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JOB SATISFACTION AMONG CAREER RECORDS PERSONNEL IN THE CIVIL SERVICE OF GHANA

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THIS THESIS IS SUBMITTED TO THE UNIVERSITY OF GHANA, LEGON IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MPHIL DEGREE IN INFORMATION STUDIES

JULY, 2018
DECLARATION

I hereby declare that except for references to other people’s works, which have been duly acknowledged, this thesis is my own original work.

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DEDICATION

This work is dedicated to my Savior and Lord Jesus Christ.
ACKNOWLEDGEMENT

Praise be to God our father and the Lord Jesus Christ for his wisdom, comfort, direction and strength through out every phase of this work. Lord, I am forever grateful. Special thanks to my supervisors, Prof. Harry Akussah and Dr. Musah Adams for their guidance, patience, encouragement and constructive criticisms throughout this work. Thank you very much and God richly bless you. I am also grateful to Prof. A. A. Alemna for his periodic checkups to know the progress of the work. God richly bless you Prof. I owe all the lecturers at the Department of Information Studies, University of Ghana, Legon for their constructive criticisms during the seminar which has contributed to the success of this work. To my parents, I say a big thank you for your immense support and prayers throughout this period. I thank my siblings Abena Konadu, Joe and Obaa Yaa for their love and support throughout the course of this work. My sincere gratitude also goes to Aunty Rose, the LIC--Jude- bible study group, Asibi, Franklin, Kelvin, Mr. Odame, Mr. Twum, and Michael Ansah-Nyarko for their prayers and support throughout this work.
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LIST OF ABBREVIATIONS

ARMA: Association of Records Managers and Administrators
ASA: Australian Society of Archivists
CLOGSAG: Civil and Local Government Staff Association of Ghana
FBI: Federal Bureau of Investigation
IT: Information Technology
KBTH: Korle-Bu Teaching Hospital
MDAs: Ministries, Departments and Agencies
PRAAD: Public Records and Archives Administration Department
RMMA: Records Management Association of Australia
SPSS: Statistical Package for Social Sciences
UK: United Kingdom
US: United States
USA: United States of America
WASSCE: West Africa Senior School Certificate Examination
ABSTRACT

Every organization depends on records to perform its activities and these records are managed by records personnel. Records personnel, like other employees, need to be satisfied with their jobs or there would be no motivation to work hard. In turn, hardworking employees contribute greatly to the success of every organization. The aim of this study was to examine the issue of job satisfaction among career records personnel in the Civil Service of Ghana. Civil Servants from twenty-seven (27) ministries and PRAAD were selected for the study. The survey method was used in the study and questionnaire was the main data collection instrument used. Out of the 208 targeted respondents, 155 responded to the questionnaire, giving a response rate of 74.5%. The findings indicated that institutional policy, supervision, co-worker relations, promotion, salary, benefits and actual work had a significant and a positive relationship with job satisfaction, but communication had no significant relationship with job satisfaction. Majority of records personnel were less satisfied with some aspects of bureaucracy, salary and benefits in the Civil Service. The researcher recommends the reduction of chain of command in the Civil Service to speed up task performance in order to achieve high productivity. In addition, the study recommends that allowances and benefits should be provided for the Records Class to augment their salaries in order to motivate employees to work hard. Finally, more opportunities should be provided for professionals within the Civil Service to upgrade their knowledge and skills for high productivity, ultimately leading to promotion.
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In today’s business world where companies are competing for customers, it is of great importance for these companies to satisfy their employees in order to motivate employees to work hard. Studies have shown that satisfied employees put in their maximum best, leading to high productivity. Conversely, less satisfied employees lack the morale to work hard, which greatly affects the organization negatively. The aim of every organization is to achieve high productivity and this cannot be achieved with dissatisfied employees. The human resource of every organization is an indispensable asset since without employees, the organization cannot achieve its set goals (Attrams, 2013).

Where employees are aware that the organization is concerned about their wellbeing, they are encouraged to work harder; hence job satisfaction is critical for higher productivity. Most organizations strive to satisfy employees. This is because satisfaction varies for every employee since several factors contribute to job satisfaction (Coomber & Barriball, 2007). Job satisfaction can be defined as “an emotional reaction that results from the perception that one’s job fulfills, or allows the fulfillment, of one’s important job values to the degree that those values are congruent with one’s needs” (Siggins, 1992). Thus, job satisfaction entails employees’ feelings about their job environment and job prospects. Blum and Naylor, (1986) also viewed job satisfaction as the “general attitude of workers constituted by their approach towards wages, work condition, control, promotion, social relationship, recognition of talent, personal characteristics and group relations
Satisfied employees work hard to achieve organizational goals. As such, organizations should be interested in the factors that make employees happy. Researches have revealed that different variables account for employees job satisfaction and these include demographic (such as age, gender, marital status, and so on), salary, educational qualification, job security, supervisor and subordinate relationship, job type and status among others (Luddy, 2005).

Job satisfaction brings several benefits to an organization. It is believed that when employees are satisfied with their jobs, they become more committed and loyal to the organization and even protect the organization’s confidential information from unauthorized access (Popoola, 2009). In addition, job satisfaction brings about organizational commitment. This is very true because employees seem to show more commitment towards work when they are satisfied with their jobs. It is very difficult for an employee who enjoys his/her job to voluntarily quit and look for other job opportunities elsewhere (Lambert & Hogan, 2009). In addition, employees demonstrate positive attitude towards work when their levels of satisfaction in the job are high. Thus, job satisfaction encourages creativity and innovation, high level of retention, and high productivity, thereby achieving organizational goals. This may give organizations competitive advantage over others (Robin, as cited in Mbah, 2012). The lack of job satisfaction greatly affects organizations negatively as it may yield high employee turnover and low commitment levels. Employees tend to consider other job offers that may provide satisfaction, and thus leave the initial job with their experience (Coomber & Barriball, 2007; Mbah, 2012). The lack of job satisfaction may also degenerate into negative attitudes such as absenteeism, lateness, pilfering and so on, which can lead to low productivity. Therefore, if the issue of job satisfaction is not properly addressed, it may have adverse consequences on various
organizations. However, it is worth mentioning that the type of career a person chooses has an effect on his/her job satisfaction. If one settles for a career, which is in tandem with one’s values and desires, there is a possibility that one may be satisfied and vice versa.

There are a number of careers in the world and ideally, individuals would want to choose a career or profession in which they have interest. According to Popoola and Oluwowol (2007), a career can be defined as “a job or a profession for which one undergoes training over a period of time, and which one intends to follow for the whole of one’s life”. As a profession, records management ensures effective record keeping in organizations. People have different interests; similarly, people have different flair for different careers and records management is one of the careers people develop interest in. Records are vital resources to every organization for the conduct of its operations. This is because, without accurate and reliable records, it will be difficult for organizations, whether public or private, to achieve their goals. Records therefore should be well kept and properly managed. Records are managed by specialized professionals who have requisite knowledge and skills to handle them. These professionals are known as records personnel or records management professionals (Popoola, 2012). Records personnel are responsible for managing records from their creation to disposition. Their functions include arranging and describing records that they receive, maintaining them and making them accessible when needed for decision-making.

In Ghana, records personnel are professionals who have been given formal training or education in records management. Records personnel with educational qualification from degree to post graduate and above are considered professionals while diploma, West Africa Senior School Certificate Examination (WASSCE), Ordinary and Advanced Level holders are considered sub-professionals.
There are different categories of records personnel in Ghana: the public sector records professionals and the private sector records professionals and consultants. The public sector includes the Civil Service and records personnel in the Civil Service are employees who work as civil servants in the Ministries, Department and Agencies. Private sector records professionals are also professionals who work in individual owned organizations while records consultants are a team of experts who do not work with any institution but provide records management services to anyone who needs their services (Scheme of Service for the Records Class, 2008).

The Civil Service in Ghana refers to the administrative arm of the executive, which is separate from parliamentary, judicial, and other services. It is the responsibility of the Civil Service to help develop and implement government policies for the development of the country. People who work in the Civil Service are called civil servants and they work in the Ministries, Departments and Agencies (MDAs) (Tumfo, 2017). Within the Civil Service, there are records personnel who manage the records created through government activities. The Public Records and Archives Administration Department (PRAAD) is a department of the Civil Service and the staff of PRAAD constitutes a class in the Civil Service (Public Records and Archives Administration Establishment Instrument, 1996).

Records personnel in the Records Class play a very important role within the Civil Service. They ensure proper management of records and make them accessible when needed. Job satisfaction plays a crucial role in the performance of their duties. This is because every aspect of governance including education, agriculture, health, rights and privileges depend on accurate and reliable records (Adams, 2006). If records personnel are satisfied with their jobs, they will work efficiently and effectively, ensuring that records are readily available when needed. This will help to increase
productivity since man-hours will not be wasted in looking for misplaced records. Also, satisfied records personnel help to ensure transparency and accountability and consequently, reduce corruption in the country (Palmer, 2006).

Little job satisfaction among the records personnel, however, could result in mismanagement of records (Woode, 1998). If records personnel do not manage records well, corruption in the public sector will be high since there will be no records to provide evidence of activities. Poor records management, resulting from lack of job satisfaction among records personnel may lead to delays in records retrieval or misplacement of valuable records. Furthermore, records personnel may leak certain sensitive information and even sell some vital organizational information for money (Popoola, 2009). These really affect productivity negatively.

1.2 Problem Statement

Recently, issues relating to job satisfaction have increased. In 2017, a research concluded that 59% of the workforce of United Kingdom (UK) was considering quitting their current jobs to look for other opportunities elsewhere due to the lack of job satisfaction (Investors in People, 2017). Many employees resort to absenteeism, strike action, and demonstrations because they are not happy with their jobs. For example, in 2016, the Civil and Local Government Staff Association of Ghana (CLOGSAG), embarked on a strike action over their market premium (Duodu, 2016).

A number of studies, globally, have investigated job satisfaction levels of employees in different contexts (Otterbring et al, 2018; Yee, 2018; Suleman, & Hussain, 2018) and have reported that various factors such as recognition, demography, supervision and working conditions are
determinants of job satisfaction among employees from different organizations.

In Ghana, the concept of job satisfaction has been investigated across various public sector institutions such as education, health and mining (Milledzi, 2018; Boafo, 2018 & Owusu, 2014). However, literature on job satisfaction among records professionals is scarce. Only few studies (Mensah, 2011; Abubakari, 2011; Agboada, 2002; Mensah & Adjei, 2015) have looked at job satisfaction among records personnel. These studies focused on some specific factors such as work role, and demographic factors (age, gender, marital status) as determinants of job satisfaction but failed to cover factors like salary, promotion, institutional policy, supervision and co-worker relationship, hence this study.

1.3 Purpose of the Study

The purpose of the study was to examine the possible factors that affect job satisfaction among career records personnel in the Civil Service of Ghana with the view of offering solutions to these factors.

1.4 Research Objectives

The specific objectives of the study were:

1. To determine the relationship between institutional policies and job satisfaction among records personnel

2. To determine the relationship between supervision and job satisfaction among records personnel

3. To examine the relationship between co-worker relationship and job satisfaction among
personnel of the Records Class

4. To determine the relationship between promotion and job satisfaction among records personnel

5. To determine the relationship between salary, benefits and job satisfaction among records personnel

6. To determine the relationship between actual work and job satisfaction among members of the Records Class

7. To determine the relationship between communication and job satisfaction among records personnel in the Civil Service of Ghana

8. To make appropriate recommendations based on the findings of the study.

1.5 Theoretical Framework

A theory is a “set of constructs (variables), definitions, and propositions that present a systematic view of a phenomena” (Kerlinger, as cited in Creswell, 2009). A theoretical framework provides a foundation for understanding the current study. It is a set premise on which the study hinges. Many theories have been developed in the area of job satisfaction: Maslow’s Theory of Needs, (1943), Adams and Freedman’s Equity Theory, (1976) and Emerson’s Social Exchange Theory (1976). However, the researcher used the Herzberg’s Motivation–Hygiene Theory because it is most suitable for the study.

Herzberg’s Motivation – Hygiene Theory was propounded by Frederick Herzberg, Mausner and Snyderman in 1959. This is also known as the Two-Factor Theory (Herzberg et al., 2011). Many researchers have used Herzberg’s theory to conduct various researches on job satisfaction. Such researchers include Hyun, (2009) and Riley, (2005). The theory states that there are two factors that
drive employee’s satisfaction or dissatisfaction at the workplace. These are known as motivating factors and hygiene factors. Motivating factors (also known as satisfiers) are the need for personal development and these factors are related to the work itself. It considers factors such as achievement, recognition, responsibility, challenge, promotion and growth. Lack of motivating factors will make employees concentrate on the hygiene factors (Herzberg et al., 2011). Hygiene factors are also factors that are necessary to avoid dissatisfaction of employees but they do not provide satisfaction either. The opposite of satisfaction is not dissatisfaction, but no satisfaction. In the same way, the opposite of dissatisfaction is not satisfaction, but rather, no dissatisfaction. This is because, according to Herzberg et al. (2011), the factors that bring about satisfaction are different from those that cause dissatisfaction. While the motivating factors gained satisfaction from the work itself, hygiene factors focus on the external factors or the environment where employees work. The hygiene factors include company policy, supervision, relationship with boss and work condition among others. Herzberg’s Motivation and Hygiene theory is represented in Figure 1 (Herzberg et al., 2011).

**Figure 1: Herzberg’s Motivation-Hygiene Theory**
Herzberg’s Motivation-Hygiene Theory has been subjected to criticisms over the years. One of the criticisms is that the theory disregards individual differences. Critics argue that the theory did not consider differences in age, gender, occupational levels and other demographic variables of employees since they all have influence on employees’ satisfaction. In addition, critics argue that Herzberg’s theory also disregards the unique features of individual such that the needs of employees are not the same. Every individual or employee places different value on different factors. Therefore, the factors that bring satisfaction to one employee will not be the same to another employee (Malik & Naeem, 2013). In spite of the criticisms against Herzberg’s theory, it has contributed tremendously to numerous researches on employees’ motivation and job satisfaction.

1.5.1 Relevance of Herzberg’s Motivation-Hygiene Theory to the Study

An employee’s satisfaction depends on the Motivational and Hygiene factors as outlined in Herzberg’s theory as satisfiers and dissatisfiers (Herzberg et al., 2011). Providing hygiene factors such as supervision, pay, company policies, and relationship with co-workers etc. are possible indicators to reduce dissatisfaction of employees. These factors, although they are not directly linked to the work itself, may have great impact on the attitudes of employees towards work and their satisfaction. Some hygiene factors help to foster good relationship among employees, support creativity and initiative; and these, according to Herzberg’s theory may reduce dissatisfaction. For instance, where employees are well remunerated, there is the likelihood that they will be less dissatisfied with their job. Similarly, good relationships among employees and supervisors help to reduce tension and ensure harmony, which will give room for employees to put out their best leading
to high productivity. Also, where company policies for example, are fair and clear to every employee, flexible enough to allow employees to take initiative on their own, employees may be less dissatisfied with their jobs as suggested by Herzberg’s theory. Creativity and innovation help to bring the best out of employees, thereby achieving the motivation factors such as promotion, achievement etc. It is important to note that, providing the hygiene factors may not only reduce dissatisfaction but may also to some extent provide the opportunity to achieve the motivation factors.

Again, providing employees with motivation factors such as growth, promotion, achievement etc. is essential to boost the morale of employees to work harder. This is because, where employees are aware that their input will be recognized and rewarded accordingly, they are motivated to work harder. Motivational factors relate to the work itself therefore, assigning responsibilities, delegating challenging works to employees and utilizing their full potentials will enhance their growth and development on the job, thereby achieving more for the organization. This is likely to bring satisfaction to employees as indicated by Herzberg’ theory (Herzberg et al, 2011). In a nut shell, one can assert that providing both the motivation and hygiene factors may lead to high levels of satisfaction among employees.

1.6 Scope / Limitation

The study focused on professional and sub- professional records personnel in the Civil Service of Ghana, specifically the Head Office of PRAAD and that of the MDAs in Accra. The justification is that in the researcher’s opinion, what happens at the regional offices is about the same in all the other regions, and thus, a reflection of the whole country. The study excluded eight ministries, which are newly created (because they do not have records personnel yet): Ministry of Monitoring and

1.7 Significance of the Study

It is expected that the findings of the study will be beneficial to the Office of the Head of Civil Service and policy makers because the findings will help them to reshape policies regarding the conditions of employees in the Civil Service. Secondly, it is expected that the findings will help inform PRAAD to make inputs into policies that affect members of the records class positively.

Also, the findings are expected to be a working document that will help other public sector organizations in making policies regarding the conditions of service of their employees. Finally, the findings are expected to fill the gap in literature in this area of studies. It will contribute to knowledge that already exists on job satisfaction.

1.8 Setting / Research Environment

Issues relating to job satisfaction have become rampant in many organizations in Ghana and the world at large; civil servants of PRAAD and the MDAs are no exception. PRAAD is the national institution responsible for managing public records. Until 1997, PRAAD was called the National Archives of Ghana. With the enactment of the PRAAD Act of 1997, - (Act 535), the name of the National Archives was changed to PRAAD, with additional responsibilities. The institution now operates under the Office of the Head of Civil Service (PRAAD, 2004).
PRAAD has three functional divisions: the Archives Division, Records Management Division, and Training and Research Division. The Archives Division operates through the Search Room, Repository, Editorial Office, Photographic Laboratory and the Preservation Services Branch. The Records Management Division is responsible for the effective and efficient management of records in the MDAs. The Training and Research Division is into research, providing training or workshops in records and archives management for records staff in the MDAs. PRAAD has seven regional offices, with Accra as the head office. The regional offices are situated in Sekondi in the Western Region, Koforidua in the Eastern Region, Kumasi in the Ashanti Region, Cape Coast in the Central Region, Ho in the Volta Region, Sunyani in the Brong Ahafo Region and Tamale in the Northern region (PRAAD, 2004).

Ghana currently has thirty-five (35) ministries (Nyabor, 2017). Until the creation of the new ministries (Ministries include Ministry of Parliamentary Affairs, Ministry of Inner Cities and Zongo Development, Ministry of Aviation, Ministry of Railway Development, Ministry of Sanitation and Water Resources, Ministry of Special Development Initiative, Ministry of Monitoring and Evaluation, Ministry of Regional Reorganization, National Security Ministry, Ministry of Business Development and Ministry of Planning), the country had 24 ministries. For the purpose of this study, twenty-seven (27) ministries were considered, three (3) of the new ministries (Ministry of Sanitation and Water Resources, Ministry of Aviation and Ministry of Railway Development) inclusive. The remaining eight (8) of the newly created ministries were exempted because they did not have record professionals. The various ministries are represented in Table 1.1
Table 1.1: Ministries in Ghana

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<th>Ministry</th>
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<td>Ministry of Trade and Industry</td>
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<td>Ministry of Foreign Affairs</td>
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<td>Ministry of Food and Agriculture</td>
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<td>Ministry of Sanitation and Water Resources</td>
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<td>Ministry of Railway Development</td>
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<td>Ministry of Tourism, Culture and Creative Arts</td>
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<td>Ministry of Gender, Children and Social Protection</td>
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<td>Ministry of Aviation</td>
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**Source:** Nyabor (2017)
1.9 Ethical Consideration

According to Gravetter and Forzano, (2009), research ethics entail the duty of the researcher to be truthful and respectful to everyone who will be involved in the research. In view of this, the researcher obtained introductory letters from the Department of Information Studies, University of Ghana and submitted them to the Director of PRAAD, and the Chief Directors in the MDAs to seek their consent. When the letters were approved, the researcher explained the purpose of the study to respondents and assured them of anonymity and confidentiality. The University of Ghana’s ethical code for researchers has been strictly adhered to. All academic works or sources used for the study have been duly acknowledged.

1.10 Organization of Work

The study is organized into six chapters; -

Chapter one: This covered the introduction: background of the study, statement of the problem, purpose of the study, objectives of the study, scope of the study, theoretical framework, significance of the study, setting or research environment, ethical consideration and description of Chapters.

Chapter two: This chapter focused on the review of relevant literature relating to the study.

Chapter three: This chapter discussed the research methodology which includes research design, selection of subjects (population, sample size, sampling techniques), as well as instrumentation.

Chapter four: This dealt with data analysis and presentation of data that was gathered from the field.

Chapter five: This covered the discussion of research findings

Chapter six: This chapter dealt with Summary of findings, Conclusion and Recommendations.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This part of the study seeks to review relevant literature from empirical sources that relate to the research area. Reviewing literature provides an opportunity for the researcher to compare the results of other studies that are related to the research being undertaken. In this chapter, literature has been reviewed on job satisfaction among records professionals in the Civil Service of Ghana from global, African and Ghanaian perspectives under the following sub-headings;

- Concept of job satisfaction
- Indicators of job satisfaction
- Job satisfaction and career records personnel
- Consequences of job satisfaction and records personnel
- Empirical studies on job satisfaction in Ghana

2.2 Concept of Job Satisfaction

Job satisfaction is a multi-dimensional concept, which has gained much research focus across disciplines in recent times. Several researchers have defined job satisfaction in various ways due to the imprecise nature of the concept “job satisfaction”. The concept of job satisfaction means different things to different people. For example, in Kenya, Bii and Wanyama (2001) carried out a study on automation and its impact on job satisfaction among the employees of the Margaret Thatcher Library and the findings established that automation is enrichment and a source of job satisfaction among
staff of the Margaret Thatcher Library.

Job satisfaction is defined as “an individual’s positive emotional reactions to a particular job” (Oshagbemi, 1999). Silva (2014), similarly, considers job satisfaction as the “positive attitude and feelings people have towards their job”. These definitions are limited to employees’ emotional response to determine job satisfaction. They fail to identify specific factors that account for satisfaction, and since emotions are subject to change, Oshagbemi and Silva’s definitions make it difficult to measure job satisfaction.

Fidan et al. (2016), on the other hand, see job satisfaction as “the pleasure a person gets from his/her job, the feeling of satisfaction and the quality of life”. This definition is in line with the view of Sriratanaprapat and Songwathana (2011) that, job satisfaction is a “pleasurable or positive emotional status resulting from the evaluation of one’s job or job experience”. Sriratanaprapat and Songwathana’s definition brings another dimension, which is “pleasure” and “quality of life”. However, these concepts are too general because they do not clearly describe the variables that constitute pleasure and quality of life. Thus, the definition fails to deal with the totality of the concepts that bring about satisfaction.

Job satisfaction can be seen as the expression of happiness that employees display towards their work, as a result of certain gains (financial and emotional) they derive from their job, which influence their decision to stay in the organization for a long period. Job satisfaction embraces elements such as pay, promotional opportunities, supervision, benefits and rewards, work itself, co-worker relationship, communication satisfaction and procedures for operation (Spector, 1997). “Pay satisfaction” means the feeling of employees that they are paid fairly for the work they do. “Promotion satisfaction” means the fair chances employees have to be promoted from a lower level to a higher level.
“Supervision satisfaction” refers to the competence and the level of interest supervisors demonstrate to the feelings of subordinates. “Benefit satisfaction” refers to the benefit packages one receives from the job. “Rewards satisfaction” refers to the recognition and appreciation employees receive for working hard. “Operational procedure satisfaction” refers to the rules and procedure, which guide work performance. “Co-worker satisfaction” refers to relationship among colleagues. “Work itself” refers to the meaningfulness and the joy derived from the job. Finally, “communication satisfaction” refers to the flow of information from supervisors to subordinates (Spector, 1997). The concept of “job satisfaction” is very important to employees and managers and this is because satisfaction comes with many benefits to both employees and managers.

2.3 Indicators of Job Satisfaction

Extensive studies have been conducted on the indicators of job satisfaction. These indicators are relevant to help employers to know what constitute employees’ satisfaction and this is critical because a high rate of employees’ satisfaction has a direct relationship with productivity and turnover intentions. These indicators include pay, recognition, communication, promotion, supervision, work itself (actual work) and co-workers’ relations among others (Gregory, 2011).

2.3.1 Institutional Policy and Job Satisfaction

Company policies spell out the guidelines that direct employees in the conduct of their duties. It is also known as operational procedure. Almost every organization has a policy that guides the operation of the organization. Literature has proved that these policies have influence on employees’ satisfaction. A study conducted to find the main factors of job satisfaction and their impact on employees’ satisfaction of private companies revealed that health insurance policy was one of the factors that affected employees’ satisfaction (Islam et al., 2012). Another study sought to investigate
whether employees of foreign owned multinational companies are more satisfied with human capital development policies than employees in the locally owned multinational companies in Malaysia. The results show that European multinational companies were generally more satisfied with human capital development policies of the company than Asian-owned multinational companies (Wan, 2007).

Ileana and Simmons (2008) concluded in their study aimed at investigating the relationship between human resource management practices and worker job satisfaction that several human resources management practices had a relationship with employee satisfaction. Boles et al. (2007) also found that company policy was significantly related to organizational commitment. The aim of the study was to examine the relationship between the various facets of salespersons job satisfaction with affective organizational commitment in the USA.

A study by Pule et al. (2014) aimed at describing the difference in human resource policies and job satisfaction among indigenous and expatriates of Kampala International University revealed a significant difference between human resource policies and job satisfaction among indigenous and expatriates academic staff. Gachie, (2016) conducted a study aimed at establishing the effects of human resource policies on employees’ job satisfaction in local non-governmental organizations in Kenya with particular reference to Article 19. The results revealed that human resource policies had influence on employees’ job satisfaction. This result corresponds with the findings of Pule et al. (2014).

Furthermore, the finding of a study conducted by Ngari and Mukururi (2014) revealed that work life
balance policy was an important predictor of job satisfaction. This study was conducted to examine the relationship between work life balance policies and job satisfaction among employees in Kenya’s banking sector. Ololube, (2006) also conducted a study to assess the difference and relationship between the level of teachers’ job satisfaction, their motivation and teaching performance in Nigeria. The findings revealed that teachers were dissatisfied with the educational policies. This contradicts with the results of Wan (2007). The studies reviewed indicate clearly that company policies have important roles to play in employees’ satisfaction.

2.3.3 Benefits and Job Satisfaction

Benefits can increase or decrease the level of employees’ job satisfaction. Employees’ benefits refer to the financial packages they receive in addition to their salary. A study by Artz, (2010) aimed at identifying the theoretically ambiguous relationship between employer fringe benefit provision and worker job satisfaction revealed that fringe benefits had significant relationship with job satisfaction. Another study by Hina et al. (2014) investigated the different employee benefits provided to males and females and the impact of employees’ benefits on job satisfaction of teachers at higher school levels from different universities of Islamabad. The results show that benefits such as leave, travel allowance, house hiring and pension benefits, were not provided to majority of employees and that there was a significant difference between employees’ benefits and job satisfaction.

A similar research was conducted to analyze the effect of recognition, pay and benefits on job satisfaction among university students of U.S, Malaysia and Vietnam. The findings reveal that recognition, pay and benefits were strongly related to job satisfaction (Tessema et al., 2013). Odunlade, (2012) conducted a study on managing employee compensation and benefits for job satisfaction in libraries and information centres in Nigeria and confirmed that there was a positive
correlation between compensation, benefits and job satisfaction. Also, a study by Jaworski et al (2018) agrees that employee benefits and incentives influenced job satisfaction. The aim of the study was to determine the effect of training satisfaction, employee benefits, and incentives on part-time hotel employees’ commitment.

Mabaso and Dlamini (2017) conducted a study on the impact of compensation and benefits on job satisfaction among academic staff in higher educational institutions in South Africa; the findings from the study revealed that there was a positive relation between compensation and job satisfaction while no significant relationship existed between benefits and job satisfaction. Although this finding contradicts the findings of Artz, (2010), Odunlade, (2012) Tessema et al. (2013), Hina et al. (2014) and Jaworski et al. (2018), it can be argued that benefit is a significant predictor of employees’ satisfaction.

2.3.4 Salary and Job Satisfaction

There is enough evidence to show that salary is a key factor in determining job satisfaction or dissatisfaction. The salary employees receive is what they use to cater for their basic needs. Timpe (as cited in Gregory, 2011) affirms that salary is a huge factor that motivates many employees. He explains that salary has a direct relationship with the performance of employees: it has the power to make employees more productive and go the extra mile. The sufficiency of employees’ salary --and other financial benefits-- therefore, influence their attitude towards work. This is in line with a research conducted by Tessema et al. (2013) on job satisfaction among students in U.S, Malaysia and Vietnam who concluded that pay and financial benefits play a role in influencing job satisfaction. According to Tessema et al. (2013), employees expect to be rewarded for their contribution to the organization and salary and other financial benefits is one of the yardsticks to measure employees
worth. This idea is also supported by Coomber and Barriball, (2007) who looked at the impact of job satisfaction components on intent to leave and turnover for hospital-based nurses in UK. The results suggest that pay had a positive relation with job satisfaction.

A similar study was conducted by Saba, (2011) and the result indicates that pay was one of the significant predictors of job satisfaction. This study was conducted to measure the job satisfaction level of academic staff in Bahawalpur colleges in Pakistan. In Greece, Saiti and Papadopoulos, (2015) examined schoolteachers’ job satisfaction and personal characteristics and results suggested that Greek teachers were not satisfied with their salary and other financial benefits. Also, Popoola, (2009) conducted a study on socio-economic factors, job satisfaction and locus of control as determinants of organizational commitment of records management personnel in Nigeria. The report indicates that salary was one of the determinants of organizational commitment among records management personnel. In the same vein, Salisu et al. (2015) found that compensation had a great significance on employees’ job satisfaction. They examined the impact of compensation on job satisfaction of public sector construction workers in Nigeria. Pay was also found to have significant relationship with job satisfaction when Ileana and Simmons, (2008) investigated the relationship between human resources management practices and workers overall job satisfaction and their satisfaction with pay using British cross-sectional datasets.

The research findings of Bowen and Cattell, (2008) on job satisfaction of South African quantity surveyors, however, contradicts the findings of Ileana and Simmons, (2008), Popoola, (2009), Salisu et al. (2015), Saiti and Papadopoulos, (2015). The findings revealed that there was no significant relationship between pay and job satisfaction. Also, Graham and Messner, (1998) sought to investigate the relationship of factors such as gender, size of enrollment and years of experience
among the principals of elementary, middle and senior high schools in Midwestern America. The results revealed that American Midwestern principals of elementary, middle and senior high schools were less satisfied with their pay. Rather, they found satisfaction with their current job, co-workers’ relationship and level of responsibilities.

2.3.5 Communication, Relation with Boss and Co-workers and Job Satisfaction

Relationships, whether between supervisors, subordinates and co-workers affect job satisfaction. According to Charoensukmongkol et al. (2016), co-workers are “people in the organization who have close interaction with each other in an organization in order to work together to achieve a common goal”. Supervisors, on the other hand, are people who direct and oversee the work assigned to subordinates. Subordinates also can be viewed as employees who work under the supervision of their supervisors or bosses. They carry out responsibilities assigned to them by their supervisors and communication facilitates these relationships.

Communication, whether between supervisors or co-workers, is important in every organizational setting. According to Kim, (2001) communication is a very important tool for creating mutual understanding between people and reducing uncertainties during interaction. Raina and Roebuck, (2016) posit that managers must give clear and concise information on work performance at the right time to subordinates. Supervisors should involve subordinates in decision-making and provide a number of channels of communication in order for workers to be well informed about issues in the organization. Raina and Roebuck, (2016) in their study which sought to identify the critical importance of effective downward communication and its relationship with job satisfaction, organizational commitment and the employees’ propensity to leave among employees in the insurance sector of India. The finding revealed that a positive significant relationship existed between
downward communication and employee satisfaction.

Madlock, (2012) examined the influence on cultural congruence between micro- and macro- cultures regarding power distance on Mexican employees’ communication behaviors, job satisfaction and organizational commitment. The results demonstrate that communication satisfaction was positively related to job satisfaction. Gülnar, (2007) also concluded in a study aimed at finding the relationship between communication satisfaction and job satisfaction among Selcuk University research assistants that communication satisfaction was one of the most important factors of job satisfaction.

Naturally, everybody wants to be respected and appreciated when they do things right. Supervisors must thus, exhibit good communication skills so employees can have a sense of worth. Friendly relationships ensure harmony at the work place (Kaye and Jordan-Evans as cited in Gregory, 2011). Supervisors should be good role models to employees in order to bring out the best in their employees, rather than victimize employees. Supervisors, Gregory (2011) argues, need to be good listeners. They must pay attention to the concerns and, questions of employees, and provide solutions and guidance to these concerns.

The degree of supervision can affect the relationship between supervisors and subordinates. A study on job satisfaction among quantity surveyors in South Africa by Bowen and Cattell, (2008) reported that recognition, degree of supervision, participation in decision-making and the social interaction at work were found as having significant relationships with job satisfaction. In Greece, another study by Tsitmideli et al. (2016), which investigated the impact of supervisors and subordinates’ relationship on job satisfaction and efficiency in obstetric clinics revealed that the main factor that determined job satisfaction and employee performance was healthy relationships between...
supervisors and subordinates. It was revealed in addition that recognition and, open communication between supervisors and subordinates was found to have a positive relationship with employees’ satisfaction.

More so, a study to measure the job satisfaction level of academic staff from both public and private colleges in Pakistan by Naseem and Salman, (2015) demonstrated that academic staff experienced a high level of satisfaction with respect to the relationship that exists between supervisors and co-workers. In the light of this, supervisors need to have confidence and be patient with subordinates in order to get the best out of them. This will give them the room to operate, leading to job satisfaction. Brough and Frame, (2004) conducted a research among police officers in New Zealand and the results showed that the relationship between supervisors and subordinate had an influence on job satisfaction.

Amissah et al., (2016) also examined the factors affecting job satisfaction and the level of satisfaction of employees in the hotel industry in Ghana and observed that supervision had significant influence on job satisfaction. Relationship with supervisors was again found as a significant factor in determining job satisfaction when Koh et al., (2017), conducted a study on the variables that influence job satisfaction among public accounting professionals in Malaysia. Gülnar, (2007) asserts that supervision is an important factor in determining job satisfaction.

Luddy, (2005) conducted a study on job satisfaction among employees of public health institutions in Western Cape and the results revealed that relationships with supervisors and co-workers were significantly related to job satisfaction. Again, the research finding of Ombima, (2014) shows consistency with the findings of Luddy, (2005), Koh et al. (2017) and Amissah et al. (2016).
(2005), conducted a study on the factors affecting employee job satisfaction in institutions of higher education in Kenya. The results showed that there was a harmonious relationship between employees and their supervisors as well as among colleagues. Harmony among supervisors and co-workers is a good recipe to improve work performance. Ssegawa, (2014) also reported in a study carried out to determine the factors that influence job satisfaction of employees’ in Kenyan organizations that co-worker relations had an impact on job satisfaction. The same conclusion was reached by Suttikun et al. (2018) in their study to explore the attitude and level of job satisfaction among Thai Spa therapists. They found that co-worker relationship had positive impact on job satisfaction.

Ariani, (2015) added that a supervisor who is supportive and sensitive to the needs and emotions of subordinates creates a favorable environment where employees develop their skills and ability to solve problems in the organization. He concluded that a healthy relationship between supervisors and employees and fellow workers would motivate employees to be immensely involved in every activity in the organization, leading to high productivity. The findings of Koh et al., (2017) when they conducted a study aimed at providing insight into the variables influencing job satisfaction among public accounting professionals in Malaysia also confirmed that relationships with co-worker was an important determinant of job satisfaction. They conducted a study aimed at providing an insight into the variables influencing job satisfaction among public accounting professionals in Malaysia.

In a research to find the relationship between communication satisfaction and job satisfaction among the research assistants of Selcuk University, it was revealed that co-worker relationship was a good predictor of job satisfaction (Gülnar, 2007). Where employees are respected and treated with dignity; and employees are free to interact with superiors and co-workers, a sense of belongingness is created in the organization.
2.3.6 Work Characteristics and Job Satisfaction

Work encompasses a particular duty assigned to an employee. Saari and Judge (2004) assert that in looking for the areas that cause job satisfaction among employees, the nature of work is a critical area that cannot be overlooked. Work characteristics include job challenge, autonomy, variety and scope, which are important determinates of job satisfaction. Some employees find satisfaction in the work they do. Paulík, (2012) posits that employees’ job satisfaction is connected with psychological adaptation to the nature of work and work conditions. Timpe (as cited in Gregory, 2011) explains that when employees perform the same job over and over again, they become less interested therefore, it is important to give them challenging tasks that will stretch their capabilities. Jobs that are not challenging enough therefore affect employees’ satisfaction negatively. The results of a study conducted by Bowen and Cattell, (2008), on job satisfaction of South African quantity surveyors also revealed that the “opportunity to undertake challenging and non-repetitive work had a significant relationship with job satisfaction.

Nimalathasan and Brabete, (2010) as well as Hettiarachchi (2014) examined job satisfaction and employees’ work performance in Sri Lanka; and among IT professionals respectively, and observed that work itself plays a significant role in employee’ satisfaction. In Greece, a study conducted by Saiti and Papadopoulos (2015) revealed that school teachers were satisfied with their jobs simply because they were happy about their roles. This is to say that there is enough empirical evidence to conclude that work characteristics have a relationship with job satisfaction. Among some workers in Ghana, this phenomenon is captured as “work and happiness”.

The level of work, which involves the amount of work or task assigned to an employee on a daily basis, also has impact on job satisfaction. Groot and Maassen (1999), examined job satisfaction of
older workers in the Netherlands and the findings revealed that workload had a clear relationship with job satisfaction. Another research finding of Graham and Messner, (1998) was that American Midwestern elementary, middle and senior high school principals expressed satisfaction in their job and the level of responsibilities assigned to them. This research aimed at examining the relationship of the factors such as gender, size of enrollment and years of experience on principals of elementary, middle and senior high schools in Midwestern America. Similarly, Arday, (2016) studied employee satisfaction in the banking industry in Ghana and concluded that the workload of employees was too much and therefore led to stress, which in turn affected productivity negatively.

Leblanc (2014) found out that job meaningfulness, knowledge of work outcome and feedback had significant relationships with job satisfaction. This was revealed in his study aimed at finding the relationships between job characteristics and job satisfaction among call center workers in New York. Another study carried out by Tungkiatsilp (2013), examined the effects of job characteristics and job satisfaction on job performance in the restaurant industry at Bangkok, and the results showed that task identity and feedback influenced job satisfaction. Where employees feel that the work they do is not appreciated or given proper recognition, their input into work is affected, leading to low level of satisfaction.

2.3.7 Promotion and Job Satisfaction

“Promotion” simply means moving from a lower position to a higher position in an organizational structure. Every employee desire to be promoted until they reach self-actualization thus, frustration sets in when employees are denied such opportunities. Branham (2005), states that barriers in the organization such as favoritism may hinder some employees from achieving their full potentials.
Rabbany et al. (2013) conducted a study on the level of workers’ job satisfaction among workers of Jute Mills in Narsingdi district and found that employees were more satisfied with their promotion opportunities.

Koh et al., (2017) conducted a study aimed at providing some insight into the variables influencing job satisfaction among public accounting professionals in Malaysia. The results showed that promotion had a significant correlation with job satisfaction. Amissah et al., (2016) also researched into the factors affecting job satisfaction among employees in Ghana’s hotel’s industry. They found that promotion significantly influenced job satisfaction. Droussiotis and Austin, (2007) who studied job satisfaction of managers in Cyprus concluded that opportunities for personal growth and advancement was ranked the highest area of dissatisfaction. Another study conducted by Okpara (2004) also reveals that IT managers in Nigeria were dissatisfied with promotion opportunities. The study was to investigate the extent to which personal characteristics predicted IT managers’ job satisfaction in Nigeria. Graham and Messner, (1998), too, investigated the relationship between factors such as gender, size of enrollment and years of experience and principals of elementary, middle and senior high schools in Midwestern America. The findings revealed that principals of elementary, middle and senior high schools were less satisfied with advancement and promotion opportunities. Rather, they were satisfied with their jobs, co-workers and level of responsibility.

Tam and Zeng’s (2014) examined the relationship between cultures using the dimension of power distance and employee job satisfaction in engineering firms in United Arab Emirates and Saudi Arabia, however, reveals that promotion opportunities were the least determinants of job satisfaction while actual work, co-worker and operating procedures predicted high level of satisfaction. A study by Malik et al. (2012) aimed at determining the impact of pay and promotion on job satisfaction.
among employees of higher educational institutes in Pakistan reveals that promotion had less significant impact on job satisfaction; rather, pay was significantly related to job satisfaction.

2.3.8 Supervision and Job Satisfaction

A supervisor’s style of supervision greatly affects employees’ satisfaction. Schafer (2009) in a study aimed at evaluating supervisors’ perception on how leadership abilities must be best developed, and identifying the barriers hindering such efforts among police supervisors of FBI National Academy in the USA, observed that leadership skills are developed through education, experience and mentorship, and that, more effective leadership hinges on the ability to overcome barriers both within the profession and within individual officers. Dartey-Baah, (2016), in reviewing literature on transformational leadership adds that in the pursuance of organizational goals, leadership is a significant factor that leads followers towards the achieving of organizational goals.

According to Bass (as cited in Wojtara-Perry, 2016), a supervisor who employs a transformational leadership style is considered to be relational in the sense that his/ her followers are moved to work beyond what is formally required by the organization due to the trust and respect they have for the leader. A transformational leader serves as a role model for followers, offers inspiration that motivates followers to act, considers the views of followers in decision making and coaches followers towards achieving their full potentials. Dartey-Baah and Ampofo, (2016), in reviewing literature on transactional leadership style argued that a supervisor, who is a transactional leader, sets standards for followers to strictly adhere to and the standards are the means to measure individuals’ work performance. With such a supervisor, individuals are rewarded for good performance and are punished for poor performance.
The results of a study conducted by Nyenyembe et al. (2016) on the relationship between managers’ leadership style and teachers’ job satisfaction in Tanzania prove that there was a significant correlation between leadership styles and job satisfaction. Another study conducted by Mohammad and Hossein (2006) assert that there was a positive relationship between leadership behavior and employees’ job satisfaction. They conducted a study to examine the relationship between managers’ leadership style and employees’ job satisfaction among employees of Isfahan University Hospital in Iran.

Alonderiene and Majauskaite (2016) also found in a study, which sought to examine the impact of leadership style on job satisfaction of faculty in higher education institutions that leadership style had a positive correlation with job satisfaction. The study showed that servant leadership style has a positive effect on satisfaction while autocratic leadership style has the lowest effect on job satisfaction. Also, Eliophotou, (2014) when he researched the relationship between transformational leadership and teachers’ job satisfaction in Cyprus concluded that teachers’ perception of job satisfaction was associated with leadership behavior, whether transactional or transformational.

Furthermore, Koh et al., (2017) conducted a study on the variables influencing job satisfaction among public accounting professionals in Malaysia and the results showed that leadership style was a significant factor in predicting job satisfaction. Also, Taliadorou and Pashiardis (2015) add that emotional intelligence and political skills of school principals have relationships with leadership style, which in turn affects job satisfaction. This suggests that, in order for school principals to be effective leaders and satisfy their teachers, they need to be emotionally intelligent and have political skills. The aim of this study was to examine first, whether emotional intelligence and political skills of school principals affect the manner in which principal lead leadership as well as job satisfaction.
of teachers in Cyprus.

Some scholars have argued that a supervisor who employs transformational leadership style brings more satisfaction than a transaction-oriented supervisor. Among these are Burton and Peachey (2009), who, in seeking to examine whether leadership style (transformational or transactional) affects organizational outcomes in intercollegiate athletic administration in Texas, found out that among the Division III athletic directors, transformational leadership had a more positive relationship with satisfaction.

Also, in comprehensive examination of transactional, transformational and laissez-faire leadership styles, (using a meta-analytic test of their validity), it was revealed that transformational leadership has a strong relationship with satisfaction (Judge & Piccolo, 2004). Another study conducted by Yaghoubipoor et al. (2013) on the impact of the leadership styles on employees’ of Iran’s automobile industry, and their job satisfaction showed that transformational leadership was the dominant leadership style in the industry. The study further indicated that employees were moderately satisfied with their job.

The findings of other studies, nonetheless, are at variance with the conclusion of Yaghoubipoor et al. (2013). Podsakoff et al (2006) add that transactional leadership is strongly linked to achieving desirable outcomes than transformational leadership. Dartey-Baah and Ampofo (2016) conducted a research to examine the significance of the “carrot and stick” (transactional) leadership style in predicting employees’ job satisfaction in modern business organizations in Ghana and concluded that the transactional leadership style had a significant relationship with overall job satisfaction.
Wells and Peachey’s (2011) position, however, is in contrast to the position of Podsakoff et al (2006). They argue that there was no relationship between leadership behavior (transactional or transformational) and job satisfaction. This conclusion was made in a study that examined the relationship between leadership behaviors, satisfaction with leader and voluntary turnover intentions in the US. Adjei and Mensah (2016) conducted a study aimed at finding out the extent to which total quality management initiatives improve the quality of services delivery at the medical records unit of the Korle- Bu Teaching Hospital (KBTH) in Ghana. The results show that the medical records unit at the KBTH, fairly used some of the total quality management initiatives which include teamwork, effective and participatory leadership, people development and open and effective communication.

One can suggest, then, that one of the key elements needed to achieve organizational objectives is a good leadership style (exhibited by supervisors). It is clear, from literature that has been reviewed proves, that both transformational and transactional leadership have some level of influence on employees’ job satisfaction.

### 2.4 Job Satisfaction of Career Records Personnel

Studies on job satisfaction among career records personnel have not gained much research recognition, although records management has been practiced for many years (Mnjama, 2014). McLeod and Hare, (2010) assert that records management focused only on preservation of records during the early civilization. However, with the establishment of the National Archives of the United States of America and the development of the life cycle model in the 1930s and 1950s, management of records became a holistic approach starting from the creation of the records to their disposition.
McLeod and Hare, (2010) further indicated that people who had been managing records during the early civilization were not professionals but only received practical training enough to perform their duties. As records management gained the status of a profession, opportunities were created in institutions for people to acquire training and skills and to be formally recognized as professional records managers. Today, the records profession has gained recognition worldwide.

According to Ismail and Jamaludin (2011), records professionals are “both records managers and archivists who are significantly responsible for the management and preservation of the nation’s corporate memory”. The records profession comprises records managers and archivists, who are considered specialists in records keeping or management, working together to provide systems for capturing records, managing and preserving them for as long as they have value, and making the records available upon request. This profession is known as records management profession. Mnjama, (2014) posits that the work of records professionals has evolved overtime. There has been a paradigm shift from the management of paper-based records (hard copy) to electronic records management. Unlike the past, current records professionals rely on various hardware and software to capture, store, manage and make records available upon request.

Pember, (1998) argues that records professionals need to acquire new knowledge and skills in order to keep pace with modern trends. Many occupations have their activities regulated by professional bodies; career records professionals are no exception. Pember (1998) explained that, there are professional bodies, including the Association of Records Managers and Administrators (ARMA), Records Management Association of Australia (RMAA) and the Australian Society of Archivists (ASA), which have been established to provide continuous training and skills as well as certification.
for practicing records professionals. This training is to help records professionals to perform their responsibilities diligently in order to protect the heritage of organizations and the country as a whole.

Records personnel play a key role in almost every organization, the Civil Service inclusive. Popoola, (2005) asserts that records personnel provide and manage information for day-to-day activities, which invariably helps in decision-making. Some records personnel work in the Civil Service as Civil Servants who have the mandate to preserve and make information available to ensure good governance, accountability and transparency therefore, their satisfaction has a great impact on the economy.

Popoola and Oluwole (2007) add that career records personnel are responsible for ensuring efficient storage of records, as well as making records available when needed for decision-making. As such, their work is critical both in organizations and in countries and this makes the issue of job satisfaction among records personnel of great concern. A study by Ngoepe and Makhubela, (2015) on records management and the travesty of justice in South Africa revealed that some criminal cases were withdrawn due to missing dockets or improper documentation. They argued that justice is delayed or denied and perpetuators are set free when records to provide evidence cannot be found.

According to Schauder and Kennedy, (1996), records professionals are concerned with managing recorded information --irrespective of the medium-- in all organizations. They determine the type of records that need to be captured and maintained and advise management on good record management practices. Hickerson (2001) also asserts that records personnel play a special role in organizations and in the nation as a whole. They are people who are entrusted with the management and preservation of records, which contain both historical events and the rights of citizens. That is, they
are responsible for managing records: creation, disposition, and making these records accessible when needed, as such, they need to be satisfied with their jobs so that they can be motivated to work hard.

Popoola and Oluwole (2007) conducted a study aimed at examining the career commitments of records management in a state Civil Service in Nigeria. The findings showed that there was a positive relation between age and career commitment. Popoola, (2009) investigated the socio-economic factors, job satisfaction and locus of control as determinants of organizational commitment of records management personnel of private universities in Nigeria and the results revealed that socio-economic factors, locus of control and job satisfaction were significant determinants of organizational commitments. A study conducted by Igbeneghu and Popoola, (2011) aimed at examining the influence of work locus of control and job satisfaction on organizational commitment of medical records personnel in Nigeria found that work locus of control and job satisfaction had significant effects on organizational commitment among medical records personnel. Finally, Adio and Popoola, (2010), reported that job satisfaction had a correlation with career commitment among librarians in the federal university libraries. Their study examined the dissatisfaction of library users and managers of each federal library vis-à-vis the complaints of librarians working in those libraries in Nigeria.

2.5 Consequences of Job Satisfaction of Career Records Personnel

Job satisfaction among career records personnel should be an issue of great concern for organizations and government since reliable records are needed in every facet of the economy to make informed decisions for development. Lack of job satisfaction will affect the attitude of records personnel to ensuring quality service. Zhou and George, (2001) asserted that high levels of job satisfaction positively affect the well-being of employees and makes them effective. This implies that where
records personnel are satisfied with their job, their morale is boosted to contribute their maximum effort in ensuring effective and efficient management of organization’s records. This helps employees’ deal with the frustrations associated with spending time to look for records, missing or misplacing vital records and loss of litigation.

Popoola, (2009), argues that job satisfaction among records professional in Nigerian universities leads to low level of absenteeism, reduces turnover intention, increases workers’ commitment to the organization and helps records professionals render quality service to their users. It is more likely for satisfied records personnel to work effectively and efficiently than dissatisfied records personnel. This includes ensuring proper documentation of records and putting appropriate structures in place to track the movement of records in order for records to be easily accessible.

Oshagbemi, (1999), posits that the concept of job satisfaction is very important since it has an impact on productivity and turnover intentions. Records staff who are happy with their job will put in their best to achieve organizational goals and will not contemplate leaving the job. Popoola (2012) conducted a study on occupational stress and job satisfaction among records personnel in the Civil service of Nigeria and concluded that records personnel were satisfied in the area of work, supervision and relationship with co-workers but very dissatisfied with their pay and promotion. Popoola (2012) argued that job satisfaction among records personnel in the Civil Service affects the quality of their service delivery in terms of making information accessible. In effect, job satisfaction helps to decrease negative attitudes such as absenteeism and, lateness towards work. It reduces the rate of turnover intentions and helps improve work performance among records personnel.

Latif et al. (2013) assert that achievement of organizational targets and achievement is dependent on
satisfied employees. Hughes, (2003) adds that good records management is needed to ensure accountability, transparency and avoids corruption. This suggests that satisfied records personnel are likely to have keen interest in protecting and preserving organization records. For instance, records of transactions will be kept safely so that they will provide evidence when necessary and this helps to ensure accountability and transparency in the organization.

In contrast, low levels of job satisfaction among records personnel is detrimental to organizations. Hellman, (1997) states that low level of satisfaction raises the tendency of employees to consider other job offers. When records professionals are dissatisfied with their jobs, they leave the profession, leading to shortage of records professionals and, ultimately resulting in employing unqualified employees to manage records. The consequence of this is poor management of records.

The low level of job satisfaction leads to neglect of organizational functions. Rusbult et al. (1988) found that one of the ways employees react to job dissatisfaction is neglect, which is passively allowing conditions in the organization to get worse. When records professionals lose interest in their job due to dissatisfaction, it affects their punctuality and regularity to work. They also become negligent and, disengage themselves from the organization resulting in an increase in misfiling and misplacement of records. This has cost implications on the organization since the security of the records becomes at risk. For instance, a study conducted by Ngoepe and Makhubela, (2015) on records management and the travesty of justice in South Africa revealed that some criminal cases were withdrawn due to missing docket or improper documentation.

Iwhiwhu, (2010) argues that if records professionals neglect their role, it will affect organizations immensely. This is because records may be subjected to loss or misplacement, improper
documentation and/or, delay in retrieval of records, which may lead to loss of contracts and uninformed decision making by managers and personnel. Popoola (2009) argues that poor management of records leads to loss of valuable records. Lack of job satisfaction among records personnel affect their loyalty to the organization and may lead to divulgence of confidential or vital records for financial gains (which is detrimental to the organization).

2.6 Empirical Studies on Job Satisfaction in Ghana

The topic of job satisfaction has been extensively researched across disciplines in Ghana. Many of such researches have revealed some predictors of job satisfaction: salary, supervision, actual work, among others. In a research conducted by Owusu (2014) on job satisfaction and its effects on employees’ performance among workers in two mining companies in Ghana, salary emerged as the main determinant of job satisfaction.

Nutsuklo (2015) conducted a research on factors affecting job satisfaction among teachers in selected Senior High Schools in Ghana and found that the level of job satisfaction among teachers was very low. Nutsuklo indicated further that salary and poor condition of service were the main factors affecting job satisfaction among teachers. Nutsuklo (2015) adds that about ten-thousand (10,000) teachers resign from the teaching profession and move to other professions every year, obviously as a result of job dissatisfaction.

Appiah-Agyekum et al. (2013), investigated the determinants of job satisfaction among Ghanaian teachers and saw that school factors, community factors and the characteristics of the teacher influenced teachers’ satisfaction. The study also affirmed that there was a significant relationship
between job satisfaction and retention; and that poor performance of students, particularly in the rural areas in both Junior and Senior High Schools can be attributed to job dissatisfaction among teachers.

Seniwoliba (2013) researched on teacher motivation and job satisfaction in Senior High Schools in the Tamale metropolis of Ghana. The results revealed that salary, incentives, medical allowances and recognition were among the factors that can motivate employees to work hard. He added that when there is a high level of job satisfaction in the teaching profession, the rate of turnover declines. Acquaye, (2007) discovered that job satisfaction has a positive relationship with mental health. She adds that job satisfaction affects mental health than stress does. According to Acquaye, occupational stress, job dissatisfaction and frequent turnovers appear to be an important issue in the nursing profession. She explains that many nurses are dissatisfied with their work due to employee’s control, meager income, delay in allowances and promotions.

In relation to the records professional, Mensah and Adjei, (2015) studied demographic factors affecting commitment of medical records personnel at Korle- Bu Teaching Hospital and the results proved that demographic factors influenced commitment. Mensah, (2016) conducted another study, aimed at determining the extent to which state-owned hospitals in Ghana managed their records within the framework of good records management standards and practices. The findings revealed that state owned hospitals fairly made use of operational direction for management of records but this did not meet the available records management standards and practices.

Amo, (2016) investigated the role of records management practices in improving clinical and administrative decisions at Bekwai Municipal Hospital. The findings revealed that the hospital had a records management programme, which included a disaster management plan but had no training
programme on records management for staff. Nyampong, (2015) also conducted a study aimed at identifying the contributions of electronic records management systems to the growth and development of the Ghana Immigration Service. The results revealed that good electronic records management system contributed immensely in achieving the goals of Ghana Immigration Service.

2.7 Summary of the Chapter

This chapter has discussed the concepts of job satisfaction and the indicators of job satisfaction. The results of the various studies on the subject show that there is some level of agreement on the indicators of job satisfaction: salary, promotion, co-worker relation etc.

Studies have also highlighted the consequences of job satisfaction among records personnel, thus demonstrating that job satisfaction is a very important concept to managers and to employees since it is linked to the wellbeing of employees and productivity. The neglect of this concept brings about negative attitudes to work such as absenteeism and turnover intention. Satisfied employees are motivated to put in their best to achieve high productivity and are willing to be retained in the organization for a long time.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

A research methodology is an overall research approach to a research process. It involves how data is collected and analyzed. This chapter explains the methodological approach that was used for the study and this includes the research design, selection of cases, population, sample size, sampling techniques, instrumentation, data collection procedure and data analysis.

3.2 Research Design

A research design refers to the overall description of the plan and procedure for research that covers the decision from broad assumptions to detailed methods of data collection and analysis (Creswell, 2009). The research design helps the researcher to know and formulate the sort of data that is appropriate for the study. According to Creswell, (2009), the selection of research design is dependent on the nature of research problem a researcher wants to address, the researcher’s personal experiences and the population of the study. There are several designs for conducting research and this includes exploratory, explanatory and descriptive research design. However, for the purpose of this study, the descriptive research was adopted. A descriptive research describes the behavior of the population or events in order for the researcher to give meaning to an existing condition. The aim of a descriptive research is to identify causal relationships and to make inferences. Descriptive research answers “what” questions rather than questions about “how”, “when”, “why”, a phenomenon occurred. It describes phenomenon as it exists/ the state of affairs during the time of the study.
The study also adopted the quantitative research approach, which measures variables or determines the relationship between phenomena by counting the variation. The researcher used the quantitative approach because the aim of the researcher was to determine the relationship between variables. This approach enables the researcher to collect and analyze numerical data statistically, making it possible to generalize the findings (Boateng, 2014).

3.3 Selection of Cases

Records personnel in the Civil Service, particularly those at the Head office of PRAAD and the Ministries in Accra were the selected case for the study. The reason for selecting the case was that majority of records personnel are found in the Civil Service; every ministry has a registry or records office and records personnel are those who manage the records in the registries. Another reason for selecting records personnel in Accra was that activities of records personnel in the head offices are almost the same in all the other regions; this way, the researcher could generalize the findings of the study to all records personnel in the country.

3.4 Selection of Subjects

Subjects are the people who are selected for a study. The selection of subjects involves issues about the population, sample size and sampling techniques.

3.4.1 Research Population

A research population refers to an entire collection of individuals or objects that the researcher seeks to gather information from or about for the study (Singleton & Straits, 2010). It can be viewed as members of a particular group with similar characteristics from which the researcher draws the sample. This may
include human beings, objects, documents or records among others. The population of the study comprised records personnel in the Civil Service in Accra. In the Civil Service of Ghana, records personnel at PRAAD and those in the MDAs constitute a class called the Records Class. This Records Class also includes technical staff that preserve records in the Civil Service. The technical staff ensures that records remain accessible for as long as they are needed.

A total population of two hundred and eight (208) records personnel was the focus of the study. They included forty-nine (49) records personnel from PRAAD (head office), and one hundred and fifty-nine (159) from the Head office of the Ministries. The distribution of the population is shown in Table 3.1, and 3.2.

Table 3.1: Distribution of Population (PRAAD Staff) by Class

<table>
<thead>
<tr>
<th>TYPE OF STAFF</th>
<th>TOTAL NUMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional</td>
<td>23</td>
</tr>
<tr>
<td>Sub- professional</td>
<td>19</td>
</tr>
<tr>
<td>Technical staff</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>49</td>
</tr>
</tbody>
</table>

Table 3.1 shows that the total number of PRAAD staff was forty-nine (49). Out of that, 23 were professionals, nineteen (19) were sub professionals while seven (7) were technical staff. This indicates that professional staff were more than the sub-professionals and the technical staff.
<table>
<thead>
<tr>
<th>MINISTRIES IN GHANA</th>
<th>PROFESSIONAL</th>
<th>SUB-PROFESSIONAL</th>
<th>TOTAL NUMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Trade and Industry</td>
<td>9</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td>Ministry of Finance</td>
<td>3</td>
<td>12</td>
<td>15</td>
</tr>
<tr>
<td>Ministry of Defense</td>
<td>5</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Ministry of The Interior</td>
<td>1</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Ministry of Energy And Petroleum</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Office of Attorney General and Ministry of Justice</td>
<td>4</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Ministry of Foreign Affairs</td>
<td>4</td>
<td>11</td>
<td>15</td>
</tr>
<tr>
<td>Ministry of Food And Agriculture</td>
<td>4</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Ministry of Education</td>
<td>2</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Ministry of Health</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Ministry of Employment And Labour Relations</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Ministry of Transport</td>
<td>3</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Ministry of Lands and Natural Resources</td>
<td>4</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>Ministry of Sanitation And Water Resources</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Ministry of Railway Development</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Ministry of Tourism, Culture and Creative Arts</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Ministry of Environment, Science and Technology</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Ministry of Youth and Sports</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Ministry of Local Government and Rural Development</td>
<td>5</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Ministry of Works and Housing</td>
<td>3</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Ministry of Communication</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Ministry of Information</td>
<td>3</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Ministry of Roads And Highways</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Ministry of Gender, Children and Social Protection</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Ministry of Fisheries And Aquaculture</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>
From Table 3.2, it can be seen that the total number of records personnel in the ministries were one hundred and fifty-nine (159). Out of that, eighty-four (84) were professionals while seventy-five (75) were sub-professionals, indicating that were more professional staffs than sub-professional staffs.

### 3.4.2 Sample Size

Sample size is a part of the population of individual or objects whom the researcher collect information from. It can be viewed as the subset of a population from which the researcher obtains information. The researcher selects a number of participants to represent the entire population. According to Fraenkel et al. (2015), a sample size should be sufficient to be a good representation of the entire population. However, the researcher needs to consider the expenditure of time, cost and energy. One of the benefits of using a sample size is that, it helps to reduce cost involved in the research, particularly, when the population is large. Creswell, (2009) asserts that the purpose of a sample size is to make inferences about the population. Due to the small number of population, the researcher used the total number of two hundred and eight (208) as the sample; therefore, there was no sampling. According to Fraenkel et al. (2015) a minimum number of 100 subjects is recommended for descriptive studies; therefore, using a population of 208 was sufficient for the study.

### 3.5 Instrumentation

Instrumentation entails the entire process of preparing to gather data from respondents. This includes the procedure and the conditions for administering the data collection instruments. It can also be viewed as the
means by which a researcher collects data from the respondents.

Instrumentation considers questions like “where will the data be collected”? “When will the data be collected”? “How often are the data to be collected”? and “who is to collect the data”? (Fraenkel et al., 2015). There are a number of research instruments for collecting data and they include the interview, observation and questionnaire.

### 3.5.1 Interview

An interview is a flexible data collection instrument, which is more suitable for qualitative data collection. It can be in the form of face-to-face or telephone interview. The face-to-face interview enables the interviewer to judge the quality of the responses to determine if the interviewee has really understood the question. This gives an opportunity to the researcher to probe more for an adequate answer. Interview promotes the use of non-verbal clues or visual signs to obtain complete information. One advantage of telephone interview is that the research does not need to travel to conduct the interview. It is devoid of personal conducts yet the researcher can contact a suitable sample of the population to interview. Unlike questionnaires, it becomes difficult to use interview when the population size is large. Interview also requires considerable time to solicit information from the interviewees. Lastly, the interviewer can be biased and personal contact with the respondent may have effect on the results (Walliman, 2011).

### 3.5.2 Observation

Observation is also a method used to gather information of recording conditions, events, activities, or the nature of objects. It is the way by which a researcher observes situations to get the actual picture of events; this helps to know whether the views of people are different from their actions or the situation on the ground. Observation also works better, when a researcher needs to know how a particular object or machine functions, as personal observation will be better than verbal explanation. Observation offers fast and efficient
ways of getting preliminary insight of conditions pertaining to the research environment. However, observation can be time consuming and difficult when the activity observed is not consistent (Walliman, 2011).

3.5.3 Questionnaire

A questionnaire is a set of research questions with various options given to respondents to complete in order to gather information for a research. There are different forms of questionnaires: open-ended questionnaires and close-ended questionnaires. Open-ended questionnaires expect respondents to freely express their opinions on research topic under study whereas closed-ended questionnaires limit respondents to a fixed answer. Fraenkel et al. (2015) stated that open-ended questionnaires require respondents to answer by writing their opinions on the answer sheet while close-ended questionnaires respondents only answer by checking; circling, or marking the options that best suit them.

The use of questionnaire is considered relatively economical in terms of cost and time in collecting data particularly from a large group of people. They can be distributed to a large number of people at the same time. Thus, they offer efficient means of collecting data from many people in little time. The questionnaire assures anonymity; therefore, respondents easily share information. This allows researchers to ask sensitive questions with a fair chance of receiving a true reply. In addition, data collected from questionnaires are specific, precise, comparable and relatively easy to collate. Another advantage of questionnaires is that they are not limited by geographical location; this is because the questionnaires can be posted to respondents regardless of where they are. They can also be mailed to respondents without direct contact with the respondents (Walliman, 2011). Fraenkel et al. (2015) add that the use of questionnaires give opportunity to the respondents to check facts and ponder on the questions, which lead to more accurate responses. Nonetheless, questionnaires do not allow for probing to obtain adequate information. Also, respondents may
sometimes give inaccurate and incomplete responses to questionnaires due to the lack of clarity or misunderstanding of the questions. Finally, respondents are limited in their answers to questions even if they want to express more opinions on a particular issue of interest particularly with closed ended questionnaires (Zohrabi, 2013; Walliman, 2011).

In this study, the researcher used a questionnaire to collect data from respondents because the aim of the study was to examine relationships between variables, and questionnaires have proven to be an effective and reliable instrument for collecting data for such purpose. A close-ended questionnaire was used for the study. Although close-ended questionnaires do not give opportunities for respondents to express their opinions, the researcher adopted them because they provide a high response rate (Reja et al., 2003). The questionnaire was in three sections. The first section covered demographic information, which required information such as age, educational qualification, marital status, tenure and so on. The second section (B) covered questions on job satisfaction including pay, promotion, rewards etc. The final section (C) included questions on supervisor’s leadership style (transformational or transactional).

The researcher adopted two scales to measure job satisfaction and leadership style of supervisors. Regarding job satisfaction, the researcher adopted the job satisfaction questionnaire of Spector (1997) to measure job satisfaction among records personnel. This scale uses 36 items to describe nine job facets, which include salary, promotion, supervision, benefits, rewards, operating procedure, co-worker, nature of work and communication. Responses obtained were rated using the Likert six-point scale: 1 (disagree very much), 2 (disagree moderately), 3 (disagree slightly), 4 (agree slightly), 5 (agree moderately) and 6 (agree very much). The researcher also adopted leadership style questionnaire of Padsakoff et al., (1996) to measure the style of leadership exhibited by records personnel supervisors. This was the section D of the questionnaire. A seven (7) – point Likert scale was used to rate the responses where 1 (Strongly disagree), 2 (Disagree), 3
(somehow disagree), 4 (neither agree or disagree), 5 (somehow agree), 6 (agree) and 7 (strongly agree).

3.6 Data Collection Procedure

The researcher scheduled a period with respondents of PRAAD on the 17th of December 2017; and the respondents of the various MDAs between 20th December to 8th January, 2018 for the distribution of copies of the questionnaire. The researcher visited PRAAD (headquarters) and the MDAS on the agreed dates and distributed copies of the questionnaire to the respondents. At PRAAD, the researcher was assisted with the distribution and collection of copies of questionnaires by two staff. Copies of the questionnaire were left with these two staff for respondents who were absent during the exercise. They also followed up and collected all the completed copies of the questionnaires.

The researcher kept checking up on the process with the heads through telephone communication and visiting them from time to time. About a month later (from 17th December), the researcher went back to PRAAD to collect the copies of the completed questionnaire after confirmation from the two staff. In the case of the MDAs, the researcher visited the various MDAs on agreed days and distributed the copies of the questionnaires. Some respondents completed the questionnaire right away so the researcher collected them on the same day.

For the ministries, the researcher again liaised through telephone communication with some professionals within the offices who followed up and collected the completed copies of the questionnaire. Again, apart from the telephone communication, the researcher visited them from time to time until a number of the questionnaires were collected. In all, the duration for the data collection process was from 17th December, 2017 to 27th February, 2018.
The researcher experienced some challenge in getting respondents to complete copies of the questionnaire. This was due to the Christmas and New Year’s activities. A number of the respondents were on leave during the period and those who were available were also busy doing one activity or the other. This delayed the distribution and collection of the questionnaire and affected the response rate. Also, some of the ministries could not find the researcher’s introductory letter after all the follow ups, so the researcher sent new letters on the 17th of January, 2018 to start the whole process again.

### 3.7 Data Analysis and Presentation

This section deals with an in-depth analysis of data collected from the research and the interpretation of the results obtained. The data gathered was analyzed using descriptive and inferential statistics. Descriptive statistics describes, organizes and summarizes the data collected. Inferential statistics also enables the researcher to draw conclusion about the population that is studied based on the data gathered (Nutsuklo, 2015). The Statistical Package for Social Sciences version 22 (SPSS) was used to run the data that was gathered. This software is widely used in the social sciences to analyze quantitative data. With the use of SPSS, the researcher coded the data that was collected in order to create a meaningful pattern. After coding, the data was keyed into the SPSS version 22. The data was then cleaned in order to increase consistency and treated of any missing data without altering the responses. The results were then presented in tables, charts, frequencies and percentages.
CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction

This chapter focuses on analysis and presentation of data gathered using questionnaires. The Statistical Package for Social Sciences (SPSS) was used to analyze the data collected. The data was gathered from respondents at PRAAD and the various ministries (Records Staff) in Accra and the results were summarized in figures, tables and frequencies. Percentages were also used to describe the frequencies and they were rounded up to one decimal place. Out of the 208 questionnaires distributed, 155 representing 74.5% were completed and returned. Sixteen point one percent (16.1%) were respondents from PRAAD while 83.9% were respondents from the various ministries. The findings were analyzed and presented according to the objectives of the study. This chapter is organized under the following sub-headings:

1. Demographic data of respondents
2. Institutional policy and job satisfaction
3. Relationship between supervision and job satisfaction
4. Co-worker relationship and job satisfaction
5. Promotion and job satisfaction
6. Relationship between salary, benefits and job satisfaction
7. Relationship between actual work and job satisfaction
8. Relationship between communication and job satisfaction
4.2 Demographic Data of Respondents

Data was collected on the background of respondents from PRAAD and the ministries as they can have an influence on the interpretation of the findings. The demographic data gathered included gender, age, marital status, educational qualification, tenure and rank.

4.2.1 Distribution of Respondents by Gender

Respondents were asked to indicate their gender and the responses are seen in Table 4.1.

Table 4.1: Gender Distribution of respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>75</td>
<td>48.4</td>
</tr>
<tr>
<td>Female</td>
<td>80</td>
<td>51.6</td>
</tr>
<tr>
<td>Total</td>
<td>155</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field data, 2018

Table 4.1 showed that out of the 155 respondents, 75 representing 48.4% were males, while 80 respondents representing 51.6% were females indicating that the females were more than the males.

4.2.2 Distribution of Respondents by Age

The researcher sought to find out the ages of the respondents and the results are seen in Table 4.2.
Table 4.2: Age Distribution of Respondents

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-28</td>
<td>31</td>
<td>20.0</td>
</tr>
<tr>
<td>29-39</td>
<td>77</td>
<td>49.7</td>
</tr>
<tr>
<td>40-50</td>
<td>43</td>
<td>27.7</td>
</tr>
<tr>
<td>51-61</td>
<td>4</td>
<td>2.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field data 2018

Table 4.2 revealed that 31 respondents representing 20% were between the ages of 18 to 28. Seventy-seven (77) respondents, representing (49.7%) were within the range of 29 to 39 and 43 (27.7%) were between the ages of 40 to 50. The last range of age between 51 and 61 were 4 (2.6%). This indicates that majority of the respondents fell within the bracket of 29 to 39 years.

4.2.3 Distribution of Respondents by Marital Status

As part of the demographic data, respondents were asked to indicate their marital status and the responses are indicated in 4.3.

Table 4.3: Marital Distribution of Respondents

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>65</td>
<td>41.9</td>
</tr>
<tr>
<td>Married</td>
<td>84</td>
<td>54.2</td>
</tr>
<tr>
<td>Divorced</td>
<td>6</td>
<td>3.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
Source: Field Data 2018

From Table 4.3, sixty-five (65) respondents representing 41.9%, were single; 84 (54.2%) were married and 6 respondents, representing 3.9%, were divorced.

4.2.4. Educational Qualification of Respondents

The researcher wanted to find out the educational qualifications of the records staff in the Civil Service and Table 4.4 shows the results.

Table 4.4: Distribution of Educational Qualification of Respondents

<table>
<thead>
<tr>
<th>Educational Qualification</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Postgraduate</td>
<td>29</td>
<td>18.7</td>
</tr>
<tr>
<td>Degree</td>
<td>69</td>
<td>44.5</td>
</tr>
<tr>
<td>Diploma</td>
<td>32</td>
<td>20.6</td>
</tr>
<tr>
<td>WASSCE, GCE/ O’ Level/ A’ Level, Others</td>
<td>25</td>
<td>16.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data 2018

From Table 4.4, 29 respondents representing 18.7% were postgraduate holders, 69 respondents representing 44.5% were first-degree holders and 32 representing 20.6% respondents were diploma holders. In addition, respondents who had WASSCE, GCE, O’ Level/ A’ and others were 25 representing 16.1% indicating that majority of the records staff in the Civil Service were first-degree
holders.

4.2.5 Tenure of Respondents

Respondents were asked to indicate the number of years they had worked in the Civil Service as records staff as this may have influence on respondents’ job satisfaction. The responses are indicated in Table 4.5.

Table 4.5: Distribution of Respondents by Tenure

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5</td>
<td>86</td>
<td>55.5</td>
</tr>
<tr>
<td>6-10</td>
<td>45</td>
<td>29.0</td>
</tr>
<tr>
<td>11-15</td>
<td>16</td>
<td>10.3</td>
</tr>
<tr>
<td>16-20</td>
<td>8</td>
<td>5.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data 2018

From Table 4.5, 86 respondents representing 55.5% had worked in the Civil Service between 1 to 5 years. Forty-five (45) respondents representing 29.0% had worked between 6 to 10 years; 16 (10.3%) respondents had worked between 11 to 15 years. Further, 8 respondents, representing 5.2% had also worked between 16 to 20 years. The results depict that majority of records personnel in the Civil Service had worked between 1 to 5 years.
4.2.6 Rank of Respondents

The researcher found it necessary to find out the ranks of respondents as this may have a bearing on the respondents’ job satisfaction. The results are shown in Table 4.6.

Table 4.6: Rank Distribution of Respondents

<table>
<thead>
<tr>
<th>Rank</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior Records Assistant</td>
<td>1</td>
<td>.6</td>
</tr>
<tr>
<td>Chief Records Officer</td>
<td>2</td>
<td>1.3</td>
</tr>
<tr>
<td>Director</td>
<td>3</td>
<td>1.9</td>
</tr>
<tr>
<td>Principal Records Officer</td>
<td>5</td>
<td>3.2</td>
</tr>
<tr>
<td>Principal Records Supervisor</td>
<td>5</td>
<td>3.2</td>
</tr>
<tr>
<td>Chief Records Supervisor</td>
<td>5</td>
<td>3.2</td>
</tr>
<tr>
<td>Senior Records Officer</td>
<td>8</td>
<td>5.2</td>
</tr>
<tr>
<td>Senior Records Assistant</td>
<td>9</td>
<td>5.8</td>
</tr>
<tr>
<td>Records Supervisor</td>
<td>12</td>
<td>7.7</td>
</tr>
<tr>
<td>Records Assistant</td>
<td>13</td>
<td>8.4</td>
</tr>
<tr>
<td>Senior Records Supervisor</td>
<td>14</td>
<td>9.0</td>
</tr>
<tr>
<td>Records Officer</td>
<td>37</td>
<td>23.9</td>
</tr>
<tr>
<td>Assistant Records Officer</td>
<td>41</td>
<td>26.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data 2018

From Table 4.6, it can be observed that 41 respondents representing (26.5%) were assistant records officers, 37 representing 23.9%, were records officers. Fourteen (14) respondents, representing 9.0%, were senior records supervisors; 13 (8.4 %) were records assistants; 12 (7.7%) held the position of records supervisors and nine (9) of the respondents, representing 5.8%, were senior records assistants. In addition, 8(5.2%) of the respondents were senior records officers, 5(3.2%) were principal records officers, 5 (3.2%) principal records supervisors, 5 (3.2%) held the position of chief records supervisors and 3 (1.9%) were directors. Further, 2 (1.3%) were chief records officers and one (1) respondent, representing .6%, was a junior records officer. This demonstrates that majority of records
staff in the Civil Service (at the time the research was conducted) were assistant records officers.

4.3 Institutional Policy and Job Satisfaction

The first objective of the study was to find out whether records personnel in the Civil Service were satisfied with the policy guiding the conduct of their activities. To achieve this objective, the researcher asked the respondents a number of questions. Responses were rated using the Likert six-point scale: 1 (disagree very much), 2 (disagree moderately), 3 (disagree slightly), 4 (agree slightly), 5 (agree moderately) and 6 (agree very much).

4.3.1 Rules, Procedures and Performance

The researcher sought to find out whether records personnel in the Civil Service had many rules and procedures that make the performance of their duties difficult and therefore affect their effort to be productive. The responses are indicated in Table 4.7.

Table 4.7: Rules, Procedures and Performance

<table>
<thead>
<tr>
<th>Statement: Many of our rules and procedures make doing a good job difficult</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>29</td>
<td>18.7</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>25</td>
<td>16.1</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>40</td>
<td>25.8</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>16</td>
<td>10.3</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>16</td>
<td>10.3</td>
</tr>
<tr>
<td>Agree very much</td>
<td>29</td>
<td>18.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data 2018
From Table 4.7, forty (40) respondents representing 25.8%, indicated that they disagreed slightly with the view that there were many rules and procedures that made doing a good job difficult. This was followed by 29 (18.7%) respondents, who indicated that they disagreed very much with the same issue while, 29 (18.7%) respondents indicated that they agreed very much with the issue. Twenty-five (25) respondents, representing 16.1% reported that they disagreed moderately and sixteen (16) respondents representing 10.3%, indicated that they agreed slightly. Sixteen (16) respondents representing 10.3% also agreed moderately with the issue. It can be deduced from the findings that rules and procedures guiding the work of records personnel mostly made it easier for them to do a good job.

4.3.2 Bureaucracy and Performance

Strict bureaucracy delays work performance, which in turn affects productivity. Therefore, the researcher sought to find out whether the respondents’ efforts to do good jobs are seldom blocked by bureaucracies or not. Table 4.8 illustrates the breakdown of the responses.

Table 4.8: Bureaucracy and Performance

<table>
<thead>
<tr>
<th>Statement: My efforts to do good job are seldom blocked by red tape (bureaucracy)</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>18</td>
<td>11.6</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>27</td>
<td>17.4</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>33</td>
<td>21.3</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>31</td>
<td>20.0</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>19</td>
<td>12.3</td>
</tr>
<tr>
<td>Agree very much</td>
<td>27</td>
<td>17.4</td>
</tr>
<tr>
<td>Total</td>
<td>155</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data 2018
As can be seen in Table 4.8, majority of the respondents -33 (21.3%) disagreed slightly that their effort to do good job was seldom blocked by bureaucracy. Thirty- one (31) respondents representing 20.0% agreed slightly that their effort to do good job was seldom blocked by bureaucracy. This was followed by 27 (17.4%) respondents who disagreed moderately with the issue. Again, 27 (17.4%) respondents agreed very much that their effort to do good job was seldom blocked by bureaucracies. Furthermore, 19 (12.3%) agreed moderately that their effort to do good job is seldom blocked by bureaucracy. Finally, 18 (11.6%) respondents indicated that they disagreed very much with the fact that their effort to do good job was seldom blocked by bureaucracy. It can be deduced from the findings that bureaucracy blocked the efforts of majority of records personnel in the Civil Service to do good jobs.

4.3.3 Workload and Performance

Too much work has the tendency to counter productivity since employees out of stress may make errors, which consequently affect the organization. The health of employees is also at risk when they overwork themselves. In light of this, the researcher wanted to ascertain whether the respondents had too much work to do in the Civil Service. The responses are shown in Table 4.9.

Table 4.9: Workload and Performance

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>12</td>
<td>7.7</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>18</td>
<td>11.6</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>38</td>
<td>24.5</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>29</td>
<td>18.7</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>24</td>
<td>15.5</td>
</tr>
<tr>
<td>Agree very much</td>
<td>34</td>
<td>21.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data 2018
As depicted in Table 4.9, 38 (24.5%) of the respondents disagreed slightly that they had too much to do at work; 34 (21.9%) agreed very much that they had too much to do at work while 29 (18.7%) also agreed slightly that they had too much work to do. Again 24 (15.5%) agreed moderately that they had too much to do at work; 18 (11.6%) disagreed moderately that they had too much to do at work. Finally, 12 (7.7%) respondents disagreed very much that they had too much to do at work. From the findings, it can be inferred that majority of records personnel had too much work to do in the Civil Service.

4.3.4 Paperwork and Performance

Too much paper work implies performing majority of organizational duties manually with little or no use of computers. The use of computers makes work easier and faster, therefore where employees have to do every work manually without the help of computers, there is both delay and increase in human errors. Due to this, respondents were asked whether they did too much paperwork or not. The result is presented in Table 4.10.

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>10</td>
<td>6.5</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>18</td>
<td>11.6</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>15</td>
<td>9.7</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>37</td>
<td>23.9</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>9</td>
<td>5.8</td>
</tr>
<tr>
<td>Agree very much</td>
<td>66</td>
<td>42.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data 2018
The result on Table 4.10 reveals that 66 (42.6%) of the respondents agreed very much that they had too much paperwork. This was followed by 37 (23.9%) respondents, who agreed slightly that they had too much paperwork. However, 18 (11.6%) respondents disagreed moderately that they were faced with too much paperwork; 15 (9.7%) of the respondents disagreed slightly with the issue; 10 (6.5%) respondents disagreed very much that they had too much paperwork while 9 (5.8%) respondents agreed moderately that they had too much paperwork. The findings indicate that majority of records personnel in the Civil Service had too much paperwork.

**4.4 Supervision and Job Satisfaction**

Supervision entails how managers or supervisors monitor the duties and activities of their subordinates. Good supervision helps to bring the best out of employees leading to high productivity while poor supervision leads to poor attitudes towards work. Regarding the second objective, the researcher wanted to find out how supervision influenced the satisfaction of respondents. The researcher also sought to find out the style supervisors employed in managing subordinates and its relationship with job satisfaction. In view of this, respondents were asked to indicate their responses to a number of issues relating to this objective and the responses were rated using the Likert six-point scale: 1 (disagree very much), 2 (disagree moderately), 3 (disagree slightly), 4 (agree slightly), 5 (agree moderately) and 6 (agree very much)

**4.4.1 Competence of Supervisor**

A competent supervisor is viewed as one who measures up to the task assigned to him/her, thus such a supervisor has knowledge and skills for the job and is able to supervise others to do a good job. In
view of this, the researcher sought to find out whether supervisors were competent in discharging their responsibilities toward subordinates. The responses are represented in Table 4.11.

Table 4.11: Competence of Supervisor

<table>
<thead>
<tr>
<th>Statement: My supervisor is quite competent in doing his/her job</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>9</td>
<td>5.8</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>8</td>
<td>5.2</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>15</td>
<td>9.7</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>30</td>
<td>19.4</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>41</td>
<td>26.5</td>
</tr>
<tr>
<td>Agree very much</td>
<td>52</td>
<td>33.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data 2018

Table 4.11 shows that 52 (33.5%) of the respondents agreed very much that supervisors were quite competent in doing their jobs. Forty-one (41) respondents representing 26.5% also agreed moderately that their supervisors were competent in doing their jobs. This was followed by 30 (19.4%) respondents who agreed slightly that their supervisors were competent with their jobs. Fifteen (15) respondents representing 9.7%, disagreed slightly; 9 (5.8%) of the respondent indicated that they disagreed very much, while 8 (5.2%) respondents disagreed moderately that their supervisors were competent in doing their jobs. The results show that majority of supervisors (records staff) in the Civil Service were quite competent in supervising subordinates.
4.4.2 Fairness of Supervisors

Many employees desire to be treated fairly (in terms of relationship with their supervisors). Showing favoritism, breeds bitterness among employees and this affects employees’ output. Respondents were therefore asked to indicate whether their supervisors were unfair to them or not. Table 4.12 depicts the responses.

Table 4.12: My supervisor is unfair to me

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>66</td>
<td>42.6</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>26</td>
<td>16.8</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>29</td>
<td>18.7</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>19</td>
<td>12.3</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>9</td>
<td>5.8</td>
</tr>
<tr>
<td>Agree very much</td>
<td>6</td>
<td>3.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

**Source: Field Data 2018**

From Table 4.12, 66 (42.6%) of the respondents disagreed very much that their supervisors were unfair to them. Twenty-nine (29) respondents, representing 18.7%, disagreed slightly with the same issue whereas 26 (16.8%) of the respondents disagreed moderately that their supervisors were unfair to them. Nineteen (19) respondents representing 12.3% agreed slightly with the issue; 9 (5.8%) respondents agreed moderately and 6 (3.9%) of respondents agreed very much that their supervisors were unfair to them. It can therefore be deduced from the findings that most supervisors of records personnel were fair to subordinates in the Civil Service.
4.4.3 Interest of Supervisors in Subordinates

When supervisors show little interest in the feelings of employees, employees are not encourage to be selfless. More than that, employees lack a sense belonging, which negatively affects performance of their duties. The researcher, therefore, wanted to find out from the respondents whether supervisors paid some attention to their feelings when dealing with them. The responses are captured in Table 4.13.

Table 4.13: Interest of Supervisors in Subordinates

<table>
<thead>
<tr>
<th>Statement: My supervisor shows too little interest in the feelings of subordinates</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>55</td>
<td>35.5</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>29</td>
<td>18.7</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>32</td>
<td>20.6</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>21</td>
<td>13.5</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>12</td>
<td>7.7</td>
</tr>
<tr>
<td>Agree very much</td>
<td>6</td>
<td>3.9</td>
</tr>
<tr>
<td>Total</td>
<td>155</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data 2018

From Table 4.13, it can be seen that majority of the respondents -55 (35.5%) disagreed very much that their supervisors showed too little interest in the feelings of subordinates. Thirty-two (32) respondents representing 20.6% disagreed slightly while 29 (18.7%) of the respondents disagreed moderately. Twenty-one (21) respondents representing 13.5%, agreed slightly that their supervisors showed too little interest in their feelings. Also, 12 (7.7%) respondents agreed moderately with the same issue while 6 (3.9%) respondents agreed very much that their supervisors showed little interest in their feelings. Based on the findings, it can be deduced that majority of supervisors showed more interest in the feelings of subordinates.
4.4.4 Familiarity with Supervisor

Employees are required to perform their duties with diligence but warm relationship with their supervisors are a plus; this way, employees’ are, motivated to willingly go the extra mile in the performance of their duties in order to please their supervisors. The researcher found out from respondents whether they liked their supervisors or not. The results are captured in Figure 4.1.

Figure 4.1: Familiarity with Supervisor

Statement: I like my supervisor

Source: Field Data 2018

Figure 4.1 shows that a large number of the respondents -61 (39.4%) respondents agreed very much
that they liked their supervisors. Thirty-two (32) respondents, representing 20.6% agreed moderately to the same issue while 28 (18.1%) respondents agreed slightly that they liked their supervisors. Also, 15 (9.7%) disagreed slightly that they liked their supervisors. Eleven (11) respondents, representing 7.1% disagreed very much, whiles 8 (5.2%) respondents indicated that they disagreed moderately that they liked their supervisors. From the findings, it can be inferred that majority of records personnel in the Civil Service liked their supervisors.

4.4.5 Supervisor’s Leadership Style

The researcher sought to find out from the respondents the supervisory style exhibited by their supervisors in the Civil Service and whether these styles had influence on respondents’ job satisfaction. As part of objective two, respondents were asked a number of questions along the lines of transformational and transactional supervisory style adopted by the supervisors. The researcher used the 7 – point Likert scale to rate their responses: 1(Strongly disagree), 2 (Disagree), 3 (somehow disagree), 4 (neither agree or disagree), 5 (somehow agree), 6 (agree) and 7 (strongly agree).

4.4.5.1 Inspiration by Supervisors

Respondents were asked to indicate whether their supervisors inspired them with their plans for the future. The results are represented in Table 4.14.

Table 4.14: Inspiration by Supervisors

<table>
<thead>
<tr>
<th>Statement: my supervisor inspires others with his/her plan for the future</th>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>6</td>
<td>3.9</td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td>9</td>
<td>5.8</td>
<td></td>
</tr>
<tr>
<td>Somehow disagree</td>
<td>19</td>
<td>12.3</td>
<td></td>
</tr>
<tr>
<td>Statement: My supervisor provides a good model to follow</td>
<td>Frequency</td>
<td>Percentage</td>
<td></td>
</tr>
<tr>
<td>---------------------------------------------------------</td>
<td>-----------</td>
<td>------------</td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>9</td>
<td>5.8</td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td>9</td>
<td>5.8</td>
<td></td>
</tr>
<tr>
<td>Somehow disagree</td>
<td>16</td>
<td>10.3</td>
<td></td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>22</td>
<td>14.2</td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Data 2018

From Table 4.14, 36 (23.2%) respondents agreed that their supervisors inspired subordinates with their plans for the future. Thirty-five (35) of the respondents, representing (22.6%) somehow agreed while 28 (18.1%) respondents neither agreed nor disagreed that their supervisors inspired subordinates with their plans for the future. Also, twenty-two (22) respondents, representing 14.2%, agreed strongly with the issue; 19 (12.3%) respondents somehow disagreed that their supervisors inspired subordinates with their plan for the future, 9 (5.8%) respondents disagreed while 6 (3.9%) respondents strongly disagreed with the same issue. It can be deduced from the findings that most supervisors inspired records personnel in the Civil Service with their plans for the future.

4.4.5.2 Good Supervisory Model

The researcher sought to find out from the respondents whether their supervisors provided good models for them to follow. The responses are shown in Table 4.15.
| Source: Field Data 2018 |

From Table 4.15, forty-two (42) respondents representing 27.1%, agreed that their supervisors provided good models for them to follow. Thirty-two (20.6) respondents somehow agreed, twenty-five (16.1%) respondents strongly agreed while 22 (14.2%) respondents neither agreed nor disagreed. Sixteen (16) respondents representing 10.3%, somehow disagreed and nine (9), representing 5.8% respondents, disagreed and strongly disagreed respectively. From the results, it can be inferred that majority of supervisors provided good models for records staff to follow.

4.4.5.3 Collaboration among Work groups

Collaboration among employees helps employees to share ideas and experience. The researcher therefore sought to find out whether respondents had supervisor who fostered collaboration among work groups. Table 4.16 shows the results.

Table 4.16: Collaboration among Work groups

<p>| Statement: my supervisor fosters collaboration among work groups |</p>
<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>9</td>
<td>5.8</td>
</tr>
<tr>
<td>Disagree</td>
<td>12</td>
<td>7.7</td>
</tr>
<tr>
<td>Somehow Disagree</td>
<td>16</td>
<td>10.3</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>23</td>
<td>14.8</td>
</tr>
<tr>
<td>Somehow agree</td>
<td>31</td>
<td>20.0</td>
</tr>
<tr>
<td>Agree</td>
<td>39</td>
<td>25.2</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>25</td>
<td>16.1</td>
</tr>
</tbody>
</table>
Table 4.16 indicates that 39 (25.2%) respondents agreed with the issue that supervisors fostered collaboration among work groups. Thirty-one (31) respondents, representing 20.0% somehow agreed, while 25 (16.1%) respondents strongly agreed. Twenty-three (23) respondents representing 14.8% neither agreed nor disagreed with the issue; 16 (10.3%) respondents somehow disagreed, 12 (7.7%) respondents disagreed, and 9 (5.8%) respondents indicated that they strongly disagreed that supervisors fostered collaboration among work groups. The results indicate that most supervisors fostered collaboration among work groups.

4.4.5.4 Stimulation for Work

A supervisor who is transformational always stimulates the minds of employees to make them problem solvers. He always provides employees with new ways of looking at things particularly those that puzzle them. In view of this, respondents were asked to indicate whether their supervisors had provided them with new ways of looking at things, which used to puzzle them. The responses are shown in the able 4.17.

Table 4.17: Stimulation for Work

<table>
<thead>
<tr>
<th>Statement: My supervisor has provided me with new ways of looking at things which used to be a puzzle for me</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>13</td>
<td>8.4</td>
</tr>
<tr>
<td>Disagree</td>
<td>10</td>
<td>6.5</td>
</tr>
<tr>
<td>Somehow disagree</td>
<td>13</td>
<td>8.4</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>34</td>
<td>21.9</td>
</tr>
<tr>
<td>Somehow agree</td>
<td>31</td>
<td>20.0</td>
</tr>
<tr>
<td>Agree</td>
<td>47</td>
<td>30.3</td>
</tr>
</tbody>
</table>
From Table 4.17, forty-seven (47) respondents representing 30.3%, agreed that their supervisors had provided them with new ways of looking at things, which used to puzzle them. Thirty-four (34) respondents, representing 21.9% neither agreed nor disagreed while 31 (20.0%) respondents somehow agreed with the issue. In contrast, 13 (8.4%) respondents somehow disagreed, 13 (8.4%) respondents strongly disagreed, 10 (6.5%) respondents disagreed and 7 respondents, representing 4.5% agreed strongly with the issue. It can be inferred from the findings that the majority of supervisors had provided subordinates new ways of looking at things, which used to be a puzzle for them.

4.4.5.5 Recognition for Work done

In relation to objective two, respondents were asked to indicate whether their supervisors gave them special recognition when their work was very good. The responses are captured in Table 4.18.

<table>
<thead>
<tr>
<th>Statement: My supervisor gives me special recognition when my work is very good</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>10</td>
<td>6.5</td>
</tr>
<tr>
<td>Disagree</td>
<td>6</td>
<td>3.9</td>
</tr>
<tr>
<td>Somehow disagree</td>
<td>15</td>
<td>9.7</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>24</td>
<td>15.5</td>
</tr>
<tr>
<td>Somehow agree</td>
<td>39</td>
<td>25.2</td>
</tr>
<tr>
<td>Agree</td>
<td>41</td>
<td>26.5</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>20</td>
<td>12.9</td>
</tr>
<tr>
<td>Total</td>
<td>155</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data 2018
As shown in Table 4.18, forty-one (41) respondents, representing 26.5% agreed that their supervisors gave them special recognition when their work was good. Thirty-nine (39) respondents, representing 25.2% somehow agreed with the issue. In addition, 24 (15.5%) respondents neither agreed nor disagreed while 20 (12.9) strongly agreed. However, 15 (9.7%) respondents somehow disagreed with the same issue, followed by 10 (6.5%) who strongly disagreed; 6 (3.9%) respondents indicated that they disagreed. This suggests that the majority of supervisors gave special recognition to records staff when their work was good.

4.4.5.6 Commendation for Good Work

Again, the researcher sought to ascertain whether supervisors commended respondents when they did better than average job. Table 4.19 shows the responses.

Table 4.19: Commendation for Good work

<table>
<thead>
<tr>
<th>Statement: My supervisor commends me when I do better than average job</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>10</td>
<td>6.5</td>
</tr>
<tr>
<td>Disagree</td>
<td>6</td>
<td>3.9</td>
</tr>
<tr>
<td>Somehow disagree</td>
<td>15</td>
<td>9.7</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>24</td>
<td>15.5</td>
</tr>
<tr>
<td>Somehow agree</td>
<td>39</td>
<td>25.2</td>
</tr>
<tr>
<td>Agree</td>
<td>41</td>
<td>26.5</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>20</td>
<td>12.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data 2018

As shown in Table 4.19, forty-one (41) respondents, representing 26.5% agreed that their supervisors
commended them when they did better than average. Thirty-nine (39) respondents, representing 25.2% somehow agreed with the issue; 24 (15.5%) respondents neither agreed nor disagreed, while 20 (12.9%) strongly agreed with the issue. Fifteen (15) respondents representing 9.7%, somehow disagreed that supervisors commended them when they did better than average. Ten (10) respondents representing 6.5% strongly disagreed while 6 (3.9%) disagreed with the issue. It can therefore be inferred from the findings that the majority of supervisors commended records staff when they performed better than average.

4.4.5.7 Personal Compliment by Supervisor

The researcher also wanted to find out whether supervisors complimented respondents when they did outstanding work. Table 4.20 shows the responses.

<table>
<thead>
<tr>
<th>Statement: My supervisor personally compliments me when I do outstanding work</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>8</td>
<td>5.2</td>
</tr>
<tr>
<td>Disagree</td>
<td>10</td>
<td>6.5</td>
</tr>
<tr>
<td>Somehow disagree</td>
<td>16</td>
<td>10.3</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>21</td>
<td>13.5</td>
</tr>
<tr>
<td>Somehow agree</td>
<td>34</td>
<td>21.9</td>
</tr>
<tr>
<td>Agree</td>
<td>47</td>
<td>30.3</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>19</td>
<td>12.3</td>
</tr>
<tr>
<td>Total</td>
<td>155</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data 2018

From Table 4.20, forty-seven (47) respondents representing 30.3%, agreed that their supervisors personally complimented them when they did outstanding work. Thirty-four (34) respondents,
representing 21.9% somehow agreed and 21 (13.5%) neither agreed nor disagreed with the issue. Nineteen (19) respondents representing 12.3%, strongly agreed; 16 (10.3%) somehow disagreed, while 10 (6.5%) respondents disagreed. The remaining 8 (5.2%) respondents indicated that they strongly disagreed with the same issue. It can be deduced from the findings that majority of supervisors complimented records staff when they did outstanding work.

4.4.5.8 Non-acknowledgement of good performance

Again, the researcher sought to find out whether supervisors frequently did not acknowledge respondents’ good performance and the responses are shown in Figure 4.2.
**Figure 4.2: Non-Acknowledgement of Good Performance**

**Statement:** My supervisor frequently does not acknowledge my good performance

**Source:** Field Data 2018

From Figure 4.2, thirty-four (34) respondents representing 21.9%, strongly disagreed that their supervisors did not frequently acknowledge their good performance. This was followed by 33 (21.3%) respondents who disagreed with the issue. However, 23 (14.8%) respondents somehow agreed; 21 (13.5%) agreed with the issue while 20 (12.9%) respondents neither agreed nor disagreed with the issue. Furthermore, 19 (12.3%) respondents somehow disagreed, while 5 (3.2%) respondents strongly agreed. The findings suggest that the majority of supervisors frequently acknowledged the good performance of records staff.
4.5 Co-worker Relationship and Job Satisfaction

One of the objectives of the study was to determine whether co-worker relationships affect job satisfaction. Relationships between colleagues at the workplace is very important as it creates a good environment for productivity. Good relationships between co-workers foster teamwork where employees can learn and share ideas; and creates a sense of belongingness. A hostile work environment affects productivity. Respondents were asked a number of questions in relation to their relationship with co-workers and their responses were rated using the Likert six-point scale.

4.5 1 Like the People I Work With

The researcher sought to find out whether respondents liked their colleagues they work with and their responses are represented in Table 4.21.

Table 4.21: I Like the People I Work With

<table>
<thead>
<tr>
<th>Statement: I like the people I work with</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>7</td>
<td>4.5</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>8</td>
<td>5.2</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>11</td>
<td>7.1</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>35</td>
<td>22.6</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>31</td>
<td>20.0</td>
</tr>
<tr>
<td>Agree very much</td>
<td>63</td>
<td>40.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data 2018

Table 4.21 reveals that, 63 (40.6%) of the respondents agreed very much that they liked the people
they work with. Thirty-five (35) respondents, representing 22.6% agreed slightly, while 31 (20.0%) respondents agreed moderately that they liked the people they work with. However, 11 (7.1%) respondents disagreed slightly, 8 (5.2%) disagreed moderately and 7 (4.5%) disagreed very much that they liked the people they work with. The results imply that majority of records personnel liked their co-workers in the Civil Service.

4.5.2 Incompetence of Co-workers and Performance

Working with people who do not have the required knowledge and skills for the work is difficult; this could cause some employees to overwork themselves. Such a situation does not encourage teamwork. With this backdrop, the researcher sought to find out whether co-workers were incompetent and how it affected the work of the respondents (that is, making them work harder than they should). Table 4.22 captures the responses.

<table>
<thead>
<tr>
<th>Statement: I find I have to work harder at my job than I should because of the incompetence of people I work with</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>43</td>
<td>27.7</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>21</td>
<td>13.5</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>24</td>
<td>15.5</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>34</td>
<td>21.9</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>22</td>
<td>14.2</td>
</tr>
<tr>
<td>Agree very much</td>
<td>11</td>
<td>7.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data 2018

As shown in Table 4.22, majority of the respondents -43 (27.7%) disagreed very much with the issue.
Thirty-four (34) respondents representing 21.9% also agreed slightly with the issue. Twenty-four (24) respondents, representing 15.5% disagreed slightly while 22 (14.2%) agreed moderately with the same issue. Again, 21 (13.5%) respondents disagreed moderately, while eleven (11) representing 7.1% indicated that they agreed very much that they had to work harder than they should due to the incompetence of some of the people they work with. It can be deduced from the findings that most records personnel did not work harder than they should because the people they work with were competent.

4.5.3 Good Co-worker Relationship and Performance

Again, the researcher sought to find out whether respondents enjoyed the company of their co-workers and the breakdown of the responses are shown in Table 4.23.

<table>
<thead>
<tr>
<th>Statement: I enjoy my co-workers’ company</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>2</td>
<td>1.3</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>8</td>
<td>5.2</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>11</td>
<td>7.1</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>46</td>
<td>29.7</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>33</td>
<td>21.3</td>
</tr>
<tr>
<td>Agree very much</td>
<td>55</td>
<td>35.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data 2018

From Table 4.23, fifty-five (55) respondents representing 35.5%, agreed very much that they enjoyed the company of their co-workers, followed by 46 (29.7%) respondents who agreed slightly with the issue; 33 (21.3%) respondents indicating that they agreed moderately that they enjoyed the company
of their co-workers. Eleven (11) respondents representing 7.1%, disagreed slightly, 8 (5.2%) disagreed moderately and 2 (1.3%) of the respondents disagreed very much that they enjoyed the company of their co-workers. The findings imply that majority of records personnel in the Civil Service enjoyed the company of their co-workers.

4.5.3 Poor Co-worker Relationship and Performance

To meet objective four, which sought to ascertain the impact of co-worker relations and job satisfaction of the study, respondents were asked to indicate whether they experienced bickering and fighting at the workplace. The results are shown in Figure 4.3.

![Figure 4.3: Poor Co-worker Relationship and Performance](http://ugspace.ug.edu.gh)

**Statement:** There is too much bickering and fighting at work

**Source:** Field Data 2018
From Figure 4.3, it can be seen that majority of the respondents, that is, 58 (37.4%) respondents disagreed very much that there was bickering and fighting at work; 29 (18.7%) of the respondents disagreed moderately while 27 (17.4%) disagreed slightly with the issue. Twenty (20) respondents representing 12.9% of the respondents agreed slightly that there was bickering and fighting at the work place. Twelve (12) respondents, representing 7.7% agreed moderately while 9 (5.8%) of the respondents agreed very much that there were bickering and fighting at the workplace. It could be deduced from the findings that there were few cases of bickering and fighting among co-workers with respect to records staff in the Civil Service.

4.6 Promotion and Job Satisfaction

One objective of the study was to find out whether promotion had any relationship with job satisfaction among records personnel in the Civil Service. Respondents were asked some questions in this direction.

4.6.1 Limited Chance of Promotion

Naturally, employees desire to be promoted; therefore, the researcher sought to find out from respondents whether there was too little chance for promotion. The results are captured in Table 4.24.

Table 4.24: Limited Chance of Promotion

<table>
<thead>
<tr>
<th>Statement: There is really too little chance for promotion</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>42</td>
<td>27.1</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>21</td>
<td>13.5</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>32</td>
<td>20.6</td>
</tr>
</tbody>
</table>
With reference to Table 4.24, forty-two (42) respondents representing 27.1%, of respondents disagreed very much that they had little chance of promotion. This was followed by 32 (20.6%) respondents who disagreed slightly with the issue. Twenty-seven (27) respondents, representing 17.4% agreed slightly, 19 (12.3%) disagreed moderately while 14 (9.0%) respondents agreed very much that there was very little chance of promotion. From the results, it can be inferred that the chances of promotion for records personnel in the Civil Service, except for a few instances were not limited.

4.6.2 Performance and Promotion

The researcher also wanted to find out whether respondents who did well on the job had fair chances of promotion. The responses can be seen in Table 4.25.

Table 4.25: Performance and Promotion

<table>
<thead>
<tr>
<th>Statement: Those who do well on the job stand a fair chance of being promoted</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>25</td>
<td>16.1</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>23</td>
<td>14.8</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>23</td>
<td>14.8</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>32</td>
<td>20.6</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>23</td>
<td>14.8</td>
</tr>
<tr>
<td>Agree very much</td>
<td>29</td>
<td>18.7</td>
</tr>
</tbody>
</table>
Table 4.25 reveals that 32 (20.6%) respondents agreed slightly with the issue that those who did well on the job stood fair chances of been promoted. Twenty-nine (29) respondents representing 18.7% agreed very much, whereas 25 (16.1%) disagreed very much with the same issue. Also, 23 (14.8%) respondents disagreed moderately, 23 (14.8%) disagreed slightly and 23 (14.8%) respondents agreed moderately. The findings suggest that majority of records personnel in the Civil Service who did well on the job stood a fair chance of been promoted.

4.6.3 Frequency of Promotion

The researcher sought to find out whether respondents got ahead in terms of promotion as fast as other employees did in other places and the responses are shown in Table 4.26.

Table 4.26: Frequency of Promotion

<table>
<thead>
<tr>
<th>Statement: People get ahead as fast as here as they do in other places</th>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>31</td>
<td>20.0</td>
<td></td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>35</td>
<td>22.6</td>
<td></td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>22</td>
<td>14.2</td>
<td></td>
</tr>
<tr>
<td>Agree slightly</td>
<td>34</td>
<td>21.9</td>
<td></td>
</tr>
<tr>
<td>Agree moderately</td>
<td>21</td>
<td>13.5</td>
<td></td>
</tr>
<tr>
<td>Agree very much</td>
<td>12</td>
<td>7.7</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Data 2018
From Table 4.26, thirty-five (35) respondents representing 22.6%, disagreed moderately that records personnel got ahead as fast in the Civil Service as they did in other places outside the Civil Service. In contrast, 34 (21.9%) respondents agreed slightly with the issue. In addition, 31 (20.0%) respondents disagreed very much with 22 (14.2%) respondents indicating that they disagreed slightly that records personnel got ahead as fast in the Civil Service as they did in other places outside the Civil Service. Again, 21 (13.5%) respondents agreed moderately while 12 (7.7%) respondents agreed very much with the same issue. The findings imply that majority of records staff in the Civil Service did not get ahead as fast as other employees did in other places outside the Civil Service. Thus, most records personnel in other organizations outside the Civil Service moved ahead faster in terms of promotion than in the Civil Service.

4.6.4 Staff Chances of Promotion

Respondents were asked to indicate whether they were satisfied with their chances for promotion or not and the breakdown of their responses are shown in Figure 4.4.
Figure 4.4: Staff Chances of Promotion

Statement: I am satisfied with my chance for promotion

Source: Field Data 2018

Figure 4.4 shows that 38 (24.5%) of the respondents agreed moderately with the issue while another 38 (24.5%) slightly agreed that they were satisfied with their chances of promotion. Thirty-one (31) respondents representing 20.0% also agreed very much that they were satisfied with their chances of promotion; 22 (14.2%) respondents disagreed slightly, 15 (9.7%) disagreed very much while 11 (7.1%) respondents indicated that they moderately disagreed that they were satisfied with their chances for promotion. From the results, it can be deduced that most of the records personnel in the Civil Service were satisfied with their chances for promotion.
4.7 Salary, Benefits and Job Satisfaction

Salary and benefits are important components of the job environment of employees since they enable employees to meet necessities of life. Regarding this objective, the researcher sought to find out how pay and other financial benefits affected the satisfaction of respondents.

4.7.1 Fair Remuneration and Performance

The aim of the researcher was to find out whether respondents were paid fair amounts for the work they did. Table 4.27 depicts the responses.

Table 4.27: Fair Remuneration and Performance

<table>
<thead>
<tr>
<th>Statement: I feel I am being paid a fair amount for the work I do</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>38</td>
<td>24.5</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>26</td>
<td>16.8</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>34</td>
<td>21.9</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>33</td>
<td>21.3</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>20</td>
<td>12.9</td>
</tr>
<tr>
<td>Agree very much</td>
<td>4</td>
<td>2.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data 2018

From Table 27, thirty-eight (38) respondents representing 24.5%, disagreed very much that they were being paid fair amounts for the work they did. Thirty-four (34) respondents, representing 21.9%, disagreed slightly with the issue, while 33 (21.3%) respondents agreed slightly that they were being paid a fair amount for the work they did. Twenty-six (26) respondents representing 16.8%, disagreed moderately; 20 (12.9%) respondents agreed moderately while 4 (2.6%) indicated that they agreed very much that they were being paid a fair amount for the work done. The findings suggest that
majority of records personnel in the Civil Service were not being paid fair amounts for work done. Thus, the salaries they receive were not commensurate to the amount of work they do.

4.7.2 Salary increment and Job Satisfaction

Increase in salary brings some sort of happiness to employees. The researcher sought to find out whether increase in salary was meager and lower than the minimum wage. The responses are shown in Table 4.28.

Table 4.28: Salary Increment and Job Satisfaction

<table>
<thead>
<tr>
<th>Statement: Increase in salary is meager and lower than the minimum wage</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>20</td>
<td>12.9</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>29</td>
<td>18.7</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>38</td>
<td>24.5</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>32</td>
<td>20.6</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>18</td>
<td>11.6</td>
</tr>
<tr>
<td>Agree very much</td>
<td>18</td>
<td>11.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data 2018

Table 4.28 reveals that 38 (24.5%) of the respondents disagreed slightly that increase in salary was meager and lower than the minimum wage. This was followed by 32 (20.6%) respondents who agreed slightly with the issue. Twenty-nine (29) respondents, representing 18.7%, disagreed moderately; 20 (12.9%) respondents disagreed very much, while 18 (11.6%) respondents agreed moderately and slightly respectively that increase in salary was meager and lower than the minimum wage. From the findings, it can be inferred that salary increment for records personnel in the Civil Service was mostly significant and higher than the minimum wage.
4.7.3 Un-appreciative Salary

Again, the researcher wanted to find out whether respondents felt unappreciated due to the pay they receive and the responses are shown in Table 4.29.

Table 4.29: Un-appreciative Salary

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>22</td>
<td>14.2</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>26</td>
<td>16.8</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>41</td>
<td>26.5</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>32</td>
<td>20.6</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>20</td>
<td>12.9</td>
</tr>
<tr>
<td>Agree very much</td>
<td>14</td>
<td>9.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data 2018

Table 4.29 indicates that 41 (26.5%) respondents disagreed slightly that they were unappreciated by the organization per the salary they receive. Thirty-two (32) respondents, representing 20.6% agreed slightly with the issue, whereas 26 (16.8%) disagreed moderately. Twenty-two (22) respondents representing 14.2%, disagreed very much, 20 (12.9%) agreed moderately and 14 (9.0%) respondents agreed very much with the same issue. The results suggest that most records personnel in the Civil Service felt appreciated, given the salary they receive.

4.7.4 Chances of Salary Increment

Respondents were asked to indicate whether they were satisfied with the chances for salary increment and the responses are shown in Figure 4.5.
Statement: I feel satisfied with my chances for salary increases

Source: Field Data 2018

From Figure 4.5, thirty-three (33) respondents representing 21.3%, agreed moderately while 32 (20.6%) respondents agreed slightly that they felt satisfied with their chances for salary increment. Thirty-one (31) respondents, representing 20.0% slightly disagreed, while 23 (14.8%) agreed very much. Twenty-one (21) respondents representing 13.5%, disagreed moderately while 15 (9.7%) disagreed very much that they felt satisfied with their chances for salary increment. It can therefore be deduced from the findings that majority of records staff in the Civil Service were satisfied with their chances for salary increments.
4.7.5 Benefits and Satisfaction

The benefit packages employees receive in addition to their salary motivate them to work hard, the researcher wanted to find out whether respondents were not satisfied with the benefits they received from their work. Table 4.30 shows the responses.

Table 4.30: Benefits and Satisfaction

<table>
<thead>
<tr>
<th>Statement: I am not satisfied with the benefits I receive</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>21</td>
<td>13.5</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>15</td>
<td>9.7</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>20</td>
<td>12.9</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>33</td>
<td>21.3</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>27</td>
<td>17.4</td>
</tr>
<tr>
<td>Agree very much</td>
<td>39</td>
<td>25.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data 2018

As shown in Table 4.30, thirty-nine (39) respondents, representing 25.2% agreed very much and 33 (21.3%) agreed slightly that they were not satisfied with the benefits they received. Twenty-seven (27) respondents, representing 17.4% agreed moderately, indicating that they were not satisfied with the benefits they received. Twenty (20) respondents representing 12.9%, disagreed slightly with the issue, 21 (13.5%) disagreed very much and 15 (9.7%) respondents disagreed moderately, indicating that they were not satisfied with the benefits they received. The findings revealed that a higher proportion of the respondents were not satisfied with the benefits they received. It can be inferred therefore that majority of records personnel in the Civil Service were not satisfied with the benefits they received.
4.7.6 Comparable Benefits

Several benefits are provided by many organizations to employees. The researcher desired to find out whether the benefits respondents received were comparable to those of other organizations outside the Civil Service. The responses are represented in Table 4.31.

Table 4.31: Comparable Benefits

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>48</td>
<td>31.0</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>30</td>
<td>19.4</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>39</td>
<td>25.2</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>22</td>
<td>14.2</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>13</td>
<td>8.4</td>
</tr>
<tr>
<td>Agree very much</td>
<td>3</td>
<td>1.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data 2018

From Table 4.31, forty-eight (48) respondents representing 31.0% and 39 (25.2%) respondents disagreed very much and disagreed slightly respectively with the issue indicating that the benefits they received were not as good as that of other organizations outside the Civil Service. Thirty (30) respondents, representing 19.4%, also disagreed moderately with issue. Twenty-two (22) respondents representing 14.2%, agreed slightly and, 13 (8.4%) agreed moderately while 3 (1.9%) agreed very much that the benefits they received were as good as most other organizations outside the Civil Service. The findings imply that the benefits most records personnel in the Civil Service received were not as good as most other organizations outside the Civil Service.
4.7.7 Equitable Benefits

The researcher sought to find out whether the benefit packages respondents had were equitable and the responses are represented in Table 4.32.

**Table 4.32: Equitable Benefits**

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>32</td>
<td>20.6</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>28</td>
<td>18.1</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>35</td>
<td>22.6</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>35</td>
<td>22.6</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>13</td>
<td>8.4</td>
</tr>
<tr>
<td>Agree very much</td>
<td>12</td>
<td>7.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

**Source: Field Data 2018**

In Table 4.32, thirty-five (35) respondents, representing 22.6% slightly agreed while another 35 (22.6%) slightly disagreed with the issue. Thirty-two (32) respondents, representing 20.6% disagreed very much while 28 (18.1%) respondents disagreed moderately with the same issue. Again 13 (8.4%) respondents moderately agreed while 12 (7.7%) agreed very much that the benefit packages they had were equitable. This finding indicates that most benefit packages for records personnel were not equitable.

4.7.8 Inadequate Benefits

In relation to objective six, respondents were asked to indicate whether there were benefits they did not have which they should have had. Table 4.33 represents the responses.
Table 4.33: Inadequate Benefits

<table>
<thead>
<tr>
<th>Statement: There are benefits we do not have which we should have</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>14</td>
<td>9.0</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>11</td>
<td>7.1</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>19</td>
<td>12.3</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>28</td>
<td>18.1</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>22</td>
<td>14.2</td>
</tr>
<tr>
<td>Agree very much</td>
<td>61</td>
<td>39.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data 2018

Table 4.33 shows that majority of the respondents, that is, 61 (39.4%) agreed very much, thus affirming that there were benefits they did not have which they should have been having. Twenty-eight (28) respondents representing 18.1% and 22 (14.2%) respondents stated that they agreed slightly and moderately respectively that there were benefits they did not have which they should have had. Nineteen (19) respondents representing 12.3%, slightly disagreed; 14 (9.0%) respondents disagreed very much and 11 (7.1%) respondents indicated that they disagreed moderately that there were benefits they did have which they should have had. The results suggest that there were benefits most records personnel ought to have but did not do.

4.8 Actual Work and Job Satisfaction

One of the objectives of the study was to determine whether there was a relationship between work itself and job satisfaction. Work itself entails challenging work, autonomy, variety and scope of the work and this may have influence on employees’ satisfaction. To achieve this seventh objective, the
researcher asked a number of questions from respondents

### 4.8.1 Meaningless Job

The researcher sought to find out whether respondents felt their work was meaningless and the responses are shown in Figure 4.6.

![Pie Chart](image)

**Figure 4.6: Meaningless Job**

**Statement:** I sometimes feel my job is meaningless

**Source:** Field Data 2018

The responses in Figure 4.6 show that 62 (40.0%) respondents reported that they disagreed very that they sometimes felt their job was meaningless. This was followed by 27 (17.4%) respondents who slightly disagreed that they sometimes felt their job was meaningless. Also, 22 (14.2%) respondents
disagreed moderately with the issue. Eighteen (18) respondents representing 11.6%, slightly agreed; 15 (9.7%) respondents agreed very much while 11 (7.1%) respondents agreed moderately that they sometimes felt their job was meaningless. It can therefore be deduced from the findings that majority of records personnel in the Civil service did not feel that their job is meaningless.

4.8.2 Work Content

The researcher asked the respondent to indicate whether they liked doing the things they did at work and the responses are illustrated in Table 4.34.

Table 4.34: Work Content

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>13</td>
<td>8.4</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>8</td>
<td>5.2</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>21</td>
<td>13.5</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>38</td>
<td>24.5</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>32</td>
<td>20.6</td>
</tr>
<tr>
<td>Agree very much</td>
<td>43</td>
<td>27.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data 2018

It can be seen from Table 4.34 that 43 (27.7%) respondents agreed very much that they liked doing the things they did at work. Thirty-eight (38) respondents, representing 24.5% and 32 (20.6%) respondents slightly agreed and moderately agreed respectively that they liked doing the things they did at work. Twenty-one (21) respondents representing 13.5%, slightly disagreed that they liked doing the things they did at work. Thirteen (13) respondents representing 8.4%, disagreed very much, while 8 (5.2%) respondents disagreed moderately that they liked the things they did at work. It is observed from the findings that majority of records staff in the Civil Service liked the things they did
at work. In other words, they liked their duties.

4.8.3 Sense of Pride at Work

In relation to objective seven, respondents were also asked to indicate whether they felt a sense of pride in doing their jobs and the responses are represented in Table 4.35.

Table 4.35: Sense of Pride at Work

<table>
<thead>
<tr>
<th>Statement: I feel a sense of pride in doing my job</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>15</td>
<td>9.7</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>18</td>
<td>11.6</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>15</td>
<td>9.7</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>39</td>
<td>25.2</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>25</td>
<td>16.1</td>
</tr>
<tr>
<td>Agree very much</td>
<td>43</td>
<td>27.7</td>
</tr>
<tr>
<td>Total</td>
<td>155</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data 2018

It can be gleaned from Table 4.35 that 43 (27.7%) respondents agreed very much that they felt a sense of pride in doing their jobs. Thirty-nine (39) respondents, representing 25.2% slightly agreed while 25 (16.1%) respondents moderately agreed that they felt a sense of pride in doing their jobs. Also, 18 (11.6%) respondents moderately disagreed that they felt a sense pride in doing their jobs; 15 (9.7%) respondents disagreed very much and disagreed moderately respectively indicating that they did not feel a sense of pride in doing their jobs. It can be deduced from the findings that majority of records personnel felt a sense of pride in doing their jobs.
4.8.4 Enjoyable Job

Respondents were asked to indicate whether their jobs were enjoyable and the responses are shown in Table 4.36.

**Table 4.36: Enjoyable Job**

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>12</td>
<td>7.7</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>10</td>
<td>6.5</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>17</td>
<td>11.0</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>42</td>
<td>27.1</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>35</td>
<td>22.6</td>
</tr>
<tr>
<td>Agree very much</td>
<td>39</td>
<td>25.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

**Source: Field Data 2018**

Table 4.36 reveals that majority of the respondents affirmed that their jobs were enjoyable. Forty-two (42) respondents, representing 27.1%, slightly agreed; 39 (25.2%) respondents agreed very much and 35 (22.6%) respondents agreed moderately. Seventeen (17) respondents representing 11.0% respondents disagreed slightly; 12 (7.7%) respondents disagreed very much and 10 (6.5%) respondents disagreed moderately that their jobs were enjoyable. The findings suggest that majority of records personnel in the Civil Service enjoyed their jobs.

4.9 Communication and Job Satisfaction

Some employees find satisfaction when they have access to information to keep them abreast with issues in the organization. In the light of this, the last objective was to determine whether communication had any influence on employees’ satisfaction. Respondents were asked a number of
questions in relation to this objective.

4.9.5 Good Organizational Communication

The study sought to find out whether communications seemed good within the Civil Service. The results are captured in Table 4.37.

Table 4.37: Good Organizational Communication

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>12</td>
<td>7.7</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>16</td>
<td>10.3</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>33</td>
<td>21.3</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>49</td>
<td>31.6</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>28</td>
<td>18.1</td>
</tr>
<tr>
<td>Agree very much</td>
<td>17</td>
<td>11.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: field Data 2018

From the results of the study as shown in Table 4.37, forty-nine (49) respondents representing 31.6% agreed slightly that communication seemed good in the Civil Service. This was followed by 33 (21.3%) respondents who disagreed slightly that communication seemed good in the Civil Service. Twenty-eight (28) respondents representing 18.1% agreed moderately while 17 (11.0%) respondents agreed very much that communication seemed good in the Civil Service. Finally, 16 (10.3%) respondents disagreed moderately while 12 (7.7%) respondents indicated that they disagreed very much that communication seemed good in the Civil Service. It can be deduced from the findings that communication mostly seemed good in the Civil Service.
4.9.6 Clear Organizational Goals

As part of objective eight of the study the researcher again sought to find out from the respondents whether the goals of the organization were not clear to them. The responses are reported in Table 4.38.

Table 4.38: Clear Organizational Goals

<table>
<thead>
<tr>
<th>Statement: The goals of this organization are not clear to me</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>40</td>
<td>25.8</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>28</td>
<td>18.1</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>33</td>
<td>21.3</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>28</td>
<td>18.1</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>12</td>
<td>7.7</td>
</tr>
<tr>
<td>Agree very much</td>
<td>14</td>
<td>9.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data 2018

As shown in Table 4.38, 40 respondents, representing 25.8% disagreed very much that the goals of the organization were not clear to them. Thirty-three (33) respondents, representing 21.3% disagreed slightly that the goals of the organization were not clear to them. In addition, 28 (18.1%) respondents disagreed moderately with the same issue. On the other hand, 28 (18.1%) respondents agreed slightly; 14 (9.0%) respondents agreed very much while 12 (7.7%) respondents agreed moderately that the goals of the organization were not clear to them. The results suggest that the goals of the organization were clear to majority of records staff in the Civil Service.
4.9.7 Knowledge of Organizational Happenings

Respondents were also asked to indicate whether they felt they did not know what was going on within the organization. The results are shown in Table 4.39

<table>
<thead>
<tr>
<th>Statement: I often feel that I do not know what is going on within the organization</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree very much</td>
<td>27</td>
<td>17.4</td>
</tr>
<tr>
<td>Disagree moderately</td>
<td>26</td>
<td>16.8</td>
</tr>
<tr>
<td>Disagree slightly</td>
<td>38</td>
<td>24.5</td>
</tr>
<tr>
<td>Agree slightly</td>
<td>33</td>
<td>21.3</td>
</tr>
<tr>
<td>Agree moderately</td>
<td>19</td>
<td>12.3</td>
</tr>
<tr>
<td>Agree very much</td>
<td>12</td>
<td>7.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data 2018

From Table 4.39, it can be observed that, 38 (24.5%) respondents disagreed slightly that they often felt that they did not know what was going on within the organization. This was followed by 33 (21.3%) respondents who agreed slightly that they often felt that they did not know what was going on within the organization. Again, 27 (17.4%) respondents disagreed very much while 26 (16.8%) respondents disagreed moderately with the issue. However, 19 (12.3%) respondents agreed moderately and 12 (7.7%) agreed very much that they often felt that they did not know what was going on within the organization. From the findings, it can be inferred that majority of records personnel often felt that they knew what was going on within the Civil Service.

4.9.8 Unexplained Assignments

Relating to objective eight, the researcher wanted to find out from the respondents whether work assignments were often not fully explained. The results are represented in Figure 4.8.
From Figure 4.8, it can be seen that 39 (25.2%) respondents disagreed slightly that work assignments were often not fully explained to them. Thirty-five (35) respondents, representing 22.6% respondents disagreed very much that work assignments were often not fully explained to them and 31 (20.0%) respondents disagreed moderately that work assignments were often not fully explained to them. On the contrary, 25 (16.1%) respondents agreed slightly, 13 (8.4%) agreed moderately, while 12 (7.7%) respondents agreed very much that work assignments were not often fully explained to them. Based on the findings, it can be deduced that work assignments were most often fully explained to records personnel in the Civil Service.
4.10 Relationship among Variables

This study employed the Pearson Inter- Correlation Matrix to determine the relationship among variables. This was used because the researcher’s aim was to determine whether there are significant relationships between job satisfaction and the indicator variables (institutional policy, salary and benefits, promotion, supervision, actual work, co-worker and communication). The correlation analysis introduces a correlation coefficient (r). This coefficient (r) explains the extent to which two variables move together. The r-value falls between -1 to +1. Where the r value is zero (0), it depicts that no relationship exists between the two variables. Where the r -value is positive, it represents a positive relationship (when one variable increases, the other variable also increases) and where the r -value is negative, it depicts a negative relationship; this shows that the variables move in opposite directions. That is when one variable increases, the other variable decreases and vice versa. In determining the relationship between variables, the correlation table brings to view the statistical significance of the relationships. Where a relationship between two variables are statistically significant, it indicates that the two variables are related to each other (Yeboah, 2013).

Cohen (as cited in Yeboah, 2013) suggests the following guidelines for interpreting the values from 0 to 1.0:

- \( r = .10 \) to .29 or \( r = -.29 \) Small/Weak
- \( r = .30 \) to .49 or \( r = -.30 \) to -.49 Medium
- \( r = .50 \) to 1.0 or \( r = -.50 \) to 1.0 Large/Strong

Table 4.38 therefore shows the relationship between the various indicators and job satisfaction. The variables were measured using the six-point likert scale and the seven point likert scale for leadership styles. For the six- point likert scale, each item has a response rate ranging from one to six. 1 stand for disagree very much, 2 stand for disagree moderately, 3 stand for disagree slightly, 4 stand for
agree slightly, 5 stand for agree moderately and 6 stand for agree very much. The seven-point Likert scale also has seven items with responses ranging from 1 to 7. 1 stand for strongly disagree, 2 stand for disagree, 3 stand for somehow disagree, 4 stand for neither agree or disagree, 5 stand for somehow agree, 6 stand for agree and seven stand for strongly agree. Each participant responded to the questions to get the total score of all the variables. The total score on each variable was correlated using SPSS analysis.
Table 4.40: Summary of Pearson Inter-Correlation Matrix showing the relationship of Job Satisfaction indicator variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>SD</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
<th>11</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Transformation</td>
<td>45.68</td>
<td>12.44</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Transactional</td>
<td>14.48</td>
<td>4.65</td>
<td>.74**</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Actual work</td>
<td>12.63</td>
<td>4.09</td>
<td>.34**</td>
<td>.34**</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Supervision</td>
<td>9.14</td>
<td>2.61</td>
<td>.53**</td>
<td>.52**</td>
<td>.33**</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Communication</td>
<td>8.99</td>
<td>3.65</td>
<td>.25**</td>
<td>.23**</td>
<td>.21**</td>
<td>-.15*</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Promotion</td>
<td>10.76</td>
<td>3.75</td>
<td>.23**</td>
<td>.16*</td>
<td>.22**</td>
<td>.33**</td>
<td>-.00</td>
<td>-</td>
<td></td>
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<td>7. Policies</td>
<td>6.90</td>
<td>2.91</td>
<td>-.06</td>
<td>-.10</td>
<td>.21**</td>
<td>-.03</td>
<td>.24**</td>
<td>-.12</td>
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<td>8. Benefits</td>
<td>5.59</td>
<td>2.55</td>
<td>.16*</td>
<td>.05</td>
<td>.01</td>
<td>-.03</td>
<td>.06</td>
<td>.21**</td>
<td>-.01</td>
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<td>9. Salary</td>
<td>13.26</td>
<td>3.29</td>
<td>.11</td>
<td>.09</td>
<td>.24**</td>
<td>.15*</td>
<td>.12</td>
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<td>.17*</td>
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<td>10. Coworker</td>
<td>14.96</td>
<td>3.17</td>
<td>.22**</td>
<td>.21**</td>
<td>.33**</td>
<td>.27**</td>
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<td>.01</td>
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<td>11. Satisfaction</td>
<td>168.24</td>
<td>26.99</td>
<td>.84**</td>
<td>.75**</td>
<td>.49**</td>
<td>.65**</td>
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<td>.22**</td>
<td>.40**</td>
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* p<.05; ** p<.01; N = 155

Table 4.40 indicates that when the co-efficient is closer to zero, it is more likely that there will be no significant relationship. If the co-efficient is closer to 1 or -1, it is more likely to have significant relationship. The asterisk is an indication of significant relationship and the number of asterisk indicates the level of significant relationship between the variables under consideration. If the asterisk is one, it indicates that it is significant at .05 and two indicate that it is significant at .01.
4.10.1 Relationship between Institutional Policy Job Satisfaction

From Table 4.40, institutional policy had a significant positive relationship with job satisfaction N(155) = .14, \( p < .05 \). The results indicate that records personnel in the Civil Service had rules and procedures that make task performance easy (25.8%). The findings revealed that efforts to do good work was blocked by bureaucracies (21.3%) and respondents were tasked with too much work (24.5%). The results also demonstrated that respondents did too much paper work, thus many duties were done manually (42.6%). It can therefore be inferred that the policy guiding the work of records personnel in the Civil Service had a positive influence on records personnel.

4.10.2 Relationship between Supervision and Job Satisfaction

Supervision also had a positive and significant relationship with satisfaction N(155) = .65, \( p < .01 \). This suggests that the relationship between supervisors and subordinates is very important since it can positively influence employees’ satisfaction. Respondents indicated that their supervisors were competent (33.5%); supervisors treated subordinates fairly (42%) and showed a lot of interest in the feelings of subordinates (35.5%). The findings of supervision satisfaction confirmed that supervision had a positive relationship with job satisfaction.

4.10.2.1 Transformational Style of supervision

Transformational style of supervision had a positive significant relationship with job satisfaction N(155) = .84, \( p < .01 \). This means that a supervisor’s style of managing or supervising employees has an influence on the satisfaction of employees. The findings indicated that supervisors inspired subordinates (23.2%) and provided good models for subordinates to follow (27.1%). Further, supervisors fostered collaboration among work groups and encouraged subordinates to be team players. The findings again showed that supervisors provided subordinates with new ways of
looking at things that puzzled them (30.3%). These findings suggest that transformational oriented supervisors impact employees positively and as such supervisory style is a good predictor of employees’ satisfaction.

4.10.2.2 Transactional Style of Supervision

The findings showed that the transactional style of supervision related significantly and positively with job satisfaction $N(155) = .75$, $p < .01$. From the results, respondents indicated that supervisors gave special recognition when a subordinate’s work was very good (26.5%), commended (26.5%) and complimented (30.3%) subordinates when they performed outstanding work. Again, the results demonstrated that employees’ good performances did not go unnoticed but were frequently acknowledged by supervisors (21.9%). The results suggest that transactional style of supervision has a positive impact on the employees’ satisfaction.

4.10.3 Co-worker Relationship and Job Satisfaction

Again, the results revealed that co-worker relation had a positive significant correlation with job satisfaction which was $N(155) = .48$, $p < .01$. This indicates that employees experience satisfaction where a good relationship exists between colleagues at the work place. The findings revealed that the respondents liked their co-workers (40.6%). Respondents expressed satisfaction in the competences of their co-workers (27.7%) and due to this, they were not compelled to work harder than they should. In addition, the results indicated that records personnel enjoyed the company of their co-workers (35.5%) and did not experience too much fighting or bickering at the work place (37.4%). This finding suggests that good interpersonal relations among records staff contributes to the satisfaction of employees, which invariably affects work performance.
4.10.4 Relationship between Promotion and Job Satisfaction

The findings from the study showed that promotion was related positively and significantly with job satisfaction $N(155) = .40$, $p < .01$. The results demonstrated that employees had more chances for promotion (27.1%) and respondents who performed well on the job stand a fair chance of being promoted (20.6%). The findings revealed also that records personnel in the Civil Service did not get promotion as fast as in other places (22.6%). However, respondents indicated they were satisfied with chances for promotion (39.5%). It can be inferred from the results that promotion is a good predictor and has a significant relationship with job satisfaction.

4.10.5 Relationship between Salary, Benefits and Job Satisfaction

In addition, the findings from the study showed that salary and benefits have a positive and significant relationship with job satisfaction thus $N(155) = .40$, $p < .01$ and $N(155) = .22 < .01$ respectively. These results suggest that salary and other benefits influence records personnel’s satisfaction. With regard to salary, respondents indicated that they were not paid a fair amount for the work they do (24.5%), however respondents indicated that they felt appreciated for the salary they receive from the Civil Service (26.5%). The findings indicated further that when government increased salaries, respondents were significantly affected (24.5%). The results showed further that respondents were satisfied with their chances for salary increment (21.3%).

On the issue of benefits, the findings indicated respondents were not satisfied with the benefits they receive (25.2%); the benefits were not as good as compared to other organizations (31.0%); the benefit package was not equitable (22.6%); and, there were benefits which respondents ought to have but did not have (27.1%). The findings suggest that benefit had an impact on the satisfaction of records personnel.
4.10.6 Relationship between Actual Work and Job Satisfaction

The results from the study revealed that work itself had a positive and significant relationship with job satisfaction \( N(155) = .49, p< .01 \). The results demonstrated that records personnel in the Civil Service found their job meaningful (40.0%) and liked doing the things they did at work (27.7%). The findings further indicated that respondents felt a sense of pride in doing their jobs (27.7%) and that their jobs were enjoyable (27.1%). This finding suggests that work itself had a great impact on employees’ satisfaction and it is a good predictor of job satisfaction.

4.10.7 Relationship between Communication and Job satisfaction

Finally, the results indicated that communication did not have any significant relationship with job satisfaction \( N(155) = .01, p> .05 \). The results indicated that communications seemed good within the Civil Service (31.6%) and goals were made clear to employees (25.8%). Again, work assignments were often fully explained (25.2%) and respondents knew what was going on in the organization (24.5%). This suggests that communication is not a predictor of job satisfaction among records personnel.
CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Introduction

This chapter discusses the findings derived from the data analyzed. The discussion is based on the research objectives of the study within the context of the literature reviewed. The purpose of the study was to examine the issue of job satisfaction among career records personnel in the Civil Service of Ghana, with the view to identify the possible factors that affect job satisfaction and offer solutions to them. The chapter is organized under the following sub-themes.

- Relationship between institutional policy and job satisfaction
- Relation between supervision and job satisfaction
- Co-worker relationship and job satisfaction
- Relationship between promotion and job satisfaction
- Relationship between salary, benefits and job satisfaction
- Relationship between actual work and job satisfaction
- Relationship between communication and job satisfaction

5.2 Relationship between institutional policy and Job Satisfaction

The first objective of the study was to determine whether there was a relationship between institutional policy and job satisfaction. The study revealed that institutional policy had a positive relationship with job satisfaction. This implies that the better the company policy, the more satisfied records personnel are. Inversely, the worse the company policies, the less satisfied records personnel are.
This result is consistent with the study of Wan, (2007) who sought to investigate whether employees of foreign owned multi-national companies were more satisfied with human capital development policies than employees in the locally owned multi-national companies in Malaysia. He found that European multi-national companies were generally more satisfied with human capital development policies of the company than Asian-owned multinational companies. In addition, the findings of this study is in agreement with those of Pule et al. (2014) and Gachie (2016), who found that there was a significant correlation between human resource policies and job satisfaction among indigenous and expatriate academic staff in Kampala International University and employees of local non-governmental organizations in Kenya. These findings show the relevance of company polices to employees in various fields of endeavors. It can be inferred from the present study that company policy has a relationship with employees’ satisfaction.

In spite of all the good policies guiding records personnel in the Civil Service, majority of records personnel reported that there was an aspect of bureaucracy, which slows down task performance, and this when addressed will have push the level of satisfaction higher.

The Herzberg’s Motivation – Hygiene Theory (Herzberg et al., 2011), on which this study hinges states that a company policy has a relationship with the satisfaction of employees. According to the theory, good company policy increases satisfaction while bad company policy reduces the level of satisfaction of employees. The finding of this study therefore validates the theory that company policies have some influence on the satisfaction of records personnel.
5.3 Relationship between Supervision and Job Satisfaction

With respect to the second objective, the researcher sought to find out the relationship between supervision and satisfaction of records personnel. The supervisory style employed by supervisors in managing subordinates and its relationship with job satisfaction was investigated. The findings revealed that supervision had a positive relationship with job satisfaction. This implies that the better the supervision, the higher the satisfaction of records personnel. A good relationship between supervisors and subordinates is very crucial because it affects productivity. Gregory (2011) posits that supervisors must pay attention to the concerns and questions of employees, and provide solutions and guidance to these concerns. Ariani, (2015) adds that a supervisor who is supportive and sensitive to the needs and emotions of subordinates creates a favorable environment for employees to develop their skills and ability to solve problems.

The finding of this study conforms to the findings of Bowen and Cattell, (2008) who conducted a study on job satisfaction among quantity surveyors in South Africa. Bowen and Cattell reported that the degree of supervision, participation in decision-making and the social interaction at work had significant relationships with job satisfaction. The finding of this study is similar to that of Naseem and Salman, (2015), Brough and Frame, (2004) and Amissah et al. (2016), who all found that supervision had significant relationship with job satisfaction among academic staff of Pakistan, police officers of New Zealand and employees of the hotel industry in Ghana. Further, the finding of this study is in tandem with the findings of Koh et al., (2017) and Luddy, (2005), who found that a warm relationship between workers and their supervisors was a significant factor in determining job satisfaction. It can be therefore argued that the extent to which employees are supervised is likely to increase the level of satisfaction or otherwise.
The finding of this study is within the confines of Herzberg’s Motivation–Hygiene Theory (Herzberg et al., 2011), which posits that supervision has influence on job satisfaction. The theory indicates that there should be appropriate relationships between supervisors and subordinates; and supervisors should not humiliate subordinates in anyway. This is because good relationships increase satisfaction among employees while unhealthy relationship reduces the level of satisfaction. The implication of the theory to the current finding is that records personnel are more likely to achieve higher satisfaction when there is better supervision while poor supervision leads to low level of satisfaction.

5.3.1 Transformational and Transactional Style of Supervision

To meet objective two, the researcher sought to find out the leadership style supervisors employed in the Civil Service. The results showed that both transformational and transactional leadership styles have positive and significant relationships with job satisfaction. This implies that a supervisors’ leadership style has some impact on the satisfaction of records personnel. The more transformational/transactional a supervisor is, the more satisfied records personnel become.

The finding of the study agrees with the findings of Nyenjembe et al. (2016) and Mohammad and Hossein (2006) who found that managers’ leadership styles had significant correlation with teachers’ job satisfaction in Tanzania and employees of the Isfahan University Hospital in Iran. The finding of this study is also consistent with that of Dartey-Baah and Ampofo (2016) who found that the transactional leadership style had a significant relationship with overall job satisfaction in modern business organizations in Ghana.
The finding of this study is further in agreement with that of Yaghoubipoor et al. (2013) who observed that transformational leadership was the dominant leadership style among employees’ of Iran’s automobile industry. The finding of this current study is also in tandem with the findings of Eliophotou, (2014) who researched into the relationship between transformational leadership, perceived leader effectiveness and teachers’ job satisfaction in Cyprus and found that teachers’ perception of job satisfaction was associated with leadership behavior, whether transactional or transformational. These findings suggest that leadership styles affect job satisfaction of employees.

However, the finding of this study contradicts the findings of Wells and Peachey (2011), who argued that there was no relationship between leadership behavior (transactional and transformational) and job satisfaction. They examined the relationship between leadership behaviors, satisfaction with leader and voluntary turnover intentions in the US.

5.4 Co-worker relationship and Job Satisfaction

With the third objective, the researcher sought to examine the impact of co-worker relations and job satisfaction. The finding revealed that there was a positive relationship between co-worker relations and job satisfaction. This implies that the healthier the relationship among co-workers, the more satisfied records personnel are and vice versa. The findings point to the fact that the relationships that exist among records personnel at the workplace have influence on their job satisfaction. This is consistent with the findings of Gülnar, (2007), who reported that co-worker relationship was a good predictor of job satisfaction among the research assistants of Selcuk University. The finding is also in tandem with that of Koh et al., (2017) who conducted a study aimed at providing insight into the variables influencing job satisfaction among public accounting
professionals in Malaysia. They found that relationship with co-workers was an important determinant of job satisfaction. Ariani, (2015) asserts that a healthy relationship between supervisors/employees and fellow workers would motivate employees to be immensely involved in every activity in the organization, leading to high productivity.

The present finding aligns with those of Suttikun et al. (2018), Ssegawa, (2014), and Ombima, (2014), who observed that co-worker relationship had a positive relationship with job satisfaction among Thai Spa therapists, employees’ in Kenyan organizations and employees in institutions of higher education in Kenya respectively.

The finding of this study is also in tandem with the Herzberg’s Motivation–Hygiene Theory (Herzberg, et al., 2011), which states that co-worker relation has a relationship with employees satisfaction. The theory explains that relationships among peers at the workplace should be appropriate and acceptable such that there should not be any conflicts among co-workers. The theory also indicates that good relationships among co-workers increases satisfaction among employees. The finding of this study therefore supports the theory that good relationships among records personnel affect their satisfaction. The inverse is that there is likely to be more fighting and bickering, which go a long way to affect productivity.

5.5 Relationship between Promotion and Job Satisfaction

The fourth objective of the study was to find out the relationship between promotion and job satisfaction. The findings of the study indicate that promotion relates positively and significantly with job satisfaction. The implication of this is that the higher the promotion opportunities, the
higher the level of satisfaction of records personnel and vice versa. This finding confirms the findings of Koh et al., (2017) and Amissah et al., (2016) who indicated that promotion had significant relationship with job satisfaction among public accounting professionals in Malaysia and employees of the hotel industry in Ghana. Again, the findings of the study is consistent with the findings of Rabbany et al. (2013), who conducted a study on the level of satisfaction of workers of Jute Mills in Narsingdi district and found that employees were more satisfied with their promotion opportunities. These findings indicate that promotion contributes to the satisfaction of employees.

While the finding of the study shows that records personnel were satisfied with promotion opportunities, the findings of Okpara (2004) indicated otherwise. He found that IT managers in Nigeria were dissatisfied with promotion opportunities. Similarly, the current finding contradicts that of Malik et al. (2012) who conducted a study on the impact of pay and promotion on job satisfaction among employees of higher educational institutes in Pakistan. Their study revealed that promotion had a less significant impact on job satisfaction than pay. Following the same line of thought, Droussiotis and Austin, (2007) concluded in their study on job satisfaction of managers in Cyprus that employees were highly dissatisfied with opportunities for personal growth and advancement.

Although majority of records personnel reported that they were generally satisfied with promotion opportunities, some records personnel were not satisfied with the rate at which records personnel were promoted comparing themselves to other organizations outside the Civil Service. This, when considered, would increase their level of satisfaction higher.
The finding of the study is consistent with Herzberg’s Motivation–Hygiene Theory (Herzberg et al., 2011). The theory indicates that promotion has a relationship with job satisfaction. This implies that increase in promotion opportunities leads to increase in job satisfaction. The theory suggests that employees should be provided with promotion opportunities so that they can advance in their profession since this brings satisfaction. The implication of this is that the presence or absence of promotion opportunities have great influence on the attitude of employees. With the current finding, it can be argued that records personnel are likely to be more satisfied when more promotion opportunities are provided.

5.6 Relationship between Salary, Benefit and Job Satisfaction

Regarding the fifth objective, the researcher sought to find out how salary and benefit affected the satisfaction of respondents. The results revealed that salary and benefits had positive and significant relationships with job satisfaction. This implies that when the salary and benefits of records personnel are high, job satisfaction is also high and vice versa. Timpe, (as cited in Gregory, 2011) affirms that salary is a huge factor that motivates many employees. The findings of the study confirm the findings of Tessema et al. (2013) who found that financial benefits influenced job satisfaction among students in U.S, Malaysia and Vietnam. In addition, the findings of the study support the findings of Coomber and Barriball (2007), who researched on the impact of job satisfaction components on intent to leave and turnover for hospital-based nurses in UK. They found that pay had a positive relationship with job satisfaction. Again, the finding is consistent with the findings of Saba, (2011), who indicated that salary was one of the significant predictors of job satisfaction among academic staff in Bahawalpur colleges in Pakistan.

The findings by Bowen and Cattell, (2008), on the contrary, indicated no significant relationship
between salary and job satisfaction of South African quantity surveyors. The current findings revealed that the greater number of records personnel felt that the salary they were paid was not fair. They felt they could have been paid better which would definitely increase the level of satisfaction.

Regarding the issue of benefits, the findings of the study is consistent with the findings of Artz, (2010) who tried to identify the theoretically ambiguous relationship between employer fringe benefit provision and worker job satisfaction. His findings revealed that fringe benefits had a significant relationship with job satisfaction. The finding of the study is in line with that of Hina et al. (2014) who found that there was a significant relationship between employees’ benefits and job satisfaction among teachers at higher school level from different universities of Islamabad. Provision of benefits motivates employees to work hard. The findings of the study also confirm to the findings of Odunlade, (2012) who conducted a study on employee compensation and benefits for job satisfaction in libraries and information centres in Nigeria. He found out that there was a positive correlation between compensation, benefits and job satisfaction. However, the finding of this study contradicts the findings of Mabaso and Dlamini (2017), who observed that there was a positive relation between compensation and job satisfaction, while no significant relationship existed between benefits and job satisfaction among academic staff in higher educational institutions in South Africa. According to Tessema et al. (2013), employees expect to be rewarded for their contributions to their organizations and salary and other financial benefits are some of the yardsticks used to measure employees’ worth.

It emerged from the study that the majority of records personnel were less satisfied with the benefit packages they receive. Most records personnel reported that the benefits they received
were not equitable, adequate and as good as other organizations outside the Civil Service. These challenges, when critically addressed, will bring more satisfaction to records personnel.

The Herzberg’s Motivation–Hygiene Theory (Herzberg et al., 2011), states that salary and benefits have relationship with job satisfaction of employees. The theory explains that salary structures must be appropriate and reasonable, equal and competitive to employees in the same industry. In the same way, employees should be provided with benefits such as health plans (medical claims), help programmes and benefits for family members. The implication of the theory to current finding is that when records personnel are provided with adequate salary and benefits, there is the likelihood that their satisfaction level will increase.

5.7 Relationship between Actual Work and Job Satisfaction

Objective six of the study was to find out the relationship between work itself and job satisfaction and the results from the study revealed that work itself had a positive and significant relationship with job satisfaction. This implies that the more records personnel express interest in for the nature of work they do, the higher their satisfaction levels. Saari and Judge (2004) assert that in looking for the areas that cause job satisfaction among employees, the nature of work cannot be overlooked. They add that work itself includes job challenge, autonomy, variety and scope. Following the same line of thought Paulík, (2012) posits that employees’ job satisfaction is connected with psychological adaptation to the nature of work and work conditions.

The finding of this study is in line with those of Nimalathasan and Brabete, (2010) as well as Hettiarachchi (2014) who examined job satisfaction and employees’ work performance in Sri Lanka and among IT professionals respectively, and observed that work itself plays a significant
role in employee’s satisfaction. This implies that the component of employees work has a bearing on their satisfaction. The finding of the study also supports that of Graham and Messner, (1998) who found that American Midwestern elementary, middle and senior high school principals expressed satisfaction with their current jobs and the level of responsibilities assigned to them.

The Herzberg’s Motivation–Hygiene Theory (Herzberg et al., 2011) posits that actual work has a relationship with job satisfaction. The theory indicates that work itself must be meaningful, interesting and challenging in order to bring satisfaction to employees. The implication of the theory is that the more meaningful and challenging the work is, the higher the satisfaction. The current findings is therefore consistent with the theory that the more records personnel perceive their jobs to be meaningful and express likeness for their jobs, the higher they become satisfied with their jobs.

5.8 Relationship between Communication and Job Satisfaction

The last objective of the study was to find out the relationship between communication and job satisfaction. The results showed that communication had no significant relationship with job satisfaction implying that communication is not one of the factors that predicts job satisfaction among records personnel. This contradicts the findings of Raina and Roebuck, (2016) and Madlock, (2012), who found a positive significant correlation with job satisfaction among employees in the insurance sector of India and Mexico. This may be due to the differences in the professions, work setting and organizational cultures within different organizations.
5.9 Summary

The findings of the study show that the institutional policy that guided the work of records personnel in the Civil Service had influence on their satisfaction. Supervision and the supervisory style exhibited by the supervisors had a correlation with job satisfaction among records personnel. The findings also show that relationship among co-workers had influence on the satisfaction of records personnel. In addition, salary and benefits had a positive and significant relationship with job satisfaction among records personnel in the Civil Service. Actual work also had an influence on the satisfaction of records personnel; communication had no significant relationship with job satisfaction. Nonetheless, majority of records personnel were less satisfied with the following areas: some aspects of bureaucracy in the Civil Service, salary and benefits.
CHAPTER SIX

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter covers the summary of findings, conclusion and recommendations based on the research objectives of the study. Areas for further studies have been suggested to other researchers who may want to undertake studies on job satisfaction among records personnel.

6.2 Summary of Findings

The study sought to examine the issue of job satisfaction among career records personnel in the Civil Service of Ghana with the view to identify possible factors that affect job satisfaction and offer solutions to them.

6.2.1 Relationship between Institutional Policy and Job Satisfaction among Records Personnel

The study sought to determine whether there was any relationship between institutional policy and job satisfaction among records personnel. It was found out that institutional policy had a significant and a positive relationship with job satisfaction. The study found that the Records Class had good policies that supported task performance. That is, rules and procedures guiding the functions of records personnel did not hinder their work; and records personnel could follow through these rules and procedures to achieve set objectives. However, the study identified that irrespective of the good policies guiding records personnel, there was an aspect of bureaucracy that slows down task performance. If this issue is addressed, the level of satisfaction among employees will be pushed higher.
6.2.2 Relationship between Supervision and Job Satisfaction among Records Personnel

The researcher sought to find out the relationship between supervision and job satisfaction of records personnel. The researcher also sought to find out the supervisory styles exhibited by supervisors and their relationship with job satisfaction among records personnel. The results showed that supervision had a positive relationship with job satisfaction. It also emerged from the study that both transformational and transactional leadership styles had a positive and significant relationship with job satisfaction. Majority of records personnel reported that they were well supervised (that is, such that their supervisors treated them fairly, showed interest in their affairs and were familiar with them). The study also found that supervisors of records personnel inspired and stimulated them to work. Supervisors also fostered collaboration among records personnel and provided good supervisory models for them to follow. Further, majority of records personnel agreed that their supervisors recognized and commended them for their good work. All these contributed to their satisfaction.

6.2.3 Co-worker Relationship and Job Satisfaction among Personnel of the Records Class

In line with the third objective, the researcher sought to examine the impact of co-worker relationship with job satisfaction among personnel of the records class. The finding revealed that there was a positive and significant relationship between co-worker relations and job satisfaction. It emerged from the study that majority of records personnel reported that there was good co-worker relationship among them such that they enjoyed the company of their co-workers and hardly experienced bickering and fighting at the work place.
6.2.4 Relationship between Promotion and Job Satisfaction among Records Personnel

The fourth objective of the study was to find out the relationship between promotion and job satisfaction among records personnel. The finding of the study indicated that promotion relates positively and significantly with job satisfaction. The study found that majority of records were satisfied with their chances for promotion and agreed that those who performed well stood a fair chance of being promoted. Most records personnel also agreed that their chances for promotion were not limited except in a few instances. However, some records personnel were not satisfied with the rate at which they were promoted comparing themselves to other organizations outside the Civil Service.

6.2.5 Relationship between Salary, Benefits and Job Satisfaction among Records Personnel

Regarding the fifth objective, the researcher sought to find out the relationship between salary, benefits and job satisfaction among records personnel. The results revealed that salary and benefits had a positive relationship with job satisfaction. The study revealed that most records personnel felt appreciated given the salary they receive and were satisfied with their chances for salary increment. Majority of records personnel also agreed that salary increment was mostly significant and higher than the minimum wage. Nonetheless, most records personnel felt that the salary they were paid was not fair. They felt that they-as compared to workers in other organizations--could have been paid better. On the issue of benefit, the majority of records personnel were less satisfied with the benefit packages they receive. Most records personnel reported that the benefits they received were not equitable, adequate and as good as in other organizations in the Civil Service. These challenges, when critically addressed will bring more satisfaction to records personnel.
6.2.6 Relationship between Actual Work and Job Satisfaction among Members of the Record Class

Objective six of the study was to find out the relationship between work itself and job satisfaction among members of the records class. The results from the study revealed that actual work had a positive and significant relationship with job satisfaction. It emerged from the study that most records personnel felt a sense of pride and meaningfulness for their jobs; majority of records personnel liked the nature of their jobs and found their jobs in the Civil Service enjoyable.

6.2.7 Relationship between Communication and Job Satisfaction among Records Personnel in the Civil Service of Ghana

The last objective of the study was to find out the relationship between communication and job satisfaction among records personnel in the Civil Service of Ghana. The results showed that communication had no significant relationship with job satisfaction. The study found that most records personnel agreed that communication seemed good in the Civil Service and that the goals of the organization were clear to majority of records personnel. Further, most records personnel reported that they often felt they knew what was going on within the Civil Service and work assignments were fully explained to them. Although records personnel were satisfied with communication, it was not a predictor of job satisfaction among records personnel in the Civil Service.

6.3 Conclusion

From the study, it can be concluded that several factors contribute to the satisfaction of records personnel and these include institutional policy, supervision, co-worker relations, promotion, salary and benefits. All these factors (or majority of them) must be satisfied in order to bring out
satisfaction among records personnel.

6.4 Recommendation

Based on the findings of the study, the following recommendations are made:

6.4.1 Reduction of Chain of Command in the Civil Service

The results revealed that in spite of the good policy guiding the work of records personnel, there was too much bureaucratic system, which slows down task performance. It is recommended that the Head of Civil Service together with the Director of PRAAD, supervisors of records personnel and heads of other departments within the Civil Service should come together and revise some aspects of the policy that encourages too much bureaucracy. This revision is expected to give authorization to supervisors of records personnel and other heads of departments to set up work teams with team leaders in their various departments and in the record class, who will be trained in order to be more competent in handling delegated tasks. This will help the team leaders to be proactive in solving operational problems and streamlining administrative procedures.

6.4.2 Provision of more Promotion opportunities in the Civil Service

The study revealed that promotion had a positive and significant relationship with job satisfaction. However, one of the challenges identified with the issue of promotion was that some records personnel were not satisfied with the rate at which they were promoted comparing themselves to other organizations outside the Civil Service. It is therefore recommended that the Human Resource Unit in the Civil Service should periodically educate the records class and other departments on the requirements for promotion. The Human Resource Unit should send circulars
annually to prompt those who are due for promotion so that they can apply. The supervisors of records personnel should also discuss career advancement opportunities during performance appraisal in order for the records class to be knowledgeable about them and take appropriate steps to be promoted. The Head of the Civil Service should also provide more opportunities for the records class and other professionals’ within the Civil Service to upgrade themselves so that they can be promoted. This includes providing study leave with sponsorship, study leave with pay; training and refresher courses to increase the skills of workers for high productivity, ultimately leading to promotion.

6.4.3 Provision of Allowance and Benefits

With the issue of salary, the study revealed that some records personnel felt they were not paid enough, as compared to workers in other organizations outside the Civil Service. It is recommended that the Head of Civil Service, the Minister of Finance, the Accountant General, the Fair Wages and Salary Commission and the Labour Commission should come together to consider giving some allowances to records personnel to augment their salaries. Once they go through the Records Class, they should be treated as professionals. The study revealed also that some records personnel were not satisfied with the benefits they received in the Civil Service. It is therefore recommended that the Head of the Civil Service should provide benefits such as instituting award schemes, scholarships, free transportation, health and housing benefits for the records class and other professionals in the Civil Service. It is also recommended that Civil Service Associations such as CLOGSAG should make judicious use of the monthly deduction from workers’ contributions to provide some of these benefits.
6.5 Areas for Further Research

The following are suggested areas that can be considered for further studies.

1. Job satisfaction among records personnel in other Public Services in Ghana such as the Health Service, the Prison Service, the Statistical Service and, the Police Service among others.

2. Job satisfaction among records personnel in the public and private institutions of Ghana

3. Job security and job environment as determinants of job satisfaction among records personnel in the Civil Service of Ghana

4. The study can also be repeated using qualitative approach or mixed method approach.
REFERENCES


Ismail, A., & Jamaludin, A. (2011). Records professionals: an invisible profession in


https://www.eajournals.org/.../Human-Resource-Policy-and-Job-Satisfaction-of-
Employees-i.

occupational-commitment


Scheme of service for the records class of the Civil Service (2008). PRAAD.


APPENDIX A

UNIVERSITY OF GHANA

Questionnaire

I am an MPHIL student (Information Studies) from the Department of Information Studies, University of Ghana. I am conducting a study on Job Satisfaction among Career Records Personnel in the Civil Service of Ghana. I kindly request that, you complete this questionnaire with all honesty and sincerity.

This study is strictly for academic purpose and confidentiality is highly assured.

Section A: Demographic Information

Please tick in the bracket the one, which applies to you

1. Gender: Male ( ) Female: ( )
2. Age: 18-28 ( ) 29-39 ( ) 40-50 ( ) 51-61 ( )
3. Marital status: Single ( ) Married ( ) Divorced ( )
4. Educational Qualification: Postgraduate ( ) Degree ( ) Diploma ( ) WASSCE/ GCE/ O’ Level/ A’ Level ( ) Others ............................
5. Number of years spent in this institution: 1-5 ( ) 6-10 ( ) 11-15 ( ) 16-20 and above ( )
6. Rank: Assistant Records Officer ( ) Records Officer ( ) Senior Records Officer ( ) Principal Records Officer ( ) Chief Records Officer ( ) Director ( )
   Junior Records Assistant ( ) Records Assistant ( ) Senior Records Assistant ( ) Records Supervisor ( ) Senior Records Supervisor ( ) Principal Records Supervisor ( ) Chief Records Supervisor ( )
Section B: Job Satisfaction

Please tick your level of agreement to the following statements: 1= disagree very much, 2= disagree moderately, 3=disagree slightly, 4= agree slightly 5=agree moderately, 6= agree very much.

<table>
<thead>
<tr>
<th>STATEMENTS (INSTITUTIONAL POLICY)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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</thead>
<tbody>
<tr>
<td>1. Many of our rules and procedures make doing a good job difficult</td>
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<td>2. My efforts to do good job are seldom blocked by red tape (bureaucracy)</td>
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<td>3. I have too much to do at work</td>
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<td>4. I have too much paperwork</td>
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</table>

<table>
<thead>
<tr>
<th>STATEMENTS (SUPERVISION)</th>
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</thead>
<tbody>
<tr>
<td>1. My supervisor is quite competent in doing his/her job</td>
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<tr>
<td>2. My supervisor is unfair to me</td>
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<td>3. My supervisor shows too little interest in the feelings of subordinates</td>
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<tr>
<td>4. I like my supervisor</td>
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<thead>
<tr>
<th>STATEMENTS (CO-WORKER RELATIONS)</th>
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<th>2</th>
<th>3</th>
<th>4</th>
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</thead>
<tbody>
<tr>
<td>1. I like the people I work with</td>
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<tr>
<td>2. I find I have to work harder at my job than I should because of the incompetence of people I work with</td>
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<td>3. I enjoy my co-workers’ company</td>
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<tr>
<td>4. There is too much bickering and fighting at work</td>
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<thead>
<tr>
<th>STATEMENTS (PROMOTION)</th>
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</thead>
<tbody>
<tr>
<td>1. There is really too little chance for promotion on my job</td>
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<tr>
<td>2. Those who do well on the job stand a fair chance of being promoted</td>
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<td>3. People get ahead as fast here as they do in other places</td>
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</tbody>
</table>
4. I am satisfied with my chances for promotion

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<thead>
<tr>
<th>STATEMENTS (SALARY)</th>
<th>1</th>
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<th>3</th>
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<tbody>
<tr>
<td>1. I feel I am being paid a fair amount for the work I do</td>
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<td>2. Increase in salary is meager and lower than the minimum wage</td>
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<td>3. I am unappreciated by the organization when I think about what they pay me</td>
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<td>4. I feel satisfied with my chances for salary increases</td>
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<thead>
<tr>
<th>STATEMENTS (BENEFITS)</th>
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</thead>
<tbody>
<tr>
<td>1. I am not satisfied with the benefits I receive</td>
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<tr>
<td>2. The benefits we receive are as good as most other organizations offer</td>
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<td>3. The benefit package we have is equitable</td>
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<td>4. There are benefits we do not have which we should have</td>
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<tr>
<th>STATEMENTS (ACTUAL WORK)</th>
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<tbody>
<tr>
<td>1. I sometimes feel my job is meaningless</td>
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<td>2. I like doing the things I do at work</td>
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<td>3. I feel a sense of pride in doing my job</td>
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<td>4. My job is enjoyable</td>
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<thead>
<tr>
<th>STATEMENTS (COMMUNICATION)</th>
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</thead>
<tbody>
<tr>
<td>1. Communications seem good within this organization</td>
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<tr>
<td>2. The goals of this organization are not clear to me</td>
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<td>3. I often feel that I do not know what is going on within the organization</td>
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<td>4. Work assignments are often not fully explained</td>
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</table>
SECTION C: Transformational and Transactional Leadership Style

Please indicate by ticking the degree of your agreement or disagreement to the following statements where 1= strongly disagree, 2= disagree, 3= somehow disagree, 4= neither agree or disagree, 5= somehow agree, 6= agree, 7= strongly agree.

<table>
<thead>
<tr>
<th>STATEMENTS (TRANSFORMATIONAL)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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<tbody>
<tr>
<td>1. My supervisor inspires others with his/her plan for the future</td>
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<td>2. My supervisor provides a good model to follow</td>
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<td>3. My supervisor fosters collaboration among work groups</td>
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<td>4. My supervisor has provided me with new ways of looking at things which used to be a puzzle for me</td>
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<thead>
<tr>
<th>STATEMENTS (TRANSACTIONAL)</th>
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<tbody>
<tr>
<td>1. My supervisor gives me special recognition when my work is very good</td>
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<td>2. My supervisor commends me when I do better than average job</td>
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<td>3. My supervisor personally compliments me when I do outstanding work</td>
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<td>4. My supervisor frequently does not acknowledge my good performance.</td>
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The Director  
Public Records and Archives  
Administration Department (PRAAD)  
Accra  

Dear Sir/Madam,  

**LETTER OF INTRODUCTION**  
This is to introduce to you Juliana Kesewaa Ansong an MPhil student of the Department of Information Studies. She is researching on the topic: "Job satisfaction among career records personnel in the Civil Service of Ghana". Juliana is expected to submit her thesis as part of the requirement for the MPhil programme. We would appreciate any support you can give her.

Yours faithfully,  

[Signature]  

Dr. E. Adjei  
(Head of Department)

---

**COLLEGE OF EDUCATION**  
P O Box LG 60, Legon, Accra, Ghana  
• Tel: +233 (0)303 937 957’ Email: dislegon@ug.edu.gh  
Website: www.coe.ug.edu.gh
November 20, 2017

The Ministries,

Dear Sir/Madam,

**INTRODUCTORY LETTER**

I write to introduce to you Miss Juliana Kesewa Ansong, an MPhil student of the Department of Information Studies, University of Ghana, Legon. She is researching on the topic "Job satisfaction among records personnel in the Civil Service of Ghana".

Please assist her with the necessary information that will be needed to undertake the research.

Thank you.

Yours faithfully,

Dr. Emmanuel Adjet
Head of Department

---

**COLLEGE OF EDUCATION**

P O Box LG 60, Legon, Accra, Ghana

- Tel: +233 (0)303 937 957 Email: dis legon@ug. edu. gh Website: www.coe. u g edu. gh
The Chief Director

Dear Sir/Madam,

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I write to introduce to you Miss Juliana Kesewa Ansong, an MPhil student of the Department of Information Studies, University of Ghana, Legon. She is researching on the topic "**Job satisfaction among records personnel in the Civil Service of Ghana**"

Please assist her with the necessary information that will be needed to undertake the research.

Thank you.

Yours faithfully,

[Signature]

Dr. Emmanuel Adjei
Head of Department

---

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