

The Nature Of Job Satisfaction And The Effect Of Marital Status On Job Satisfaction In Organisations In Ghana

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Abstract

The paper investigates the satisfaction level of employees in organisations concerning job satisfaction variables. The sample size for the study consists of 139 employees of public and private institutions in Ghana. The results indicate a high level of satisfaction of the variables examined, with the three most satisfying variables been respect for workers, devotion to work, and learning from colleagues respectively. Also, marital status differences exist in job satisfaction of the respondent's satisfaction of the variables. The research influences the future performance of an organisation by paying attention to job satisfaction variables within the institutions to positively influence the motivation of workers to improve productivity. Future studies should examine the effect of demographic factors on job satisfaction variables and also the effect of emotional intelligence on job satisfaction variables. Also, the association between employee's motivation and job satisfaction variables as well as job performance and job satisfaction variables should be examined. Causal studies in these areas are worth embarking on.

Keywords: Salary, Respect for workers, devotion to work, Clear Authority, Participation in Decision making.

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1. INTRODUCTION

Job satisfaction is explained differently by different employees and different authors.^[1,2] According^[2], employees' perceptions of attainment and accomplishment constitutes job satisfaction. To some employees, doing the type of work they like, and doing it well and also been appropriately rewarded after doing the work makes them satisfy.^[3]

Researches^[4,5,6] indicate that worker productivity, and motivation are related job satisfaction of employees and this has generated continuous interest in research in the area of job satisfaction in both public and private organisations in various economies by researchers in different fields such as Psychology, management and in economics. Job satisfaction of employees continues to be an empirical issue that needs to be evaluated consistently since organisations constantly employ workers who assess their satisfaction level differently using different variables in the organisation. The current study is very important in the face of the current COVID-19 pandemic, to examine the nature and the level of employee's satisfaction [8,9,10] Empirical studies during the current pandemic have produced mixed findings concerning job satisfaction. Some studies indicate higher satisfaction, whereas some also show lower satisfaction level.^[11,12,13] There is the need to ensure workers are satisfied in this time of pandemic to get them motivated to increase output. The study assesses the level of job satisfaction among the employees of both public and private organisations. Specifically, the study examines the nature of the satisfaction level and the ranks of the satisfaction

variables. The assumption underlying the research is that the job satisfaction level of the employees is high and are differently ranked by the respondents. The research did not consider the role of demographic variables in job satisfaction, but only the nature and the ranks of the satisfaction variables. Issues of causal analysis are not dealt with in the current study. Some respondents might be economical with some of their responses to the questions asked.

2. LITERATURE REVIEW

2.1. The Nature and Ranks of job Satisfaction Factors

The empirical research findings on the nature of job satisfaction in organisations are found in various works in the literature.^[14-22] For example,^[14] studied the variables of job satisfaction and reported that the variables are evaluation, progress toward goals, goals, future, working conditions, physical environment, job information and status, emotional involvement in the job, liking for the job, interest in the job, finances, advances, security, association with the employer, relation with co-workers, and mental and physical exertion.

Smith^[23] examined job satisfaction variables and reported that job satisfaction variables in their study are the work itself, promotional opportunities, pay, co-workers, and supervision.

Spector^[24] explored the job satisfaction variables in a study and revealed that job satisfaction variables

in the study are communication, nature of work, co-workers, operating procedures, contingent rewards, benefits, supervision, promotional opportunities, and pay.

Churchill, Ford, and Walker^[25] assessed the job satisfaction variables in a study and indicated that job satisfaction variables in their study are customers, promotion/advancement, company salaries and benefits, top management and the company, sales training and home office support, supervision, fellow workers, and the job itself.

Steijn^[26] assessed job satisfaction and human resource management and indicated that resources (paper, files, printers, and computers) and work conditions (light, temperature, workspace, noise level) explained job satisfaction in their study. Workers are dissatisfied with their job when their expectations concerning these are not met.

In a Chinese study^[27] analysed the job satisfaction level of workers and to rank the variables of job satisfaction. Their research findings indicate that the most ranked variables were salary, welfare's, job itself, promotion, relationships with co-workers and supervision.

Alina and Simona^[28] examined the factors that influence the job satisfaction of workers. Their research findings indicate that the variables that influence job satisfaction in their study are school policy, colleagues, promotion, working conditions, promotion Criteria, and wage. Murad, Zayed, and Mukul^[29] analysed job satisfaction variables in a study and identified eight variables of job satisfaction as pay, job status and security, recognition and promotion, management policy, working condition, job nature, supervisor behaviour, decision process and communication, and pay. They reported that pay and working conditions are the two most influencing job satisfaction variables. Azumah, Mohammed and Tetteh examined a job satisfaction level of university workers and reported that respondents were satisfied with the element of job satisfaction investigated. They indicated that respondents were more satisfied with salary, workload, and relationships with co-workers.

In job satisfaction study,^[30] investigated a job satisfaction influencers and reported that job satisfaction variables in order of ranks are personal growth, salary, welfare, work itself, interpersonal relation, leader behaviour, and job competence. Sheikh^[19] examined the job satisfaction among employees and reported that the satisfaction level of the employees in their study was higher when there is no epidemic and lower when there is an epidemic. Various variables were identified to influence job satisfaction such as association with colleagues, work recognition and anti-epidemic work fulfilment, salaries, workload working environment and work conditions.

In the study by Bagie'nska and Anna^[20] on job satisfaction, they indicated that job satisfaction is related to positive employee association and that trust plays an important role in this relationship. They recommended a mechanism that will shape a supportive work environment in the face of a pandemic. Petcu^[31] investigated the nature of job satisfaction among the workers and reported that job satisfaction is associated with factors such as organisational climate, job autonomy, skills level, emotions, relationship with colleagues and supervisors.

2.2 Marital Status and Job Satisfaction

Marital status as a demographic variable is found empirically to influence the overall satisfaction of employees

and the different job satisfaction factors. However, empirical works are little according to the literature.^[32] The findings are reported in the works of various researchers^[32,38] though the findings are also mixed. According to Azim^[32], the literature reports that married employees are more satisfied than unmarried employees, which might result from additional responsibilities married employees are faced with, and hence they put a high premium on their job. Mwamwenda^[39] explored the association between marital status and job satisfaction among teachers and reported that married employees were more satisfied with their job than unmarried employees. This they explained might results from the fact that life satisfaction, mental well-being, and physical health are functions of marriage. Married employees might share work experiences with their partners who also support them with their work. Unmarried employees may not benefit in these ways.

Gazioglu and Tansel^[40] examined the impact of marital status on job satisfaction among employees. Their research findings indicate a lower satisfaction level for married employees than unmarried employees. This implied marital difference exists in their study.

Fitzmaurice^[41] assessed the association between marital status and job satisfaction level among employees in a survey study. The research findings of the study show that unmarried employees were more satisfied with their job than married. The findings suggest the existence of marital differences in job satisfaction. Anyango, Ojera and Ochieng^[37] studied the link between marital status and job satisfaction among employees. Their study findings show that marital status differences did not exist in job satisfaction in their study since there is no significant effect in job satisfaction between married and unmarried employees.^[42]

Azim et al.^[32] investigated the effect of marital status on job satisfaction among employees and reported that marital status significantly does not affect job satisfaction in their study, though married and unmarried employees were moderately satisfied with their job. Saner and Eyüpoğlu investigated the association between marital status and job satisfaction among employees and reported that married employees are more satisfied than unmarried employees, which indicate marital differences in job satisfaction in their study. Mocheche et al.^[38] investigated the relationship between job satisfaction and marital status. Their study findings revealed that married employees are more satisfied with their job than unmarried employees, indicating marital differences significantly exist in job satisfaction in their study.

The review indicates that employee's perception of job satisfaction variables is different. On the ranks also the findings are mixed since the variables are ranked differently by the employees in the studies reviewed.

3. RESEARCH METHODOLOGY

The study design is a quantitative research design. The perception of workers on job satisfaction variables is quantified in the study. The study is descriptive and also a cross-sectional study in which data was collected from the respondents once for analysis.

The target population for the study is the employees of public and private organisations in Sunyani Township.

The sample size for the study is 139. The sample was selected through the convenience sample method. This method was used since the sample frame is not known.

Both primary and secondary data were used in the study. The sources of the secondary data are the journal articles and books used, mainly obtained from the internet. The primary data are the data collected from the respondents using the questionnaire designed and administered by the researchers. The questionnaire was administered to the respondents at their workplaces. The items on the subject matter of the study (job satisfaction variables) were developed in the 5-point Likert scale format. On the scoring of the items, strongly agree was=5; agree=4; neutral=3; disagree=2; and strongly disagree=1. In all the subject questions were 20.

Data collected were analysed using percentages, frequencies, mean, and standard deviation using the SPSS version 26. Results were presented in Tables. Diagnostic tests such as reliability test, normality test, and dimensionality test were performed.

4. EMPIRICAL RESULTS

4.1 Background Information on Respondents

Table 1 depicts the demographic features of the study respondents. The results in Table 1 indicate majority (58%) of the respondents are females; most of the respondents (39%) are in the age group of 30-39 years; the majority of the respondents (62%) holds first degree/diploma certificates; most respondents (51%) are married; and on experience proxied by the length of service in current position, most respondents (33%) have worked between 3-5 years.

4.2 Test of Reliability/Dimensionality

4.2.1 Reliability Test Results

The reliability test results are shown in Table 2. The results indicate higher internal consistency since the Cronbach alpha coefficient value of 0.892 is higher than 0.70. According to Cronbach (1951), this indicates the items on the questionnaire are adequate and reliable for analysis.

4.2.2 Test for Dimensionality

After the reliability test, the dimensionality test was carried out to determine the nature of dimensionality (either uni-dimensional or multidimensional). The results are shown in Table 3, for the job satisfaction scale, and Table 4 for the demographic scales. The results in Table 3 indicate multidimensionality of the scales since 4 components explain about 67% of the variance in the components using the initial Eigenvalues, and uni-dimensionality of scale in Table 4, since 1 component explains about 46% of the variance in the components using the initial Eigenvalues. In all, four (4) components were extracted in Table 3 and one (1) component extracted in Table 4.

4.2.3 Normality Test

Kolmogorov-Smirnova and Shapiro-Wilk tests were used to examine the nature of normality of the data collected from the respondents. Table 5 shows the results. According to the results, the data used is not normally distributed, since the Sig. values of the test results are not more than 0.05.

4.4 Analysis of Job Satisfaction Domains

Table 6 shows the frequency of job satisfaction variables under review. There were 20 variables in the study. Respondents were satisfied with all the job satisfaction variables. The majority of the respondents were significantly satisfied with variables such as respect for workers (79.3%); devotion to work (72.9%), and learning from colleagues (70.7%). Other variables that respondents were highly satisfied with were clear authority (68.6%); clear responsibility (67.2%); problem-solving (67.1%); performance appraisal (66.4%); the behaviour of supervisor towards employees (63.6%); work schedule (62.9%); and physical facilities provided to the workers (62.8%).

4.5 Results on the Ranks of Respondents satisfaction with different Job Satisfaction Variables

Table 7 indicates the results of the descriptive statistics performed. The values of the mean and the standard deviations for the 20 variables of job satisfaction are identified. The results indicate respondents job performance level is high. The results also indicate the ranks of the variable investigated. The three most satisfying job satisfaction variables are respect for workers, devotion to work, and learning from colleagues respectively. The three most unsatisfied job satisfaction variables respectively are sports facilities, personal office, and transportation facilities.

4.6. Marital Status and Job

The results of the ANOVA test on the significance differences in marital status and job satisfaction of the different satisfaction factors are shown in Table 8. The results indicate significance difference in ten (10) of the job satisfaction variables, which are devotion to work [$F=3.370$, $P=0.037$]; leg-pulling sincerity [$F=3.758$, $P=0.026$]; problem solving [$F=4.520$, $P=0.013$]; work schedule [$F=4.113$, $P=0.018$]; performance appraisal [$F=3.312$, $P=0.039$]; clear authority [$F=2.410$, $P=0.094$]; clear responsibility [$F=2.878$, $P=0.060$]; medical facilities [$F=2.746$; $P=0.068$]; transportation facilities [$F=2.646$, $P=0.075$]; and internet facilities [$F=2.973$, $P=0.054$].

The means response for single, married, and divorced respondents in the study are shown in Table 9. In all the job satisfaction variables studied, single employees are satisfied than married and divorced employees with divorced employees have been less satisfied.

4.7. Discussions

The research studied respondents' satisfaction of 20 job satisfaction variables among the employees of institutions. Respondents were satisfied with all the 20 variables with the three most satisfying variables been respect for workers, devotion to work, and learning from colleagues. The three less satisfied variables were sports facilities, personal office, and transportation services. The findings of the study concerning the job satisfaction variables identified are in line with that of prior research such, [19,20,27-31] who identified these variables as job satisfaction variables.

The current research findings on the ranks of the job satisfaction variables are not in line with that of previous research findings such [27] who ranked salary, welfare, and

job itself as the three most satisfying variables. The current findings of the paper are also not in support of that of [28] who reported that pay and working conditions are the two most influencing job satisfaction variables in their study. The findings are also not in agreement with that of study findings in which they reported that the most satisfying variables are salary, workload, and relationship with co-workers. The present research findings are also not in line with that of Lee study findings in which they reported that the three most ranked variables are personal growth, salary, and welfare.

The current research findings indicate that marital status significantly influences employee's satisfaction of job satisfaction variables and that single employees are more satisfied with the satisfaction variables, followed by married employees and divorced employees. The findings are not

in support of previous research findings. The findings are, however, in support, who reported that unmarried employees are more satisfied with their job than married employees. The findings are also contrary to that study that reported insignificant marital status differences in job satisfaction among employees.

In these modern times, the management of employees is more difficult than before since workers are more educated and know their rights and their responsibilities at their job places. It has become necessary that management identify variables that affect the job satisfaction level of their workers so that productivity will not be negatively affected. Employees should not be dissatisfied by policies of management concerning job satisfaction variables.^[43-48]

Table 1 Distribution of Demographic Features of Respondents

Variables	Frequency/Percentage (%)
Gender	
Female	59(42.1)
Male	81(57.9)
Total	140(100.0)
Age	
20-29	37(26.4)
30-39	55(39.3)
40-49	38(27.1)
50-59	10(7.1)
Total	140(100.0)
Educational status	
First Degree/HND/Diploma	87(62.1)
Masters	41(29.3)
PhD	12(8.6)
Total	140(100.0)
Marital status	
Single	62(44.3)
Married	71(50.7)
Divorced	7(5.0)
Total	140(100.0)
Experience	
2years and less	40(28.6)
3-5years	46(32.9)
6-8years	26(18.6)
9years and above	28(20.0)
Total	140(100.0)

Sources: Author's field survey, June 2021

Table 2 Results of Reliability analysis for Job Satisfaction

Categories of Statements	Cronbach's alpha	No. of Items	Conclusion
Demographics features and Job Satisfaction dimensions	0.892	25	High reliability

Sources: Author's field survey, June 2021

Table 3 Test Results for Dimensionality for Job Satisfaction Scales

Initial Eigenvalues				Extraction Sums of Squared Loadings		
Components	Totals	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.321	41.603	41.603	8.321	41.603	41.603
2	2.773	13.864	55.467	2.773	13.864	55.467
3	1.625	8.124	63.591	1.625	8.124	63.591
4	1.104	5.520	69.112	1.104	5.520	69.112
5	0.967	4.833	73.944			
6	0.782	3.908	77.853			
7	0.686	3.429	81.282			
8	0.518	2.591	83.873			
9	0.476	2.379	86.252			
10	0.444	2.221	88.474			
11	0.363	1.814	90.288			
12	0.341	1.704	91.991			
13	0.294	1.469	93.461			
14	0.258	1.289	94.750			
15	0.227	1.136	95.886			
16	0.206	1.029	96.915			
17	0.174	0.871	97.785			
18	0.156	0.782	98.567			
19	0.146	0.730	99.298			
20	0.140	0.702	100.000			

Sources: Author's field survey, June 2021: Extraction Method: Principal Component Analysis

Table 4 Test Results for Dimensionality for Demographic Variables

Initial Eigenvalues				Extraction Sums of Squared Loadings		
Components	Totals	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.298	45.966	45.966	2.298	45.966	45.966
2	1.000	19.999	65.966			
3	0.760	15.195	81.161			
4	0.549	10.983	92.144			
5	0.393	7.856	100.000			

Sources: Author's field survey, June 2021: Extraction Method: Principal Component Analysis

Table 5 Results of Normality Test

Scales	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Respect for workers	0.243	139	0.000	0.788	139	0.000
Salary	0.205	139	0.000	0.895	139	0.000
participation in decision making	0.233	139	0.000	0.888	139	0.000
devotion to work	0.285	139	0.000	0.849	139	0.000
the behaviour of supervisor towards employees	0.250	139	0.000	0.863	139	0.000
learning from colleagues	0.265	139	0.000	0.857	139	0.000
leg-pulling sincerity	0.237	139	0.000	0.889	139	0.000
physical facilities provided to the workers	0.281	139	0.000	0.868	139	0.000
equality in benefits	0.216	139	0.000	0.878	139	0.000
problems solving	0.277	139	0.000	0.860	139	0.000
work schedule	0.262	139	0.000	0.873	139	0.000
performance appraisal	0.271	139	0.000	0.855	139	0.000
clear authority	0.292	139	0.000	0.846	139	0.000
clear responsibility	0.290	139	0.000	0.857	139	0.000
medical facilities	0.237	139	0.000	0.890	139	0.000
transportation services	0.196	139	0.000	0.899	139	0.000
personal office	0.210	139	0.000	0.904	139	0.000
sports facilities	0.194	139	0.000	0.912	139	0.000
internet facilities	0.230	139	0.000	0.896	139	0.000
working conditions	0.194	139	0.000	0.909	139	0.000

Sources: Author's field survey, June 2021

Table 7 Results on the Ranks of Job Satisfaction Variables

Job Satisfaction Variables	N	Mean	Standard deviation	Ranks
respect for workers	139	4.1367	0.9795	1
Salary	139	3.5468	0.9723	14
participation in decision making	139	3.6475	0.9621	10
devotion to work	139	3.8849	0.8935	2
the behaviour of supervisors towards employees	139	3.7410	0.9274	5
learning from colleagues	139	3.8777	0.9205	3
leg-pulling sincerity	139	3.5468	1.0372	13
physical facilities provided to the workers	139	3.6187	1.0029	11
equality in benefits	139	3.5755	1.0142	12
problems solving	139	3.7410	1.0169	7
work schedule	139	3.6691	1.0028	9
performance appraisal	139	3.7410	1.0025	6
clear authority	139	3.7626	0.9214	4
clear responsibility	139	3.7338	0.9214	8
medical facilities	139	3.5252	0.9951	15
transportation services	139	3.3309	1.0243	18
personal office	139	3.2230	1.1167	19
sports facilities	139	3.0504	1.0789	20
internet facilities	139	3.3957	1.1204	16
working conditions	139	3.3309	1.1124	17

Sources: Author's field survey, June 2021

Table 8 Marital Status and Job Satisfaction Variables

Job Satisfaction Variables	F-Value	P-Value
respect for workers	1.754	0.177
Salary	1.003	0.370
participation in decision making	1.185	0.309
devotion to work	3.370	0.037**
the behaviour of supervisors towards employees	1.435	0.242
learning from colleagues	1.352	0.262
leg-pulling sincerity	3.758	0.026**
physical facilities provided to the workers	0.090	0.914
equality in benefits	2.184	0.116
problems solving	4.520	0.013**
work schedule	4.113	0.018**
performance appraisal	3.312	0.039**
clear authority	2.410	0.094*
clear responsibility	2.878	0.060*
medical facilities	2.746	0.068*
transportation services	2.646	0.075*
personal office	1.016	0.365
sports facilities	1.518	0.223
internet facilities	2.973	0.054*
working conditions	0.864	0.424

Sources: Author's field survey, June 2021:

Note: ** and * denote significance at 5%, and 10% levels

Table 9 Mean Scores on the Job Satisfaction Variables based on Marital Status

Job Satisfaction Variables	Single Mean	Married Mean	Divorced Mean
respect for workers	4.2903	4.0429	3.7143
Salary	4.2903	4.0429	3.7143
participation in decision making	4.2903	4.0429	3.7143
devotion to work	4.2903	4.0429	3.7143
the behaviour of supervisors towards employees	4.2903	4.0429	3.7143
learning from colleagues	4.2903	4.0429	3.7143
leg-pulling sincerity	4.2903	4.0429	3.7143
physical facilities provided to the workers	4.2903	4.0429	3.7143
equality in benefits	4.2903	4.0429	3.7143
problems solving	4.2903	4.0429	3.7143
work schedule	3.9032	3.5286	3.0000
performance appraisal	3.9032	3.5286	3.0000
clear authority	3.9032	3.5286	3.0000
clear responsibility	3.9032	3.5286	3.0000
medical facilities	3.9032	3.5286	3.0000
transportation services	3.9032	3.5286	3.0000
personal office	3.9032	3.5286	3.0000
sports facilities	3.9032	3.5286	3.0000
internet facilities	3.9032	3.5286	3.0000
working conditions	3.9032	3.5286	3.0000

Sources: Author's field survey, June 2021

5. CONCLUSIONS

The paper has investigated the satisfaction level of employees in organisations concerning job satisfaction variables. The results indicate a high level of satisfaction of the variables examined, with the three most satisfying variables being respect for workers, devotion to work, and learning from colleagues respectively. The study contributes to knowledge as the results create awareness about the variables of job satisfaction and the ranks of the satisfaction variables since the ranks are not in line with that of previous studies.

The research influences the future performance of an organisation by paying attention to job satisfaction variables within the institutions to positively influence the motivation of workers to improve productivity. The benefits of ensuring job satisfaction of employees are providing a good working environment to the employees are enormous for the employee and the organisation. Management should also pay attention to the satisfaction variables of single employees in their organisations so that they can contribute to the output of the organisation. Future studies should examine the effect of demographic factors on job satisfaction variables and also the effect of emotional intelligence on job satisfaction variables. Also, the association between employee's motivation and job satisfaction variables as well as job performance and job satisfaction variables should be examined. Causal studies in these areas are worth embarking on.

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