UNIVERSITY OF GHANA

ORGANISATIONAL WORK ENVIRONMENT AND EMPLOYEE JOB SATISFACTION: THE CASE OF JUDICIAL SERVICE

BY

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THIS PROJECT WORK IS SUBMITTED TO THE DEPARTMENT OF ORGANIZATION AND HUMAN RESOURCE MANAGEMENT, UNIVERSITY OF GHANA, LEGON, IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF ARTS IN MANAGEMENT AND ADMINISTRATION DEGREE

JULY, 2019
DECLARATION

I, hereby, declare that this research work is my own original research work and no part has been presented by me or any other person for another degree in this or another university. All references used in this work have been fully acknowledged.

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CERTIFICATION

I do hereby declare that this research work was done under my supervision in accordance with the guidelines laid down by the University.

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(SUPERVISOR)
DEDICATION

I dedicate this project work to the Almighty Allah. Secondly to my dear mum, Mrs. Memunatu Ali, for her guidance and support throughout my second degree
ACKNOWLEDGEMENT

My utmost thanks goes to the Almighty Allah for giving me the strength and support in this academic exercise. I would also want to thank my supervisor, Dr. Majoreen Osafroadu Amankwah for her valuable contribution, objective criticisms and encouragement during the preparation of this research report. I am highly appreciative for her prayers, love and care. I am deeply grateful. I would like to thank my supportive husband Mr. Abdul Manaf Mahmoud for his guidance, care and prayers.

I also would want to thank the faculty of the University of Ghana Business School and my colleagues for their suggestions and support during this academic pursuit. Finally, I would like to thank all respondents and individuals who in diverse ways helped me complete this research project.
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ABSTRACT

This study investigated the impact of the working environment on employees’ job satisfaction in the Judicial Service, Accra. Specifically, the study analyzed the direct and indirect relationship among work environment, variables of safety, relationship with co-workers and motivation on job satisfaction. Methodologically, the study was a cross-sectional quantitative survey that involved the use of self-administered structured questionnaire that gathered data from respondents of judicial service, Accra. Using a sample size of 150, convenience sampling technique was used to sample the respondents. The statistics and data (STATA) version 20.0 software was used to analyze the responses.

Results of the findings revealed that employees viewed safety measure as the main determinant that affects their job satisfaction. Then again, the construct of motivation revealed that, employees are not satisfied with salaries been paid to them hence a direct relationship between motivation and job satisfaction. Findings also confirmed a significant relationship between working environment and employee job satisfaction. While the methodological limitation of the study is noted, the study offered useful theoretical and managerial contributions. The study recommended that management should consider the need to adjust wages and salaries of employees in their quest to ensuring a positive working environment that will result in employee job satisfaction.
SECTION ONE

INTRODUCTION

1.0 Background to the Study

In the modern era, organizations are facing several challenges due to the dynamic nature of the environment. One of the many challenges for an organization is to satisfy its employees in order to cope up with the ever changing and evolving environment and to achieve success and remain in competition (Raziq & Maulabahsh, 2015). In order to increase efficiency, effectiveness, productivity and commitment of employees, the organization must satisfy the needs of its employees by providing good working conditions (Raziq & Maulabakhsh, 2015). Employees are organizations most potent resources and the progress, stagnation and backwardness of an organization depends on the ability of employees. It is therefore imperative that organizations attract, retain, motivate and reward adequately dedicated and committed employees. In every organization, tasks are performed with the help of resources; materials, machine, money and most importantly humans. All other resources except for human beings are non-living (Chandrasekar, 2011).

Employees make use of these resources to generate output. Without them other resources will be useless, dormant and will not produce anything. Therefore, human resources are the greatest asset any organization can have and should be given the highest priority (Ojeleye & Okoro, 2016). A similar view is shared by Zaman (2011) who argued that human resources provide the basis for an organization to achieve sustainable competitive advantage. Because organizations are operating in a dynamic and competitive business environment, they need to develop strategies to acquire and retain competent workforces. Zaman (2011) also emphasized that these days, human asset is
considered to be the most important asset of any organization and in order to get the efficient and effective result from human resource, motivation is necessary.

The most important goal among others of an organization is to exhaust the possibilities of getting the best employee performance in order to accomplish set objectives (Butler & Rose, 2011). Part of the overall workplace wellbeing is ensuring proper working conditions, which can be considered to be the core of workplace wellbeing. These proper conditions are achieved when the basic requirements of the workplace are fulfilled, meaning that the working conditions are safe and the work does not pose a threat on the health of the worker. Also, the workload should be at an appropriate level and the working equipment and tools functional (Kehusmaa 2011).

Good working conditions are created by companies where employees communicate positively and openly, where a manager expects the best from the workforce and where respect and appreciation are given. Good working conditions increases the capability and efficiency of the company as a whole. Employers and employees have shared responsibility for building a well-balanced and respectful workplace. (Aggarwal, Devi, & Kaur, 2014).

**1.1 Problem Statement**

In the modern era, organizations are facing several challenges due to the dynamic nature of the environment. One of the many challenges for a business is to satisfy its employees in order to cope up with the ever changing and evolving environment and to achieve success and remain in competition. In order to increase efficiency, effectiveness, productivity and job commitment of employees, the business must satisfy the needs of its employees by providing good working conditions. Chandraseker (2011) confirmed that unsafe and unhealthy workplace environment in
terms of poor ventilation, inappropriate lighting, excessive noise etc. affect worker’s productivity and health.

Different factors within the working environment such as wages, working hours, autonomy given to employees, organizational structure and communication between employees & management may affect job satisfaction (Lane, Esser, Holte, & Anne, 2010). Arnetz (1999) argue that in organizations, it was observed mostly that employees have problems with their supervisor who is not giving them the respect they deserve.

The workplace environment is the most critical factor in keeping an employee satisfied in today’s business world. Today’s workplace is different, diverse, and constantly changing. The typical employer/employee relationship of old has been turned upside down.Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business (Smith, 2011). Supervisors also show harsh behaviours to employees due to which, they are not comfortable to share good and innovative ideas with their supervisors. Smith (2011), further described that top management limits employees to their tasks rather than creating a sense of responsibility in employees by making them work in teams to attain high performance.

Petterson (1998) argued that the interaction between employees within a business is crucial for accomplishing the organizational goals. Further, he described that the communication of information must be properly done in a timely manner so that the operations of the business run smoothly. If there is a clash between co-workers, then it is difficult to achieve the objectives of organization. Therefore, there is need for researchers to focus more attention to investigating the impact of the work environment on employee job satisfaction in the Ghanaian setting.
Based on the above discussion, the objective of this study determined the relationship between the working environment and employee job satisfaction in the Judicial Service, Accra.

1.2 Research Objectives

i. To examine the work environment of the Judicial Service, Accra.

ii. To examine the extent of job satisfaction of employees in the Judicial Service, Accra.

iii. To determine the effect of the working environment on employees’ job satisfaction in the Judicial Service, Accra.

1.3 Research Questions

i. What is the work environment of the Judicial Service, Accra?

ii. What is the extent of job satisfaction of employees in the Judicial Service, Accra?

iii. What is the effect of working environment on employees’ job satisfaction in Judicial Service, Accra?

1.4 Significance of the Study

The significance of the study is segmented into three components: research, practice and policy. Regarding the research significance, this study added to the existing strands of literature presently existing on working environment and job satisfaction interconnection. Concerning the significance to practice, the study is essential in diverse ways to organizations and the judicial service management To management in the legal sector, the findings of the study provided an
extra perspective on how an enabling and robust work environment can be used as a tool to positively influence job satisfaction in the legal space. The study will also help create awareness about the importance of encouraging better employee conditions of service and the need to do so effectively. Furthermore, the findings and results of the study are useful to policy making and regulatory bodies can use it at monitoring the impact of judicial working environment on employee’s’ job satisfaction in the Ghanaian legal space.

1.5 Section Disposition

The study is categorized into five different sections with various sub sections. The first section is the introductory chapter which included: background to the study, problem statement, research objectives, research questions, significance of the study, and organization of the study. The second section is literature review where existing literature related to this work have been reviewed and critiqued. It also involved using theoretical and conceptual frameworks to review the study and deduced meanings out of it. The third section is the methodology stage which included research design, populations and samples, sources of data, data collection instruments, the procedure for the collection of data and data analysis. Section four is the analysis and discussion which dealt with data presentation, analysis, discussions of findings and provision of appropriate evidence in terms of quotations to illustrate and emphasize results. The final section comprised of summary, conclusions, limitations, and suggestions for further studies. References and appendices are presented after the conclusion.
SECTION TWO

LITERATURE REVIEW

2.0 Introduction

The second section of the research contained definition and discussion of literature related to work environment, job satisfaction and their relationship. The section provided the definition and explanation on the work environment and job satisfaction that included safety, relationship with co-workers and motivation. The contents of this section are retrieved from the secondary sources of information such as journal articles, theses and text books. Besides, a relevant theoretical framework that is supporting the variables is provided to enhance the comprehension regarding the correlation between the dimensions of work environment and job satisfaction. Additionally, a conceptual empirical study proposed by researchers was introduced and appreciated.

2.1 Overview of the Work Environment

Research has been done to understand the relationship between the work environment and job satisfaction all around the world in different contexts over the years. The study is gaining more and more importance with the passage of time because of its nature and impact on the society. Baah and Amoako (2011) explained that the motivational factors (the nature of work, the sense of achievement from their work, the recognition, the responsibility that is granted to them, and opportunities for personal growth and advancement) helped employees to find their worth with respect to the value given to them by an organization. Further, this can increase motivational level of employees which will ultimately raise internal happiness of employees and the internal happiness will cause satisfaction.
Bakotic & Babic (2013) found that the working condition is an important factor for job satisfaction, so workers under difficult working conditions are usually dissatisfied. To improve the satisfaction of employees working under difficult working conditions, it is necessary for management to improve the working conditions. This will make them equally satisfied with those who work under normal working conditions and in return overall performance will increase.

Chandrasekar (2011) argued that an organization needs to create a work environment that enhances the ability of employees to become more productive in order to increase profits for an organization. He also argued that human to human interactions and relations are playing more dominant role in the overall job satisfaction rather than money whereas management skills, time and energy, all are needed for improving the overall performance of the organization in the current era. The independent variable in this research is the working environment in which the employees are working within an organization and the dependent variable is the job satisfaction of employees.

2.2 The Working Environment

The workplace environment is the most critical factor in keeping an employee satisfied in today’s business world. Today’s workplace is different, diverse, and constantly changing. The typical employer/employee relationship of old has been turned upside down. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business (Smith, 2011).

According to Chandrasekar, (2011) the physical working environment deals with the physical or tangibles including things like machinery, office layout, temperature, ventilation and lighting at
the setting where the job is performed. Similarly, he added that the type and quality of lighting system at the workplace promotes working experience of employees which then results in increased productivity.

### 2.3 Features of the Work Environment

The work environment is a mixture of many factors, which come together to form the environment of an organization. These factors are: goal setting, workplace incentives, defined processes, performance feedback, role congruity, mentoring, resource availability and supervisor support. All these factors together have an impact on the performance of an employee. Therefore, in order to gain better results from the employees, it becomes very essential that they should be provided with proper work environment factors. (Essays, 2018).

Creating a good work environment involves providing employees with regular feedback on their performance. The feedback should include both the negative and positive aspects of the employee’s performance. It should not be so that only the mistakes of an employee are being pointed but good performance done by an employee should also be appreciated. Organizations should take care that the delivery of the feedback is appropriate, so that the employee does not feel awful after getting a negative feedback. Areas where he or she should improve should be made clear in the feedback so that the employee can improve upon his or her skills.

Next important factor, in order to provide an employee with a cordial environment, is to provide the employee with a job which complies with his or her expectations from the job. The job description and the role which the employee is supposed to perform should be in uniformity with the tasks allocated by the manager or the organization. Not only this, the processes of performing
the tasks should also be well defined. The process management should be proper and any requirements of the job should be properly communicated to the employees (Taiwo, 2010).

In order to enhance the performance of the employees, it is very important that the organization determines what motivates their employees. As according to the requirements of the employees and their performance, the employees should be provided with proper workplace incentives. Incentives can be both internal and external like challenging tasks and better compensation. As mentioned above, one of the biggest reason employees leave organization is due to bad experiences with their managers. Therefore, by creating a suitable environment for the employees, there should be the provision of supervisor support. The supervisors should be supportive of the employees and help them in performing their tasks. The supervisors should have good interpersonal skills so that they can maintain proper relationship with their employees and enhance their self-confidence. It is very necessary that the supervisor should appreciate the employees whenever they do a good job.

An essential requirement of the employees is that they want to learn more and enhance their skills. If a job is not enriching their skills, then they might not be interested in doing that job. Therefore, it is very important that the employees should be provided with regular trainings in order to enhance their existing skills and develop new skills.

Another important factor to create a better work environment is resource availability. Employees should be provided with required resources so that they can perform well. All the above-mentioned factors are required to be present in an organization in order to provide the employees with a good working environment.

Therefore, it can be said that the work environment consists of those material and abstract factors, which ease the work of an employee in an organizational set up. These factors provide the
employees with a set of motivating elements, which help them in increasing their efficiency to perform better and enhance their productivity. Absence of these factors may result in employee dissatisfaction, which may lead to low productivity, absenteeism, high rate of error etc. Therefore, organizations should strive to provide their employees with cordial working environment.

2.4 Factors of Health and Safety

The International Labor Organization (ILO) constitution sets forth the principle that workers should be protected from sickness, disease and injury arising from their employment. Yet for millions of workers, the reality is very different. The ILO estimated 2.02 million people die each year from work related accidents or diseases. A further 317 million people suffer from work-related diseases, and there are an estimated 337 million fatal and non-fatal work-related accidents per year. In economic terms, the ILO has estimated that 4% of the world’s annual GDP is lost as a consequence of occupational diseases and accidents.

Kerke (2010) stated that creating a safer work environment is crucial to every business. This does not imply that the organization should avoid accidents but it also means that organizations should discourage any kind of unhealthy and unsafe staff practices. The author, Kerke (2010) also stated that workplace should be inspected regularly so that unsafe conditions and practices can be monitored and inspections should be made at least once or twice per week.

All employees must be given proper on the job training regarding safety measures. They can be trained by their senior employees or professional trainers such as Safety Officers who will play a dominant role in implementing the health and safety programs of an organization and also properly document them. Jones (2010) stated that certain workplace conditions and staff practices may also
create some sort of psychological hazards to the employees. He also stated that in all organizations, employees are subjected to different sorts of threats to their health and safety and these threats depend on the nature of work that an employee undertakes.

2.5 Job Satisfaction

From the perspective of Salunke (2015), the term “job satisfaction” can be justified as a working person’s attitude on his or her internal state. The researcher further explained the different aspects or dimensions of job satisfaction which included individual, social, cultural, organizational, and environmental elements. Firstly, individual elements such as the inherited personality, age, marital status, and also education level play an important role in affecting the individual’s job satisfaction. Secondly, social elements are referred to the relationship with co-workers and the communication or informal engagement with the peers. Thirdly, cultural elements are referred to an individual’s belief, value, attitude, and religious. Fourth, organizational elements are the Leader- Member Exchange (LMX), management capabilities, leadership styles, organization size, organization hierarchy, and so on. Lastly, environmental elements refer to the technical, social, economic, and political factors.

Reilly (1991), Armstrong (2003) and Robbins (2007) as cited in Rajput, Mahajan and Agarwal (2017), stated that job satisfaction is the ultimate attitude of the employees toward their job. Statt (2004) as cited in Aziri (2011) described his definition for job satisfaction as whether a worker felt pleased with the outcome he gets in reciprocate to his job. Job satisfaction is mainly influenced by both the internal factors of how employees feel about their job and the external factors such as the work environment (Aziri, 2011).
A job is a necessary element for majority of working-age persons to fulfil their needs from the aspect of physical, social and material (Yildirim, Gulmez, & Yildirim, 2016). It occupies a huge space in one’s life (Devi & Rani, 2015). Also, job satisfaction is defined as the inner peace and pleasure felt by an individual in the workplace. According to Bari, Fanchen, and Baloch (2016), job satisfaction is closely linked to the work environment, organization practices and management. Employees’ job satisfaction tends to reflect on the overall happiness they experienced in workplace (Ganiron, 2013). Sell and Cleal (2011) developed a model on job satisfaction by integrating economic variables and work environment variables to study the reaction of employees in hazardous work environment with high monetary benefits and non-hazardous work environment and low monetary benefits. The study showed that different psychosocial and work environment variables like work place, social support has direct impact on job satisfaction and that, increased in rewards does not improve the dissatisfaction level among employees.

### 2.6 Facets of Job Satisfaction

Saxena and Kaur (2011) mentioned that job satisfaction can be separated into two major types which included the global job satisfaction and also the job facet satisfaction. First of all, the global job satisfaction can be justified as the overall feelings the employees experience regarding their jobs. Whereas, job facet satisfaction is defined as the feelings that are experienced by the employees regarding some particular job aspect. Porter and Lawler (1968) divided the factors of job satisfaction into two. Firstly, the internal satisfactory factor which is defined by the job nature itself. In other words, the examples of such are self-esteem, self-achievement, accomplishment, authorization, empowerment, and so on. External satisfactory factors consist of factors that are
related to the work indirectly. Examples include, the relationship with co-workers, incentives, well-being, and utilities (Wadhwa & Wadhwa, 2011).

In explaining the concept, an example of doctors in Pakistan is used. There was a severe strike by doctors in the province of Punjab, followed by strike in Sind, Baluchistan and capital city/Islamabad because they were not satisfied with the pay, promotion and development policies, care given to doctors and many other factors. This led them to a strike action and thus, stayed out of their jobs. This proved to be a lash on the administration and public, as due to absence of doctors, 60% of the country clinics and hospitals were out of action which caused 500 deaths of patients (Kazmi, 2011). It shows that satisfying employees is one of the most important functions of management and in its absence crisis like medical crisis in Pakistan might arise. Keeping employees engaged and satisfied takes more than just good pay and benefits.

According to the Employee Job Satisfaction and Engagement Report by the Society for Human Resource Management (2017), the following list reveals some of the key job satisfaction aspects cited by employees:

- **Respect** – According to the SHRM report, employees rate respectful treatment of all employees as the most important factor in job satisfaction.

- **Trust** – Perhaps because of workplace uncertainty in the years following the Great Recession, employees indicated that trust between themselves and senior management was another highly important satisfaction factor.

- **Security** – If you’ve ever had to go to work each day wondering whether your job is secure, you know it can cause a great deal of anxiety. Organizations can provide a sense of security
through honest communication and transparency about the company’s health and long-term viability.

- **Healthy Environment** – Workplaces that are free from stress, morale issues, harassment and discriminatory practices can create a positive and healthy environment for everyone.

- **Career Path** – No one wants a dead-end job. Employees are more likely to excel when they can see an established upward path, with the opportunity to earn a higher wage and take on greater responsibilities.

- **Pay and Benefits** – Good wages aren’t the only reason employees find satisfaction in their jobs, but they typically rank high on the list. Competitive pay generally makes employees feel valued, and gives them less reason to look elsewhere for work.

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**Figure 1: Five Facets of Job Satisfaction**

<table>
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<tr>
<th>Satisfaction with</th>
<th>Definition</th>
</tr>
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<tbody>
<tr>
<td>Co-worker relations</td>
<td>The extent to which a worker has formed close relationships with colleagues; the degree of mutual trust and respect.</td>
</tr>
<tr>
<td>Supervisor relations</td>
<td>Perceived quality and quantity of feedback, encouragement, and helpful support from a supervisor; the worker’s assessment of the supervisor’s overall competence.</td>
</tr>
<tr>
<td>The nature of the work itself</td>
<td>Includes various job components as they relate to the nature of the work experience (degree of challenge, variety, autonomy, and control) as well as the sheer quantity of tasks to be done and the time frame in which to do them. Also includes the perceived importance of the work and the extent to which the job provides intrinsic enjoyment and fulfills the need for</td>
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2.7 The Working Environment and Job Satisfaction

This review is important to understand the relevance of working environment in the judicial service sector in respect to job satisfaction of employees and to the delivery of quality services. This can lead to customer satisfaction, customer retention and overall growth of organization. It shows that the success of the project depends on favorable work environment. It was found that work environment has direct bearing on the job satisfactions of the employees in an organization. Most of the managers perceive remuneration, job security, working hours and information in time as important to get effective result. Kavita, (2013) revealed that the there is a strong relationship between job characteristic, working conditions with job satisfaction such as job grade, bad odor, dirt and humidity, noise, lighting, sufficient space for work, cooperation with others to solve

<table>
<thead>
<tr>
<th>Working conditions</th>
<th>Includes both the structure of the work experience (flexibility of hours, teacher-child ratio, adequacy of breaks, substitutes, and teaching materials) as well as the context (aesthetic quality of the physical environment; overall noise level; adequacy of heat, ventilation, and light; and spatial arrangement).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay and promotion opportunities</td>
<td>Concerns the adequacy of pay as well as the perceived equity and fairness of compensation policies, fringe benefits, and opportunities for advancement. Also includes the worker’s perceived job security.</td>
</tr>
</tbody>
</table>

Adapted from Bloom (2010) pg 110
problems, observing rules and procedures as well as abiding with duties. These factors directly impact on organizational performance.

Islam’s (2012) study found that there is strong relationship between working environment and stress. Lack of team work, insufficient ventilation and lighting facilities, unhygienic conditions, ineffective communication system etc. increases employees stress. Radha, (2012) has shown through a study that there is a strong and positive relationship between working environment and job satisfaction of employees. It was clear that if an organization has favorable working conditions, it results in job satisfaction of employee and ultimately high performance of the organization. Khan, (2012) examined that if working environment is favorable, it improves employee loyalty. This is because as employees perceive that the respect and importance given to them, job security, training and development, superior support, effective communication, teamwork etc. will result into high employee satisfaction. (Jadhav, 2012). Similarly, it has been brought to light that job satisfaction is dependent on favorable or conducive working environment of an organization.

Positive attitude toward the work environment increases the potential of elevating job satisfaction of employees. Meanwhile, negative attitudes toward the work environment lead to job dissatisfaction. An employee that is satisfied with their job tends to stay with the organization longer and will be highly productive (Bayarçelik & Findikli, 2016). In contrast, employees with poor job satisfaction have poor productivity, and thus, causes workplace conflict, stress, reduced loyalty, increased absenteeism rate, higher intention to quit, and reduced commitment. These consequences will influence employee turnover rate, reputation and performance as well (Neog & Barua, 2014; Munir & Rahman, 2016; Abiyev, Saner, Eyupoglu, & Sadikoglu, 2016).

Employee turnover is defined as the rate at which employees leave their employers, in either voluntary or involuntary Salunke, (2015). Munir and Rahman (2016) mentioned that poor work
environment is the direct reason behind the increase of job dissatisfaction that eventually causes the increase of turnover rate. Job satisfaction influences employees’ turnover intention (Zulbahari & Alias, 2014). Moy (2015) supported the earlier assertion and further justified that when the satisfaction towards job is perceived as low, turnover intention or decision to quit shall increase due to the low job satisfaction and can lead to the mind-set of uncertainty whether they are able to retain their job. (Ismail, Muhammad, Yusoff, & Shariff, 2016).

2.8 Review of Relevant Theoretical Framework

Figure 2.1: A conceptual model of Working Environment and Job Satisfaction Framework

The model shown in Figure 2.1 described how Raziq and Maulabakhsh (2015) explained the relationship between work environment and job satisfaction. Work environment as mentioned in the above included not only job safety and relationship with co-workers, but also working hours, job security, esteem needs, and support from the top management. The researcher identified that both safety and relationship with co-workers has a positive and significant influence on the job satisfaction. This suggested that employees who feel satisfied with the work place safety and
having a friendly relationship with their co-workers within the organization are more likely to have high job satisfaction (Raziq & Maulabakhsh, 2015). Raziq and Maulabakhsh (2015) established that every employee is an important element that aid the implementation of an organization’s vision and mission. Organizations need to ensure that employees are working under a safe environment. The researchers suggested that organizations need to be considerate and create a safe working environment to improve employees’ job satisfaction. The previous research done by Bakotic and Babic (2013) also supported the research outcome of Raziq and Maulabakhsh (2015). Bakotic and Babic (2013) mentioned that employees who work under unsafe work environment tend to have reduced job satisfaction that eventually causes poor performance.

2.9 Hypothesis Development

2.9.1 The relationship between safety and job satisfaction

Employers need to ensure the workplace safety is satisfying so that the function of the organization is able to go smooth. It is recommended that every organization should adopt workplace safety as its regular feature. In order to ensure safety at the workplace, an organization can conduct regular safety briefings. There are many organizations, which in order to provide their employees with safety, have daily safety meetings and many others have weekly safety meetings (Kerke, 2010). Yusuf, Eliyana, and Sari (2012) demonstrated that a safe workplace provides a sense of security to the employees and improves employees’ job satisfaction. According to Benjamin (2014), some employees considered safety in the workplace as the most vital factor that affects their job satisfactions. Organization that consider safety in the work environment will eventually reduce or even prevent the occurrence of any safety risk, harm and danger that employees might face in the workplace. In spite of that, Nordlöf et al., (2015) found that when employees are eager to achieve
a specific target to gain some incentives in reciprocate, they are likely to prioritize the potential incentives over the workplace safety. This mind-set causes the employees to conduct unsafe act without giving a second thought on the consequences of the unethical conduct. Due to the fact that there are contrasting opinions from different researchers, this study is carried out to examine the relationship between safety and job satisfaction.

2.9.2 The Relationship between cordial relations and Job Satisfaction
The co-worker’s relationship and employees’ job satisfaction have been actively investigated by different researchers and it has been a popular topic among them. The study of Akhte et al., (2016) concluded that the relationship between coworkers has a positive and significant relationship with job satisfaction. Besides, the study of Parvin and Kabir (2011) provided that relationship with co-workers is one of the strongest determinants that will be influencing job satisfaction. When employees feel happy working with their co-workers, they tend to have high job satisfaction. In contrast, when employees feel unhappy working with their coworkers, they will have low job satisfaction. In addition, the research done by Bojadjiev, Petkovska, Misoska, and Stojanovska (2015) showed a similar result as what the other researchers found from their research regarding the same topic. The researchers emphasized that employees that are satisfied with the workplace factor such as recognition, salary, responsibility and relationship with co-workers have a greater tendency of experiencing a higher level of job satisfaction. In other words, good relationship with co-workers will lead to high employees’ job satisfaction. Regarding the study conducted by Lin and Lin (2011), the researchers mentioned that the better the leader-member relationship and peers’ interactions, the higher the level of job satisfaction will be experienced by the employees.
2.9.3 The Relationship between Motivation and Job Satisfaction

Nowadays, issues regarding motivation that employees received in the work place and their job satisfaction has gained huge interest from numerous fields of studies. Motivation is seen as the major element in achieving organizational objectives (Barzoki, Attafar, & Jannati, 2012). Employees with high motivation show positive attitudes and behaviours while carrying out their jobs. Research done by Taylor and Westover (2011) found that motivated employees are more likely to experience satisfying workplace attributes. The intrinsic attributes included are such as interesting jobs and autonomy given during job performing; extrinsic workplace attributes that contribute to a more significant outcome in making the employees highly motivated included higher pay, better job security and better promotion opportunities. Barzoki et al., (2012) and Achim et al., (2013) did a similar research and simultaneously concluded that financial incentive is the number one element that significantly motivated employees, while promotion came second. Ankudinov et al., (2015) also justified that financial elements such as salary, allowance and bonus are the most powerful motivations influencing employees’ job satisfaction (Chatzopoulou, Vlachvei, & Monovasilis, 2015). Researchers contributed to the topic of job satisfaction justified that, motivation is the indicator for an individual to feel satisfied towards their jobs. They stressed that employees who are highly motivated tend to show high job satisfaction (Hayati & Caniago, 2012). Anghelache (2015) believed that motivation would trigger employees’ job satisfaction as these two are in reciprocated. Kuranchie-Mensah and Amponsah-Tawiah (2016) justified that both the intrinsic and extrinsic motivation are significant enough to leave an impact on employees’ job satisfaction.

Ismail et al., (2015) mentioned that employees who are highly motivated by their company will produce good performance. Thus, organizations have to make sure that the Human Resource
Managers make effort to implement a sound motivational strategy. Top management have to permit some sort of freedom to the employees so that both of their personal goals and organization’s objectives can be achieved. Organizations that put efforts in ensuring their employees have high job satisfaction are likely to create a motivating work environment (Vetrakova & Mazuchova, 2015). Salanova and Kirmanen (2010) believed that the job satisfaction level is strongly affected by both the intrinsic and extrinsic motivating factors. Chatzopoulou et al., (2015) supported the statement and provided that when employees are motivated to devote themselves in the jobs, they appear to develop positive work-related attitudes and behaviours, such as improved performance are highly engaged and are faithful to the organization. They also develop Organizational Citizenship Behaviours (OCB), lower absenteeism, and are less likely to leave their job. All these positive outcomes are believed to be creating the pool of highly job satisfied employees.

2.9.4 The relationship between work life balance and job satisfaction

Each individual’s needs and expectation for work-life balance are usually different. For example, a single and a married person tends to have different perspective for an ideal work-life balance. In this era, a culture of good work-life balance that is able to create a highly productive and highly satisfied labour pool is the key to organization success. In contrast, poor work life balance could actually lead to stress and work-family conflict (Al Sumaiti, 2010). According to Frame and Hartog (2003) as cited in Saif, Malik, and Awan (2011), work-life balance is where an employee is able to use his or her flexible working hours to balance their work and personal activities such as travelling with family, further study, and social events.
According to the research of Agha, Azmi, and Irfan (2017), the researchers defined work-life balance as the way an individual seeks for an appropriate balance between the aspect of work and life. The researchers as mentioned stated in another way that, work life balance can also be defined as the personal feeling of satisfaction between work and family commitment. Basically, work-life balance indicates a balance between three elements, which include paid work, non-paid work and personal time (Johansson, 2002 as cited in Agha, Azmi, & Irfan, 2017). Byrne (2005) as cited in Agha et al., (2017) explained that work-life balance is important in five aspects of a working person’s life. These five aspects include work, family, friends, health and oneself. Yadav and Dabhade (2014) mentioned that an employee-oriented culture increase employee’s productivity and job satisfaction. In opposite, when an organization promotes the culture of imbalance work-life such as work overload, employees’ time to spend with their family will be reduced.

Lazar, Osoian, and Ratiu (2010) and Arif and Farooqi (2014) mentioned that some organizations promote work-life balance practices as their culture to improve the welfare and satisfaction of their employees by implementing some programs to strengthen their work-life balance. For example, Family-Friendly Policies is effective in enhancing employees’ work-life balance by allowing flexible work time or reducing the working hours so that they could have more time to spend with their family (Lazar, Osoian, & Ratiu, 2010).

The theoretical framework proposed as shown above consisted of the independent variable of work environment (safety, relationship with co-workers, work-life balance, and motivation) and the dependent variable which is job satisfaction. In specific, this research aims to determine whether there is a significant relationship between work environment and job satisfaction of the employees at the Judicial Service.
2.10 Related studies (Empirical Evidence)

There are quite a number of researches works that are related to this study. Abstracts of a few of them have been presented as follows:

- In Nigeria, Kabungaidze & Mahlatshana (2012) published an article titled “The Impact of Job Satisfaction and Some Demographic Variables on Employee Turnover Intentions”. Self-administered questionnaires were distributed to a sample of 300 teachers. A stratified sampling procedure was utilised. The data was subjected to a number of statistical analysis such as t-test of independent samples, correlation, chi-square and one-way ANOVA. Results indicated that lack of job satisfaction influences the decision to quit the teaching profession. It also found that age, tenure and specialisation can predict employee turnover intentions. The findings of the research suggested that school authorities need to develop
strategies to deal with the needs of those teachers who experience less job satisfaction and commitment.

- A study by Seniwoliba (2013) on teacher motivation and job satisfaction in Senior High Schools in Tamale Metropolis of Ghana using 178 respondents showed the underlying factors that are important to teachers to motivate and satisfy them, as well as those that cause them to leave the teaching profession. Result from the interview were that, salary, working conditions, incentives, medical allowance, security, recognition, achievement, growth, students’ indiscipline, school policy and status were found to be the ten most important motivators to teachers that enhance, retain or cause them to leave. There was also the general perception of inequality among teachers when they compared their salaries with those of their colleagues with the same qualification in non-teaching organizations. The felt that they had been treated unfairly as professional teachers. They were also dissatisfied with their pay as compared to the inputs – skills, ability and workload. The study suggested that participatory management decision making should be implemented to help solve the problems emanating from the research, particularly with regards to the “Intrinsic” de-motivating factors which could be addressed by the top management of most Senior High Schools.

- The study of Tio (2014) used 74 samples with multiple regression analysis to measure the significance of work environment on job satisfaction among staff of a particular organization. The study found that work environment significantly determines job satisfaction. This result corroborates findings of previous research that investigated the connection between variables in workplace environment and work process (see Nakpodia, 2011; Vikas & Ravis, 2011; Akinyele, 2010;2007; Junaida et al., 2010; Taiwo, 2010).
2.11 Conclusion

This second section has provided a comprehensive literature review and a detailed explanation for each of the independent variables (safety, relationship with coworkers, and motivation) and dependent variables (job satisfaction) by adopting the knowledge and information from previous studies of different researchers. This section also provided a conceptual framework and empirical evidences that was adopted from other researchers. To conclude, the relationship between the independent variables (safety, relationship with co-workers, and motivation) and dependent variables (job satisfaction) have been discussed. The following section discloses the methodology implied for this research.
SECTION THREE
RESEARCH METHODOLOGY

3.0 Introduction

This section explained the methodology that was implemented for the entire study. Diverse methodological issues ranging from research approach, research paradigm and logic, research design, research population, sample size and sampling techniques, data collection instruments, administration of the instrument, validity and reliability of the research instrument, method of data analysis and the challenges met on the field is discussed here.

3.1 Research Design

According to Cooper and Schinder, (1998), a research design can be defined as a plan for selecting sources and types of information used to answer the research questions. Robson (2002) asserts that, the importance of research design stems from the fact that, the design influences the researcher’s choice of method of data collection, data analysis and other such research related issues. In this study, the paradigm of positivism was adopted, which steered the research in the direction of a quantitative approach rather than a qualitative one. Deductive approach was also adopted to use work environment constructs from Raziq and Maulabakhsh (2015) in assessing how it impacts employee job satisfaction in the Ghanaian judicial service.

In a broader sense, research design could be divided into two groups; exploratory design and conclusive design (Creswell & Clark, 2007). According to Saunders, Lewis and Thornhill (2012), researches can be classified in the light of their purpose. They identified three types of research
based on purpose namely explanatory research, exploratory research and descriptive research. Furthermore, it is important to note that, these three types of research purposes are not mutually exclusive. This suggested that researchers can use at least one of them in a study. More importantly, this study is explanatory in character as it seeks to understand and explain how working the environment affects job satisfaction variables in the Ghanaian legal industry. In the light of the study’s nature, it is prudent to adopt explanatory research approach.

In addition, data was collected through the use of a questionnaire which was formulated based on the work environment and job satisfaction literature as well as scales obtained from previous studies covering the aforementioned areas. The rationale behind the adherence to survey emanates from the fact that it is consistent with quantitative based studies. A cross-sectional study was chosen due to its ability to capture a research phenomenon at a given point in time (Gray, 2013). Justification for this choice of research design is due to the ability to use explanatory research in unearthing the causal relationships between working environment and employee job satisfaction in the judicial service, Accra.

3.2 Philosophical or Paradigm Underpinnings

A paradigm is a set of beliefs used to represent people’s value judgments, norms, standards, frames of reference, perspectives, ideologies, myths, theories and approved procedures that govern their thinking and action (Myers & Avision, 2002). Positivism, post-positivism or critical realism, interpretivism or constructivism and pragmatism according to Krauss (2005) are the main types of research paradigms.
This research is undertaken with a positivist philosophical perspective. This enabled the researcher to objectively measure the reality within working environment that affect employee job satisfaction in the Ghanaian legal space. In addition, the positivist philosophical perspective is to assist the researcher in examining the relationship between working environment and employee job satisfaction in the judicial service, Accra objectively (Jirojwong et al, 2014).

3.3 Sampling Technique

There are two well-known ways for classifying sampling methods and these are probability and non-probability sampling (Saunders, Lewis, & Thornhill 2009). The study used the convenient sampling technique. The convenient sampling is a non-probability sampling technique used to accessibly research on respondents in a target population who are not difficult to access (Sakaran, 2003). The convenient sampling technique is the least expensive and the least time consuming of all sampling techniques (Malhotra & Birks 2007). There was also the need to use sampling technique because of financial constraints, limited time to execute the project and the availability of the respondents. In conclusion the benefits of the technique which includes accuracy and consistency will further strengthen the accuracy of the study.

3.4 Sampling Design

3.4.1 Study Population and Sample Size

Study population according to Bryman & Bell (2007) is the world of units from which the sample is to be selected. The population of this research comprised all the employees of the judicial service, Accra.
The judicial unit which has total staff strength of 160 employees was used as the sample size of the study. The sample size was arrived at based on the general guidelines for choosing a sample size. Burns (2000) advises novice researchers to use large sample sizes as much as possible for the following reasons: To maximize the possibility that the mean, percentages and other statistics reflected the true estimates of the population, errors are reduced if large sample sizes are used; this also allows for randomness to work. Hair, William, Barry and Rolph (2010) recommended a minimum sample size of 100, whereas Coakes & Steed (2005) are of the view that, the sample size should not be less than 200. Overall, 160 questionnaires were distributed out of which, 150 questionnaires were appropriately filled by survey respondents. This response rate of 94%, a reasonable response rate for a survey of this nature (Malhotra, 2006). More importantly, how respondents are selected for a particular study is very critical for the success or otherwise of the study. The size of the sample was largely determined by calculating what could be achieved with the resources available during the limited duration of the study.

3.4.2 Research Data and Information

For a research to be successful, there must be the use of the two types of data which are the primary and secondary information. Primary data was basically collected from the Judicial Service, Accra. Then again, secondary information was also collected from articles, reports, magazines and internet in relation to the research.

The main research collection tool of the primary data was done through administering a survey questionnaire to the employees of the judicial service, Accra. The questionnaire had five sections namely background of respondents, safety, relationship with co-workers, work-life-balance and
motivation. The types of questions used for this survey is multi-choice in nature and were mainly measured on a five-point Likert scale, anchored on 1 ‘strongly disagree’ to 5 ‘strongly agree’ (Peterson, Albaum & Ridgway, 1989; Proctor, 2005). The researcher used close-ended questionnaires for the study which were self-administered to 160 employees. Respondents were chosen based on availability and convenience.

3.5 Data Analysis

The unit of analysis of this research was employees of judicial service unit, Accra. Data was retrieved by the use of a questionnaire. The raw data obtained from a study is useless unless it is transformed into information for the purpose of decision making (Emery and Couper, 2003). The data analysis involved reducing the raw data into a manageable size, developing summaries and applying statistical inferences. Consequently, the following steps were taken to analyze the data for the study. The data was edited to detect and correct, possible errors and omissions that were likely to occur, to ensure consistency across respondents. The data was then coded to enable the responses to be grouped into limited number of categories. Data was presented in tabular form, graphical and narrative forms. The Statistical Package for the Social Sciences (SPSS) software was used to analyze the responses.

3.6 Ethical Issues

A lot of ethical issues were taken into consideration before, during and after the study. All articles, journals, books among others that were used in this study have been properly referenced. The sanctity and privacy of the respondents of the questionnaire were considered. The purpose for
which the research was conducted was explained to respondents before they were handed with the questionnaire to fill. The identity of the individual respondents to the questionnaire was another ethical issue that was critically considered in this study. Respondents were assured of respecting their confidentiality and anonymity. The respondent’s informed consent was sought and they voluntarily participated in this study. On this premise, the consent of all respondents was respectively sought with the aims and objectives of the study clarified and the quality and integrity of this study was assured.

3.7 Profile of the Judicial Service

The Judicial Service of Ghana is one of the three arms of Government that is solely responsible for the settlement of disputes that is enforced through the court system. The Judicial Service of Ghana comprises of the Superior Courts and the Lower Courts. The Superior Courts include the Supreme Court, the Court of Appeal, and the High Court. The Lower Courts comprise the Circuit Court and the District Court. The Judiciary is mandated to administer justice and is properly functioned through the court. The Circuit Court is located immediately below the High Court and Regional Tribunal but above the District Magistrate Court.

The Circuit Court has both criminal and civil jurisdiction and forms part of the lower courts. A Circuit Court has original jurisdiction in criminal matters other than treason, offences triable on indictment and offences punishable by death. (Section 43 of Act 459). Section 42 of Act 459 provides that the jurisdiction of the Circuit Court consists of; original jurisdiction in civil matters including; matters involving the ownership, possession, occupation of or title to land, and in application for the grant of letters of administration in respect of the estate of a deceased person,
just to mention a few. A person aggrieved by a judgment of a Circuit court in a civil action may subject to this Act and the Rules of Court, appeal to the Court of Appeal but when aggrieved in a criminal trial, appeal to the High Court. No person qualifies to be appointed as a Circuit Court Judge unless he is a person of high moral character and should have not less than five (5) years standing at the bar.
SECTION FOUR
DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This section discussed the results of collected data and presented the empirical results gathered through self-administered questionnaires from employees of Judicial Service, Accra. First, the descriptive analysis of the demographic variables of participants in the study are discussed. Furthermore, the final aspect of the study reviewed the analysis and discussions of the research findings in relation to the objectives and literature of the study.

4.1 Demographic Characteristics of Respondents

The demographic characteristics of surveyed respondents in the judicial service, Accra are examined in this section of the study. The critical demographic variables of the employees discussed included gender, age, education, marital status and employment duration. The result of the section is presented in Table 4.1.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Freq(n)</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>79</td>
<td>52.67</td>
</tr>
<tr>
<td>Female</td>
<td>71</td>
<td>47.33</td>
</tr>
<tr>
<td>Total</td>
<td>150</td>
<td>100</td>
</tr>
<tr>
<td>Age (yrs.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18-30</td>
<td>31</td>
<td>20.67</td>
</tr>
<tr>
<td>31-45</td>
<td>96</td>
<td>64.00</td>
</tr>
<tr>
<td>46-60</td>
<td>16</td>
<td>10.67</td>
</tr>
<tr>
<td>60 and Above</td>
<td>7</td>
<td>4.67</td>
</tr>
<tr>
<td>Total</td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>
First and foremost, the results emanating from Table 4.1 displayed that majority of the surveyed respondents were males followed by females. Male respondents outweighed females, with males recording 52.67 percent of the total whereas females were 47.33 percent. This showed the study had a reasonable representation of gender. The study revealed the lowest number of respondents in the age category of 60 years above with 4.67 percent, which was followed by those between the ages 46-60 and 18-30 years with a percentage of 10.67 and 20.67 percent respectively. Respondents with the highest representation were between the ages of 31-35 years with 64 percent of the total respondents.

Furthermore, in the light of respondents’ educational level, majority of respondents had pursued Bachelor’s degree with 62.67 percent followed by professional certificate with 19.33 percent
followed by master’s degree with 18 percent. This insinuates that, the respondents had the ability to grasp the issues at hand and provide responses that were precise for the study.

Then again, respondents indicated their marital status. Majority of the respondents (74 percent) were found to be married, followed by single respondents with 24 percent. Ultimately, 1.33 percent and 0.67 percent of the respondents were divorced and widowed respectively.

In addition, from the demographic data collected on respondents’ employment duration, majority (54 percent) are above 10 years of employment, 31.33 percent are in their 5-10 years of employment and 14.67 percent of them are less than 5 years in the line of employment. This further reaffirms their understanding of their working environment.

4.2 Descriptive Statistics

Over the years, scholars have suggested the need to subject data collected in studies involving human participants to descriptive analysis prior to any additional analysis (Malhotra & Birks, 2007). This study heeded the suggestion of scholars (Malhotra and Birks, 2007; Hair, Black, Babin, Anderson & Tatham, 2009; Pallant, 2011) to first pin research (involving human respondents) data to descriptive analysis before any extra data validation and analysis.

Figure 4.2 below depicted the responses of employees regarding their working environment. One of the questions was to find out whether respondents face excessive noise at workplace and the result indicated that, 94 percent and 6 percent of employees strongly disagree and disagree respectively to facing challenges with regards to excessive noise. 63% of the respondents disagreed there were inadequate air conditions whiles 37% strongly disagreed. The absence of insufficient safety measures were disagreed by 77% of the respondents, 14% strongly disagreed and 9% were
neutral. The lack of ventilation at respondents’ works place resulted in 79 percent of employees disagreeing and 15 percent strongly disagreeing. Asked whether there is not enough light at respondents’ work place, the response was that, 91 percent of the respondents said they strongly disagreed, 7 percent disagreed and 2 percent of the respondents were neutral. 59% of the respondents strongly disagreed there were unsuitable and uncomfortable furniture whiles 32% disagreed and 9% were neutral. Majority of the respondents agreed to good cleanliness, requisite office equipment, well-designed office layout and spacious workplace at the judicial service; few of the respondents disagreed. Therefore, from this figure 4.2 employees of the judicial service even though experience some little percentage of unsuitable and uncomfortable furniture, were very much satisfied with the fact that the workplace is spacious and there was not excessive noise at the Judicial Service, Accra.

*Figure 4. 2 Work environment of the Judicial Service, Accra*
Figure 4.3 below depicted the responses of employees regarding the co-worker relationship they experienced in judicial service working environment. Respondents were asked whether supervisors assisted them in their line of duty and the result indicated that, 79 percent and 21 percent employees strongly agree and agree respectively to get assistance from their supervisors. Respondents also 83% agreed that they get assistance from co-workers whiles only 12% indicated

<table>
<thead>
<tr>
<th>Condition</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excessive noise</td>
<td>6%</td>
<td></td>
<td></td>
<td></td>
<td>94%</td>
</tr>
<tr>
<td>Inadequate air-conditions</td>
<td></td>
<td>37%</td>
<td></td>
<td>63%</td>
<td></td>
</tr>
<tr>
<td>High office temperature</td>
<td></td>
<td>32%</td>
<td></td>
<td>68%</td>
<td></td>
</tr>
<tr>
<td>Insufficient safety measures</td>
<td></td>
<td>14%</td>
<td></td>
<td>9%</td>
<td>77%</td>
</tr>
<tr>
<td>Inadequate lighting</td>
<td></td>
<td>2%</td>
<td></td>
<td>7%</td>
<td>91%</td>
</tr>
<tr>
<td>Lack of office ventilation</td>
<td></td>
<td>6%</td>
<td></td>
<td>15%</td>
<td>79%</td>
</tr>
<tr>
<td>Unsuitable and Uncomfortable Furniture</td>
<td></td>
<td>9%</td>
<td></td>
<td>32%</td>
<td>59%</td>
</tr>
<tr>
<td>Good cleanliness</td>
<td></td>
<td>14%</td>
<td></td>
<td>15%</td>
<td>71%</td>
</tr>
<tr>
<td>Requisite office equipment</td>
<td></td>
<td>5%</td>
<td></td>
<td>21%</td>
<td>67%</td>
</tr>
<tr>
<td>Well-designed office layout</td>
<td></td>
<td>4%</td>
<td></td>
<td>7%</td>
<td>82%</td>
</tr>
<tr>
<td>Spacious workplace</td>
<td></td>
<td>2%</td>
<td></td>
<td>10%</td>
<td>74%</td>
</tr>
</tbody>
</table>

Source: Field Data, 2019
otherwise. Most of the employees were free to apply skills and ideas and were also able to balance work and family according to the positive responses from them. Respondents were also asked if they were included in decision making in their work environment and the response was that, 79 percent of the respondents said they agreed, 12 percent respondents strongly agreed with only 9 percent respondents proclaimed their neutrality. The result to whether there was effective communication in the working environment of the Judicial Service showed that, 94 percent of employees agreed and 6 percent strongly agreed. Furthermore, 87% of the respondents indicated that their supervisor relationship was friendly with 11% strongly disagreeing and only 1% were neutral. Furthermore, 79 percent of the respondents agreed they were happy with their work whereas 21 percent indicated they strongly agree.

It can therefore be deduced from figure 4.3 that generally the respondents’ co-worker relationship in the Judicial Service was satisfactory and there was adequate supervisor assistance and the freedom to apply their skills and ideas. Majority of the respondents also indicated that there was effective communication with over 90% percent agreeing hence a very strong relationship between co-workers, supervisors and the respondents as well. To create conducive social work environment, co-workers of the employees must display good relationship and must be friendly.

As a result of the good work environment in the Judicial Service, the workers were very much committed to their employer, satisfied with their job thereby causing them to be hardworking leading to high performance.

*Figure 4. 3: Co-worker Relationship of the Judicial Service, Accra*
From figure 4.4 below, the depiction was the responses of employees that regarded motivational challenges they experienced in the judicial service working environment. 79% of the respondents from the Judicial Service, Accra admitted to the fact that organisations that put effort in ensuring their employees have high job satisfaction are likely to create a motivating work environment with only 21% strongly disagreeing. According to 76% of the respondents again, they adequately agreed to the existence of good physical working conditions provided with 18% strongly disagreeing and only 6% indicating being neutral.

88 percent and 12 percent of employees agreed and strongly agreed respectively to feeling secured in their line of duty. Employees were satisfied with their salary in their work environment and the response was that, 55 percent of the respondents said they agree, 32 percent respondents disagreed...
with only 13 percent respondents proclaimed their neutrality. When the respondents were asked whether salary increments given to employees motivated them, the result showed that, 81 percent employees strongly agreed and 19 percent agreed. Furthermore, motivated employees agreed to a significant percentage that that they are more likely to experience satisfying workplace attributes. From figure 4.4, we realize that most of the respondents indicated that when they are motivated there is the likelihood that they will experience satisfying workplace attributes and organizations that put efforts in ensuring their employees have high job satisfaction are likely to create a motivating work environment.

**Figure 4.4: Employee motivation of the Judicial Service, Accra**

- **Organizations that put efforts in ensuring their employees have high job satisfaction are likely to create a motivating work environment**: 79%
- **Good physical working conditions are provided in the organization**: 76%
- **The employees in the judicial service feel secure in their job**: 88%
- **I am satisfied with the leaves given in the organization**: 78%
- **I am satisfied with the promotions given in the organization**: 60%
- **I am satisfied with the salary at present**: 55%
- **Salary increments given to employees who do their jobs very well motivate them**: 81%
- **Motivated employees are more likely to experience satisfying workplace attributes**: 90%

**Source**: Field Data, 2019
Figure 4.5 below depicted the responses of employees regarding job satisfaction challenges they experienced in judicial service working environment. Respondents answer to whether they are completely satisfied in the judicial service indicated that, 79 percent, 11 percent and 9 percent employees agreed, strongly agreed and neutral respectively. According to 65% of the respondents, they agreed that the job role assigned matches with what they actually do; 14% disagreed and 7% strongly agreed with another 14% being neutral. Then again, the respondents indicated they are very much committed to the employer with 52% and 48% strongly disagreed. Furthermore the respondents agreed to a higher percentage there are career developments in the judicial service and most of them have all the skills required to perform their responsibilities. 55 percent of the respondents said they agree, 32 percent respondents strongly agreed with only 13 percent of respondents proclaiming their neutrality in an answer to whether they were satisfied with their appraisal system in their working environment. Eventually, 73% of the respondents agreed that job satisfaction is the inner peace and pleasure felt by an individual in the workplace and 27% strongly disagreed. Motivation is a key element in influencing employees’ job satisfaction. It acts as the psychological power that could determine employees’ direction and behaviour in the workplace (Slimane, 2017).

*Figure 4. 5: Employee Job Satisfaction of the Judicial Service, Accra*
Over the years, scholars have suggested the need to subject data collected in studies involving human participants to descriptive analysis prior to any additional analysis (Malhotra & Birks, 2007). This study heeded the suggestion of scholars (Malhotra and Birks, 2007; Hair, Black, Babin,
Anderson & Tatham, 2009; Pallant, 2011) to first pin research (involving human respondents) data
to descriptive analysis before any extra data validation and analysis.

Table 4.1: Age and Gender Distribution of Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Age</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>18-30</td>
<td>5.00%</td>
<td>33.67%</td>
<td>10.33%</td>
<td>3.67%</td>
<td>52.67%</td>
</tr>
<tr>
<td>Female</td>
<td>4.67%</td>
<td>28.33%</td>
<td>12.67%</td>
<td>1.66%</td>
<td></td>
<td>47.33%</td>
</tr>
</tbody>
</table>

Source: Field Data, 2019

Based on the above Table 4.2 which depicts the distribution between the age and gender, it was
observed that majority of the respondents (33.67 percent) were male, aged 31-45 followed by 20.33
percent female aged 31-45.

Objective 1 and 2 of the study sought examine the work environment and job satisfaction of
employees in the judicial service, Accra. This objective was achieved through the mean and
standard deviation model of statistics.

Table 4.3 below depicts the Mean and Standard Deviation of Work Environment and Job
Satisfaction of Employees in the Judicial Service, Accra. It shows a mean score with standard
deviation for the various variables used for the study. The results indicated that the majority of the
variables had modest to high mean values. The highest mean recorded from the table was 41.52
(co-worker relationship in the judicial service), whiles the lowest was 28.53 (job satisfaction). In
the light of the standard deviation, safety is found to possess the highest standard deviation of 1.84
with least score associated to that of co-worker relationship. It is apparent that variables in the below table stand higher than the mean value except safety. With the mean score of 41.25 for co-worker relationship, it is also suggesting that co-worker relationship has a huge telling of job satisfaction compared to that of safety with a mean score of 27.37 in Accra judicial service.

Table 4.2 Summary of Mean and Standard Deviation of Work Environment and Job Satisfaction of Employees in the Judicial Service, Accra

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean (M)</th>
<th>Standard Deviation (SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety</td>
<td>27.37</td>
<td>1.84</td>
</tr>
<tr>
<td>Co-worker Relationship</td>
<td>41.52</td>
<td>1.28</td>
</tr>
<tr>
<td>Employee Motivation</td>
<td>33.67</td>
<td>1.79</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>28.53</td>
<td>1.66</td>
</tr>
</tbody>
</table>

Objective 3 of the study sought to examine the relationship between work environment and job satisfaction. This objective was achieved through a simple linear regression.

Table 4.3: Summary of the linear regression for the influence of work environment on employee job satisfaction

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficient</th>
<th>Standard Coefficient</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety</td>
<td>-.052</td>
<td>-.058</td>
<td>-.689</td>
<td>.492</td>
</tr>
<tr>
<td>Co-worker Relationship</td>
<td>-.058</td>
<td>-.045</td>
<td>-.533</td>
<td>.595</td>
</tr>
<tr>
<td>Employee Motivation</td>
<td>.255</td>
<td>.278</td>
<td>3.515</td>
<td>.001</td>
</tr>
</tbody>
</table>

Dependent Variable: Job Satisfaction  
Note: *p< .05, **p< .05  
R square = .086

The results from the Table 4.9 above revealed that there is a significant positive correlation
between work environment (employee motivation) and job satisfaction ($\beta = .255, p = .001$). Further statistical analysis shows that work environment significantly predicts employee job satisfaction, with an $R^2$ value of .086. In effect it can be concluded from the findings that approximately 8.6% of the variation in job satisfaction among employees can be explained by work environment. This suggests that employees who dwell in healthy work environment will be largely satisfied with their jobs in judicial service Accra.

### 4.4 Discussion of findings

The primary objective of this study examined the impact of the working environment on job satisfaction in the judicial service, Accra. The findings of the study showed that all the constructs of the model under study were statistically significant. These findings are consistent with previous studies that have examined the effect of the working environment on job satisfaction (Kavita, 2013; Islam, 2012; Bayarçelik & Findikli, 2016).

#### 4.5.1 Assessing the working environment of the Judicial Service, Accra

First, with reference to the first objective of the study in section one, the study revealed that majority of the respondents agreed that the working environment dimensions (work safety, co-workers’ relationships and employee motivation) were satisfactory. On the contrary, a reasonable number of employees did not agree to the assertion that their salaries were satisfactory. Respondents further agreed that a satisfactory working environment ensured immense productivity in the line of their duties. These revelations are in tandem with the findings of Baah and Amoako (2011) who explained that motivational factors (construct of working environment) helped employees to find their worth with respect to the value given to them by an organization and further
set them off to increasing productivity. Majority of the respondents admitted that, excessive noise at workplace was not a challenge they face at the work place or the environment.

4.5.2 Assessing the job satisfaction of the Judicial Service, Accra

Furthermore, with reference to objective two in section one, the study revealed that the job satisfaction dimensions (employee performance appraisal, career development opportunities, organisational commitment) were deemed satisfactory by the majority of employees in the judicial service, Accra. Respondents further agreed that there existed reasonable career opportunities which made them happy and satisfied in their line of duty. This finding confirmed that of Bari, Fanchen, and Baloch (2016), who found that job satisfaction is closely linked to the emotional experience (satisfaction or career satisfaction) of employees and also a reflection of the overall happiness employees experienced in workplace.

4.5.3 Assessing the effect of working environment on employees’ job satisfaction in Judicial Service, Accra.

Ultimately, with reference to the third objective of the study in section one, the study revealed a robust relationship and association of working environment (work safety, co-workers’ relationship and employee motivation) and employee job satisfaction as depicted in the correlation and regression output in this section. This outcome is in tandem with the findings of Kehusmaa (2011), Munir and Rahman (2016) and Moy (2015) which confirmed a positive relationship and association between working environment and employee job satisfaction. The study showed that top management support is positively related to job satisfaction.
SECTION FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This section elaborated on the results of the various analyses done in the previous section. This was done in the light of the study objectives and further discussed in the context of the literature identified as relevant to the findings of the present study. The section also gave some conclusion, recommendations and limitations that will lead to a future research.

5.1 Summary

5.1.1 Brief Introduction

In the modern era, organizations are facing several challenges due to the dynamic nature of the environment. In order to increase efficiency, effectiveness, productivity and commitment of employees, the organization must satisfy the needs of its employees by providing good working conditions (Raziq & Maulabakhsh, 2015). Good working conditions increases the capability and efficiency of the company as a whole. Employers and employees have shared responsibility for building a well-balanced and respectful workplace. (Aggarwal, Devi, & Kaur, 2014).

5.1.2 Problem Statement

One of the many challenges for a business is to satisfy its employees in order to cope up with the ever changing and evolving environment and to achieve success and remain in competition. In order to increase efficiency, effectiveness, productivity and job commitment of employees, the business must satisfy the needs of its employees by providing good working conditions. Petterson (2018) argued that the interaction between employees within a business is crucial for accomplishing the organizational goals. Therefore, there is need for researchers to focus more
attention to investigating the impact of the work environment on employee job satisfaction in the Ghanaian setting.

5.1.3 Research Objectives

i. To examine the work environment of the Judicial Service, Accra.

ii. To examine the extent of job satisfaction of employees in the Judicial Service, Accra.

iii. To determine the effect of working environment on employees’ job satisfaction in Judicial Service, Accra.

5.1.4 Methods

Methodologically, the study was a cross sectional quantitative survey that involved the use of self-administered structured questionnaire which gathered data from respondents of judicial service, Accra. Using a sample size of 150, convenience sampling technique was used to sample the respondents.

5.1.5 Findings

Results of the findings revealed that employees view safety measure as the main determinant that affected their job satisfaction. Then again, the construct of motivation revealed that, employees are not satisfied with salaries been paid to them hence a direct relationship between motivation and job satisfaction. Majority of respondents also revealed how safe judicial service environment is. Findings also confirmed a significant relationship between working environment and employee job satisfaction in the judicial service, Accra.
5.2 Conclusion

First, with reference to the first objective of the study in section one, the study revealed that majority of the respondents agreed that the working environment dimensions (work safety, co-workers’ relationships and employee motivation) were satisfactory. In contrast, a reasonable number of employees did not agree to the assertion that their salaries were satisfactory. Respondents further agreed that a satisfactory working environment ensured immense productivity in the line of their duties.

Furthermore, with reference to objective two in section one, the study revealed that the job satisfaction dimensions (employee performance appraisal, career development opportunities, organisational commitment) were deemed satisfactory to the majority of employees in the judicial service, Accra. Respondents further agreed that there existed reasonable career opportunities which made them happy and satisfied in their line of duty.

Ultimately, with reference to the third objective of the study in section one, the study revealed a robust relationship and association of working environment (work safety, co-workers’ relationship and employee motivation) and employee job satisfaction as depicted in the correlation and regression output in section four.

5.3 Recommendations

In the light of the key findings of the study and the conclusions drawn, the study recommends that management should consider the need to adjust wages and salaries of employees in their quest to ensuring a positive working environment that will result in employee job satisfaction. Furthermore, top management should welcome workers’ contributions in decision making to enhance workplace
democracy and job satisfaction. Management should also add continuity in the quest to ensure job satisfaction in the judicial service, Accra.

5.4 Limitations and Recommendations for Future Studies

Based on the scope, limitations and findings of the study, future research in relation to issues in this study should consider the following recommendations.

First, based on the limitation of the cross sectional data collection method, future studies should consider undertaking a longitudinal study to offer more insight on the data collected. This study is also limited to the issue of geographical reach.

Finally, the study was conducted in the Accra metropolis which might not reflect the entire opinion of subscribers elsewhere in the country. Therefore, future studies in area should consider undertaking an extensive geographical reach to enable more representative results.
REFERENCES


APPENDIX A

RESEARCH QUESTIONNAIRE

I am a student at the UNIVERSITY OF GHANA BUSINESS SCHOOL and conducting a research on the topic “THE IMPACT OF THE WORKING ENVIRONMENT ON EMPLOYEES’ JOB SATISFACTION”.

This is an academic exercise and information given will be kept confidential and will go a long way to help with the successful completion of my project. Please read through the following questions and answer them accordingly.

SECTION A: BACKGROUND OF RESPONDENTS

Please tick [√] only one where appropriate

Q1. Gender
Male [ ]    Female [ ]

Q2. Age of respondent
i) 18-30 [ ]   ii) 31-45 [ ]   iii) 46-60 [ ]   iv) 60 and above [ ]

Q3. Marital Status
i) Single [ ]   ii) Married [ ]   iii) Divorced [ ]   iv) Widowed [ ]   v) Separated [ ]

Q4. Rank (please indicate)
…………………………………………

Q5. How long have you been with your organisation?
 i) less than 5 years [ ]   ii) 5-10 years [ ]   iii) more than 10 years [ ]

Q6. Highest Educational Level
i) Senior High School [ ]   ii) Professional Certificate [ ]   iii) Bachelor’s Degree [ ]
iv) Master’s Degree [ ]

PLEASE SPECIFY OTHERS…………………………….

SECTION B - SAFETY

Thinking about your work and the working environment, to what extent do you agree or disagree with the following statements.

A=Strongly Agree   B= Agree   C= Neutral   D= Disagree   E= Strongly Disagree
### SAFETY

<table>
<thead>
<tr>
<th></th>
<th>SAFETY</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>There is sufficient space at my workplace</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>The layout of our offices and workspaces are well designed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>We have the requisite equipment to perform our duties</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>The level of cleanliness here is good.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>The furniture here is unsuitable and not comfortable</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>There is lack of ventilation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>There is not enough light here</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>There are insufficient safety measures in case of fire emergencies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>The temperature at my workplace is too high</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>There are no air conditions here</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>There is excessive noise outside the premises</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

### SECTION C – CO-WORKER RELATIONSHIP

To what extent do you agree or disagree with the following statements

A = Strongly Agree  B = Agree  C = Neutral  D = Disagree  E = Strongly Disagree

<table>
<thead>
<tr>
<th></th>
<th>CO-WORKERS’ RELATIONSHIP</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>My co-workers have good relationship with me and they are friendly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>My supervisors have a good relationship with me and they are friendly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>There is effective communication in the judicial service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Over here employees are involved in decision making</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>My work is such that I am able to balance work and family</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>We are free to apply new skills and ideas that we have acquired</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>7</td>
<td>Co-workers listen and pay attention to me when talking to them</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>SECTION D - EMPLOYEE MOTIVATION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>To what extent do you agree or disagree with the following statements.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>A= Strongly Agree   B= Agree   C=Neutral   D=Disagree   E= Strongly Disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>EMPLOYEE MOTIVATION</strong></td>
<td>Strongly Agree</td>
<td>Agree</td>
<td>Neutral</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>1</td>
<td>Motivated employees are more likely to experience satisfying workplace attributes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Salary increments given to employees who do their jobs very well motivate them</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>I am satisfied with the salary at present</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>I am satisfied with the promotions given in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>I am satisfied with the leaves given in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>The employees in the judicial service feel secure in their job</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Good physical working conditions are provided in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Organizations that put efforts in ensuring their employees have high job satisfaction are likely to create a motivating work environment</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

<p>| | | | | | |</p>
<table>
<thead>
<tr>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>SECTION E - JOB SATISFACTION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>To what extent do you agree or disagree with the following statements.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>A= Strongly Agree   B= Agree   C=Neutral   D= Disagree   E= Strongly Disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**F- RECOMMENDATION**

Do you have any specific recommendation to improve the working environment in the judicial service?

............................................................................................................................................................
............................................................................................................................................................
............................................................................................................................................................
............................................................................................................................................................

*Thank you very much for taking time in answering this questionnaire*