, using interviews and questionnaires. The results have been grouped under the background of workers and the various specific objectives using the frequency distribution tables and graphs of the responses gotten from the employees of Tole Tea Estate and the Buea Council

4.1 Personal characteristics of respondents

This section gives the distribution of gender, age group, the level of education, the number of years respondents worked with the present organisation, departments of respondents and their levels in their respective organisation.

Figure 4.1.1: Gender distribution of employees in the Buea Council and the Tole Tea Estate.

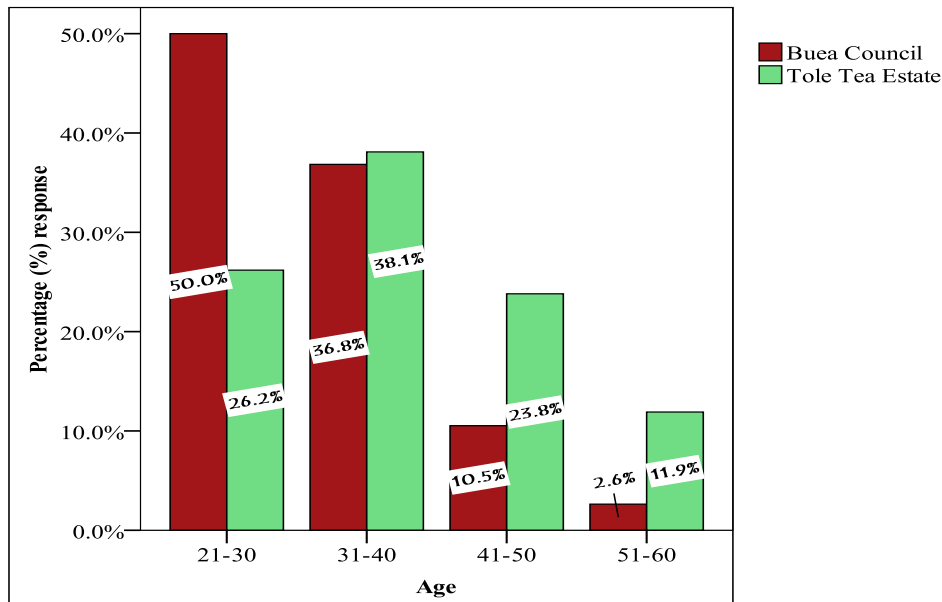


Source: Fieldwork 2015

The figure 4.1.1 above it shows that, the Buea Council had 47.4% of male employees while Tole Tea Estate had 73.8% and for female employees, the Buea Council had 52.6% while Tole Tea Estate had 26.2%. Meaning, Tole Tea Estate had more male employees as compared to the Buea

Council and the Buea Council had more female employees as compared to Tole Tea Estate from the sample population.

Figure 4.1.2: Percentage distribution of the age group of respondents in the Buea Council and the Tole Tea Estate

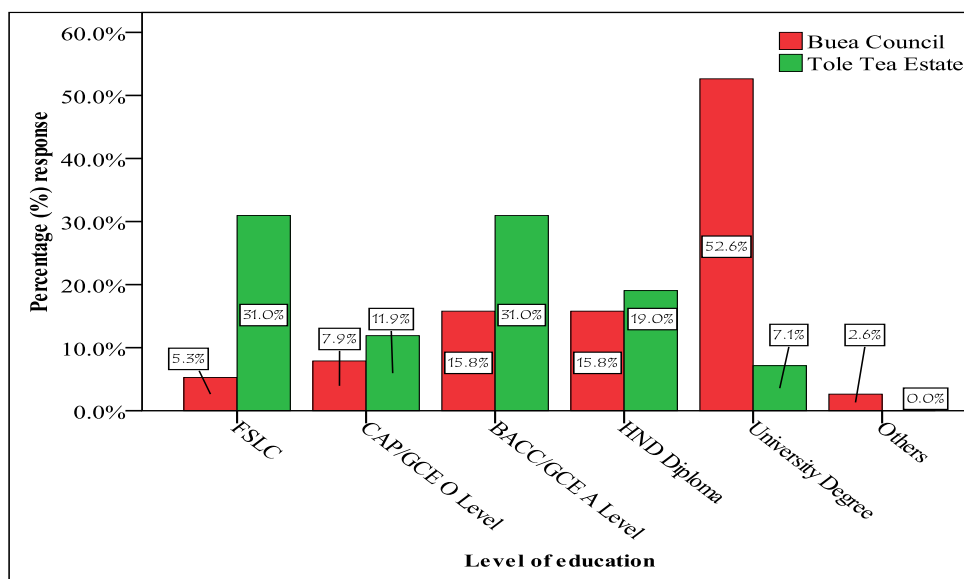


Source: Fieldwork 2015

Based on the statistics presented in figure 4.1.2 above, 50.0% of employees in the Buea Council had an age range of 21-30 years, while Tole Tea Estate had 26.2% for the same age range. Buea Council had 36.8% for employees with age range of 31-40 while Tole Tea Estate had 38.1% for same range. For the age range 41-50 years, Buea Council had 10.5% while Tole Tea Estate had 23.8% for same age range. And for age range 51-60 years, Buea Council had 2.6% while Tole Tea Estate had 11.9% for employees with same age range.

From the percentages explained above, it can be said that Buea Council had more youthful employees as compared to the employees in the Tole Tea Estate.

Figure 4.1.3: Percentage distribution of educational level of respondents in the Buea Council and the Tole Tea Estate

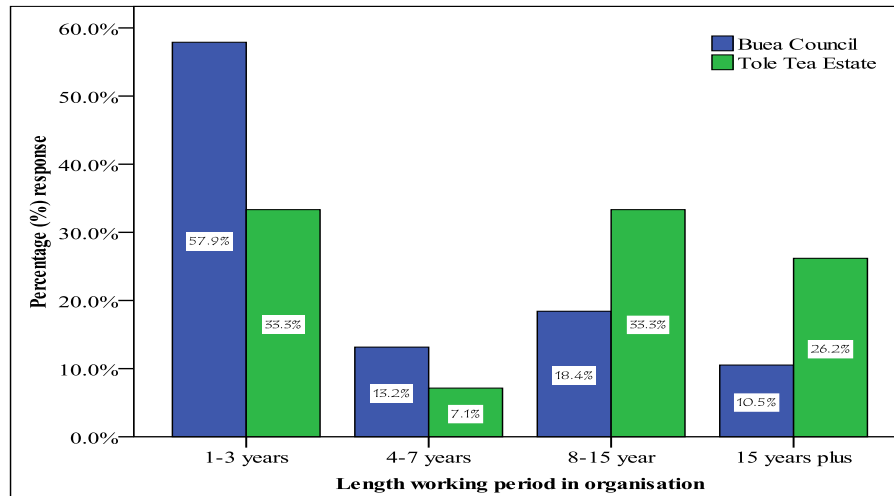


Source: Fieldwork 2015.

Looking at the level of education in these two organizations above, Buea Council had 5.3% of employees of the sampled population with First School Leaving Certificate while Tole Tea Estate had 31.0% of employees with same level of education. 7.9% of employees in the Buea Council had CAP/O Level, while 11.9% of employees in the Tole Tea Estate had same qualification. 15.0% of employees in the Buea Council had BACC/GCE A Level qualification while 31.0% of employees in the Tole Tea Estate had same qualification. 15.0% of employees in the Buea Council were holders of HND, while 19.0% of employees in Tole Tea Estate were holders of same Diploma. 52.6% of employees in the Buea Council had First Degree while 7.1% of employees in Tole Tea Estate had same qualification. 2.6% of Buea Council Employees had other qualification while Tole Tea Estate had 0.0% of employees for same qualification.

From the analysis above, there were more employees with a higher level of education in the Buea Council as compared to the employees in the Tole Tea Estate.

Figure 4.1.4: Percentage distribution of the length of years employees have put in the organisations.

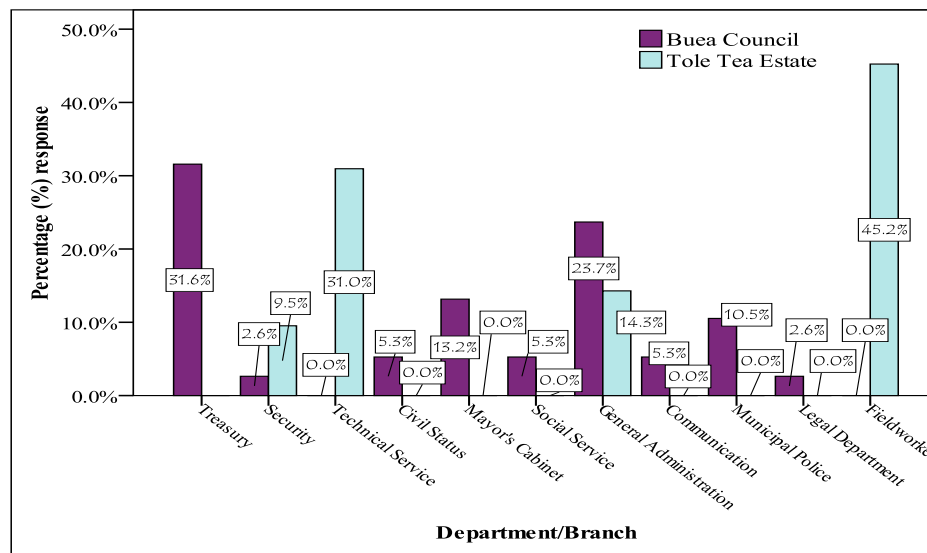


Source: Fieldwork 2015

The graph above shows that 57.9% of the sampled population of the employees in the Buea Council had worked there for a period of 1-2 years while Tole Tea Estate had 33.3% of employees with same years of service. 13.2% of the employees in the Buea Council were working for a period of 4-7 years while 7.1% of the total sampled population of employees in the Tole Tea Estate were working with the same period of service. For the Buea Council, 18.4% of the employees were working for a period of 8-15 years while 33.3% was for employees in the Tole Tea Estate with same periods of service. And 10.5% of employees in the Buea Council were working for a period of 15 years and above while 26.2% was for employees in the Tole Tea Estate with same number of service years.

This indicates that the Tole Tea Estate had greater percentages of employees working for a longer period of years as compared to the Buea Council.

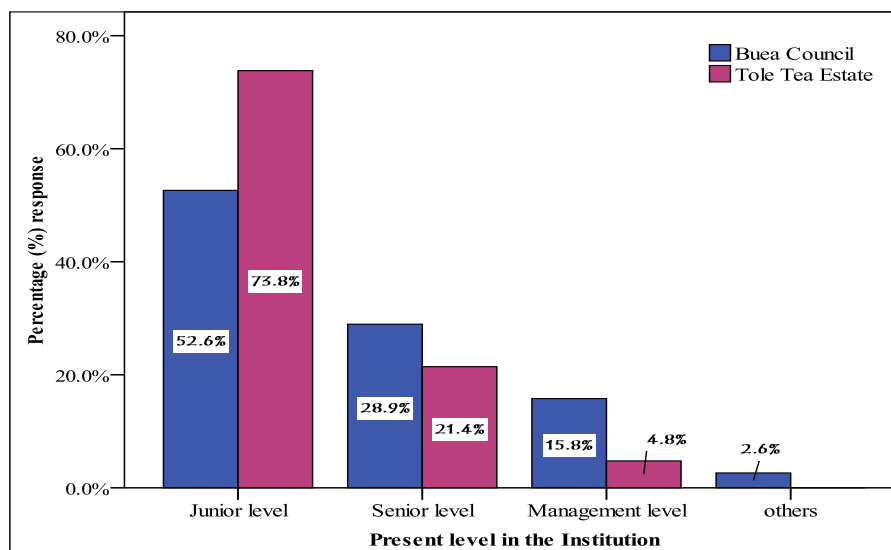
figure4.1.5: percentage distribution of employees departments



Source: Fieldwork 2015

The graph above shows that the sampled population of employees in the Buea Council and Tole Tea Estate were working in all the departments of their respective organisations.

Figure 4.1.6: Percentage distribution of the present level of respondents in the organisation



Source: Fieldwork 2015

Figure 4.1.6 above shows that, 52.6% of the sample population of the employees in the Buea Council are at the junior level in the organisation while 73.8% of employees in Tole Tea Estate

are in same level in the company. 28.9% of the Buea Council Employees are at the senior level in the organisation while 21.4% of Tole Tea Estate employees are in same level. 15.8% of employees in the Buea Council are at the management level while 4.8% of the employees in the Tole Tea Estate are in same level in the company. 2.6% of the employees in the Buea Council are at other levels while Tole Tea Estate has non in such level.

This indicates that there are more junior employees in the Tole Tea Estate as compared to the Buea Council. And more employees at the management level in the Buea Council as compared to employees in the Tole Tea Estate.

4.2.0 This section presents and discusses the results of the study according to the research questions.

4.2.1 Research question one: what factors lead to employees' job satisfaction in the Tole Tea Estate and Buea Council?

Table 4: Percentage distribution of respondents' satisfaction with the listed features in their organisations

Institution	Feature		Frequency	%	Average Score
Buea Council	Salary	Don't know	0	.0%	2.7
		Poorly satisfying	12	31.6%	
		Fairly satisfying	19	50.0%	
		Satisfying	5	13.2%	
		Highly satisfying	2	5.3%	
Tole Tea Estate	Salary	Don't know	2	4.8%	2.6
		Poorly satisfying	22	52.4%	
		Fairly satisfying	10	23.8%	
		Satisfying	5	11.9%	
		Highly satisfying	3	7.1%	

Source: Fieldwork 2015

Table 4 above shows that, 50.0% of the sampled population of the Buea Council said they were fairly satisfied with salary and 13.2% indicated they were satisfied with salary while 23.8% of the sampled population of the Tole Tea Estate said they were fairly satisfied with salary and 11.9% indicated they were satisfied with salary.

With an average score of 2.7 for the respondents in the Buea Council, it can therefore be said that Salary is a factor that leads to employees' job satisfaction in the Buea Council and with an average score of 2.6 for the respondents in the Tole Tea Estate, it shows Salary is also a factor that leads to employees' job satisfaction in the Tole Tea Estate.

Table 5: Percentage distribution of sense of achievement

Organisation	Feature		Frequency	%	Ave. Score
Buea Council	Sense of achievement	Don't know	0	.0%	2.8
		Poorly satisfying	14	36.8%	
		Fairly satisfying	19	50.0%	
		Satisfying	2	5.3%	
		Highly satisfying	3	7.9%	
Tole Tea Estate	Sense of achievement	Don't know	2	4.8%	2.6
		Poorly satisfying	22	52.4%	
		Fairly satisfying	11	26.2%	
		Satisfying	5	11.9%	
		Highly satisfying	2	4.8%	

Source: Fieldwork 2015

The percentage distribution of sense of achievement in Table 5 above shows that, from the sampled population of the Buea Council and the Tole Tea Estate, 50.0% of employees in the Buea Council said they were fairly satisfied with the sense of achievement in their organisation while 26.2% of employees in the Tole Tea Estate said they were fairly satisfied with the sense of achievement in their organisation. The Buea Council had an average score of 2.8 on a scale of 5 and the Tole Tea Estate had an average score of 2.6 on 5.

This implies that sense of achievement is a factor that leads to employees' job satisfaction in the Buea Council and the Tole Tea Estate.

Table 6: percentage distribution of recognition

Organisation	Feature		Frequency	%	Average score
Buea Council	Recognition	Don't know	2	5.3%	2.9
		Poorly satisfying	15	39.5%	

		Fairly satisfying	11	28.9%	
		Satisfying	4	10.5%	
		Highly satisfying	6	15.8%	
Tole Tea Estate	Recognition	Don't know	5	11.9%	
		Poorly satisfying	21	50.0%	
		Fairly satisfying	10	23.8%	
		Satisfying	3	7.1%	
		Highly satisfying	3	7.1%	
					2.5

Source: Fieldwork 2015

Table 6 above shows that 28.9% of the sampled population of the Buea Council said they were fairly satisfied with recognition in their organisation, and 39.5% indicated they were poorly satisfied with recognition while, 23.8% of the sampled population of the employees in the Tole Tea Estate said they were fairly satisfied with recognition in their organisation and 50.0% indicated they were poorly satisfied. Buea Council had an average score of 2.9 on 5 while the Tole Tea Estate had an average score of 2.5 on 5.

This shows that Recognition is a factor that leads to employees' job satisfaction in the Buea Council and the Tole Tea Estate.

Table 7: Percentage distribution of career advancement

Organisation	Feature		Frequency	%	Average score
Buea Council	Career advancement	Don't know	2	5.3%	2.9
		Poorly satisfying	10	26.3%	
		Fairly satisfying	20	52.6%	
		Satisfying	3	7.9%	
		Highly satisfying	3	7.9%	
Tole Tea Estate	Career advancement	Don't know	6	14.3%	2.6
		Poorly satisfying	4	9.5%	
		Fairly satisfying	28	66.7%	
		Satisfying	3	7.1%	
		Highly satisfying	1	2.4%	

Source: Fieldwork 2015

Table 7 above shows the percentage distribution of career advancement of the sampled population of employees in the Buea Council and the Tole Tea Estate. Looking at the table, 52.6% of the employees in the Buea Council said they were fairly satisfied with career advancement in their organisation while 66.7% of the employees in the Tole Tea Estate said they were fairly satisfied with same feature in their organisation. Buea Council had an average score of 2.9 on 5 while the Tole Tea Estate had an average score of 2.6 on a scale of 5.

It, therefore, means that Career advancement is a factor that leads to employees' job satisfaction in the Buea Council and the Tole Tea Estate.

Table 8: Percentage distribution of good working condition

Organisation	Feature		Frequency	%	Average score
Buea Council	Good working conditions	Don't know	4	10.5%	2.3
		Poorly satisfying	22	57.9%	
		Fairly satisfying	9	23.7%	
		Satisfying	2	5.3%	
		Highly satisfying	1	2.6%	
Tole Tea Estate	Good working conditions	Don't know	0	.0%	2.5
		Poorly satisfying	27	64.3%	
		Fairly satisfying	10	23.8%	
		Satisfying	5	11.9%	
		Highly satisfying	0	.0%	

Source: Fieldwork 2015

Table 8 states that from the sampled population of the employees in the Buea Council and the Tole Tea Estate, 57.9% of employees in the Buea Council said they were poorly satisfied with good working conditions in their organisation while, 64.3% of the employees in the Tole Tea Estate said they were poorly satisfied with the same feature in their organisation. Buea Council had an average score of 2.3 on a scale of 5 while Tole Tea Estate had an average score of 2.5 on a scale of 5.

This implies that Good working condition is not a strong factor that leads to employees' job satisfaction in the Buea Council. While good working conditions is a factor that leads to employees' job satisfaction in the Tole Tea Estate.

Table 9: Percentage distribution of interesting work

Organisation	Feature		Frequency	%	Average score
Buea Council	Interesting work	Don't know	3	7.9%	2.5
		Poorly satisfying	18	47.4%	
		Fairly satisfying	14	36.8%	
		Satisfying	2	5.3%	
		Highly satisfying	1	2.6%	
Tole Tea Estate	Interesting work	Don't know	0	.0%	2.6
		Poorly satisfying	17	40.5%	
		Fairly satisfying	20	47.6%	
		Satisfying	5	11.9%	
		Highly satisfying	0	.0%	

Source: Fieldwork 2015

Table 9 above shows that, 47.4% of the sampled population of the employees in the Buea Council indicated they felt poorly satisfied with the feature- interesting work in their organisation. While, 47.6% of the sampled population of the employees in the Tole Tea Estate indicated they felt fairly satisfied with the feature- interesting work. Buea Council had an average score of 2.5 on a scale of 5 while the Tole Tea Estate had an average score of 2.6 on a scale of 5.

The above analysis shows that Interesting work is a factor that leads to employees' job satisfaction in the Buea Council and the Tole Tea Estate.

Table 10: Percentage distribution of job security

Organisation	Feature		Frequency	%	Average score
Buea Council	Job security	Don't know	5	13.2%	2.5
		Poorly satisfying	18	47.4%	
		Fairly satisfying	11	28.9%	
		Satisfying	1	2.6%	
		Highly satisfying	3	7.9%	
Tole Tea Estate	Job security	Don't know	5	11.9%	2.2
		Poorly satisfying	29	69.0%	
		Fairly satisfying	6	14.3%	

		Satisfying	0	.0%	
		Highly satisfying	2	4.8%	

Source: Fieldwork 2015

Table 10 shows that, from the sampled population of research conducted in the Buea Council and the Tole Tea Estate, 47.4% of the employees in the Buea Council indicated they felt poorly satisfied with job security in their organisation while, 67.0% of the employees in the Tole Tea Estate indicated they felt poorly satisfied with job security in their organisation. Buea Council had a score of 2.5 on a scale of 5 while the Tole Tea Estate had a score of 2.2 on a scale of 5.

This means that Job security is a factor that leads to employees' job satisfaction in the Buea Council. While, Job security is not a factor that leads to employees' job satisfaction in the Tole Tea Estate.

Table 11: Percentage distribution of Good company policies

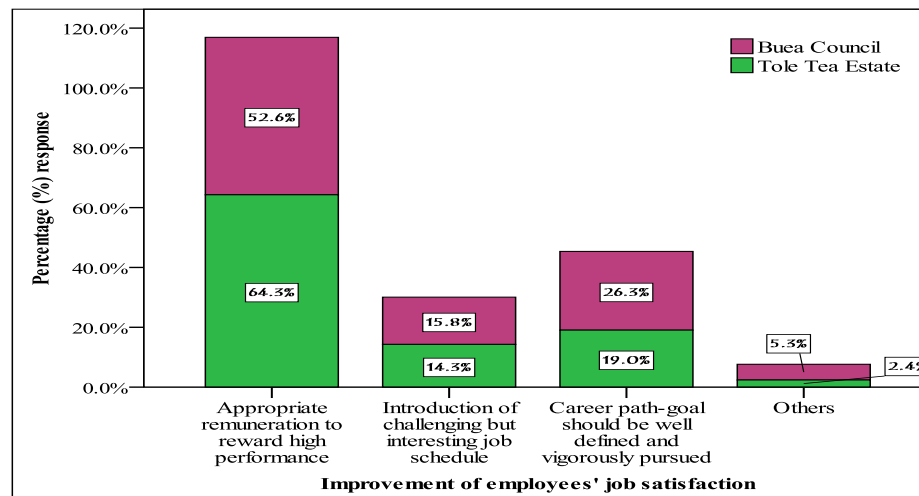
Organisation	Feature		Frequency	%	Average score
Buea Council	Good company policies	Don't know	3	7.9%	2.7
		Poorly satisfying	16	42.1%	
		Fairly satisfying	13	34.2%	
		Satisfying	3	7.9%	
		Highly satisfying	3	7.9%	
Tole Tea Estate	Good company policies	Don't know	0	.0%	3.2
		Poorly satisfying	6	14.3%	
		Fairly satisfying	20	47.6%	
		Satisfying	16	38.1%	
		Highly satisfying	0	.0%	

Source: Fieldwork 2015

Table 11 shows, from the samples population of employees in the Buea Council, 42.1% said they felt poorly satisfied with the organisational policies. While, 47.6% of the sampled population of the Tole Tea Estate indicated they felt fairly satisfied with their company policies. Buea Council had an average score of 2.7 on a scale of 5 while the Tole Tea Estate had an average score of 3.2 on a scale of 5.

The analysis shows that a Good company policy is a factor that leads to employees' job satisfaction in the Buea Council and the Tole Tea Estate.

Figure 4.2.1: Percentage distribution of the factors that improve employees' job satisfaction.



Source: Fieldwork 2015

Figure 4.2.1 shows 52.6% of the respondents in the Buea Council indicated appropriate remuneration to reward high performance would improve employees' job satisfaction in their organisation. While 64.3% of respondents in the Tole Tea Estate indicated same. 15.8% of respondents in the Buea Council said introduction of challenging but interesting job schedule would improve employees' job satisfaction in their organisation while 14.3% of the respondents in the Tole Tea Estate said same. 26.3% of the respondents in the Buea Council indicated that career path-goal should be well defined and vigorously pursued, that way they suggested employees' job satisfaction would be improved, While, 19.0% of the respondents in the Tole Tea Estate suggested same for their organisation.

From the analysis, it shows appropriate remuneration to reward high performance is a factor that led to the employees' job satisfaction in the Tole Tea Estate and the Buea Council.

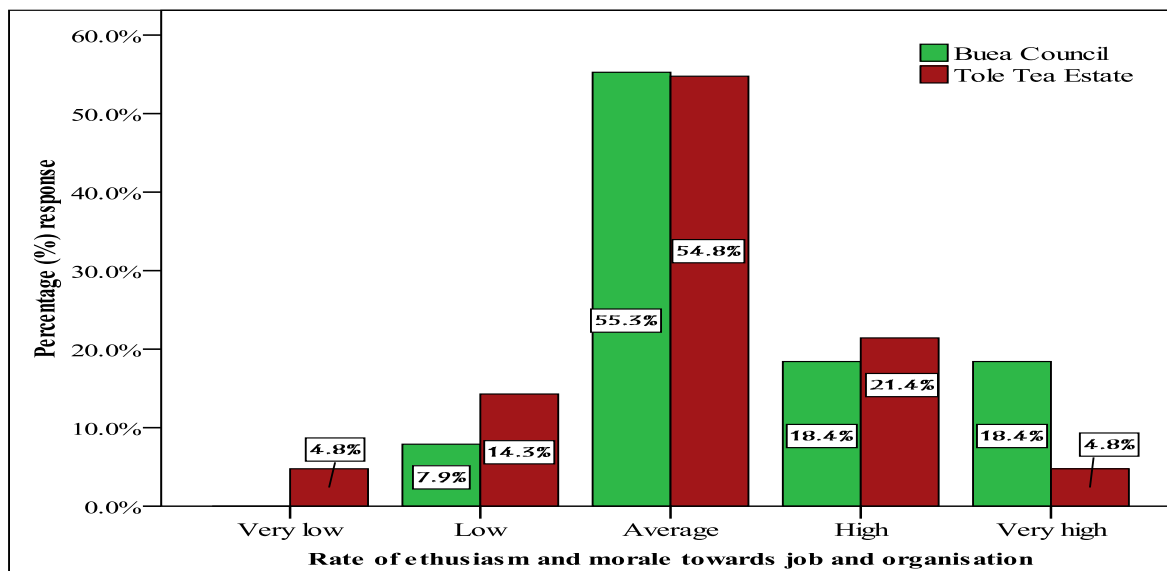
4.2.2 Research question two: What is the level of job satisfaction of workers in the Tole Tea Estate and the Buea Council?

Table 12: Distribution of average scores of the Factors of job satisfaction in the Buea Council and the Tole Tea Estate

Factors of job satisfaction	Average scores of factors in Buea Council	Mean of scores	Average scores of factors in Tole Tea Estate	Mean of scores
Salary	2.7		2.6	
Sense of achievement	2.8		2.6	
Recognition	2.9		2.5	
Career advancement	2.9		2.5	
Good working conditions	*2.3		2.5	
Interesting work	2.5		2.6	
Job security	2.5		*2.2	
Good company policies	2.7		3.2	
	21.3	2.7	20.8	2.6

Table 12 above shows the average scores of the factors of job satisfaction as obtained in research question one above. The table indicates that the level of job satisfaction of the workers of the Buea Council was 2.7 which is fairly satisfying While the level of job satisfaction of the workers of the Tole Tea Estate is 2.6 which is also fairly satisfying. The starred (*) averages are factors which influence employees satisfaction weakly in the respective organisations.

Figure 4.2.2.1: Percentage distribution of respondents' rate of enthusiasm and morale towards their jobs and organisation.

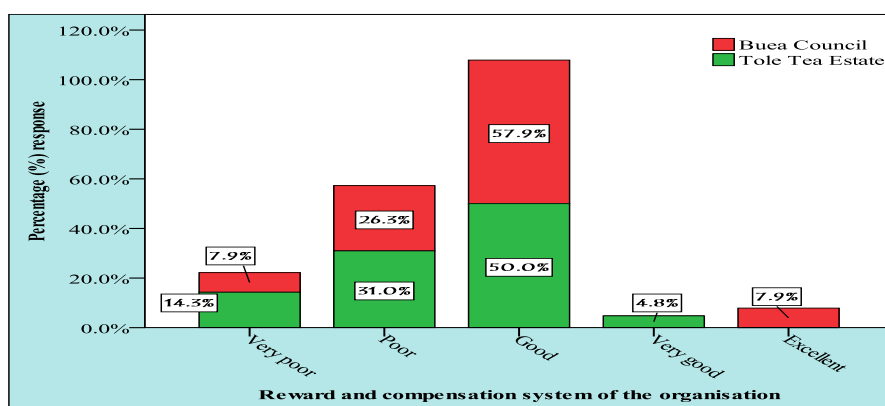


Source: Fieldwork 2015

The graph above shows that 55.3% of the sampled population of the employees in the Buea Council indicated that they had an average enthusiasm and morale toward their jobs and organisation while 54.8% of the sampled population of the employees in the Tole Tea Estate indicated they also had an average enthusiasm and morale towards their jobs and organisation.

Therefore, the level of job satisfaction of the employees in the Buea Council and the Tole Tea Estate was average. This was so because, a greater percentage of sampled employees in both organisations rated average.

Figure 4.2.2.2: Percentage distribution of the rate of reward and compensation system in the Buea Council and the Tole Tea Estate.



Source: Fieldwork 2015

Figure 4.2.2.2 shows that 57.9% of the respondents in the Buea Council rated the reward and compensation system in their organisation as good while 50.0% of the respondents in the Tole Tea Estate rated good for reward and compensation in their organisation.

Looking at the analysis, it means the reward and compensation system in the Buea Council and the Tole Tea Estate could be rated average. Meaning the level of job satisfaction of the workers of the Tole Tea Estate and the Buea Council is average.

4.2.3 Question three: what are the factors causing dissatisfaction to the employees' in the Tole Tea Estate and the Buea Council?

Table 13: Percentage distribution of poor remuneration

Organization	Feature		Count	Column N %	Average score
Buea Council	Poor remuneration	Extremely dissatisfied	6	15.8%	2.1
		Very dissatisfied	5	13.2%	
		Moderately satisfied	15	39.5%	
		Not sure	12	31.6%	
Tole Tea Estate	Poor remuneration	Extremely dissatisfied	11	26.2%	2.9
		Very dissatisfied	15	35.7%	
		Moderately dissatisfied	16	38.1%	
		Not sure	0	.0%	

Source: Fieldwork 2015

Table 13 shows the result of the sampled population of the employees in the Buea Council and the Tole Tea Estate. Asking how dissatisfied they felt with poor remuneration, 39.5% of the respondents in the Buea Council indicated they were moderately satisfied, while 38.1% of the respondents in the Tole Tea Estate felt moderately dissatisfied with the same feature in their organisation. The average score for the Buea Council was 2.1 and for the Tole Tea Estate, the average score was 2.9

It therefore means that, poor remuneration was not a factor of dissatisfaction to the employees in the Buea Council. Whereas, poor remuneration was a factor causing employees' dissatisfaction in the Tole Tea Estate

Table 14: Percentage distribution of no fringe benefit

Organization	Feature		Count	%	Average score
Buea Council	No fringe benefits	Extremely dissatisfied	8	21.1%	2.2
		Very dissatisfied	6	15.8%	
		Moderately dissatisfied	10	26.3%	
		Not sure	14	36.8%	
Tole Tea Estate	No fringe benefits	Extremely dissatisfied	11	26.2%	2.9
		Very dissatisfied	14	33.3%	
		Moderately dissatisfied	17	40.5%	
		Not sure	0	.0%	

Source: Fieldwork 2015

Table 14 shows that 36.8% of the sampled population of the employees in the Buea Council said they were not sure whether there were no fringe benefits in their organisation, while 40.5% of the respondents in the Tole Tea Estate indicated they were moderately satisfied with no fringe benefits in their organisation. The great point average for the Buea Council was 2.2 and for the Tole Tea Estate, the great point average was 2.9

This implies that, no fringe benefit was moderately a factor causing employees' dissatisfaction in the Buea Council. For the Tole Tea Estate, no fringe benefit was a factor causing employees dissatisfaction.

Table 15: Percentage distribution of lack of motivation

Organization	Feature		Count	%	Average score
Buea Council	Lack of motivation	Extremely dissatisfied	8	21.1%	2.4
		Very dissatisfied	9	23.7%	
		Moderately dissatisfied	12	31.6%	
		Not sure	9	23.7%	
Tole Tea Estate	Lack of motivation	Extremely dissatisfied	20	47.6%	3.2
		Very dissatisfied	12	28.6%	
		Moderately dissatisfied	10	23.8%	
		Not sure	0	.0%	

Source: Fieldwork 2015

Table 15 shows that 31.6% of the respondents in the Buea Council said they felt moderately dissatisfied with the lack of motivation in their organisation. While, 47.6% of the respondents in the Tole Tea Estate said they felt extremely dissatisfied with the lack of motivation in their organisation. The Buea Council had an average score of 2.4 and the Tole Tea Estate an average score of 3.2

Meaning employees' dissatisfaction as a result of lack of motivation was very high in the Tole Tea Estate as compared to the Buea Council. Indicating lack of motivation was a factor causing employees' dissatisfaction in both organisations.

Table 16: Percentage distribution of poor working condition

Organization	Feature		Count	%	Average score/4
Buea Council	Poor working condition	Extremely dissatisfied	6	15.8%	1.8
		Very dissatisfied	3	7.9%	
		Moderately dissatisfied	14	36.8%	
		Not sure	15	39.5%	
Tole Tea Estate	Poor working condition	Extremely dissatisfied	10	23.8%	3.0
		Very dissatisfied	25	59.5%	
		Moderately dissatisfied	7	16.7%	
		Not sure	0	.0%	

Source: Fieldwork 2015

The analysis on Table 16 above shows that 39.5% of the respondents in the Buea Council said they were not sure whether they were dissatisfied with the poor working condition in their organisation. While, 59.5% of the respondents in the Tole Tea Estate said they were very dissatisfied with the poor working condition in their organisation. The average score for the employees' in the Buea Council was 1.8 and for the Tole Tea Estate the average score was 3.0.

From the analysis, it shows that poor working condition was not a factor causing employees' dissatisfaction in the Buea Council, but was a very strong factor of dissatisfaction to the employees in the Tole Tea Estate.

4.3 Implication of the results

The results implied that Recognition and Career advancement were the top-most factors that could lead to the satisfaction of the employees' in the Buea Council, while Good company policies was the top-most factor that will satisfy the employees' in the Tole Tea Estate. Employees in the Buea Council were satisfied with their working conditions and as such, did not so much see it as a factor that needed to satisfy the many more. Whereas, Good working condition was a factor that could leads to the satisfaction of the employees' in the Tole Tea Estate and they were very dissatisfied with poor working conditions.

Meaning, taking good measures to address and implement policies of recognition and career advancement of employees in the Buea Council will enhance their job satisfaction. For the Tole Tea Estate, re-examining and restructuring company policies to favour their employees will be a vital step to enhance employees' job satisfaction in the organisation.

Notwithstanding, majority of the employees in both organisations said they would love to work in their respective organisations if given second chances. 60% of the employees in the Buea Council indicated "yes" and 76% for the employees in the Tole Tea Estate.

4.4 LIMITATION OF THE STUDY.

This study was limited to the factors that influence employees' job satisfaction in the Buea Council and the Tole Tea Estate. It did not measure the impact of satisfaction on performance

Findings of this study were based on data gotten from a limited sample size composed of 100 respondents from the Buea Council and the Tole Tea Estate.

CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

This chapter gives a summary of findings, draws conclusions from the study and make recommendations on how to address the critical issues that emerged from the study.

5.1 Summary of the findings

The primary objective of this study was to investigate the factors that lead to employees' job satisfaction in the Buea Council and the Tole Tea Estate. It has been said that, a happy worker is a productive worker. Work Satisfaction prompts expanded benefit. It takes a satisfied employee to be engaged on the job. As more and more organizations and businesses recognize that enthusiastic and committed employees add value to their organization not just in terms of productivity but also customer satisfaction, retention, profitability and long-term-stake holder value, employee engagement becomes a great concern for top management and managers today.

The results from the analyses above show that;

For the Buea Council,

- Recognition and Career advancement were the key factors that promoted job satisfaction (with an average rank of 2.9/5). However, "Good working conditions" affected or influenced job satisfaction weakly.
- The major dis-satisfiers were "lack of motivation" (2.4/4) and "No fringe benefits" (2.2/4). "Poor working conditions" (1.8/4) was not an important dis-satisfier.
- The level of employees' job satisfaction was average.(With an average rank of 2.7/5) for the factors that led to its employees' job satisfaction and of 55.3 percent for rate of enthusiasm and morale towards work.

For the Tole Tea Estate,

- "Good company policy" was the key factor that promoted job satisfaction (with an average rank of 3.2/5). Followed by "Salary, Sense of achievement and Career

advancement”(with average rank of 2.6/5),“good working conditions and Recognition”(with average rank of 2.5/5). However, “Job security” with (2.2/5) influenced job satisfaction weakly.

- The major dis-satisfiers were Lack of Motivation (3.2/4), poor working conditions (3.0/4), poor remuneration and no fringe benefits (2.9/4)
- The level of employees’ job satisfaction was average (with an average rank of 2.6/5) for factors that led to its workers satisfaction and 54.8 percent for the rate of enthusiasm and morale towards work.

5.2 CONCLUSION

The study concluded that the factors that influence employees’ job satisfaction in both organisations were similar but different in their rankings. Also, level of employees’ job satisfaction in the Buea Council and the Tole Tea Estate was similar with a mean score on 5 of 2.7 for the Buea Council and 2.6 for the Tole Tea Estate. Also, Buea Council had 55.3percent for level of enthusiasm and moral towards their job and organisation, while the Tole Tea Estate had 54.8percent. The key dis-satisfiers for both the Buea Council and Tole Tea Estate were lack of motivation, no fringe benefits and poor remuneration.

Therefore, the level of employees’ job satisfaction in both organisations needs to be stepped-up to above average. If an employee has a high level of job satisfaction, he will probably have a high level of performance, and on the other hand, if an employee is not satisfied with his job, he probably will not have a high level of performance.

Hence, the factors that lead to employees’ job satisfaction should not be neglected by managers because; it takes happy employees’ to be productive employees. And the success of every organisation depends on the employees who are the most valuable assets in the organisations. And as such, should be treated with utmost regards.

5.3 Recommendation

Based on the findings, the following recommendations were made:

To the Buea Council,

- More emphasis should be made on recognition and career advancement. Employees should be praised (verbally and also by issuing letters), and acknowledged privately and much more publicly as individuals or teams to any work done to achieve organisational goals and values.
- Career path-goals should be clearly defined and vigorously pursued. Management should organise seminars, conferences and workshops for the employees to enhance their expertise.
- Management should give employees opportunities to be pro-active; with this their sense of achievement will be enhanced.
- Management should ensure appropriate remuneration to reward high performance.
- The company policy should be such that will allow employees to have a sense of belonging, committed and loyal to the organization.
- Management should introduce challenging but interesting job schedules.

To the Tole Tea Estate,

- Emphasis should be laid on the company policy. Management should have meetings with the employees' representatives' quarterly and annually where they can get some key points from employees that will be beneficial to their happiness and the growth of the organisation, and implement these opinions in the company policies and evaluate the outcome annually to make necessary adjustments. Therefore the company policy should not be fixed but flexible.
- Employees should be given opportunities for career development. They can be sent for further studies or offered in-service training.
- Job rotation can be introduced to make work challenging and interesting.
- Employees in the field department should be provided with shelters in the various fields where they can take refuge during very harsh weather conditions such as rain. Also, protective clothing such as; boots, quality rain coats and hand gloves should be provided. Employees in the factory department should be provided nosepieces; helmets, overalls and good quality shoes. These will improve the working conditions of the employees.
- Management should ensure employees' are registered with the National Insurance Fund. This will help them get some benefits during retirement.

- Medals, words of appreciation (verbal and written) and frames with good inscriptions should be presented to deserving workers. This will build their morale towards job and cause them to become more committed and loyal to the organisation.

To the management of both organisations,

- Exit interviews should be conducted to ascertain why employees left the organisations when they did. And they should follow-up with action plan to reduce employees turnover in their organisations. Managers and senior executives need to know the truth about why they have lost valued talents, and they need to accept that maybe it was something they did or did not do that pushed the employees out the door.
- Also, the organisations should do everything they can to coach and train their managers on how to engage and keep re-engaging talented employees.

To the government of Cameroon,

- The Ministry of Labour and Social Security should embark on organisational tours annually to ensure good working conditions, and that the Cameroon labour code in terms of salaries, wages, health and safety are respected as stipulated in the Cameroon labour code.

5.4 Suggested areas for further research

- Further research should focus on the greater understanding of employees' job satisfaction and how employee attitudes influence organisational performance.
- Findings in this study should be redefined by conducting similar studies along socio-demographic characteristics such as age, gender and educational levels of respondents.
- Similar studies could also be conducted using an amplified scope that includes more public and private organisations including non-profitable organisations
- Additional factors that influence organisational performance could also be examined in future studies. This could lead to the uncovering of any omissions within the dimensions tested in this study.

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APPENDIXES

1. Questionnaire

PAN AFRICAN INSTITUTE FOR DEVELOPMENT-WEST AFRICA (PAID-WA), BUEA

Dear Respondent,

I am Lakbub Judith Nalem, a Masters student in Strategic Human Resource Management in the above institution. I am carrying out a research on Employees job satisfaction and its influence on the organization, in partial fulfilment for the award of a Masters degree in Sustainable Development - Strategic Human Resource Management. Please I would be grateful if you kindly complete this questionnaire. Be assured Information will be treated with utmost confidentiality and used strictly for academic purposes.

Thank you.

.....

SECTION ONE- PERSONAL CHARACTERISTICS

Please tick (✓) in the bracket related to your answer, unless otherwise indicated.

1. Gender: a) Male [], b) Female []

2. Age a) 20-30 [], b) 31-40 [], c) 41-50 [], d) 51-60[]

3. Highest level of education: a) FSLC [], CAP/GCE O Level [], A Level [], b) Diploma []
c) First Degree [], d) Masters [], f) others (please specify).....

4. How long have you been working with this present organization?

a) 1-3 years b) 4-7 years c) 8-15 years [] d) 15 years and above []

5. Department/Branch.....

6. Your present level: a) Junior level [], b) Senior level [], c) Management level [], d) others (please specify).....

SECTION TWO- DETERMINATION OF JOB SATISFACTION (SATISFIERS).

1. Please indicate how satisfied you feel with these features of your present job by placing a tick in the appropriate box.

	Highly satisfying	Satisfying	Fairly satisfying	Poorly satisfying	Don't know
Higher salary	[]	[]	[]	[]	[]
Sense of achievement	[]	[]	[]	[]	[]
Recognition	[]	[]	[]	[]	[]
Career advancement	[]	[]	[]	[]	[]
Good working conditions	[]	[]	[]	[]	[]
Interesting work	[]	[]	[]	[]	[]
Job security	[]	[]	[]	[]	[]
Good company policies	[]	[]	[]	[]	[]

2. How would you rate your level of enthusiasm and morale towards your job and the organization?

a) Very low [] b) Low [] c) Average [] d) High e) Very high []

3. How do you think employee job satisfaction can be improved upon in your organization?.....
.....

4. In your opinion, what can be done to improve employees' job satisfaction? a) Appropriate remuneration to reward high performance [], b) Introduction of challenging but interesting job schedule [], c) Career path-goal should be well defined and vigorously pursued [] d) other (please specify).....

4. How would you rate the reward system in this organization? a) Very poor [], b) Poor [], c) Good [], d) Very good [], e) Excellent []

SECTION THREE- DETERMINATION OF JOB DISSATISFACTION (DISSATISFIERS)

1. If you were considering leaving this organization, which of the following would be your reason(s)? (Please indicate how dissatisfied you feel with these features of your present job by placing a tick in the appropriate space).

	Extremely dissatisfied	Very dissatisfied	Moderately dissatisfied	Not sure
Poor remuneration	[]	[]	[]	[]
No fringe benefit	[]	[]	[]	[]
Better job offer	[]	[]	[]	[]
Lack of motivation	[]	[]	[]	[]
Poor working conditions	[]	[]	[]	[]
No opportunity for promotion	[]	[]	[]	[]
Lack of equipment	[]	[]	[]	[]
No opportunity for training	[]	[]	[]	[]
Poor communication	[]	[]	[]	[]

2 Which factor(s) in your own opinion contributes to high staff turnover and employee apathy in your organization? (Please, tick in the spaces provided).

	Strongly agree	Agree	Fairly agree	Not sure
Lack of career advancement	[]	[]	[]	[]
Poor reward system	[]	[]	[]	[]
Uninteresting and routine job schedule	[]	[]	[]	[]
Lack of requisite				

training for employees	[]	[]	[]	[]
Poor communication	[]	[]	[]	[]

3. If you had a second opportunity, would you still like to work in this organization? a)Yes [], b) No []

4. How would you rate the reward and compensation system of this organization against others in the same organization? a) Very poor [], b) Poor [], c) Good [], d) Very good [], e) Excellent []

SECTION FOUR- IMPACT OF JOB SATISFACTION ON PRODUCTIVITY

1. Would there be an increase in your current level of performance if you felt well motivated to work? a) Yes [], b) No []

2. Have you ever been praised or given recognition for good job done by your superiors? a) Yes [] b) No []

3. If “yes”, how did it affect your performance? a) Encouraged to work harder [], b) Indifferent [], c) others (please specify).....

4. If “No”, how did it affect your performance? a) Felt discourage to work [] b) Indifferent [], c) others (please specify).....

RECOMMENDATION

What recommendation(s) or comment(s) would you offer to the researcher?

.....

2. Interview questions for Management only

- (1) Do you conduct exit interviews with employees leaving the organisation?
- (2) If yes, what complaint(s) was or were most frequent? That is, the causes of employees leaving the organization.
- (3) Was there a time that employees were not working the way the management expected them to work? That is, became less committed to work?
- (4) If yes, what was the cause?
- (5) When you got the reasons why employees leave the organisation, did you follow up with some kind of action?