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Factors Affecting Employee Job Satisfaction in Private Universities in Sub-Saharan Africa: The Case of Ghana

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Authors' contributions

This work was carried out in collaboration between both authors. Author ABE performed the statistical estimations, managed the analyses and wrote the first draft of the study. Author EFA designed the questionnaire, made the data collection and managed the literature searches. Both authors read and approved the final manuscript.

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ABSTRACT

The purpose of this study is to assess the determinants of job satisfaction of workers in private universities. A survey of 600 workers was conducted regarding job satisfaction levels and what factors affect their level of satisfaction. Results indicate that remuneration is the most important factor driving the overall job satisfaction of the workers in the selected private universities. Regression results suggest that management should pay attention to other factors like employee-organization relationship and staff development. Married individuals are more likely to be satisfied in working at private university than those who are not married. In addition, we find education to negatively correlate with job satisfaction. Age does not correlate with the level of job satisfaction of employees in private university.

Keywords: Job satisfaction; ordinal; latent variable; correlation.

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1. INTRODUCTION

Job satisfaction is an indicator to show how content an employee is, in all aspects of his or her present job. Some of the factors that affect employee satisfaction at their workplace is relevant in all profession, but some of the job satisfaction determinants only affect specific occupation. It is therefore important for management to understand the factors that bring satisfaction to the greater percentage of its employees and then find the right balance of improving on these factors. Several studies have shown that there is a strong positive association between organizational loyalty of employees and job satisfaction of employees [1]. Low job satisfaction leads to low morale, less loyalty to the organization and an increase in shirking of responsibilities by employees [2].

The service sector is an important part of the Ghanaian economy and is now the biggest sector with the highest growth rate of 8.9 percent in 2014 [3]. In this type of sector, in which the employee/customer relationship (either face-to-face or via technology) is increasingly important, the relationship between working conditions and job satisfaction is more important for the growth of a company operating in this sector than in the other sectors [4,5]. Knowledge on job satisfaction of employees in private university is important due to the rate at which the establishments of private universities are increasing in the country. As at 1999, there were only 2 private university colleges in the country but the number have substantially increase to 61 over the past 15 years [6]. According to the 2015 report by the National Accreditation Board of Ghana, private tertiary institutions train 37 percent of the nation's tertiary students and employ roughly 40 percent of the overall employees working in tertiary institutions. The rapid increase in private universities have led to huge employee turnover rate within the industry as these private universities usually compete among themselves for quality staff especially the teaching staff. Even though employee retention is important in every industry, effect of employee retention on workers in tertiary institutions is much greater than many professions. Therefore, management in private tertiary institutions should know the factors that determine job satisfaction to their employees so that they can improve on these factors to increase productivity and employee retention.

There are plethora of research on employee's jobs satisfaction and its effect on employee

performance and organizational labour turnover, however these studies are mainly found in economics in which the empirical analyses rely on secondary data from large-scale social surveys [7,8]. For this reason, those studies employ a limited range of variables and especially the variables employed to capture diverse work characteristics are ad hoc. Studies conducted by social science researchers on job satisfaction although uses primary data for their analysis, the factors that they consider are usually narrowed towards the theoretical models of that particular discipline. Researchers in business and economics often study employee job satisfaction by attempting to do analysis for several occupation in one study. However, one should note that different occupations involve different work characteristics in varying degrees and their effects on job satisfaction are likely to vary between occupations. Organizations noted for low job satisfaction by its employees are likely to suffer from high labour turnover rate. Productivity of such organizations is likely to be lower since the organization loses employees immediately they become experienced and thus, such organizations only serve as a nurturing ground for the less experienced workers. It is in this light that this study seeks to find out job satisfaction of employees in the service sector of Ghana with special emphasis on employees working at the private universities in the country.

The study is organized into five sections. The first section provides the background of the study. Section two briefly reviews the relevant literature on the topic. The third section describes the research design and the empirical framework for the analysis. Section four discusses the findings from the study and the final section concludes the study.

2. LITERATURE REVIEW

A job consists of one or more functions undertaken by a person in a company at a given time [9]. For workers to perform at their maximum level, it is necessary that they should have or acquire the knowledge, abilities, and aptitudes necessary for the completion of the tasks that are assigned to them at their working environment. However, it is also necessary that their personality, interests, and desires fit in with the characteristics of the work in such a way that, they are able to get necessary satisfaction from the job they are doing [10]. In spite of the heterogeneity of professional work, there are some features common to the work of highly

educated professionals that are relevant to understanding their job satisfaction [11]. The most frequently studied variables in the literature to determine job satisfaction is influence, social and psychological support, and economic incentives [12,13,14,15]. Influence (some authors refer to it as 'control', autonomy, or active work) refers to the fact that workers are able to decide on how to execute the work task assigned to them by themselves. Social support refers to all possible levels of social relations at work, with both colleagues and superiors and psychological support is defined as a consistent positive emotional state of employees at the working environment. Economic incentives relate to salaries, fringe benefits and future work security. In general, it is considered that the ability to influence one's job, engage in healthy social relationships at the working environment and receipt of desired economic incentives positively contributes to job satisfaction [16,15]. However, due to the complex nature of the modern workplace and roles, there are some other variables that are less frequently used to explain job satisfaction, these are: job insecurity, the meaning of the tasks undertaken, role clarity, quality of leadership, predictability, and recognition of a job well done [17,18]. Fig. 1 summarizes the factors that affect employee job satisfaction.

Considering heterogeneous nature of work task and the diversity of employee characteristics and behaviour at the working environment, it is proper to consider individual characteristics and specific work attributes in any job satisfaction study. Individual characteristics that have been examined in relation to job satisfaction include demographics, education, age, and personality traits. [19] found employees age to be positively associated with job satisfaction. Higher academic qualification (especially having at least a degree) is also found to highly correlates with greater job satisfaction [20]. In addition, among employees of public sector organizations, public service motivation and dedication has been shown to positively influence job satisfaction [21]. Length of employment was found to be significantly and negatively associated with job satisfaction [22].

Three main relationship affect employee satisfaction at the work place; (1) the employee–organization relationship, (2) the employee–supervisor relationship, and (3) the employee–coworker relationship [23]. The employee–organization relationship underlines the importance of employee identification with and commitment to organizational strategy and company goals [24]. Organizational identity refers broadly to what organizational members

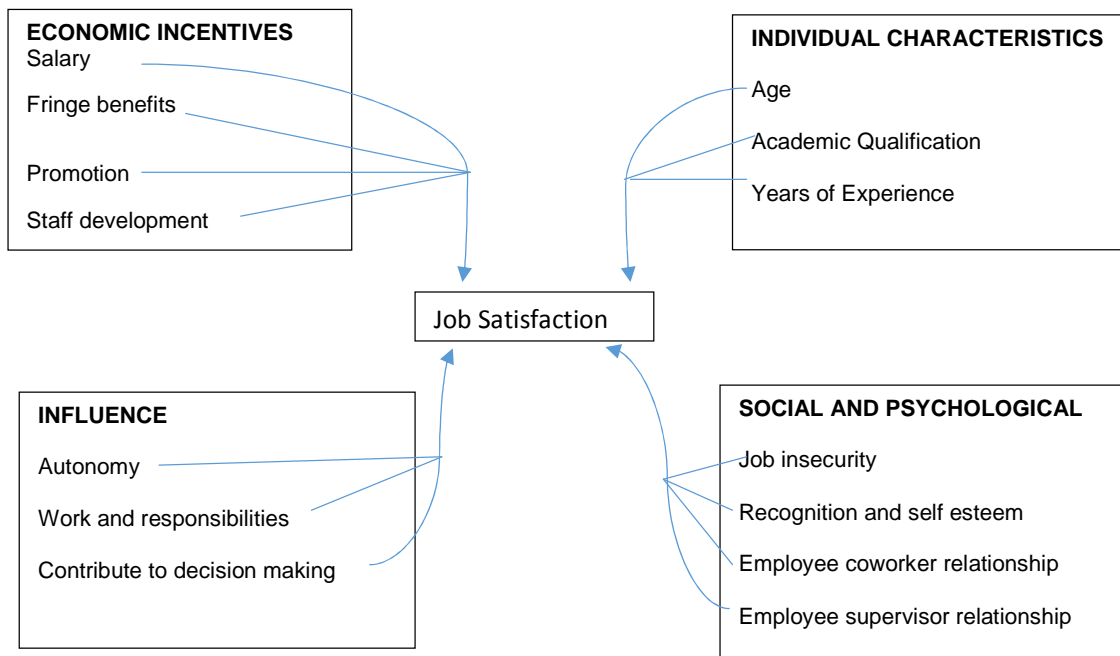


Fig. 1. Factors affecting employee job satisfaction at the work place

perceive, feel, and think about their organizations [25]. [26] consider the employee-supervisor relationship a key factor that influences employee job satisfaction. According to [27], the finest way in which supervisors can portray himself as a role model is to personally demonstrate proper techniques so that employee could understand how job should be done. Finally, the relationship between employees and colleagues is also an important source of job satisfaction [28,29]. Several studies investigate determinants of job satisfaction in various job contexts [30]. For instance, Kirkman and Rosen [31] underline the importance of promoting a supportive work environment and adequate supervisor support, as these factors affect employees' work-related attitudes and perceptions.

3. DATA AND EMPIRICAL FRAMEWORK

3.1 Source of Data

The main source of data for the analysis is primary data. Questionnaires were administered to employees in private universities across the country. The questionnaires administered consist of two parts. Part I examines the individual characteristics of respondents and the second part measures individual levels of job satisfaction and the explanatory variables that determines these levels of satisfaction. Previous literature and responses received from pre-testing helped us in constructing the questionnaires for the explanatory variables. The questions that were asked during the survey principally measures 7 major factors that determines employee job satisfaction at their work place. For each question, a 7-point Likert scale is used. The questions cover the following determinants of job satisfaction; autonomy, remuneration, job insecurity, employee organizational relationship, recognition, work and responsibilities, and promotion and staff development.

The target population for the study was all the full-time employees of private universities in the country. Random probability sampling technique was used to select 10 private universities out of the 61 private universities retrieved from the national accreditation board (NAB)¹ website. Random numbers was first assigned to each private university and random tables were then

¹ NAB is the institution responsible to maintain the standard of tertiary education in the country. They insure that all private universities operating in the country does not lower the standard of education in the country.

used to select the 10 universities. Using quota sampling technique, a total of 600 questionnaires were distributed to workers in the 10 universities selected. All the 10 private universities employs two thousand eight hundred and ninety six full time employees. The university with the highest number of employee were assigned with the highest quota followed in that order. A sample size of 600 respondents constitute 20.1 percent of the population. We believe that the information obtained from the sample size is likely to reflect that of the entire population.

3.2 Empirical Framework

An index is constructed for each of the seven explanatory variables since several questions were asked for the measurement of one explanatory variable. The index is constructed as:

$$X = \frac{\sum_i^n f_i q_i}{7n\alpha} \quad (3.1)$$

Where X is the index for the explanatory variables; autonomy, remuneration, job insecurity, employee organizational relationship, recognition, work and responsibilities, and promotion and staff development.

f represents the loading factor of the respective variable² in the factor analysis³ g represent the level at which consumer agrees to the questions asked (based on choice of Likert scale value)⁴ for the respective variable.

n represents the number of questions under each of the variables been considered.

The value 7 at the denominator represents the highest value on the Likert scale (i.e. strongly disagree) and, α represent the eigenvalue from the Cronbach's Alfa estimation for the respective index been calculated. We standardize the covariates indexes such that the mean is zero and standard deviation is 1

Let Y* represent job satisfaction which is definitely a continuous variable in the population.

² For any particular question to specifically measure a particular determinant, the loading factor is usually different. The higher the loading factor to a particular question, the more important that question is in explaining the global variable been measured. The loading factor is therefore serving as weight to any particular question.

³ Factor analyses are used to explain job satisfaction questions and the variables used as explanatory or latent independent variables.

⁴ E.g. if a respondent answers a particular question strongly agree, then q=1 and in the same way if a person rather chooses undecided as an answer to a question then q=4.

Suppose that the determinants of job satisfaction are linear in parameters, then the model specification for job satisfaction can be expressed as:

$$Y_i^* = \sum_{k=1}^K \beta_k X_{ki} + \varepsilon_i \quad (3.2)$$

Where X_{ki} are vector of explained variables that does not contain constant and the determinants are; autonomy, remuneration, job insecurity, employee organizational relationship, recognition, work and responsibilities, promotion and staff development age, qualification, staff status and individual specific characteristics. ε_i is the error term in the model specification. Y^* is continuous but we observed it as an ordinal variable in the data. Suppose ε_i have a logistic distribution, then we can consistently estimate equation 3.2 by using the ordered logit regression. Suppose $\alpha_1 < \alpha_2 < \dots < \alpha_j$ are the unknown cutoffs points which can be defined as; $Y=0$ if $Y^* \leq \alpha_1$, $Y=1$ if $\alpha_1 < Y^* \leq \alpha_2$, up to $Y=J$ if $\alpha_{j-1} < Y^* \leq \alpha_j$. The variable Y is the observed part of the latent variable Y^* and show $J+1$ choices. In our study the $J+1$ choice is the 7 Likert scale choices provided in the questionnaire. Given the logistic distribution assumption for ε_i , the conditional probabilities of Y given X_{ki} are given as:

$$\begin{aligned} P(Y_i = 0|X_{ki}) &= P(X_{ki} + \varepsilon_i \leq \alpha_1|X_{ki}) \\ &= \Lambda(\alpha_1 - \beta_k X_{ki}) \\ P(Y_i = 1|X_{ki}) &= P(\alpha_1 < X_{ki} + \varepsilon_i \leq \alpha_2|X_{ki}) \\ &= \Lambda(\alpha_2 - \beta_k X_{ki}) - \Lambda(\alpha_1 - \beta_k X_{ki}) \\ &\cdot \\ &\cdot \\ &\cdot \\ P(Y_i = J - 1|X_{ki}) &= P(\alpha_{j-1} < X_{ki} + \varepsilon_i \leq \alpha_j|X_{ki}) \\ &= \Lambda(\alpha_j - \beta_k X_{ki}) - \Lambda(\alpha_{j-1} \\ &\quad - \beta_k X_{ki}) \\ P(Y_i = J|X_{ki}) &= P(X_{ki} + \varepsilon_i > \alpha_j|X_{ki}) \\ &= 1 - \Lambda(\alpha_j - \beta_k X_{ki}) \end{aligned}$$

And the sum of these probabilities is equal to one [32].

4. RESULTS AND DISCUSSION OF FINDINGS

4.1 Descriptive Statistics

A total of 600 respondents were sampled to be interviewed. Out of the total of 600 questionnaires distributed, 558 questionnaires were received. However, not all the received questionnaires were fully answered. For the 558 questionnaires returned, 34 questionnaires were

partially completed and no questionnaire was returned empty. To avoid using incomplete information in the analysis, the 34 uncompleted questionnaires were excluded in the analysis. The remaining analysis in the chapter relies on the 524 questionnaires that was returned and completely answered and this forms 87.3 percent response rate. Table 1 provides summary of the individual characteristics of the respondents.

The table shows that there are more men, more non-teaching staff and more married individuals than women, teaching staff and the unmarried respectively. Individuals with Master Degree constitute at least 60 percent of the study sample, and most of the respondents are less than forty years.

A reliability analysis (Cronbach's alpha) is performed to test the reliability and internal consistency of the questionnaire designed. The results presented in Table 2 show that the alpha coefficients for all satisfaction attributes are high, ranging from 0.62 to 0.90 and these figures are well above 0.5, which is considered as the minimum acceptable indicator of internal consistency of a group of questions [33]. The factor analysis condensed the information contained in the original variables into a newly correlated composite variable. The factor loadings presented in Table 2 provides additional information in explaining the strength of the correlation of each sub-question that is used in measuring the main variables. Using the loading factor figures in Table 2, we construct a new variable for each of the explanatory variables; autonomy, remuneration, recognition and esteem, promotion and staff development, work and responsibilities, employee and organizational relationships, and job insecurity. These variables are constructed using the loading factor as weight as discussed in equation 3.1. From the specification of equation 3.1, A variable is considered to be contributing highly to a set of scale or test items when it has a high loading factor and similarly, variables with low loading factor contributes less to a particular test items. For example, out of the five test items used to measure autonomy; freedom to correct daily problems at work has the highest loading factor of 0.75 and this is interpreted as having more weight in explaining employee job satisfaction than any of the remaining five items. We use the model specification in equation 3.1 and information from Table 2 to construct an index for autonomy, remuneration, recognition and esteem, promotion and staff development, work and

responsibilities, employee and organizational relationships, and job insecurity. The indexes for these variables are continuous variables with mean zero and standard deviation of 1. Table 3

provides a summary statistics of the index created. Mean and standard deviation of the variables have been standardized to zero and one respectively.

Table 1. Socio-Demographic characteristics of the sample

Characteristics	Category	Number	Percentage
Gender	Male	310	55.8
	Female	246	44.2
	Total	556	100
Age	20-30	128	18.32
	31-40	246	37.21
	41-50	96	29.58
	51-60	53	3.82
	Above 60	33	11.07
	Total	556	100
Education	PhD	57	10.3
	Masters	278	50.0
	Bachelors	153	27.6
	Others	68	12.1
	Total	556	100
Marital status	Married	408	77.86
	Single	116	22.14
	Total	556	100
Staff status	Teaching staff	213	40.65
	Non-teaching staff	311	59.35
	Total	556	100

Source: Field Survey conducted by the authors

Table 2. Cronbach's Alpha coefficients of assessing reliability of questions

Perceived levels of attributes	Factor	No. of items	Factor(α) loading
Autonomy		5	0.72
Freedom to correct daily problems at work	0.75		
Take part in decision on job duties	0.65		
Control on how to address daily work problems	0.57		
Act independently in my work	0.74		
Overall I exercise autonomy in my work duties	0.61		
Remuneration		7	0.90
Remuneration system in the university is fair	0.90		
Satisfied with salary	0.88		
Average Salary is better than people with similar qualification In other organization	0.89		
Satisfied with existing salary structure	0.88		
Satisfied with employee assistance policy	0.90		
Satisfied with long term insurance policy	0.90		
on the whole satisfied with remuneration system	0.88		
Job insecurity		4	0.63
Disturbed about non-payment of salary	0.59		
Worried about being moved to different department	0.71		
Appointment terminated at any time without damages	0.44		
Overall I feel insecure about my job	0.46		

Perceived levels of attributes	Factor	No. of items	Factor(α) loading
Employee Organizational Relationship		4	0.85
Happy with support from working colleagues	0.82		
Happy with support from immediate boss	0.80		
Working colleagues does not discriminate against me	0.82		
In general, working environment is cordial	0.78		
Recognition and Esteem		5	0.80
Superiors give me the recognition I deserve	0.74		
Get support from superiors in difficult situations	0.80		
Satisfied with recognition received from management	0.72		
Effort is making great impact in the institution	0.79		
Overall recognition system is fair and motivating	0.76		
Work and Responsibilities		7	0.62
Typical work day task and duties are similar	0.62		
Task and duties of my work is organized	0.60		
Received information from others on performance	0.56		
Possible to find out how well I am doing in my work	0.65		
Workload matches with my remuneration	0.50		
Assigned to the right job based on my responsibilities	0.55		
In general, satisfied with performance & responsibilities	0.52		
Promotion and Staff Development		6	0.70
Satisfied with the rate of staff development	0.67		
Promotion is based on merits	0.66		
Employee performance award system is fair	0.64		
Clear guidance policy on staff development	0.65		
Staff development is based on merits	0.67		
Overall general commitment on staff development is good	0.67		

4.2 Determinants of Job Satisfaction

In this section, we estimate equation 3.2. As explained earlier in section 3.3, the dependent variable in the regression equation is job satisfaction and the set of covariates of interest are: autonomy, remuneration, promotion and staff development, employee organization relationship, recognition and esteem, work and responsibility, and job insecurity. We also controlled for the following variables; sex, age, education, marital status, and staff status. The dependent variable job satisfaction is measured by 7 point ordinal scale as can be seen in the appendix. However, none of the respondent answered strongly disagree for the question on job satisfaction and this leads to six choices for job satisfaction. The result obtained from the ordered logit estimation is presented in Table 4. The chi-square value is 513 and it is highly significant. This tells us that at least some of the explanatory variables have significant effect on Job satisfaction. We can only interpret the sign and significance of the ologit estimation in Table 4 since the magnitude is not meaningful. We would first explain individual characteristics that affect job satisfaction of private university

workers in the country. In the regression estimate, we convert all the variables in Table 1 to dummies so that the interpretation of our estimates would be simple and meaningful. The variable sex is a dummy (1 if male), marital status is a dummy (1 if married), age is a dummy (1 if at least 40 years old), education is a dummy (1 if highest form of education is at least Master degree). Table 4 shows that people with at least master degree are less likely to be satisfied in working at private university in the country than those with degrees lower than master degree. This findings is not surprising since most of the employees with at least master degree are more likely to be lecturers and it is the desire for every lecturer in the country to work in the public universities since lecturers in the public universities receive higher remuneration and command high social prestige than their counterpart in private university. The table also shows that married people are more likely to be satisfied in working at private university than non-married individuals. However, we find that age does not correlate with job satisfaction and this is contrary to the findings of [20] who found age to positively correlate with job satisfaction.

Table 3. Summary statistics of variables affecting job satisfaction

Variable	Sample size	Mean	Standard deviation	Minimum	Maximum
Autonomy	524	0	1	-1.69	1.54
Remuneration	524	0	1	-1.45	1.20
Job insecurity	524	0	1	-2.06	1.74
Employee organizational relationship	524	0	1	-1.38	1.94
Recognition	524	0	1	-1.71	1.96
Responsibility	524	0	1	-2.14	2.04
Staff development	524	0	1	-2.08	1.96

Table 4. Determinants of employee job satisfaction at the work place

Job satisfaction	
Autonomy	0.613** (0.257)
Remuneration	2.933*** (0.641)
Job insecurity	-0.584** (0.270)
Employee-organization relationship	0.417* (0.220)
Recognition	-0.218 (0.148)
Responsibility	0.741** (0.144)
Staff development	0.560* (0.300)
Age	-0.619 (0.447)
Education	-2.361*** (0.618)
Sex	0.0390 (0.392)
Marital Status	0.414** (0.202)
Staff status	1.159*** (0.225)
Observations	524
McFadden's Pseudo_R ²	0.274
chi2	513.0***

Robust standard errors in parentheses *** $p < 0.01$, ** $p < 0.05$, * $p < 0.10$

We now shift our focus on our main explanatory variable of interest. Firms can easily influence the explanatory variables autonomy, remuneration, promotion and staff development, employee organization relationship, recognition and esteem, work and responsibility, and job insecurity to achieve the company's desires goals of satisfying its employees but that is not the case for individual characteristics such as sex, marital status, age etc. Table 4 shows that recognition does not have any effect on job satisfaction but we find weak evidence of staff

development and employee-organizational relationship effect on job satisfaction. An improvement in staff development and employee-organizational relationship is likely to increase job satisfaction of workers employed in private universities in the country. The variables that have strong correlation with job satisfaction are autonomy, remuneration, job insecurity and responsibility. A priori, we were expecting the coefficients of remuneration, autonomy and responsibility to have positive signs and then job insecurity to have a negative sign. The coefficient of remuneration and responsibility is positive as expected and this suggests that an increase in remuneration and improvement in work responsibility is likely to increase employee job satisfaction. The negative coefficient of job insecurity also suggests that the higher an employee in a particular private university see his/her occupation as unsecured, the more likely that the individual would be unsatisfied at the work place. Our finding on the impact of autonomy on job satisfaction is contrary to the evidence in literature. Table 4 shows that, the more an individual has autonomy at his/her work place, the more that person becomes unsatisfied.

One possible explanation for this negative relationship observed in our study may be related to the industry which is been studied in this research. University lecturers usually are more likely to have freedom at their workplace than that of other occupations, and therefore they are more likely to interpret autonomy as job regulations. We present marginal effects in Table 5 for only one level (that is agree) in the ordinal responses suggested to respondents.

From the respondents who agreed that they are satisfied under their current job, an increase in remuneration by one percent would lead to an increase in their satisfaction by 10 percentage points. Similarly, an increase in job insecurity by one percent would lead to a drop in job satisfaction by 2 percentage points. Apart from

recognition which is statistically insignificant, all the other determinants are statistically significant. The magnitudes in Table 5 demonstrate that remuneration is the most significant determinant of job satisfaction of workers in private universities. The rest of the other determinants of job satisfaction have similar effect. An increase in one percent of any of the determinant apart from remuneration and recognition are likely to increase or reduce job satisfaction by 2 percentage point. Our finding of remuneration having the greatest impact of job satisfaction is consistent with the findings of [34].

Table 5. Marginal effects of determinants of Job-satisfaction

Job satisfaction	Agree marginal effects (1)
Autonomy	-0.02** (0.010)
Remuneration	0.10*** (0.027)
Job insecurity	-0.02 (0.01)**
Employee-organization relationship	0.01* (0.008)
Recognition	-0.007 (0.005)
Responsibility	0.02*** (0.005)
Staff development	0.02** (0.009)

*Robust standard errors in parentheses *** p<0.01, ** p<0.05, * p<0.1*

5. CONCLUSION

Based on the findings of this study, the following conclusions are made. The results indicate that management of private universities should improve remuneration, work and responsibility, employee and organization relationship, and promotion and staff development so that their workers satisfaction would be increased. University management should put more emphasis in improving remuneration of their staff members as it turns out from the estimation that this variable has the greatest effect on job satisfaction. Private universities must ensure that the above variables outlined are improved in order to meet the satisfaction of its workers, and this may likely reduce workers turnover. Furthermore, recognition though has positive relationship with job satisfaction, the test of significance shows that recognition does not

correlate with job satisfaction. Thus, little attention should be given to recognition when devising policies to improve workers satisfaction.

While the result of this research is specific to private universities in Ghana, the findings can be useful to private universities in other Sub-Saharan African countries that have similar characteristics like Ghana. To provide satisfaction for the diverse groups of university workers, university management needs to develop well-focused strategies directed toward increasing satisfaction through different concepts aimed at all the specific groups. Once these mechanism are put in place, job satisfaction surveys should be implemented to measure and track the results of these policies that have been in place. Whiles the study of correlation effect of several determinants is important, future research may concentrate on one variable and look at the causal impact of a specific explanatory variable on job satisfaction since association or correlation does not mean causation.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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APPENDIX

Please provide answers to all questions candidly and accurately. Response given will be treated confidentially. Please note that information provided will be used solely for research purpose

We would like to seek information of your level of satisfaction for working in this University. The questionnaire contains **FOUR** Sections (A-D). Please answer all the questions in each section.

Section 1: Bio Data

- i. Sex 1. Male 2. Female
- ii. Age 1. 20-30 2. 31-40 3. 41-50 4. 51-60 5. 61-70
- iii. Denomination 1. SDA 2. Non Adventist
- iv. Marital Status 1. Married 2. Single 3. Widow/Widower 4. Divorced
6. Seperated
- v. Education 1. PhD 2. Masters. 3. 1st Degree 4. Other
Specify.....
- vi. Staff status 1. Teaching Staff 2. Non-Teaching Staff
- viii. Present Level(Non Teaching Staff) 1. Junior Staff 2. Senior Staff 3. Senior Member

Note: the meaning of 1,2,3,4,5,6,7 is as follows: 1. Strongly agree 2. Agree 3. Somehow agree 4. Undecided 5. Somehow disagree 6. Disagree 7. Strongly disagree. Tick where it applies

Job satisfaction

I am satisfied with my job

Autonomy

- 1. I have the freedom to correct daily problems when they occur in the course of doing my work
- 2. I am usually part in the decision of how to go about my daily work duties
- 3. I have control over how I address daily problems at work
- 4. I can act very independently in my work
- 5. Over all I have the autonomy to work

Remuneration

- 1. The remuneration system in the university is fair
- 2. I am satisfied with my salary
- 3. Averagely, my salary is better than employees working in other Organisations but with similar qualification
- 4. I am satisfied with the existing salary structure of the university
- 5. I am satisfied with employee assistance policy (eg. Transport, accommodation etc.)
- 6. I am satisfied with the long term policy and insurance benefits for employees
- 7. Overall am satisfied with the remuneration system

Job insecurity

- 1. I sometimes get disturbed that the university may not be able to pay my salary at the end of the month.
- 2. I am worried about being moved to a different department against my will
- 3. My appointment can be terminated at any time without any serious damages to the university
- 4. On the whole I feel insecure at work

Employee organizational relationship

- 1. I am happy with the support I received from working colleagues
 - 2. I am happy with the support and assistance received from my immediate boss
-

-
3. The working community does not discriminate against me
 4. In general the work environment is cordial

Recognition/Esteem

1. My superiors give me the necessary recognition that I deserve
2. I always get support from my superiors in difficult situations
3. Considering the work and effort I have made in this organization, I am satisfied with the recognition received from management
4. I am always convinced that my effort is making great impact to the institution
5. Overall the recognition system is fair and motivating

Work and responsibilities

1. The task and duties of my typical work day are similar
2. The task and duties of my work are organized so that I am always able to finish the task that I have started before moving to other task
3. I often receive information from others concerning my work performance
4. It is always possible to find out how well I am doing at work
5. I am satisfied with my workload and I think it matches with the remuneration I receive
6. I am satisfied and I think I have been awarded the right set of duties as per my abilities
7. On the whole am satisfied with my responsibilities and performance

Promotion and Staff development

1. I am satisfied with the rate of staff development of the university
 2. Promotion in the university is based on merits
 3. Employees performance award systems in the university is fair
 4. There is clear guideline policy on staff development.
 5. Staff development in the university is based on merits
 6. Overall, the general commitment to Staff development and promotion is encouraging
-

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