UNDERSTANDING HOW EMPLOYEES’ LACK OF ROOM TO COMMUNICATE ISSUES REGARDING THEIR WORK TO SUPERIORS AFFECT THEIR JOB SATISFACTIONS

BY

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JUNE, 2019
DECLARATION

I hereby declare that this work I have submitted is mine and it is towards the Master of Arts
(Management and Administration) and that, to the best of my information, it contains no material
previously published by someone nor material which has been acknowledged for the award of any
other degree of the University, except where proper acknowledgement has been made in the next.

……………………………..                                                          ………………………………..

Sarah Boahemaa Wiredu Date

(10188965)
CERTIFICATION

I hereby certify that this long easy was supervised in accordance with the procedures laid down by the university.

…………………………………                                                            …………………………..

Dr. Mohammed-Aminu Sanda                                 Date

(Supervisor)
ACKNOWLEDGEMENT

I am indeed grateful to God being able to complete this work as scheduled. My special thanks goes to the Otu family, especially my supportive better half, Nana Amakah Otu who encouraged me when the going was tough. Finally, I will like to acknowledge the immerse contribution of my supervisor Dr. Sanda, who was very patient with me and supported me to work hard.
DEDICATION

The long essay goes to my lovely family for supporting, assisting and encouraging me during my undertakings throughout my life. I have achieved this milestone, because of their confidence and prayers that has given me the chance to reach higher. I love you and say God bless you all.
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ABSTRACT

The research purpose is to deliver an understanding on how the lack of room for employees in the organization to communicate issues regarding their work to their superiors affect their job satisfactions. Guided by literature on how lack of room for employees in organizations to communicate issues regarding their work to superiors affect their job satisfactions, data was collected from 60 employees of the Accra Metropolitan Assembly, using a self-administered questionnaire. Using descriptive Analysis, it was found that organisation’s workers hold the perception of it not being easy disclosing information to superiors who are involved in political activities. It was also found that workers of a company hold the perception that open sharing of information increases job satisfaction. Based on the findings and analysing, it is concluded that when the employee does not have more freedom over his or her work, will thus constraint role play and have a negative effect on his or her job satisfaction. Having more freedom over one’s work mean being able to voice out how you feel about a task or function which is a way of communicating to your superiors. It is recommended that the organization should have a policy which states that any employee who does not distinct his work from his political affiliation will be penalized. They should know that doing politics on the job can cause you your job.
CHAPTER ONE

INTRODUCTION

1.1 Research Background

1.1.1 Profile of organization

Accra Metropolitan Assembly, a Public Sector organization which gets its legal mandate from the Local Governance Act 2017, Act 940 and Legislative Instrument (L.I.) 2034, found in the constitution(1992) of the Republic of Ghana,. This public sector organisation has 2467 total number of employees, with 1109 on the Government of Ghana payroll and 1358 on the Internally Generated Fund payroll. It has been in existence for fifty-seven (57) years since it became a metropolis.

There are 26 metropolitans and 254 Metropolitan, Municipal and district Assemblies in Ghana an AMA is one of them. Accra Metropolitan Assembly (AMA) is a public sector organization which is one of the metropolitans in the capital of Ghana. After setting up in 1898 it underwent several transformations in terms of size, brand and with more and lesser Sub-Metros. In 1993, there was a reversion to constitutional rule and by so doing got its legalility from Act 462, 1993 which is now ACT 936 (2016).

A Town Council was set up in accordance with 1859 Ordinance but unfortunately was cancelled. The Accra Town Council was officially created in 1898. February 14th, 1894 was the initial gathering and from that meeting, Accra Council was birthed. In accordance with Accra Town Council Ordinance, Accra Council was officially established in 1943., However, after it had operated for 46 years under 75 elected members who were appointed government and the Ga Native Authority. The members
increased from 14 to 31, after a revision of the constitution in September, 1953 and the Accra Municipal Council was created; 4 and 27 agents in Traditional Authority and Wards respectively.

The nation becoming liberated, brought about changes to the constitution then and it burnished traditional representation totally. There was an incorporation of a completely representative body which is the Council into the new mechanism Government according to the local legislature to endorse efficacy in apparatus in terms of its management and to give the community which they cover all the need and amenities it requires. This new system created six areas for easy management and they are the Ashiedu ketekete, Osu-klottey, Okaikwei, Ablekuma, Kpeshie and Ayawaso. They also consist of six (6) Constituencies.

A declaration of Accra as a city was made on June 29\textsuperscript{th}, 1961 and turned into the Accra City Council. In March 1963 Accra-Tema Development Corporation was created which had duties or special functions that were previously undertaken the previous administration. This lead to the dissolution of the Accra City Council in August 1964; the capital of Ghana was established with a Special Commission being selected. They were in charge of the administrative functions of the Accra-Tema City Council.

There are sixteen Units and Department who are there to account directly to the Metro Coordinating Director and eventually to the Mayor.

Presiding Member presides over all General Assembly gatherings. These meetings comprise of the Executive Committee, Democrats, Elected Members, Government Appointees and Members of Parliament.
In order for AMA to perform its responsibilities, it uses 14 Sub-Committees. The Sub-Committees are specialized to carry out specific duties and provide the Executive Committee with their suggestions so they can have additional analysis and deliberations. After which these recommendations will be sent in to have closing conclusions and then it will be put into action. This Committees comprises of; Youth and Sports, Justice & Security, Development Planning, Food and Agriculture, Works, Education, Social Services, Environment, , Culture & Trade Tourism and Industry, Health, Revenue Mobilization, Disaster Management, Women and Children and Finance and Administration

Public service delivery cannot be done without AMA in the Accra metropolis. the Fundamental unit of public administration sits here. Even though it is a massive structure, it assigns the responsibility of public security and safety, law and order maintenance, providing of a safe and clean environment and providing administrative support required for economic growth and increasing prosperity in the city.

The AMA requires dependable sources of income to be able to give fundamental amenities and execute their roles, therefore charges yearly Property Charges and Business Operating Permits. When they receive income from these charges, it is used to account for all the services and assistance it should provide the community. Some of the benefits are the construction and operation of clinics, building and upkeep of roads, walkways, illumination and flood relieving services; entertaining or amusement facilities, gardens, graveyards, shores and libraries and even the administrative aspects of the Assembly. Market tolls, fines and levies are charged from the community. People who have, possess or live in properties pay a yearly fee, and the government is not let out. The Rate or fess are calculated using the market worth of the property, multiplied by a fraction which is resolute and acquired of the Annual Budget.
The Assembly provides encourages and provides safety and public health through the use of modern environmental health services, partnership innovation and strategic standard enforcement. Under the Environmental health services, they provide thirteen (13) important services including:

- Unwholesome Items Destruction.
- Suitability Health Certificates.
- Environmental Monitoring Control.
- Food Handlers Certificate.
- Hospitality Premises.
- Industrial Premises.
- Disinfection and Disinfestation.
- Grave Space Acquisition.
- Cremation of corpse.
- Cremation Ash sent out, Body (Whole or parts).
- Exhumation.
- Pauper Burials/Unclaimed Bodies.
- Mass burial.
1.1.2 Budget and ratings department

The Budget and Ratings Department is one of the 16 departments and units who work and reported to the Assembly. There is a Presiding Member who is in-charge of all the General Assembly gatherings. In order to function properly the Assembly uses 14 Sub-Committees. The Budget and Rating Department are represented on all these committees for effective budgetary and financial advice. These Sub-Committees who are responsible for special functions like the submission of suggestions for more deliberation and ultimately the closing agreements are put into action. All these committees and departments have a part to play in making sure that whatever was agreed on is followed.

Budget and Rating Department is one of the 16 Departments which assist the Assembly in effective functioning. The role of the Department is to give mechanical guidance for managing and preparing budgetary suggestions for the Assembly. The department counsel’s management the different prices and its effects in the Local Government Service. The partake in the technical meetings, to the preparing of the budget and even in the supply chain management of the Assembly.

The Department is one department but can be divided into Units. The Budget and the Ratings Units. The Budget Unit usually handle issues relating to budget preparation, allocations, issuing of warrants for spending and organizing technical teams to decide on fixed fees, rates, levies, fines and all other monies that the Assembly charges. The Assembly does everything that is done at the National level so for instant the Budget department from the Ministry of Finance distributes Circulars. The Circular is the Budget preparation guidelines for all departments, Sub- metros or Units under the Assembly. The Department holds Training for budget preparations, budget hearings, budget approval and then goes
for a final Budget Hearing and approval at the Local government level at Regional Co-ordinating Council.

The Rating Unit also handles all issues concerning Business Operating permit and Property Rates. All businesses operating and Properties on the Accra Metropolitan Assembly’s Map or Land pay a yearly rate to the Assembly. The Unit captures new businesses and property from time to time and updates the records of the Assembly. They are also customer service agents who help in the resolution of the problems rate payers face. Some of these issues are uncredited payments, correction of name, change of ownership, change in category, rate adjustment, insertion of name and many more. They handle every issue that has to do with Rate payers, Bills and Payments.

My work involves both Budgeting and Rating but my office is in the Rating Unit where I receive clients who may have issues with their Bills, Payments or Profile Information in the system. I also handle all administrative issues in the department as the Administrative Assistant under the Budget and Ratings Department. Most of the time, I prepare Memos, Letters of invitation and write minutes for Budget meetings. I am not limited to only administrative work and that is one thing I really like about my job.
1.2. Research Problem

There appears to be little or no room for employees in the organization to communicate issues regarding their work to their superiors. The issue started when most employees became reluctant to speak up for fear of managerial retribution.

1.3. Research Purpose

The purpose of this research is to provide an understanding on how the lack of room for employees in the organization to communicate issues regarding their work to their superiors affect their job satisfactions.

1.4. Research Question

The research question is as follows;

- How does the lack of room for employees in the organization to communicate issues regarding their work to their superiors affect their job satisfactions?

1.5. Research Objective

The objective is find out how the lack of room for employees in the organization to communicate issues regarding their work to their superiors affect their job satisfactions.
1.6. Significance of Study

The knowledge from this research will help management to know how to communicate effectively to employees and for employees to also communicate effectively with management.

1.7. Organisation of Study

The work is structured into five Chapters. The first dealt with introduction, research background, Organisation profile, directorate, research problem, research purpose, research question and research objective. The chapter reviewed literature on how lack of room for employees in organizations to communicate issues regarding their work to superiors affect their job satisfactions. Chapter three explains the methodology. That is the sampling method used and involves how the information was put together. The fourth reports on results analysis and discussions from the data collected. Chapter five gives the summary of what was found and also concluded and gave suggestions.
CHAPTER TWO

LITERATURE REVIEW

2.1. How Lack of Room for Employees in Organizations to Communicate Issues Regarding their Work to Superiors Affect their Job Satisfactions.

Organizational communication can be “an amalgam of disparate research traditions, each with its own core constructs, epistemological assumptions, and methodological commitments” is how Conrad & Haynes (2001) would explain it. Finding an all-round explanation of the term is quite difficult. Even with all this, an employee will have his or her job attitudes and job uncertainty affected by the communication in the organization. One would agree that these are some of the main issues linked to a worker being satisfied with his work or not, which can have been explained by Locke (1976) and Schneider & Snyder (1975) as a positive or pleasurable emotional state which comes from the assessment of one’s work or job experience.

There can be found that there is a good correlation between an employee’s access to information the feeling of being pleased with one’s work. This means that the access to information and being pleased with one’s work connection is a vital aspect in achieving production in a company as Euske & Roberts (1987) and Pincus (1986) will put it. Porter, Lawler and Hackman (1975) gave the definition as a sensation about one’s work that “is determined by the difference between all those things a person feels he should receive from his job and all those things he actually does received.” Fundamentally, when one wants to explain the feelings of being pleased with one’s job, it explains a good feeling toward the work and achieving contentment in your roles in the organisation. Here there is a mixture of how one feels in relation to the job and the negative and positive changes it makes in their life.
More satisfaction is experienced when employees feel that their supervisors and colleagues have their backs, experience clarity in explanation of how their responsibilities affects other colleagues in the organisation, experience bosses who are always eager to support and impact through ways that will benefit them. Keller (1975), Kroposki, Murdaugh, Tavakoli, & Parsons(1999), Tarrant & Sabo(2010) and Wu & Norman (2006) said that Workers in organisations need to understand what his work responsibilities are and it should not be vague, if not, it leads to depression and lower job satisfaction . They want to be in the know of all crucial information which leads to the making of final agreements in the organisation. Having more freedom over the job and having say about what one does, makes the employee know exactly what to do than or else they would be confused. Belias, Koustelios, Sdrolias, & Aspridis (2015) found a negative correlation to one’s satisfaction of the job. Lack of Role clarity of the job has been found to have a connection of feeling of being fatigued and eventually exhaustion from the job. Reducing Role conflicts is therefore vital for well-being and could probably deter some feelings of no satisfaction on the Job among employees (Piko, 2006). According to research from Babin & Boles (1996), Hombrados Mendieta & Cosano-Rivas (2013), Ko & Yom (2003), Ulleberg & Rundmo (1997), when co-workers perceive that they are allowed to take part and there is support from superiors, it increases satisfaction of and reduces anxiety of the employee.

The opportunity to express one’s self has been found to give the individual an experience of more satisfaction with procedures in the company and the opposite also experience lesser satisfaction (Folger, 1977). O’Reilly (1978) explained that when the Information is altered there a negatively relationship to the job satisfaction as well as the performance of an employee, or assembly.

People have been able to develop inscribed and verbal channels of communication as mediums for the exchange of information and meaning in our communities. The one which is usually used is the ones
between people which includes visually and verbally communicating at the same place and time. (Encarta, 2005). In every business, sharing information plays a very vital role and very essential of all the skills needed to create businesses. Whether this idea of a startup will thrive or fail relies on how the owner or owners relates to the workers. Black Enterprise, Charles(1998) explained that being able to communicate is very important for both business clients and employees encouraging easy communication and trust.

There could exist barriers during all steps when information is being transmitted and received and when this happens they could be misinterpretation and lack of clarity. Effective communication comprises of getting your point across without errors or confusions. At the end of the day, the aim is to reduce or prevent the regularity of barriers as possible at every step so that the information will be concise, clear, accurate and well organised (Fowler & Manktelow, 2005).

In previous years, Internal communication was not as important as it is now because businesses and market conditions are more complicated. It is very important that employees understand the information which is available in the organisation and all around them. Black Enterprise, Clemons advises that, there are advantages that a company can derive from having a communication goal aligned to that of the organisation such frequently giving out information to workers when it is needed and making employees feel inspired and engaged. Continuous flow of sharing information in the organisation is more crucial and valuable. It is best to still report the progress even when you don’t have all the information about an issue. Note that the public speakers of the business are your employees and they will communicate to customers and other stakeholders at home or any place at all. They to the world an image of the company and how it doing. Keep them informed and they will paint the right picture of the organization to the larger community (Phelps, 2000).
Organisations must view personal relationships as a vital part of the company. Irrespective of the vision, mission, the number of employees, they have all come together to achieve a particular goal. The employee need communication in order to function while the organization need its employees to function (Brennan, 1974). Management has its own channels of communication and employees also have their sources and information systems who most of the time convey information ahead of management. The employee network is not perfect and broadly sends information in Fragments, Gossips and Stories. This may not constantly be to the advantage of the organization, even though it gives a check-point in a case where management fantasies are camouflaged as information. However, the information received will be from a credible source who is an employee and there will be an overall involvement in the communication process (Brennan, 1974).

People need a way or place to vent their frustrations and feelings and they will usually find one. It will be wrong on the employer’s part to think that when complaints are not coming in then all is well. They could be meetings with union representatives, fellow employees, and government agents and venting through these channels; or through implicit resistance behavior such as intentional errors, absenteeism, carelessness, tardiness, and apathy. Brennan, 1974 explained that when these signs show then it is evident that the employees in the organization more options of involvement have not been handed to them.

Having a Bi- directional communication with employees and giving them some freedom encourages happiness and Job satisfaction. Leonsis (2010) and Miller (2006) explained that managers would want employees to be positive and cheerful during situations but to be able to achieve this, needs these owners to communicate well and establish that positive environment. Tom Peters and Nancy Austin (1985) got information from fortune 500 company concerning the way their relationships are with
clients, partners and workers. The companies enlightened them by informing them that engaging employees in resolving problems, making decisions, setting organizational goals, and daily objectives gives greater satisfaction in workers with greater levels success (Froman, 2010; Peters & Austin, 1985).

Sharing information can be done in different way per the kind of employee, whether remote employee or employees in the work place every day. Teleworkers feel disconnected and experience lower morale since they have to get information they need from co-workers as Fay & Kline (2011) explained. Talking to a fellow colleague is important for one to feel pleased about his job, but that is all the understanding one has about what is going on in the company, it is wrong. Allen (1992), Allen (1995), Neves & Eisenberger(2012) explained that Sharing information openly gives a greater rate of employee job satisfaction and it has also been found that when this happens, employees appreciated a better sense of well-being, happiness and job satisfaction according to Anchor, 2009; Eisenberger, Huntington, Hutchison, & Sowa, 1986; Eisenberger & Stinglhamber, 2011; Neves & Eisenberger, 2012; Rhoades & Eisenberger, 2002; Shore & Shore, 1995. Tsai, Chuang and Hsieh conducted a research in 2009 where they also found that the significance of sharing information about organizational objectives will not be constantly recognized by employees, or understand the creation and management of an effective information sharing machinery. Tsai, Chuang & Hsieh (2009) explained that Managers therefore have the role of increasing information sharing in the organization, through teaching, coaching and inspiring the process. In the end, they arrived at the conclusion that effective communication regarding expectations and performance feedback from managers and superiors positively effects work satisfaction. (Tsai, Chuang & Hsieh, 2009).
CHAPTER THREE

METHODOLOGY

3.1. Research Design

The study conducted in Accra Metropolitan Assembly, Head office. The Assembly has an estimated 76 Metro Security guards, 3 secretaries in the Legal department, 4 secretaries in the Records department and 6 secretaries in the Budget and ratings departments. Data was sourced from employees under the lower management of the Assembly, which was from the Metro Guard Department and Secretaries from the Legal, Records and Budget and Rating Departments. The sample included workers with 1 to more than 4 years of experience within the Assembly.

3.2. Method for Data Collection

3.2.1. Data collection tool

The data was retrieved by using a questionnaire designed based on previous work done on the same research by some Scholars. Some of the information on the questionnaires had to be reviewed to be able reach the objectives of the research and also for better clarity for the participants. The survey consisted two sections with eight questions in all. Section A which had two questions was the demography and the Section B consisted of the main questions. The options to select from for the main questions were Strongly Agree, Agree, Not Sure, Disagree and Strongly Disagree. The information was asked so as to discover how the lack of room for communication to supervisors affected their job satisfaction.
3.2.2. Data collecting procedure

In collecting the data, 60 questionnaires were distributed. The participants were given instructions on how to go about answering the survey and through the use of face-to-face conversations and also that their participation was by choice and the responses which they picked would be confidential, apart from that of the final outcomes from all the participants. Contacting the sample personally was preferred since it gives the sample the chance to probe for information and know how to give back the questionnaires. The directive was to give back the questionnaire within 24 hours after completing it.

3.3. Method for Analyzing Data

The questionnaires were collected and the data was collated and analyzed descriptively using Microsoft excel.
CHAPTER FOUR

RESULTS ANALYSIS AND DISCUSSION

The total numbers of questionnaires distributed for this research were 60. Fifty-two (52) were validly completed and retrieved and eight (8) was not retrieved from the respondents. All retrieved questionnaires were useful as none was rejected for the purposes of this research. Therefore, the percentage of respondents’ rate is 87%.

4.1 Analyzing of Respondents’ Demography

Analysis of the respondents’ demography is shown in the sections below.

4.1.1 Analysis of respondents’ gender

The gender distribution of the respondents is shown in Table 1 and Figure 1 below.

Table 1: Distribution of respondents’ gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>No. of Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>37</td>
<td>71.16</td>
</tr>
<tr>
<td>Female</td>
<td>15</td>
<td>28.84</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100</td>
</tr>
</tbody>
</table>
From Table 1 and Figure 1 above, 37 (71.15%) respondents were males whiles 15 (28.84%) were females. Therefore, there were more male respondents than females. The implication is that most of the voices gave a more masculine influence.

4.1.2. Analysis of respondents’ years in organization

The distribution of the respondents’ job tenure is shown in Table 2 and Figure 2 below.

Table 2: Distribution of number of years’ respondents worked in organization

<table>
<thead>
<tr>
<th>No. of Years</th>
<th>No. of Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lesser than 1</td>
<td>14</td>
<td>26.92</td>
</tr>
<tr>
<td>More than 1 year but less than 2</td>
<td>8</td>
<td>15.38</td>
</tr>
<tr>
<td>More than 2 years but less than 3</td>
<td>12</td>
<td>23.08</td>
</tr>
<tr>
<td>More than 3 years but less than 4</td>
<td>7</td>
<td>13.46</td>
</tr>
<tr>
<td>More than 4</td>
<td>11</td>
<td>21.16</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>52</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
From Table 2 and Figure 2 above, 14 (26.92%) respondents worked with the Assembly for less than a year. 8 (15.38%) respondents have worked for more than one year, but less than 2 years. 12 (23.08%) respondents worked more than 2, but less than 3 years. 7 (13.46%) respondents worked more than 3, but less than 4 years, while 11 (21.15%) have worked for the organization in over 4 years.

Overall, a total of 38 (73.08%) respondents have been with the organization for one year and beyond. In the organization, employees who have spent one year are considered to have a good appreciation of issues in the organization. The implication is more respondents have worked been in the organization a lengthier period and thus have a good understanding of issues in the organization covered in this study.
4.2. Analysis of Not Having More Freedom Over Work, and its Constrain on Role-Play and Job Satisfaction

4.2.1. Analysis of respondents’ perception of not having more freedom over their work, and how its effects job satisfaction

The distribution of the respondents’ perceptions of not having more freedom over their work in relation to job satisfaction is shown in table 3 and figure 3 below.

Table 3: Distribution of respondents’ perception of not having freedom over work and its effect on job satisfaction.

<table>
<thead>
<tr>
<th>Response Option</th>
<th>No. of Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>9</td>
<td>17.30</td>
</tr>
<tr>
<td>Agree</td>
<td>21</td>
<td>40.40</td>
</tr>
<tr>
<td>Not Sure</td>
<td>9</td>
<td>17.30</td>
</tr>
<tr>
<td>Disagree</td>
<td>9</td>
<td>17.30</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>4</td>
<td>7.70</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100</td>
</tr>
</tbody>
</table>
Figure 3: Distribution of respondents’ perception of not having freedom over the job and how it affects job satisfaction

From Table 3 Figure 3 above, 9 (17.30%) respondents strongly agree that not having freedom over the job and it’s negative relation to satisfaction, while 21 (40.38%) agreed and 9 (17.30%) indicated that they were not sure. 9 (17.30%) respondents disagreed, while 4(7.69) strongly disagreed. From the distribution, a total of 30 (57.69%) respondents agreed that not having freedom over work promotes a negative effect on job satisfaction, 13 (25%) disagreed, and 9 (17.30%) were not sure. The implication is that more workers have the perception that the organization’s not giving them freedom over work had a negative effect on job satisfaction.

4.2.2 Analysis of respondents’ perception of support received from both co-workers and supervisors helping to reduce work stress, thus increasing job satisfaction

The distribution of the respondents’ perceptions of support received from both co-workers and supervisors helping to reduce work stress, thus increasing job satisfaction is shown in table 4 and figure 4 below.

Table 4: Distribution of respondents’ perceptions of support received from superiors, co-workers, increasing job satisfaction.

<table>
<thead>
<tr>
<th>Response Option</th>
<th>No. of Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>27</td>
<td>51.92</td>
</tr>
<tr>
<td>Agree</td>
<td>24</td>
<td>46.15</td>
</tr>
<tr>
<td>UnSure</td>
<td>1</td>
<td>1.92</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>----------</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>99.99</td>
</tr>
</tbody>
</table>

Figure 4: Distribution of respondents’ perception of support received from superiors, co-workers and it increasing job satisfaction.

From Table 3 Figure 3 above, 27 (51.92%) respondents strongly agree that support received from superiors, co-workers increases job satisfaction, while 24(46.15%) agreed and 1 (1.92%) indicated that they were not sure. There was no respondent who disagreed, and none also for strongly disagreed. From the distribution, a total of 51(98.08%) respondents agreed that support received from superiors, co-workers’ increases job satisfaction, 0 (0%) disagreed, and 1 (1.92%) were not sure. The implication is that majority of employees in the organization hold the perception that the organization’s support received from superiors, co-workers’ increases job satisfaction.
4.2.3 Analysis of respondents’ perception of managers engaging them in decision-making, problem-resolution, goal-setting, and day-to-day activities of the job, and its effect on productivity, efficiency and job satisfaction

The distribution of the respondents’ perceptions of being engaged in decision-making, problem-resolution, goal-setting, and day-to-day activities of the job, experience greater levels of productivity and efficiency which increases job satisfaction in table 5 and figure 5.

Table 5: Distribution of respondents’ perception of Managers who engage employees and the positive impact on job satisfaction.

<table>
<thead>
<tr>
<th>Response Option</th>
<th>No. of Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>21</td>
<td>40.38</td>
</tr>
<tr>
<td>Agree</td>
<td>25</td>
<td>48.07</td>
</tr>
<tr>
<td>Not Sure</td>
<td>4</td>
<td>7.69</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>3.86</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>52</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
Figure 5: Distribution of respondents’ perception of Managers who engage employees and the positive impact on job satisfaction.

From Table 3 Figure 3 above, 21 (40.38%) respondents strongly agree that Managers who engage employees have positive impact on job satisfaction, while 25 (48.07%) agreed and 4 (7.69%) indicated that they were not sure. 2 (3.85%) respondents disagreed, while none strongly disagreed. From the distribution, a total of 46 (88.46%) respondents agreed that Managers who engage employees have a positive effect on job satisfaction., 2 (3.85%) disagreed, and 4 (7.69%) were not sure. The implication is that majority of employees in the organization hold the perception that the organization’s Managers who engage employees have a positive impact on job satisfaction.
4.2.4 Analysis of respondents’ perception of open sharing of information and the use of bi-directional communication in the organization increasing job satisfaction.

The distribution of the respondents’ perceptions of open sharing of information and the use of bi-directional communication in the organization increases my job satisfaction is shown in table 6 and figure 6 below.

Table 6: Distribution of respondents’ perception of open sharing of information and increase in job satisfaction

<table>
<thead>
<tr>
<th>Response Option</th>
<th>No. of Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>16</td>
<td>30.76</td>
</tr>
<tr>
<td>Agree</td>
<td>31</td>
<td>51.62</td>
</tr>
<tr>
<td>Not Sure</td>
<td>1</td>
<td>1.92</td>
</tr>
<tr>
<td>Disagree</td>
<td>3</td>
<td>5.76</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>1</td>
<td>1.92</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>52</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
Figure 6: Distribution of respondents’ perception of open sharing of information and increase in job satisfaction

From Table 3 Figure 3 above, 16 (30.76%) respondents strongly agree that open sharing of information increases job satisfaction, while 31 (51.61%) agreed and 1 (1.92%) indicated that they were not sure. 3 (5.76%) respondents disagreed, while 1 (1.92) strongly disagreed. From the distribution, a total of 47 (90.38%) respondents agreed that open sharing of information increases job satisfaction, 4 (7.69%) disagreed, and 1 (1.92%) was not sure. The implication is that majority of employees in the organization hold the perception that the organization’s open sharing of information increases job satisfaction.

4.2.5 Analysis of the respondents’ receiving effective feedback from supervisors on job expectations and performance positively affecting job satisfaction
The distribution of the respondents’ perceptions receiving effective feedback from my supervisors on job expectations and job performance positively affects job satisfaction is shown in table 7 and figure 7 below.

Table 7: Distribution of respondents’ perception on receiving feedback and the positive impact on job satisfaction.

<table>
<thead>
<tr>
<th>Response Option</th>
<th>No. of Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>24</td>
<td>46.15</td>
</tr>
<tr>
<td>Agree</td>
<td>22</td>
<td>42.30</td>
</tr>
<tr>
<td>Not Sure</td>
<td>4</td>
<td>7.70</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>2</td>
<td>3.85</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>52</strong></td>
<td><strong>99.99</strong></td>
</tr>
</tbody>
</table>
Figure 7: Distribution of respondents’ on receiving feedback and the positive impact on job satisfaction.

From Table 7, Figure 7 above, 24 (46.15%) respondents strongly agree that receiving feedback has a positive impact on job satisfaction., while 22 (42.30%) agreed and 4 (7.69%) indicated that they were not sure. 0 (0%) respondents disagreed, while 2 (3.85) strongly disagreed.

From the distribution, a total of 46 (88.46%) respondents agreed that receiving feedback has a positive impact on job satisfaction., 2 (3.85%) disagreed, and 4 (7.69%) were not sure. The implication is that majority of employees in the organization hold the perception that the organization’s giving feedback has a positive impact on job satisfaction.

4.2.6 Analysis of respondents’ perception of employees’ unease in disclosing information to superiors perceived as highly involved in political activities

The distribution of the respondents’ perceptions that people are less at ease in disclosing information to superiors whom they perceive as a highly involved in political activities is shown in table 8 and figure 8 below.

Table 8: Distribution of respondents’ perception of not easy disclosing information to superiors who are involved in political activities

<table>
<thead>
<tr>
<th>Response Option</th>
<th>No. of Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>18</td>
<td>34.61</td>
</tr>
<tr>
<td>Agree</td>
<td>19</td>
<td>36.54</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------</td>
<td>---</td>
<td>---------</td>
</tr>
<tr>
<td>Not Sure</td>
<td>5</td>
<td>9.62</td>
</tr>
<tr>
<td>Disagree</td>
<td>8</td>
<td>15.40</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>2</td>
<td>3.85</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>52</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 8: Distribution of respondents’ perception of not easily disclosing information to superiors who are involved in political activities.

From Table 3 Figure 3 above, 18 (34.61%) respondents strongly agree that not its easy disclosing information to superiors who are involved in political activities, while 19 (36.54%) agreed and 5 (9.62%) indicated that they were not sure. 8 (15.38%) respondents disagreed, and 2(3.85) strongly disagreed.
From the distribution, a total of 47 (90.38%) respondents agreed that it’s not easy disclosing information to superiors who are involved in political activities, 10 (19.23%) disagreed, and 5 (9.62%) were not sure. The implication is that more workers hold the perception that it’s not easy disclosing information to superiors who are involved in political activities.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Summary of Findings

From the analysis, it emerged that, though the respondents’ voices show a more masculine influence, majority of the workers in the organization worked for a longer period, and thus have a good appreciation of issues in the organization covered in this study. The following key findings were made.

i) Employees in the organization hold the perception that the organization not giving them freedom over work had a negative effect on their satisfaction of the job.

ii) Workers in the Assembly hold the perception that the organization’s support received from superiors, co-workers increases job satisfaction.

iii) Workers in the Assembly hold the perception that the organization’s Managers who engage employees have a positive impact on job satisfaction.

iv) Workers in the Assembly hold the perception that the organization’s open sharing of information increases job satisfaction.

v) Workers in the Assembly hold the perception that the organization’s giving feedback has a positive impact on job satisfaction.

vi) Employees in the organization hold the perception that it’s not easy disclosing information to superiors who are involved in political activities.
5.2. Conclusion

Based on the analysis and findings, it is concluded that when the employee does not have more freedom over his or her work, will thus constraint role play and have a negative effect on his or her job satisfaction. Having more freedom over one’s work mean being able to voice out how you feel about a task or function which is a way of communicating to your superiors.

5.3. Recommendations

Based on the key findings outlined in section 5.1 above, the following recommendations are made to the organization.

i). The organization should give employees more room to have a say in their own schedule and level of accountability. This type of freedom motivates employees to treat each job as a chance to make a great imprint and have devoted level of service. Some people prefer to do their work in the early morning and others at night. Some also fancy to carry it out on the weekends or in the early hours of the day. Giving the employee the choice to choose when to work is very empowering. Impart the values of the company through training

ii). The organization should maintain and have a policy which encourages mentoring and rewards superiors or those who support others in the organization

iii). The Organization should create a knowledge sharing system, where they can send out employee survey to get their honest opinions and suggestions on organizational decisions so that everyone will be a part of the decision making and goal setting process.
iv). The organization should encourage open sharing and bidirectional communication by creating different channels where the different types of employees can give and receive information to and fro management and also feedback should be acted upon.

v). The organization should give effective feedback to employees on their job or job performances which should be one-one and always end on a positive note. The Grow Model of coaching can be adopted.

vi). The organization should have a policy which states that any employee who does not distinct his work from his political affiliation will be penalized. They should know that doing politics on the job can cause you your job.
REFERENCES

1. ama.gov.gh


30. Porter, Lawler and Hackman (1975), Behaviour in organisations ;


APPENDIX

QUESTIONNAIRE

Understanding How Employees’ Lack of Room to Communicate Issues Regarding their Work to Superiors Affect their Job Satisfactions

Synopsis

The purpose of this research is to provide an understanding on how the lack of room for employees in the organization to communicate issues regarding their work to their superiors affect their job satisfactions.

It is expected that the outcome of this research will help management better manage Communication Issues Regarding their Work to Superiors Affect their Job Satisfactions

I undertake that all information provided will be used solely for the purpose of this research and not be shared.

Thank you.

Mrs. Sarah Boahemaa Wiredu
Graduate Student (MA- Management and Administration)
Department of Organization and Human Resource Management
University of Ghana Business School, Legon
SECTION A

Demography

Please, kindly answer the following by ticking the appropriate answer of your choice

1. Gender:

[ ] Male  [ ] Female

2. Number of years in the organization

[ ] Less than one year
[ ] More than one year but less than two years
[ ] More than two years but less than three years
[ ] More than three years but less than four years
[ ] More than four years

SECTION B

Effect of Employees’ Lack of Room to Communicate Issues Regarding their Work to Superiors on their Job Satisfactions

Please, kindly answer the following by ticking the appropriate answer of your choice

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Not Sure</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Not having more freedom over my work, and what I do constraints my role-play in the organization, and this has a negative effect on my job satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2. The support I receive from both my co-workers and supervisors help reduce my work stress, thus increasing my job satisfaction.

3. When my managers engage me in decision-making, problem-resolution, goal-setting, and day-to-day activities of my job, I experience higher levels of productivity and efficiency which increases my job satisfaction.

4. The open-sharing of information and the use of bi-directional communication in the organization increases my job satisfaction.

5. When I receive effective feedback from my supervisors on my job expectations and job performance, my job satisfaction is positively affected.

6. I am less at ease in disclosing information to superiors whom I perceive as a highly involved in political activities.

Thank You Very Much