

**ASSESSMENT OF QUALITY OF WORK LIFE OF NURSES IN TAMALE
TEACHING HOSPITAL**

BY

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JULY, 2013

DECLARATION BY CANDIDATE

I hereby declare that this thesis is the product of my own research and that I have never presented it to this or any other university for the award of any degree.

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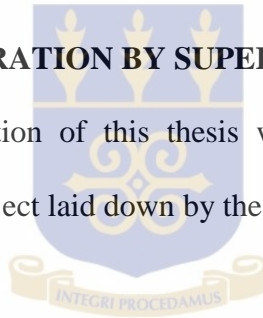
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DECLARATION BY SUPERVISORS

I hereby declare that the preparation of this thesis was supervised in accordance with guidelines on the supervision of project laid down by the University of Ghana, Legon.



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DEDICATION

This work is dedicated to my wife, Mrs Abubakari Hikma and my little son- Sudais.



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As I give glory to Almighty God for His love and care, my gratitude goes to my two supervisors; Dr. Michael Tagoe and Dr. Samuel K. Badu- Nyarko, both senior academic staff members of the Institute of Continuing and Distance Education, University of Ghana, Legon for their kind advice and time. They have been and shall remain a source of inspiration to me. My gratitude also goes to all the other members of the academic staff of the institute for their kind assistance given me in diverse forms. I am also very grateful to Mrs. BetinaAmevor of the same institute for her kind support.

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Finally, I declare that I am solely responsible for the mistakes that may be discovered in reading this thesis.

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ABSTRACT

How an organisation achieves its stated goals largely depends on the quality of its human resources as well as the conditions of work. The quality of the employees and the extent of their motivation, greatly contribute to ensuring the successful attainment of organisation's set goals. In our world today, many organisations have designed strategies aimed at ensuring that their employees work within the most conducive environments. Fair Wages Commission of Ghana opines that productivity in the private sector, over the years, is higher than that of the public sector. Government of Ghana, in her attempt at resolving this situation, introduced the Single Spine Salary Structure other wise known as Single Spine Pay Policy to improve salaries of public servants.

Tamale is the focus of this study. Owing to the socio-economic situation of the area, it is difficult for the area to retain quality work force. Health care facilities in Tamale suffered badly from the exodus of professionals to the southern part of the country or abroad. Against this backdrop, the researcher sought to assess the quality work life of nurses at Tamale Teaching Hospital in order to understand the various job factors that motivate nurses to reach optimum performance.

The study was designed to achieve the following objectives: It was designed to investigate the extrinsic job factors of nurses; It was also designed to assess the intrinsic job factors of nurses; Again, it was designed to investigate the social job factors of nurses and lastly it was designed to investigate the organisational climate work factors of nurses. A descriptive survey design was adopted for the study. The simple sample random method was used to draw a representative sample size of one hundred and fifteen (115), representing twenty (20) percent of the nurses' population. Questionnaire was the main data collection tool which consisted of twenty (20) questions.

The study revealed that the majority (57.39%) of the nurses at Tamale Teaching Hospital were not satisfied with their salaries. The study again revealed that promotion prospects among nurses were low. Again, the study found that the majority (62.61%) of the nurses could not depend on their supervisors for direction and guidance. Also, the study established that nurses in Tamale Teaching Hospital did not enjoy a sense of autonomy insofar as their jobs were concerned while employee development among the nurses was very rare. An overwhelming majority (68.70%) of the nurses felt recognised by their superiors for their contributions to the operations of the hospital. It was established in the study also that friendship opportunities, open to nurses was very high. Other findings of the study included the finding that social support from group members of the hospital was high. It also included in the findings that, leadership style practiced at Tamale Teaching Hospital by superiors, was not appreciated by the majority (58.25%) of the nurses. The nurses were satisfied with the physical environment of the hospital and communication flow from superiors to subordinates, in Tamale Teaching Hospital, was encouraging.

Evidence from the study indicated that whereas the nurses expressed satisfaction in some of the variables that affect their quality work life, they equally expressed dissatisfaction in some of the variables under study. The study recommended that promotion avenues should be created for nurses. It is recommended in the study that appropriate courses should be designed for supervisors in hospitals so that they can learn the skill of relating effectively with their subordinates. The study also recommended that management of hospitals should give reasonable autonomy to nurses who work under them while hospital management should ensure constant and regular development of skills of nurses in their hospitals and lastly, leaders in hospitals should adopt leadership styles that are employee centred.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

One of the most critical contributing factors in advancing the goal of an organisation or an institution is its quality human resource. Therefore, improving the quality of work life of employees is very important. If an organisation gives attention to the quality of work life of its employees, motivation among the employees increases. This may result in higher productivity, leading to the achievement of organisational goals. It is, therefore, necessary that organisations treat the quality of work life of their human resources as critical predictor of the organisation's success.

Some countries and organisations in the world have begun to give attention to quality work life of their human resource. This is because quality of work life appears to reduce the amount of employee complaints, lower rates of absenteeism, reduce the Disciplinary Code, increase their positive attitudes and increase their participation. It is the belief of the researcher that when employees are treated with respect and they have the opportunity to express their ideas, they participate in decision- making and show appropriate and good response.

In light of the attention quality of work life is getting now, and the fact that it affects employees performance or productivity, an Iranian Gas and Engineering and Development Company, in advancing the goals of the organisation, conducted a research to know whether the quality of work life affects employee performance and whether the programmes of improving Quality of Work Life in Iranian Gas and Engineering and Development Company

can have a relationship with employee performance. The result showed a positive relationship between quality work life and productivity.

Quality of work life also gained attention in Iranian hospitals when a research was conducted among Iranian nurses to investigate the relationship between quality of work life (QWL) and productivity among 360 clinical nurses working in the hospitals of Tehran University of Medical Sciences. The findings showed that quality work life was of moderate level among 61.4% of the participants. Only 3.6% of the nurses reported that they were satisfied with their work. None of those who reported the productivity as low reported their work life quality to be desirable. Spearman rho test showed a strong significant positive relationship between productivity and quality of work life ($P < 0.001$).

Reviewing literature under this study, the researcher noticed that much work has not been done when it comes to quality work life of employees in Ghana. It appears that in Ghana the private sector has more quality labour force than the public sector. The reason could be that the private sector gives more attention to the well-being of its employees than the public sector. This makes the private sector look more attractive. Therefore, the private sector seems to be registering higher productivity than the public sector. Government of Ghana, therefore, resolved to make its sector also attractive so that not only would that ensure retention of labour, it would also attract labour from the private sector. In light of this, new salary structure called Single Spine Salary Structure or Single Spine Pay Policy was introduced by government.

What government failed to do, however, was assessing the quality of work life of her workers in the country. It is worth noting that the intention of government's recent attention to quality work life of her employees is to largely improve productivity. Productivity could be high in other sectors when attention is given to quality work life of employees, but is it automatic

that productivity would increase in the public sector of the Ghanaian economy if the needs and well-being of these employees are taken care of? This area, to the researcher, needs attention.

Tamale is the capital town of northern region of Ghana. Due to the unfavourable climatic conditions in this region, coupled with low level of socio-economic situation of many people living there, it is difficult to attract quality and required labour force there. Largely, quality labour force of the country is concentrated in the two major cities, namely Accra and Kumasi.

Now that government of Ghana is trying to improve the quality work life of her employees, it would be interesting to find out what effect that would have on her employees, especially employees of Tamale where quality labour sees as unattractive a place to work.

1.2 Statement of the Problem

Quality of working life has become one of the most important issues concerning productivity the world over. Despite its importance, very little has been done about it in Africa, and especially Ghana. However, there has been tremendous efforts recently on the part of government to improve the quality of work life of the worker in Ghana.

Tamale is a large city in Ghana, perhaps, the third largest. Unlike the southern part of Ghana, Tamale, which is situated in the northern part of the country, has unfavourable weather conditions. Economic activities in this part of the country, is also on a very low scale. Largely, the people are into peasant farming which fetches them little income. Therefore, the economic status of many people is low. Because of the nature of Tamale, it is difficult for the area to retain its own quality work force. Quality labour force of Ghana is concentrated in the two largest cities of Accra and Kumasi. The work force in the south of Ghana, finds it very

difficult to accept postings to the northern part of the country where Tamale is situated. Therefore, Tamale is one area in the country that is badly in need of quality labour, especially nurses and doctors.

Recent attempts by government to improve the quality of work life of her employees are aimed at, among other things, making the public sector attractive. Government has however, not yet assess the quality work life of her employees. The question to be answered then is: what is the quality of work life of nurses at Tamale Teaching Hospital in terms of their extrinsic (Pay rate, promotion and supervision), intrinsic (autonomy, employee development and employee recognition), social (friendship opportunities and social support) and organisational climate job factors (leadership style, physical environment and communication flow)?.

1.3 Purpose of the Study

The purpose of the study is to assess the quality of work life of nurses at Tamale Teaching Hospital.

1.4 Research Objectives

The purpose of this research was to assess the quality of work life of nurses in Tamale Teaching Hospital. Therefore, the specific objectives of the research were:

- 1) To investigate the extrinsic job factors (Pay rate, promotion, and supervision) of nurses.
- 2) To assess the intrinsic job factors (autonomy, employee development and employee recognition) of nurses.
- 3) To assess the social job factors (friendship opportunities and social support) of nurses.
- 4) To investigate the organisational climate factors (Leadership style, physical environment and communication flow) of nurses.

1.5 Research Questions

The researcher needed to find answers to some questions. These questions were:

1. How do nurses feel about their extrinsic job factors (Pay rate, promotion and supervision)?
2. To what extent are nurses satisfied with their intrinsic job factors (autonomy, employee development and employee recognition)?
3. How do nurses feel about their social work factors (friendship opportunities and social support)?
4. To what extent are nurses satisfied with their organisational climate factors (Leadership style, physical environment and communication flow)?

1.6 Significance of the Study

This study sought to assess the quality work life of nurses at Tamale Teaching Hospital in order to understand the various job factors that motivate nurses to reach optimum performance. Therefore, this study would be important to government of Ghana, especially in her attempt at improving the well-being and satisfaction of Ghanaian workers.

It is worth noting that Worrall and Cooper (2006) reported that a low level of well-being at the work place is estimated to cost about 5- 10% of Gross National Product (GNP) per annum and yet quality of work life as a theoretical construct remains relatively unexplained and unexplored within the organisational psychology research literature. So it is important that a solution is found to this problem of low-level of well-being at the work place. And this is what this study seeks to do.

Definition of Terms

Quality work life: The favourable conditions and environments of work places that support and promote employees satisfaction by providing them with rewards, job satisfaction and growth opportunities.

1.7 Organisation of the Study

The study was organized as follows; Chapter one dealt with the introduction of the study which focused on the background of the study, statement of the problem, objectives of the study, related research questions and purpose of the study. Other factors considered here included significance of the study, definition of terms and organisation of the study.

Chapter two looked at theoretical framework and review of related literature. Chapter three dealt with the research methodology. The research methodology comprised the research design, population of the study, the sampling technique, the sample, data collection instrument, pilot study and methods of data analysis. The analysis of the data and presentation of the data collected from the field, were treated in chapter four. Chapter five discussed the results while chapter six considered the summary, conclusion and recommendations.

CHAPTER TWO

2.0 THEORETICAL FRAMEWORK AND REVIEW OF RELATED LITERATURE

2.1 Introduction

Literature was reviewed on empirical works on quality work life as well as on Abraham Maslow's Theory of Motivation and Herzberg's Two-Factor-Theory of Motivation.

2.2 Maslow's Theory of Motivation

Maslow's Theory of Motivation is a theory in psychology proposed by Abraham Maslow in his 1943 paper "A Theory of Human Motivation". His theories parallel many other theories of human developmental psychology, some of which focus on describing the stages of growth in humans. Maslow used the terms physiological, safety, belongingness and love, esteem and self-actualisation needs to describe the pattern that human motivations generally move through.

Maslow's hierarchy of needs is often portrayed in the shape of a pyramid with the largest, most fundamental levels of needs at the bottom and the need for self-actualization at the top (Steer, 1988). The most fundamental and basic four layers of the pyramid contain what Maslow called "deficiency needs" or "d-needs". They are esteem, friendship and love, security and physical needs. If these "deficiency needs" are not met- with the exception of the most fundamental (physiological) need- there may not be a physical indication, but the individual will feel anxious and tense.

Factors that go into quality work life largely are classified into four categories, namely extrinsic job factors, intrinsic job factors, social job factors and organisational climate factors. Maslow's physiological needs talks about the physical requirements for human survival.

According to Maslow if these physical needs are not met, the human body cannot function properly, and will ultimately fail. Extrinsic job factors, which constitute a component of factors that go into quality work life, include such factors as pay, and other physical benefits. Human being needs money to be able to satisfy these basic needs which include water, food, clothes, shelter among others. Because human beings want to always feel secure in terms of having access to these physiological needs they will always expect better pay rate from their employers, as this will add to their quality of work life.

Maslow adds that man, after having relatively satisfied the physical needs, focuses the attention on another higher need- safety need, and this will dominate his behaviour. Maslow thinks that people will experience stress disorder or transgenerational trauma in the absence of this need. Among the extrinsic factors that determine quality of work life is job security. Every employee will like to feel secure on their job. If an employee feels that they can stay on to their jobs for as long as they want, they feel satisfied. They are, therefore, saved from the stress of having to think of where the next job will come from. Among the extrinsic job factors include prospects for promotion, a supervisor who can be depended on, and conducive physical environment. If all these factors are available in an organisation, employees feel a sense of security which, according to Maslow is a requirement man needs in order to avoid stress disorders and or transgenerational trauma.

Another higher order need surges up when man relatively satisfies the safety needs, according to Maslow, and that is the need for love and belonging. This need is interpersonal which involves feeling of belongingness. It includes relationships such as friendship, intimacy, family and team-work. According to Maslow, humans need to feel a sense of belonging and acceptance among their social groups, regardless of these groups being large or small. For example, some large social groups may include clubs, co-workers, religious groups,

professional organisations among others. Examples of small social groups include family members, intimate partners and colleagues.

Social job factors constitute a component of factors that go into quality work life. These factors include social support from organisations or co-workers, friendship opportunities, team- work and individual goal(s). These factors fall in the third category of Maslow's hierarchy, that is the need for belongingness and love. In an organisation where all these opportunities are present, employees feel satisfied. This, therefore, enhances their quality of work life. In organisations where such opportunities do not exist, employees could become susceptible to loneliness and anxiety. Some could even feel clinical depression in the absence of this love or belonging element.

Esteem needs constitute the next higher order needs in Maslow's theory of motivation. All humans have a need to feel respected; this includes the need to have self-esteem and self-respect. Esteem presents the typical human desire to be accepted and valued by others. People often engage in a profession or hobby to gain recognition. These activities give a person a sense of contribution or value. Low self- esteem or an inferiority complex may result from imbalances during this level in the hierarchy. People with low self-esteem often need respect from others; they may feel the need to seek fame or glory. However, fame or glory will not help the person to build their self- esteem until they accept who they are internally.

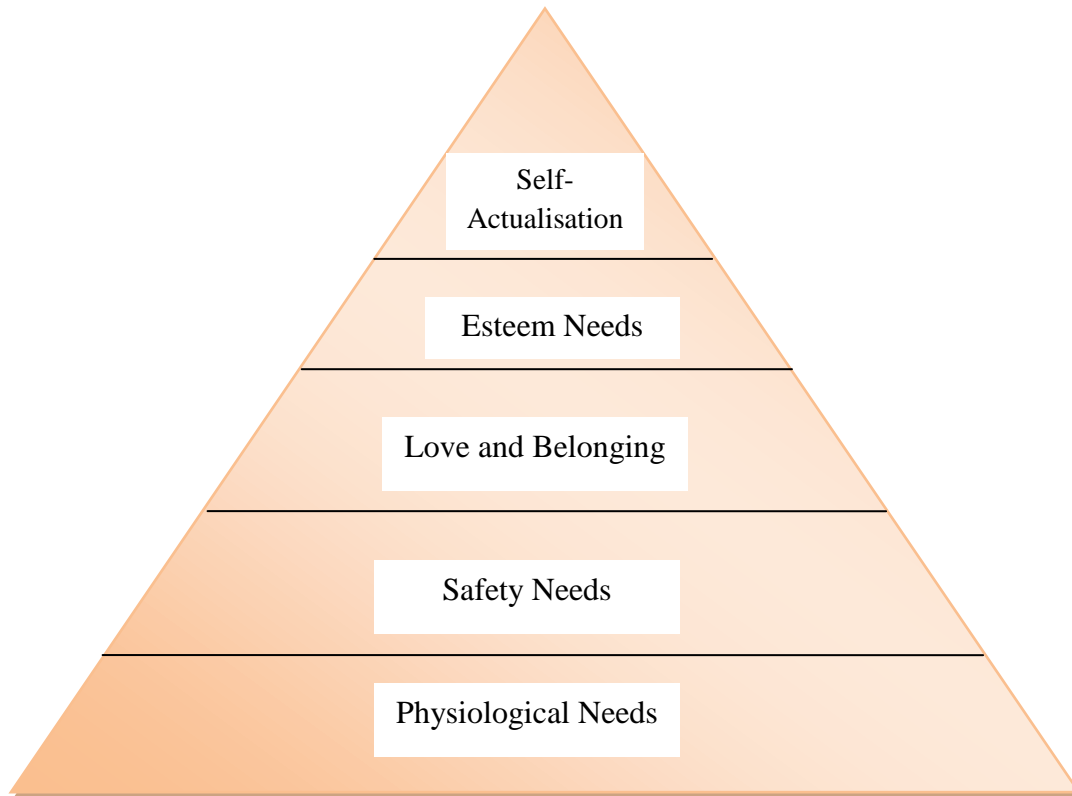
Intrinsic job factors also constitute a component of factors that determine or predict quality of work life. These factors include autonomy, employee development, recognition, respect from co-workers, competence, among others. Every employee will like to feel autonomous on his job. Every employee will like to develop themselves as they climb up their career ladder. Every employee needs recognition and respect from co-workers as well as from management. Employees will also want to sound competent at what they do. All these, the employee

needs, in order that they can satisfy this level of human needs- Esteem needs. And this, undoubtedly, contributes greatly to employee quality work life. The next on Maslow's hierarchy of needs is self-actualisation need. This level of need, according to the theory, refers to what a person's full potential is and the realisation of that potential.

This level of need, according to the theory, refers to what a person's full potential is and the realisation of that potential. Individuals may perceive or focus on this need very specifically. For example, one individual may have the strong desire to become the Chief Executive Officer of his or her organisation. Maslow believes that to understand this level of need, the person must not only achieve the previous needs, but master them.

Again looking at intrinsic job factors that determine quality of work life, they could also aim at preparing the individual worker towards self-actualisation. For example, an employee, who aims at actualising himself or herself by becoming the Chief Executive Officer in a giant organisation he or she works with, who develops himself or herself, gains the needed competence and respect as well as recognition from both board members and co-workers and who finally achieves his or her dream of becoming the Chief Executive Officer, has relatively, actualise himself or herself.

Fig 2.1 Maslow's Theory of Motivation



2.3 Herzberg's Two-Factor- Theory of Motivation

Another theoretical framework that underpins this study is Herzberg's Theory of Motivation. Herzberg was a psychologist whose experiences as a soldier in World War II led him to study motivation. Herzberg's theory is that there are many factors, such as work hours, and conditions that motivate workers other than money. He also found that some factors such as responsibility, a challenging work environment and personal growth, can make people happier at work, if even these factors do not motivate them.

The impact of Herzberg's theory is that he feels productivity can be increased through worker satisfaction and that this comes from a variety of factors. For example, jobs should be challenging enough so that workers are utilised to their full ability, and workers who are successful should be given more responsibility.

Herzberg's original study consisted of interviews with 203 accountants and engineers, chosen because of their growing importance in the business world, from different industries in the Pittsburgh area of America. He used the critical incident method. Subjects were asked to relate times when they felt exceptionally good or exceptionally bad about their present job or any previous job. They were asked to give reasons and a description of the sequence of events giving rise to that feeling. Responses to the interviews were generally consistent, and revealed that there were two different sets of factors affecting motivation and work. This led to the two-factor theory of motivation and job satisfaction.

One set of factors are those which, if absent, cause dissatisfaction. These factors are related to job context, they are concerned with job environment and extrinsic to the job itself. These factors are the 'hygiene' or 'maintenance' factors ('hygiene' being used as analogous to the medical term meaning preventive and environmental). They serve to prevent dissatisfaction. The other set of factors are those which, if present, serve to motivate the individual to superior effort and performance. These factors are related to job content of the work itself. (intrinsic job factors). They are the 'motivators' or growth factors. The strength of these factors will affect feelings of satisfaction or no satisfaction, but not dissatisfaction.

The hygiene factors can be related roughly to Maslow's lower-level needs and the motivators to Maslow's higher-level needs. Proper attention to the hygiene factors will tend to prevent dissatisfaction, but does not by itself create a positive attitude or motivation to work. It brings motivation up to a zero state. The opposite of dissatisfaction is not satisfaction but, simply, no dissatisfaction. To motivate workers to give of their best the manager must give proper attention to the motivators or growth factors. Herzberg emphasises that hygiene factors are not

a 'second class citizensystem'. They are as important as the motivators, but for different reasons. Hygienefactors are necessary to avoid unpleasantness at work and to deny unfair treatment.Management should never deny people proper treatment at work. The motivatorsrelate to what people are allowed to do and the quality of human experience at work.They are the variables which actually motivate people.

Evaluation of Herzberg's work.

The motivation–hygiene theory has extended *Maslow's* hierarchy of need theory and is more directly applicable to the work situation. Herzberg's theory suggests that if management is to provide positive motivation then attention must be given not only to hygiene factors, but also to the motivating factors. The work of Herzberg indicates that it is more likely good performance leads to job satisfaction rather than the reverse.Herzberg's theory is, however, a source of frequent debate. Some studies providesupport for the theory. However, it has also been attacked by a number ofwriters.

There are two common general criticisms of Herzberg's theory. One criticism is that thetheory has only limited application to 'manual' workers. The other criticism is that thetheory is 'methodologically bound'.It is often claimed that the theory applies least to people with largely unskilled jobsor whose work is uninteresting, repetitive and monotonous, and limited in scope. Yetthese are the people who often present management with the biggest problem of motivation.Some workers do not seem greatly interested in the job content of their work,

or with the motivators or growth factors.A second, general criticism concerns methodology. It is claimed that the critical incidentmethod, and the description of events giving rise to good or bad feelings,influences the results. People are more likely to attribute satisfying incidents

at work, that is the motivators, as a favourable reflection on their own performance. The dissatisfying incidents, that is the hygiene factors, are more likely to be attributed to external influences, and the efforts of other people.

This study assessed quality of work life of nurses at Tamale Teaching Hospital. According to Herzberg if the needs of workers are satisfied, productivity increases. Whatever the validity of the two-factor theory much of the criticism is with the value of hindsight, and *Herzberg* did at least attempt an empirical approach to the study of motivation at work. Furthermore, his work has drawn attention to the importance of job design in order to bring about job enrichment, self-development and self-managed learning. Herzberg has emphasised the importance of the 'quality of work life'. He advocates the restructuring of jobs to give greater emphasis to the motivating factors at work, to make jobs more interesting and to satisfy higher level needs.

2.4 Quality of Work Life

It has always not been easy to define quality of work life. Many individuals and organisations, depending on their background, perceive quality of work life differently. In Davis and Cherns (1975) the authors agree that quality of work life is not just job satisfaction, which is only one among its many aspects. All accept that different people will have different perspectives on what makes for high quality of work life. The impact of work life on the individual is the outcome of many interacting factors of which the importance of each can differ from group to group and from time to time (Davis and Cherns, 1975).

A working definition has been provided by Nadler and Lawler (1983) that defines quality work life as a way of thinking about people, work and organisations. They placed emphasis on the importance of the outcomes for people in that quality of work life is seen as a

phenomenon that does not just cause individuals to work better, but how work can cause people to experience a more satisfactory work life altogether.

Also, quality work life has been seen by Warr (1987) as the absence of stressors in the work environment. He, however, did not fail to recognise the important role motivational needs and growth needs play as factors that should be present in the environment so that satisfaction would be assured.

In his research, Hart (1994) investigated the positive and the negative work experiences reported by teachers and how these contribute to their quality of work life. Hart (1994) developed a theoretical model that depicts that it is psychologically meaningful to differentiate between positive and negative work experiences and that these operate along separate paths to determine quality of work life, positive experiences through moral and negative experiences through psychological distress.

Sirgy, Efraty, Siegel and Lee (2001) define quality work life as “employee satisfaction with a variety of needs through resources, activities and outcomes stemming from participation in the workplace”. To them, need satisfaction is an important contributing factor of job satisfaction as well as satisfaction to other life domain.

A comprehensive summary of the background of how the theories regarding work satisfaction evolved up until 1989 has been given by Landy (1989).

Regarding satisfaction or dissatisfaction with quality work life, Landy (1989) considers many theories. In instrumentality theory, it is suggested that satisfaction increases the value of a future reward and that dissatisfaction reduces that value. It is noted in self-efficacy theory that individuals derive satisfaction from a favourable comparison of their behaviour with

some standard that they have set for themselves and that they are dissatisfied when they compare themselves unfavourably to that standard. It is proposed in equity that dissatisfaction results from the discrepancy between expectations and reality, although it could also be said that those expectations relate to a person's needs.

The scientific management theory of the late nineteenth century, for which Frederick W. Taylor is well known, assumed that all workers valued money more than any other reward. Since about 1932, Viteles and other psychologists were convinced that work loses its meaning as it becomes routinized and standardised. One of the first substantial research efforts that made a break with this restricted view of the worker was conducted at the Hawthorne plant of the Western Electricity Company in Cicero, Illinois. The "Hawthorne studies" brought forth a switch from the objective physical to the emotional aspects of work behaviour. Workers perceptions of objective factors became a more important consideration in understanding behaviour than the facts of objective reality (Landy, 1989).

Development in the understanding of work and working people was seen by Mirvis (1980) as progressing from the notion that better wages, job security and working conditions contributed to improved performance to identifying the social motives of working people and the social purpose of their lives at work. Work behaviour, as of the time Mirvis (1980) was writing, was found to be influenced by rewards and social relations as well as jobs information systems and leaders. All of these Mirvis (1980) found out, form part of most models used in assessing the quality of work life.

Mirvis summarised first conceptions of what a good job entails. Satisfactory work was thought to consist of repetitive and simple activities as it enables the worker to work fast and accurately, thereby earning recognition. According to him, workers who know how it feels "to be absorbed in work, to be swept along by it, and to have their efforts in harmony with

their endeavours have found true satisfaction. He sees this feeling as “an integral and fundamental element of the quality of a job” (Mirvis, 1980, p.473)

Rethinam and Ismail (2008) adopted the European Foundation for the Improvement of Living and Working Conditions (EWON) (2002) constructs of quality work life which have been used widely in their QWL studies to study the quality of working life of information and technology (IT). The dimensions of quality work life selected are health and well-being, job security, job satisfaction, competence development and the balance between work with non-work life. However, these factors are believed to be appropriate and reliable in the context of Asia generally and Malaysia specifically because some of the factors were used separately by researchers in Japan (Fujigaki, Asakura and Haratani, 1993).

Attention has been drawn by Hackman and Oldham (1974) to what they described as psychological growth needs which was relevant to the consideration of quality work life. Several such needs were identified such as skill variety, task identity, task significance, autonomy and feedback. They suggested that such needs have to be addressed if employees are to experience high quality work life.

In contrast to such theory based models, Taylor (1979) more pragmatically identified the essential components of quality work life as basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself. He suggested that a number of other aspects could be added, including individual power, employee participation in management, fairness and equity, social relevance of the work activities. Taylor suggested that relevant quality of work life concepts may vary according to organisations and employee group.

Warr and colleagues (1979) in an investigation of quality work life, considered a range of apparently relevant factors, including work involvement, intrinsic job motivation, higher order need strength, perceived intrinsic job characteristics, job satisfaction, life satisfaction, happiness and self-rated anxiety. They discussed a range of correlations derived from their work such as those between work involvement and job satisfaction, intrinsic job motivation and job satisfaction, and perceived intrinsic job characteristics and job satisfaction. In particular, Warr et al. found evidence for a moderate association between total job satisfaction and total life satisfaction and happiness, with less strong, but significant association with self-rated anxiety.

Thus, while some authors have emphasised the workplace aspects of quality work life (QWL), others have identified the relevance of personality factors, psychological well-being and broader concepts of happiness and life satisfaction.

Factors more obviously and directly affecting work have, however, served as the main focus of attention, as researchers have tried to tease out the important influences on quality of work life at work places.

In 1976, Andrews and Withey described an approach postulated by Brickman and Campbell in 1971, which focused on hedonic level and adaptation as these processes apply to the quality of life. They made a basic observation which was that people seemed to adapt to highs or lows, and after some time, cease to experience them as extremes, even when the initial external conditions are still there. People have different values and the implications may be that they evaluate differently, with regard to work related factors (Andrews & Withey, 1976).

Also, Hartenstein and Huddleston (1984) believe that for quality of work life to be a reality, management and workers must participate in identifying shared values that are essential to quality of work life and not counterproductive to this end.

Another researcher who added his voice to the issue of job satisfaction is Seashore (1975). He thinks that job satisfaction should be regarded as an attitude resulting from two concurrent, continuing evaluations in which the individual assesses their job and work environment as he perceives them, that is, whether they are likely to aid or undermine the realisation of his basic values and the needs and life goals associated with it. Job satisfaction is dynamic. Therefore, it is subject to change. However, it can be treated as a static attitudinal state of any given time of measurement, the fluctuation of satisfaction and dissatisfaction is emphasised as an expected condition to be considered in explaining the behaviour of individuals in relation to their jobs.

Further to these, Seashore (1975) stated the tendency among “normal” workers toward experiencing satisfaction and the avoidance of experiencing dissatisfaction. It assumes that if the worker experiences dissatisfaction with the job or some aspect of it, he or she will seek and find accommodation in some way. Thus, dissatisfaction is generally an unstable and transitional state, one that is changed. The dissatisfied job occupant will normally find ways to change his job or rationalise a change in his evaluation of it. For example, a worker may change his job and job environment through promotion or transfer, seeking new employment or taking a package. A worker may modify his expectations and aspirations, reducing his goals to bring them in harmony with his perception of the realities of his situation and of feasible alternatives. The worker may further alter his perceptions of the situation, adapt to what he sees as necessity by simply accepting the situation, or may respond more negatively by aggressive attitudes or acts. A worker may gain partial psychological escape

from a dissatisfying situation, usually by altering his values, for example, regarding income, skill usage or find compensation in off-work activities.

In 1987, Warr and his colleagues suggested a model of job satisfaction that is patterned after the notion of how various vitamins work on physical health. Their suggestion was that, like vitamins, we need some minimum daily ‘dosage’ of certain attributes to remain satisfied with our jobs. Although meeting the minimum daily requirements will bring an individual to a state of positive health, too much of some of the attributes will lead to “toxic” reactions. In other words, too little of any attribute can be harmful, but too much of some of these attributes will also cause problems.

Certain environmental attributes will however, not cause any harm in an over abundance, for example, physical security and valued social position. Other attributes, for example, externally generated goals, variety, clarity, control, skill use and interpersonal contact can be the cause of overload and stress and will actually cause a decrease in emotional well-being. This model is unique in the sense that few other theories propose that too much of an attribute can cause problems in and of itself (Landy, 1989).

In the study of quality work life, different categories of job components are considered. These include extrinsic and intrinsic job factors, organisational climate and social factors among others. They are seen as factors that influence the overall satisfaction with quality of work life.

2.5 Demographic Variables

Emphasis has been placed on different demographic aspects by different authors to establish whether there has been any relationship between demographic variables and other variables that determine quality work life of employees. In the 1930’s, Robert Hoppock found that

different levels of satisfaction were related to different occupational levels, with the highest occupational level (professional, managerial and executive) being accompanied by the highest satisfaction. There were more unskilled manual workers who reported dissatisfaction than professionals (Landy, 1989). Also, Koberg, Boss, Senjem and Goodman (1999) reported findings that individuals at higher levels of the organisation, who traditionally hold the most power, and individuals with more seniority in the organisation feel more empowered, while variables such as gender and race (whites and non- whites) had no significant effect on feelings of empowerment. Their findings further suggested that workers who feel empowered, irrespective of position, have increased job satisfaction.

In 1977, Stouffer, Buchman, Devinney, Star and Williams found that in the military, factors such as ambition to become an officer, level of education, a chance to choose the post and appointment in the chosen post to be important for job satisfaction. Satisfaction was also seen to be associated with formal status and with informal status (for example, men in more prestigious corps were more likely to be satisfied with their jobs than men in other branches). Contrary to his expectations, Pool (1997) did not find that professional orientation correlated with a significant positive effect on job satisfaction. As far as needs are concerned, it is generally proposed that management jobs require people to exercise power more than non-managerial jobs and that managers as a group have a higher need for power than most other workers (Medcof&Hansdorf, 1995).

Also, Schaffer (1953) mentioned the possibility that certain common needs are associated with members of the same occupational groups, and that the occupation provides the opportunity to derive common satisfaction from it.

In the year 2000, Ducharme and Martin found that older workers and workers in higher status occupations are significantly more satisfied with their job. However, when job rewards were held constant, the significant influences were reduced to non-significance.

Also, Nordenfelt (1993) commented on environmental influences, the physical environment within which the individual functions, forms the basis for his or her actions and that, it provides the opportunity to indulge in various activities. These opportunities vary in different parts of a country. Cities provide the opportunities for entertainment, better education, information and better medication facilities. Rural areas provide opportunities to be close to nature, clean air and open spaces (Nordenfelt, 1993).

Considering rural and urban employees Faubian, Palmer and Andrews (2001) conducted a study among vocational rehabilitation counsellors to determine perceived differences between rural and urban employees. The results indicated that rural counsellors were more satisfied than urban counsellors with extrinsic factors, such as office location, safety in the office, parking and surrounding areas and safety in job related travel.

Additionally, rural counsellors reported being more satisfied with the healthiness and various comfort factors of their work environment. However, no differences were found relating to overall job satisfaction and other demographic variables, such as gender, race, age, education and work experience.

The period a person spends in a position can be useful for predicting or influencing satisfaction if it is also considered how the person sees his or her chances to be promoted. A person who has just been promoted may be more satisfied than the individual who was not, while being within an established career ladder, with known advancement will be affected by gradual awareness that these will or will not be realised.

Another job aspect that can be influenced by the period in a position is that an initial challenging job may become less for the occupant to gain competence by experience and the novelty of new skill also gradually wears off. Promotion to a higher position also entails an increase in salary and the individual may initially be satisfied with his or her income, which after a number of years without a raise may not be as satisfactory any more (Seashore, 1975).

Researchers who considered age in determining job satisfaction include Seashore (1975). He posited that as human beings advance in age, normal life experiences increase sudden changes of economic inflation or changing levels of employment may affect the meaning a person attaches to a job and his or her satisfaction with it.

When Hochwater, Ferris, Perrewe, Witt and Kiewitz (2001) realised that previous research assessing the relationship between age and job satisfaction provided mixed results and no stable conclusions could be drawn from it, they statistically controlled variables such as gender, supervisor and position status and affecting disposition. Their results portrayed a U-shaped relationship between age and job satisfaction. Reasons proposed for such a relationship are that younger employees have high expectations, have a limited understanding of what makes a satisfying job and earning money is enough satisfaction for them. Later on, they may realise that their expectations are not met, they find out more about other types of job opportunities and the incentives may not be as enticing any more. More rewarding, upper level positions are not available to younger employees and more mature people who earned these positions experience more satisfaction. It was also suggested that the power and prestige inherent in senior positions contribute to higher levels of satisfaction among older people.

In his study, Moen (2000) found that certain characteristics of the work environment predict quality of work life differently for men and women. Autonomy on the job is positively related to coping or mastery for men and negatively related to their experience of overload. Having the option to negotiate work hours is related to lower overload for women, while being able to work at home tends to predict fewer stress symptoms for men. Working a varying job shift is associated with overload for men and tends to be linked to men's work/life conflict.

A research was conducted by Mutran, Reitzes, Bratton and Fernandez (1997) on gender differences against other variables, such as age, career phase, education and occupation in order to explore their assessment of the quality of time spent at work and their satisfaction with work. Their expectation was that men and women who are better educated have higher income and may have experienced fewer difficulties with occupational mobility would be more likely to be satisfied with their jobs. Again, they posited that highly educated individuals would be less satisfied with their work, because of elevated, but potentially unfulfilled expectations.

It can be assumed, on the other hand that, individuals with prestigious and higher paying jobs will be more positive in their subjective responses to work. The result of their research indicated that there are no overall differences in the way that middle-aged working men and women perceived their jobs. It was found in their research that as far as work conditions go, men are more likely than women to hold upper level occupations, to have more variety in their jobs, and to exert more self-direction in their work than women. In line with their expectation, they found that those with the greatest education tend to be less satisfied with their work. They, therefore, concluded that education contributes to having more alternatives to consider.

Nordenfelt (1993) refers to a study Veenhoren presented in 1984 where 245 studies by researchers, mainly psychologists, investigated the importance of various background conditions for happiness and satisfaction. The demographic factors did not come out as strong predictors, but the correlation between happiness and such factors as education, intelligence and general activity were still evident.

From the literature gathered, it looks as if no one demographic variable can be singled out as predictor, except to say that they may have a moderating effect or have an impact in combination with other variables.

2.6 Intrinsic Versus Extrinsic Job Factors

Considerations in the distinction between intrinsic and extrinsic job factors, that have to do with satisfaction with quality of work life, are described by Warr (1987), Deci and Ryan (1985), Thomas and Velthouse (1990) and Snedlers (1996). Extrinsic factors concern aspects of a job that form the background or context to the task itself. It consists of activities that are externally motivated by rewards and it is carried out only because of its effects. Examples of extrinsic job factors are pay, working conditions, working hours, procedures and job security. Intrinsic factors cover aspects inherent in the conduct of the job itself. It comprises activities that are intrinsically motivating, meaning that they are rewarding by themselves. The intrinsic motivation would be brought about by the feelings of competence and self-determination that someone experiences while engaging in a task, also known as content satisfaction. Intrinsic reward, such as enjoying the work itself or the feeling of satisfaction that something meaningful is accomplished can be even more rewarding than tangible rewards (Snedlers, 1996). Examples of intrinsic job factors are freedom to choose how to undertake the work (autonomy), amount of responsibility and initiative that is allowed, skill requirements and variety.

When people are intrinsically motivated, they experience interest and enjoyment and in some instances they experience a natural flow of energy. The antithesis of interest and energy is pressure and tension. Insofar as people are pressing themselves, feeling anxious, and working with great urgency, it can be sure that extrinsic motivation is involved. Their self-esteem may be on the line, they may have deadlines, or some material reward may be involved (Deci & Ryan, 1985).

2.6.1 Extrinsic Factors

Physical work conditions

The comfort dimension of job satisfaction assesses the employee's reactions to aspects of the job, which include travel to and from work, the physical surroundings, the work hours and sufficient time to complete assignments (Chelste, 1983).

According to Payne (1987) the physical environment, such as architecture, equipment, noise, lighting, decoration and use of plants, is likely to make an impact upon a person's achievement, affective satisfaction, and psychological strain.

A positive relationship between standard of living and mental health has been recorded in many national populations. Some research has found that people with higher incomes are more satisfied with their pay and others have obtained similar results in respect of perceived fairness, relative to one's own and others' responsibility and skill level. In view of the central importance of money to meet the needs of oneself and one's family, it seems very probable that incomes judged to be adequate would be associated with health and satisfaction (Warr, 1987).

Ducharme and Martin (2000) found extrinsic rewards to have a statistically significant effect on overall job satisfaction, but compared to other job stressors it had the least influence.

A worker who feels overqualified (for example promotion overdue according to promotion policy) for his job will almost always be concerned about his possibilities for promotion. There are of course reasons other than satisfaction for wanting promotion, the most obvious of which is more pay, but surveys reveal almost universally greater concern with promotion than with pay or other job aspects. With promotion, different needs can be involved such as more power, more pay, more status, sense of achievement and new challenges. Comparable questions, items and clusters show that this is generally the job aspect with which satisfaction is lowest (Thurman, 1977). The promotion dimension utilises items such as the good chances for promotion, and the employer is interested in providing opportunity for advancement (Chelte, 1983).

Job Security

Job Security is associated with feelings of security about future employment, for example, feeling secure knowing that one is not likely to get laid off (Sirgy et al. 2001).

Moen (2000) studied effective work life strategies regarding work conditions, gender and life quality. Job insecurity was found to give rise to stress symptoms and overload, as well as higher levels of intra- personal conflict concerning work and personal life. It is widely accepted in our society, as well as enforced by law, that workers should not be exposed to physical conditions that are unduly hazardous or detrimental to their health (Walton, 1975).

Emphasis on esprit de corps in organisations necessitates that we pay greater attention to the role of co-worker relations in determining the nature and quality of work life. Hodson (1997) found that the effects of co-worker relations on job satisfactions and on good relations with management are substantial, often more than those of job characteristics. Conflict and infighting among fellow workers are associated with lower job satisfaction. Supportive co-worker relations appear to be part of a favourable environment. A measure for relations with

fellow workers is the amount of interpersonal contact and communication on the job (Chelte, 1983). According to Stein (1983) people need to be treated with dignity and respect under all circumstances. This could form part of one's satisfaction with fellow workers as respect is normally expected from people one works with.

Workers are required to accept certain goals, often imposed as task demands rising from their job description. This is one of the aspects that is a normal requirement of a job, but when there is too much of it, it can be experienced as stressful (Warr, 1987). Job demands can be described as psychological stressors. This refers to what the person is required to do, and particularly to the quantity and quality of work to be done. Jobs that simultaneously demand high quantity and high quality within little time can be particularly stressful. Such situations can be very challenging and exciting, so it all depends on the strength of the demands. Too little demand leads to boredom, just enough to excitement, and too much to breakdown (Payne, 1987; Janssen, 2000). Moen (2000) found that those in demanding jobs are especially vulnerable to overload and stress. Ducharme and Martin (2000) found that high job pressure is inversely and significantly related to satisfaction.

In their study, Davis, Levine and Taylor (1984) made use of a step-by-step Delphi analysis to develop a definition and measure of quality of working life. Their results identified the degree to which supervisors treat subordinates with respect and have confidence in their abilities as significant predictor of quality of working life.

Also, Koberg, Boss, Senjem and Goodman (1999) found that feelings of empowerment are more likely in a work group with an approachable leader who encourages the worth of the group and that these feelings are positively correlated to job satisfaction. Superior leadership occurs when leaders broaden and elevate the interest of their followers and when they

emphasize the purpose and mission of the group. The transformational type of leadership, as described by Bass (1990) is characterised by qualities such as consideration for followers, as well as the ability to inspire and intellectually stimulate followers. The transformational leader meets the emotional needs of each follower by paying attention to their particular developmental needs.

Followers are assigned tasks with those needs in mind, as well as the needs of the organisation. People with high needs to develop, who need to be creative, to do challenging work and to master skills and achieve goals, will be particularly very satisfied with this type of leader and their satisfaction with their work life will be increased.

Bateman and Organ (1983) found a correlation between leader behaviour perceived as positive by workers and specific facets of satisfaction. Satisfaction with supervision and promotional opportunities was found to be more important than pay, co-workers and the work itself. The rationale seems to be that the immediate supervisor represents the most direct source of variance in events that arouse a felt need to reciprocate or that influence positive affect.

Pool (1997) hypothesized that leadership behaviour indicating friendship and respect between the leader and subordinates would have a significant and positive impact on job satisfaction and it did prove to be a powerful predictor. He also suggested that an inverse and significant relationship would exist between the leadership behaviour in which the leader organises and defines the relationships in the group and job satisfaction. He demonstrated that the higher the level of this leadership behaviour, the lower the level of job satisfaction. When the leader dictates how the job is to be performed, this will result in little room for autonomy and creativity.

Frone (2000) developed and tested a model of interpersonal conflict at work in a sample of young workers. The model predicts that conflicts with supervisors are predictive of organisationally relevant psychological outcomes, such as job satisfaction.

Yuki (1998) sees supporting, developing, recognising, rewarding, conflict management and supervisor behaviour as conducive to good quality working relationships. It is more satisfying to work with someone who is friendly, co-operative, and supportive than with someone who is cold, hostile or unco-operative.

Some forms of supporting behaviour reduce the amount of stress in the job; higher job satisfaction is likely to result in less unhealthy consequences such as alcoholism and drug use. Overall, extensive research demonstrates that subordinates of supportive leaders are usually more satisfied with their leader and with their job.

Yuki (1998) mentions the following behaviours that are associated with supportive leadership: acceptance and positive regard; polite and patient, not arrogant and rude; bolster self-esteem; recognition for achievements and contributions by each employee; assistance with the work when needed and help to overcome bureaucratic obstacles and willingness to help with personal problems.

A demanding job and job insecurity are associated with low life quality, while supervisor support appears to be an important component of high life quality. Moen (2000) found that employees with supportive supervisors experience far better quality of life.

2.6.2 Intrinsic Factors

Thurman (1977) analysed the data of international surveys, the conclusion he came to was that the major causes of dissatisfaction lay in the continuing lack of responsibility, autonomy

and discretionary authority offered by most jobs, that results in limited opportunities to use knowledge and abilities. He discovered, also, that the job aspects about which workers express the least satisfaction and are frustrated with are career aspirations and the desire for interesting, fulfilling work. These are all intrinsic facets of work as they are embedded in the work itself. Other facets that fall in this category are:

Thurman (1977) found several aspects of a 'good job'. These are variety, learning opportunities, the possibility of organising one's own work, mental challenge, growth and being given a chance to do the things one does best. He also found that there is a need to create jobs that are more meaningful and creative and that such jobs are more satisfying and give a greater personal stimulus to development than specialised, routine tasks.

Davis, Levine and Taylor's (1984) analysis to develop and define a measure of quality of working life resulted in the identification of variety in the daily work routine, challenge of work, good future work opportunities and contribution to society as significant predictors of quality of working life.

Control or autonomy is the degree to which a work environment permits an individual to control activities and events. Freedom of action, discretion, influence, power, participation in decision-making and decision latitude on the job is inseparable from a high quality of work life (Stein, 1983; Warr, 1987). Variety observation of workers before and after the introduction of greater variety into their jobs made it clear that highly repetitive work give rise to low satisfaction (Warr, 1987).

High discretion tends to be associated with more loosely defined jobs, such as those given to senior managers. Some jobs can be clearly laid down, but leave the person discretion within the boundaries specified. Others may require even a manager to check with a senior before

taking any decision that is not strictly a routine task. The balance between the degree of clarity in the role and the amount of discretion allocated to it is important, for between them they determine the degree of control the person has over his or her environment. Control is becoming a central concept in the stress literature, where lack of it seems to increase people's perceptions of stress which leads them to experience emotional strain (Payne, 1987).

Some researchers take a very strong position regarding the importance of personal control. They posit that persons are motivated to seek control and that the possession of control is necessary for the individual's well-being. As an important aspect of work, this will translate into the sense that people are given opportunities to use their own initiative in the execution of their work, are involved in participation in decision-making and are able to influence certain outcomes (Greenberger & Strasser, 1986).

In their study, Spreitzer, Kizilos and Nason (1997) investigated the effect of dimensions of psychological empowerment on satisfaction. They report that most empirical research has shown a strong link between meaning and work satisfaction and this was also confirmed in their research. They base their choice of this dimension on literature that emphasises the importance of the degree to which an individual finds work personally meaningful as precondition for work satisfaction. They also refer to the link between meaning and satisfaction as the transformational leadership literature, where it is argued that a sense of meaning results in increased motivation and satisfaction.

Recognition means being known as an individual and being visible not only personally but as a contributor (Stein, 1983). Recognising is one of the behaviours of leaders mentioned by Yuki (1998). It involves giving praise and showing appreciation to others for effective performance, significant achievements and important contributions. According to Yuki, recognising is one of the most neglected managerial practices, even though it can be one of

the most effective tools for building commitment, increased job satisfaction and improving working relationships. Most studies that measured positive contingent reward behaviour using questionnaires found a positive correlation with subordinates' satisfaction.

The amount of challenge a person has in a job is noticeable in development of abilities, freedom to decide on work control methods, degree of interesting work and a chance to see results of work (Chelte, 1983).

Progress and Development are among the benefits we derive from work. They include the internal rewards available from the organisation; challenge, exercise of competence, development of skill and a sense of accomplishment (Stein, 1983).

A study was conducted by Walton (1975) where he revealed that organisations seen not to be acting in a socially responsible manner, for example, honouring human rights, will cause increasing numbers of workers to depreciate the value of their work and careers which in turn affect their self-esteem.

Low levels of clarity, or high uncertainty, are generally found to be detrimental, especially over long periods of time. Warr (1987) describes three types of clarity: information about the results of behaviour in the form of feedback about the consequences of action is a minimum requirement for the establishment and maintenance of personal control and for the development and utilisation of skills; task feedback for learning promptly about outcomes, information about the future and information about required behaviour, also referred to as role ambiguity. Low clarity about future career developments was found to be significantly associated with high levels of job dissatisfaction, job-related depression and job related anxiety.

Payne (1987) considers the degree to which job content is specified and the degree to which the incumbent is given discretion about what, when and how he or she does the job. Roles can be very clearly defined with detailed written instruction, or they can be left unspecified and ambiguous. There is a correlation between role and clarity, role and ambiguity and role and conflict. Clear jobs create less ambiguity and lead to less conflict among the role-holders of associated jobs. A meta- analysis of results relating these role variables to measures of job satisfaction shows that both role conflict and role ambiguity relate to lower satisfaction and more signs of psychological and physical illness.

2.7 Organisational Climate Factors

Field and Abelson (1982) see job satisfaction and climate of the organisation as related. They found that the more an area of work is valued, the higher is the relationship between the climate and satisfaction. They refer to experiments where different climates were created and it showed that different climates contribute to different levels of job satisfaction.

Organisational climate has been defined in terms of attributes, models, organisational context, structure, values and norms, as well as different facets of organisational and subgroup processes such as leadership, conflict, reward, communication and control. Normally it entails those attributes of a particular organisation that may be conducted from the way organisation operates and deals with its members and its external environment (James and Jones, 1974). Forehand and Gilmer (1964) defined organisational climate as referring to the set of characteristics that describe an organisation and that distinguish the organisation from other organisations, are relatively enduring over time, and influence the behaviour of people in the organisation.

Wilson and Wagner (1997) used Bennett's 1995 and Sherman and Bohlander's 1992 definitions in describing organisational environment, which is determined by the structure, leadership, technology, social element, the physical environment and economy. For organisational culture they refer to the elements identified by Deal and Kennedy in 1982: business environment, values, rites and rituals, heroes and cultural network. According to Wilson and Wagner (1997) culture prescribes the climate. The definition used by Lin (1999) is quite straight forward and adequate. It distinguishes organisational climate as the shared perceptions about organisational conditions, while organisation culture is the shared assumptions and values by group members.

Organisational climate is reflection of a dynamically interacting process involving organisational conditions, internal employees and management practices. It was found that members of an organisation had more finely differentiated perceptions of their work climate than that of their total organisation's climate. Organisational attributes represent stimulus conditions, while perceived organisational climate represents a set of responses to the organisational characteristics and processes (James and Jones, 1974).

According to Field and Abelson (1982) climate occurs on three distinct levels, namely organisational, group and individual levels. Consensus on climate among a group's members and significant difference between the climates perceived by two or more groups within the organisation are criteria of group climate. Climate is, therefore, the perception by individuals of their organisational environment. They refer to opinions that assert that the individual acts as an information processor when forming climate perceptions, using data from the organisation and personal characteristics of the perceiver, such as values and needs. Their model views climate as a perceptual phenomenon that occurs within individuals. They, therefore, call it psychological climate, as it is determined through the interaction of

'objective' facts and inter- subjectivity. Group and organisational climate occur if there is a consensus of climate perceptions by its members. These latter climates may differ from an individual's psychological climate perceptions, but if broader climate do exist, most individuals within the appropriate unit would view climate similarly.

Forehand and Gilmer (1964) defined these stimuli that confront the individual and place constraints upon the freedom of choice, as variations in the objects or events available to be perceived. Examples of such stimuli are social aspects, procedures, machine design, communication systems, competitiveness among work group members, security of employment and opportunity for development.

A particular organisational property may influence all or almost all members and is termed "direct influence", while "interactive influence" has a certain effect on some independent identifiable persons, but another effect, or no effect, on others. Joyce and Slocum (1982) describe psychological climate as referring to individual descriptions of organisational practices and procedures.

Tustin (1993) concluded that an organisation should only be described in terms of the consensus amongst members about their perceptions regarding the organisational climate. This confirms that psychological climate becomes collective or group climate upon significant consensus of individual's climate perceptions: the great the consensus, the great the predictive power of climate.

Pool (1997) found organisational characteristics as having significant and positive impact on job satisfaction. These organisational characteristics included cohesive work groups, advisory support from staff, organisational rewards not controlled by the leader and the distance

between supervisor and subordinate. Subordinates who rated the organisational aspects high, exhibited higher job satisfaction than those who rated it low.

Kirsh (2000) carried out an analysis on the relationship of four variables to employment, namely empowerment, social support, organisational climate and person- environment fit. Results point to the importance of considering workplace climate and its congruence with individual's value systems in promoting positive outcomes.

Some research studies do not clearly distinguish between intrinsic and extrinsic factors or social and organisational climate factors but follow a more exploratory approach.

Goodale, Hall, Burke and Joyner (1975) asked people about the most satisfying and the most dissatisfying part of their jobs. Greatest satisfaction was felt on contact with clients and co-workers, challenges and autonomy, the most dissatisfying aspects were problems with supervisors and co-workers, shift work or working hours, and repetitive or dirty jobs. They compiled the following list of components.

Social activity and participation, self- development activities, task success, physical health, physical and economic security, task involvement, task satisfaction, social involvement and feelings of relatedness, self- reported health, perceived feelings of relatedness, self- reported health, perceived security, fears and anxieties and perceived growth and mastery. The work content was mentioned most often as a source of dislike activities, but ranked second for most-liked activities.

Most recent research studies are aimed at determining the moderating effect variables have on other variables and their outcomes. Norris (1999) examined and tested a model of the relationships between some job characteristics and job satisfaction of nurses. Among others,

the job characteristics were feedback from agents, autonomy, dealing with others, feedback from the job itself, skill variety, task identity and task significance. Professional experience, growth need strength and context satisfactions (satisfaction with pay, job security, co-workers and supervisors) were investigated to determine their moderating effects on the relationships between job characteristics and two outcomes; nurses job satisfaction and their ethical practice, the job characteristics as described in Hackman and Oldham's 1980 theory provided a framework for this research.

This study produced three major findings. First, all seven job characteristics predict nurses' job satisfaction. Second, there is evidence that professional experience, growth need satisfaction, satisfaction with pay, satisfaction with job security, satisfaction with co-workers and satisfaction with supervisors moderate some relationships between job characteristics and ethical practice.

In the conduct of their study, Mirvis and Lawler (1984) suggested that quality work life was associated with satisfaction with wages, hours and working conditions, describing the "basic elements of a good quality of work life" as; safe work environment, equitable wages, equal employment opportunities and opportunities for all.

Also, Baba and Jamal (1991) listed what they describe as typical indicators of quality of work life, including; job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organisational commitment and turn-over intentions. Baba and Jamal also explored reutilisation of job content suggesting that this facet should be investigated as part of the concept of quality of work life.

Ellis and Pompli (2002) also identified a number of factors contributing to job dissatisfaction and quality of work life in nurses, including, poor working environments, resident aggression,

workload, unable to deliver quality of care preferred, balance of work and family, shift work, lack of involvement in decision making, professional isolation, lack of recognition, poor relationships with supervisors/peers, role conflict, lack of opportunity to learn new skills.

Sirgy, Efraty, Siegel and Lee (2001) suggested that the key factors in quality of work life are; need satisfaction based on job requirements, need satisfaction based on work environment, need satisfaction based on supervisory behaviour, need satisfaction based on ancillary programmes and organisational commitment. They defined quality of work life as satisfaction of these key needs through resources, activities and outcomes stemming from participation in the workplace.

Maslow's needs were seen as relevant in underpinning this model, covering health and safety, economic and family, social, esteem, actualisation, knowledge and aesthetics, although the relevance of non-worker aspects is played down as attention is focused on quality of work life rather than the broader concept of quality of life.

In 2003, Bearfield used sixteen (16) questions to examine quality of work life, and distinguished between causes of dissatisfaction in professionals, intermediate clerical, sales and service workers, indicating that different concerns might have to be addressed for different groups.

The distinction made between job satisfaction and dissatisfaction in quality of work life reflects the influence of job satisfaction theories.

Herzberg, Mausner and Synderman (1959) used "Hygiene factors" and "Motivator factors" to distinguish between the separate causes of job satisfaction and job dissatisfaction. It has been suggested that motivator factors are intrinsic to the job, that is, job content, the work itself,

responsibility and advancement. The Hygiene factors or dissatisfaction- avoidance factors include aspects of the job environment such as inter-personal relationships, salary, working conditions and security of the latter. The most common causes of job dissatisfaction can be company policy and administration, while achievement can be the greatest source of extreme satisfaction.

An individual's experience of satisfaction or dissatisfaction can be substantially rooted in their perception, rather than simply reflecting their "real world". Further, an individual's perception can be affected by relative comparison- am I paid as much as that person?- and comparisons of internalised ideals, aspirations, and expectations, for example, with the individual's current state (Lawler and Porter, 1966). In summary, where it has been considered, authors differ in their views on the core constituents of quality work life (SirgyEfraty, Siegel & Lee, 2001; Warr, Cook & Wall, 1979).

It has generally been agreed, however, that quality of work life is conceptually similar to well-being of employees but differs from job satisfaction which solely represents the workplace domain (Lawler, 1982).

Quality of work life is not a unitary concept, but has been seen as incorporating a hierarchy of perspectives that not only include work- based factors such as job satisfaction, satisfaction with pay and relationships with co-workers, but also factors that broadly reflect life satisfaction and general feelings of well-being (Danna & Griffin, 1999).

More recently, work related stress and the relationship between work and non-work life domain (Loscocco&Roschelle, 1991) have also been identified as factors that should conceptually be included in quality of work life.

2.8 Social Job Factors

Work and career are commonly pursued within the framework of social organisations. This, therefore, makes the nature of personal relationships an important dimension of quality of work life.

Membership in work groups marked by patterns of reciprocal help, socio-emotional support and affirmation of the uniqueness of each individual, could have an effect on individual's satisfaction. So too will a sense of community and the way members of the work organisation relate to one another about their ideas and feelings have a positive effect (Walton, 1975). The social climate can modify the effects of negative job conditions. At the individual level, the social relationships surrounding a person (climate) have been shown to have important consequences for mental health and even physical well-being. Social support occurs in the form of comfort and emotional security, direct help with things like money, practical assistance and information, which can help people to solve their problems and reach decisions about their situation (Payne, 1987).

In their study, Meir, Tziner and Glazner (1997) revealed the importance of group membership to job satisfaction. They found that the importance of groups emerged more significantly as an independent predictor of job satisfaction over time. Because social support has its source in the work group, this may explain why groups may be a considerable factor in determining job satisfaction. Placing importance on the work group results from the perception that it can provide social identity and opportunities for social interaction and help in surmounting psychological and functional obstacles in organisational life.

Also, Durcharme and Martin (2000) suggested in their study, that social support arises from affective support and instrumental support. Affective support provides the recipient with

feelings of being accepted and cared for by co-workers, while instrumental support involves functional and material assistance in response to specific needs in the execution of work. They expected to find that workplace relationships may be a source of satisfaction and may contribute directly to overall job satisfaction regardless of stresses and rewards encountered at work. When comparing the estimates of the two social support variables, both forms of co-workers support, have significantly positive effects on job satisfaction, but instrumental support appeared to have made a relatively stronger contribution. It was the third strongest predictor of satisfaction, according to their study.

Reported friendship opportunities at work are significantly positively correlated with job-related mental health. Support received from one's co-workers and boss is found to contribute significantly to a range of context-free variables, such as low anxiety, depressed and somatic symptoms and high self-esteem and subjective competence (Warr, 1987).

The debate with respect to structure centres mainly on "flat" (few layers in the hierarchy) versus "tall" (many layers) structures although no conclusive evidence has been found that one contributes more towards satisfaction than the other. There was evidence, however, of interaction between size and shape of the organisation: in relatively small organisations, the extent to which managers report their needs to be satisfied was higher for flat than for tall organisations, but in larger organisations reported need satisfaction was greater for tall organisations.

Experimental studies indicate that satisfaction with job and results are greater in structures with a wider spread of participation. Participation, opportunities to contribute in a creative manner and to be able to use initiative and autonomy are factors that are influenced by structures (Forehand and Gilmer, 1964).

According to Walton (1975) important contributing attributes to a member's self-esteem are the absence of stratification in work organisations in terms of status symbols and or steep hierarchical structures and the existence of upward mobility as reflected, for example, by the percentage of employees at any level who could qualify for higher levels.

James and Jones (1974) refer to the degree of structure imposed upon the position as closeness of supervision. The extent to which superiors actively direct or intervene in the activities of their subordinates has an effect on subordinates who value autonomy (Joyce and Slocum, 1982).

Regarding leadership, Forehand and Gilmer (1964) asked the question whether leadership is truly characteristic of organisations rather than simply of certain individuals. There is some evidence that organisations can be reliably described in terms of typical leadership practices as persons in leadership positions control significant organisational properties. As the climate of an organisation is also supposed to prescribe what behaviours are acceptable and what not, a particular style can be more acceptable norm than others. Field and Abelson (1982) see organisational climate as created by leadership styles. The degree of which management is sensitive to the interests, needs and aspirations of the managers reporting to them is one such leadership characteristic mentioned by Joyce and Slocum (1982).

Studies of leadership began around the 1930s. Earlier approaches, such as the situational or contingency models focused on identifying the behaviours or styles, which appeared to predict effective outcomes depending on various situational contingencies. However, when organisations were faced with constant change during the 1970s and 1980s these approaches did not provide all the answers. During the early 1980s a major paradigm shifts in approaches to leadership from "transactional" to "transformational" transpired (Alimo-Metcalfe, 2001).

Burns was one of the first to distinguish transformational leaders from transactional leaders in 1978. Whereas transactional leaders focus on rewards and punishments to influence followers, transformational leaders motivate followers by appealing to higher ideals.

Bernard Bass, distinguished professor of management and director of the Centre for Leadership Studies at the State University of New York at Binghamton, built on Burn's notions of leadership. On the basis of research using the Multifactor Leadership Questionnaire (MLQ), that he and his co-researcher, Bruce Avolio, devised, Bass found the two approaches to be independent and complementary. According to Bass's theory, transactional leadership entails an exchange between leader and follower in which the leader rewards the follower for specific behaviours, and for performance that meets with the leader's objectives, while non-conformity is criticised or punished.

On the other hand, superior leadership performance occurs when leaders broaden and elevate the interests of their employees, when they generate awareness and acceptance of the purposes and mission of the group and when they move their employees to look beyond their own self interest for the good of the group (Bass, 1990).

In a study, James and Jones (1974) consider factors in the organisation that are based on how members are treated in terms of individual responsibility for exercising individual initiative as important for satisfaction with organisational climate.

Motivation to achieve is seen as the degree to which members of the organisation are viewed as attempting to excel, to address difficult problems or to advance themselves, will ultimately affect standards and consequently the satisfaction of members (Joyce and Slocum, 1982)

2.10 Empirical Work

There is generally, little study on the relationship between quality of work life and productivity. However, few studies are discussed as follows:

Islam and Siengthai (2009) had undertaken an exploratory study on the influence of workers' quality of work life on job satisfaction and organisational performance. Quality of work life was hypothesised to directly or indirectly influence organisational performance. A questionnaire survey was undertaken within the EPZ enterprises with non-managerial employees who are mainly involved in the production process. It was found out that quality of work life although positively related to organisational performance, it was not significant as hypothesised. However, there was a positive and significant relationship between quality of work life and employees' job satisfaction.

In his study, Taiwo (2010) sought to analyse the impact of work environment which is a key component of quality of work life on workers' productivity. The results of T-test indicated that employee productivity problems are within the work environment. Conducive work environment stimulates creativity of workers. Unimprovement in work environment and bad working conditions contribute to low productivity of employees.

Also, Elmuti and Kathawala (1997) in their work, self-managing teams quality of work life and productivity, investigated employees of a manufacturing firm in the United States of America, by collecting and analysing organisational data for thirty- six (36) months. The attitudinal results indicated that self- managed teams improved participants' quality of work life. The performance results documented a positive and substantial impact of self-managed teams programme on employee productivity, efficiency and quality. However, implementation of self- managed teams is a complex task that requires time and commitment of resources to reap potential reward.

Nayer (2000) carried out a descriptive study to investigate the relationship between the quality work life and productivity among three- hundred and sixty (360) clinical nurses working in the hospitals of Tehran University of Medical Sciences. The findings showed that quality work lifewas at moderate level among 61.4% of the participants. Only 3.6% of the nurses reported that they were satisfied with their work. None of those who reported the productivity as low reported their work life quality to be desirable. Spearman rho test showed a strong significant positive relationship between productivity and quality of work life ($P < 0.001$).

Also, Alison and Mangel (2000) examined the adoption of work- life programmes and the impact of work-life programmes on firms' productivity. Human resource executives in a national sample of six hundred and fifty-eight (658) organisations provided survey data on firms' characteristics and work-life programmes. In these 658 organisations, the percentage of professionals and the percentage of women employed were positively related to the development of more extensive work-life programmes. Productivity data were obtained from CD Disclosure for one hundred and ninety-five (195) public for- profit firms. Significant interaction effects indicated that in these 195 firms, work-life programmes had a stronger positive impact on productivity when women comprised a larger percentage of the workforce and when a higher percentage of professionals were employed.

Also in their study, Royuela and Surinach (2008) inspected the relationship between quality in work and productivity. Using recent Spanish aggregate data for the period 2001- 2006, it was found that quality in work was an important factor to explain productivity levels in sectors and regions. Consequently, quality in work is not only an objective per se, it may also be a production factor able to increase the wealth of regions.

2.11 Conclusion

In this literature review attempts were made to explore variables that are relevant to quality of work life. They are variables that many researchers have found to have impact on quality work life. Some empirical work about the relationship between quality work life and productivity has been done. However, the researcher discovered that very little research has been conducted in this area.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The purpose of this chapter was to indicate the research methodology used in the study. Therefore, the chapter contained information about the research design, population of the study, the sampling procedure and the sample. The chapter also included the instrument used in the study for data collection, reliability and validity, ethical consideration and method of data analysis.

3.2 Research Design

Descriptive survey was the design adopted for the study. The researcher deemed this design appropriate because the study intended eliciting data on personal and social facts. The study also intended describing the population of the study. It is the belief of the researcher that the descriptive survey method is the most appropriate measure of obtaining data on personal and social facts, especially when studying large and small populations. This belief, Fraenkel and Warren (2003) lent credence to in their study.

3.3 Population

The population of the study comprised all nurses in Tamale Teaching Hospital. They numbered five hundred and seventy-five (575). They belonged to departments such as the Out-patient department, the eye clinic, laboratory department, the ear clinic, the department of antenatal and consulting room. Others were the new born intensive care unit (NICU), casualty ward, labour ward, maternity ward, gaenic ward and emergency ward. The rest were the female medical ward, the male medical ward, children's welfare unit and neurosurgical

ward among others. For their level of education, a large number were diploma holders. Some of them were certificate holders while a few were degree holders.

3.4 Sampling Procedure

The sampling frame was 575 nurses. Simple random sampling was used to draw a representative sample size of one hundred and fifteen (115) representing 20 percent of the population.

To arrive at the sample size, the researcher, with the permission of the hospital's administrator, had access to the sampling frame that was already numbered from one (1) to five hundred and seventy-five (575). The researcher then torn plain sheets of paper into smaller sizes and on each sheet of paper a number was written starting from 1 to 575. These pieces of paper that contained the numbers were each folded, then put in a large plastic container. The container was considerably shaken to ensure the numbers were properly mixed together. This was followed by a draw by the researcher. Any number that was picked randomly from the plastic container, the researcher would trace the name in the frame that bore the number picked. This was repeated until all 115 sample size was drawn.

During this process, the researcher realised that the names of the nurses were not arranged in alphabetical order. Again, names of a particular sex were not written first before the other. However, after the draw, both sexes had fair representation as the males numbered 47 while the females numbered 68.

3.5 Sample

The researcher could not survey the entire population. As a result, a sample size of 115, representing 20% of the population was chosen. The reason the researcher could not survey the entire population was inadequate financial resources.

3.6 Research Instrument

Questionnaire is one of the instruments of collecting data in survey research. The researcher deemed it appropriate to use questionnaire as instrument for the study. The reason was that all the respondents who were considered for this study were literates. They could, therefore, read and understand all questions posed to them in the questionnaire. The use of questionnaire to collect data also ensured that standardised questions were posed to all the respondents. The questionnaire was made up of 20-items and was divided into five (5) sections. Section A required demographic information of respondents. Section B asked questions pertaining extrinsic job variables of the study. Section C posed questions on intrinsic job factors of the study while section D asked questions bothering on social job factors. The last section-section E dealt with questions bothering on the organisational climate factors under study.

3.7 Pre-test, Reliability and Validity of the Instrument.

3.7.1 Pre- test

The researcher ensured that the questionnaire for the study was reliable and valid. The researcher first pre-tested the questions on 18 respondents from the Tamale West Hospital who shared similar characteristics with respondents used in this study.

3.7.2 Reliability

The researcher used the test- retest method to ensure reliability. The researcher tested the questionnaire among respondents outside the study area. After an interval of two weeks, a

second set of questionnaire was again tested among the group on which the questionnaire was first tested. The results showed consistency in the instrument indicating reliability of the tests as both tests showed similar responses.

3.7.3 Validity

Validity of the instrument was ensured by the researcher. The researcher gave the instrument (the questionnaire) not only to two other research colleagues; the researcher also gave it to his lead supervisor who offered suggestions.

3.8 Ethical Considerations

The purpose of the study was to assess the quality work life of nurses at Tamale Teaching Hospital. This, the researcher explained to the respondents. The researcher also assured all respondents that any information volunteered by them would remain confidential. To gain access to the respondents, the researcher, through a letter sought permission from the administrator of the hospital.

3.9 Data Analysis

The instrument (questionnaire) used for data collection composed of closed-ended questions. These questions were collated, edited, coded and entered so it could be treated quantitatively by the use of the Statistical Package for the Social Sciences (SPSS). The data was cleaned to rid it of errors so that the accuracy of the data and the validity of the work are not affected. In the data analysis, descriptive statistics were mostly used to describe the characteristics of the nurses and other variables using frequency tables, means and standard deviations. The study also used the chi – square to establish differences if any among the variables to test few hypotheses. This is because descriptive statistics describes numerical data and gives meaning to data collected.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

4.1 Introduction

This chapter deals with presentation and analysis of data collected from the field. Following the structured methodology outlined in chapter three, the data was analysed, using descriptive statistics. The results obtained from the application of the assessment of quality of work life of nurses in Tamale Teaching Hospital were presented and relevant inferences made.

4.2 Demographic Details of Respondents

Demographic variables such as sex, age, educational level and marital status were looked at in this section. These variables have influence on quality of work life of employees and in this case nurses.

4.2.1 Sex of Respondents

Determining the sex of respondents was necessary in order that knowledge about how each sex' quality of work life is influenced is established.

The majority of the participants (68), representing 59.13%, were females as against 40.87% males. This female dominance may be because nursing is always seen as female profession. In recent times, the fact of female dominance in nursing profession is changing. There are certain fields in nursing that now attract more males than females, example is anaesthetics.

4.2.2 Age of Respondents

Age could play an important role in the quality work life of an individual employee. It is therefore necessary that information about age of respondents is gathered.

Table 4.1: Age of respondents

Range of Age Group	Frequency	Percentage
18 – 30	24	20.87
31 – 40	38	33.04
41 – 50	31	26.96
51 – 60	22	19.13
Total	115	100.

Source: Survey, 2013

Age, as mentioned earlier, can influence the quality of work life of a nurse. Therefore, it was necessary that information on respondents' age was gathered so that the researcher could find out if age could affect the quality of work life of nurses.

In table 4.1, the ages of the participants show that 33.04 percent are in their thirties. This means that this group has many years aheadsofaras their careers are concerned. The table also indicates that the majority of the respondents (53.91%) are not more than forty years. This is a positive sign as these two groups have not less than twenty (20) years each to reach retirement age.

4.2.3 Educational levels of Respondents

Educational levels or background of respondents was sought to determine the dominant educational level of respondents.

Table 4.2: Educational background

Levels of Education	Frequency	Percentage
Certificate	58	50.44
Diploma	40	34.78
Degree	17	14.78
Total	115	100

Source: 2013 survey

Table 4.2 indicates that respondents who hold certificate in nursing are in the majority (50.44 percent). Only seventeen (17) participants, representing 14.78 percent had degrees. If how high an individual climbs up the educational ladder predicts how qualitative an individual's working life is, then, majority of the nurses in Tamale Teaching Hospital need further education, because only 14.78 percent had university degree in nursing. To practice as a nurse, one needs a minimum of certificate in nursing.

4.2.4 Marital Status of Respondents

Marriage as an institution goes with many responsibilities. These include financial responsibilities, responsibility of child upbringing, binding rights among others. Because of this, marital status of an individual influences the quality of work life of that individual.

The table below depicts information on marital status of respondents.

Table 4.3: Marital Status

Marital status	Frequency	Percentages
Married	54	34.84
Single	34	29.57
Divorced	10	8.70
Separated	14	12.18
Widowed	3	2.61
Total	115	100

Source: 2013 Survey

The table shows that a great number of participants, representing 34.84 percent, were married. 29.57 percent were single while an insignificant number of three, representing 2.61 percent, were widowed. The group of participants who were married has many responsibilities that go with marriage. This includes financial responsibility and so for such group, until or unless their financial standing improves such that they would be able to satisfy their financial responsibilities, they may not be satisfied with their financial situation. It may, however, be wrong to think that a respondent, who is single, i.e. not married, would be satisfied with his or her salary. This is because in our part of the world, extended family system is largely practiced. Thus, an unmarried individual in an extended family may be the bread winner of the family in which case he or she may be shouldering financial obligations of other family members.

4.3 Respondents' Satisfaction levels with salaries

Respondents were asked to indicate how satisfied or dissatisfied they were with their level of salaries or pay rate.

Table 4.4: Satisfaction with levels of salary

Satisfaction Levels	Frequency	Percentage
Very satisfied	7	6.09
Satisfied	25	21.74
Not sure	17	14.78
Dissatisfied	49	42.61
Very dissatisfied	17	14.78
Total	115	100

Source: 2013 Survey

Table 4.4 shows that a large majority, representing 57.39% ($\bar{M} = 3.43$; $SD = 1.125$) of the respondents were not content with their salary levels. Please, note that the range is between 1 and 5 with 'very satisfy' = (1), 'satisfied' = (2), 'Not sure' = 3, 'Dissatisfied' = 4 and 'Very dissatisfied' = (5). Only 6.09percent were very satisfied, with 20 percent expressing satisfaction in their levels of pay rate. This may be because a great number (34.84%) of the respondents were married. It could also be that many of the unmarried respondents were bread winners in their families.

Table 4.5 Chi-square analysis of satisfaction level of salary by personal data

Variable	Chi-square value	d/f	Probability
Age	24.507	12	0.017
Sex	8.064	8	0.427
Educational level	10.353	8	0.241
Marital status	37.078	16	0.002

Source: 2013 survey

The table depicts chi-square analysis and probability level of respondents' satisfaction levels of their salary by their personal data. The statistics show that there is a significant relationship between respondents' marital status as well as age and their salary satisfaction level. With age of respondents, 68% of the age brackets (18-30) were not satisfied with their salaries. With a percentage of 38.7 the group that expressed relatively high satisfaction with their salaries were those who fall in the age bracket of 41 - 50. Significance is also registered between marital status of respondents and their level of salary satisfaction. Among the married ones, only 7.5% were satisfied as against the majority (75.9%) of same married ones who were dissatisfied. Dissatisfaction of salary level of married respondents is not surprising as they have lot of financial obligations with marriage. There is, however, no significant relationship between respondents' satisfaction levels with salary and sex as well as educational level. This means that irrespective of sex or educational level, the respondents' were dissatisfied with their salary.

4.5 Mean and Standard Deviation of Responses of Respondents

This section sought to present or depict the various means and standard deviations of responses by participants to questions that had likert scale of 'Very Satisfied'(1), 'Satisfied'(2), 'Not Sure'(3), 'Dissatisfied'(4), and 'Very Dissatisfied'(5).

Table 4.6: Satisfaction with Salary and Physical Environment

Item	Very Satisfied %	Satisfied %	Not Sure %	Dissatisfied %	Very Dissatisfied %	Mean	Standard Deviation
Satisfaction with salary	6.09	21.74	14.78	42.61	14.78	3.43	1.125
Satisfaction with physical environment	23.48	32.17	19.14	13.91	10.30	2.530	1.273

N= 115

Table 4.6 captured responses of respondents on questions pertaining satisfaction levels of salary as well as satisfaction in the physical environment of Tamale Teaching Hospital. The mean (M=3.43) derived from responses regarding levels of salary satisfaction indicates that the majority (57.39%) of the respondents were not satisfied with their levels of salary. Regarding satisfaction levels of the physical environment, the mean (M=2.530) indicates that the majority (55.65%) of the respondents expressed satisfaction.

Table 4.7: Chances of promotion, Level of Employee Recognition and Level of Freedom of Employee to make friends.

Item	Very High %	High %	Not Sure %	Low %	Very Low %	Mean	Standard Deviation
Chances of promotion	7.83	13.04	9.57	39.13	30.43	3.687	1.266
Level of Employee Recognition	24.35	44.35	20	8.70	2.61	2.209	1.013
Level of freedom of Employees to make friends	31.30	38.26	10.43	13.04	6.96	2.304	1.244

N= 115

Table 4.7 depicts statistics of the responses of respondents on questions regarding chances of promotion at the workplace, level of employee recognition by superiors and freedom of employees to make friends. For chances of promotion, a significant percentage (69.56) of the respondents expressed the view that there were limited opportunities for promotion at the hospital. However, statistical means for both employee recognition by superiors and freedom of employees to make friends indicate that the respondents were content in those variables. The percentage of those who expressed satisfaction in employee recognition was 68.70% while that of the freedom to make friends with co-workers was 69.56%.

In terms of employee skills development, employee autonomy and communication flow, questions were asked on a likert scale of ‘Very often’(1), ‘Often’(2), ‘Not sure’(3), ‘Not often’(4) and ‘Not very often’(5). Means and Standard Deviations of responses by participants are shown in table 4.12

Table 4.8: Employees skills Development, Employees Autonomy and Communication flow

Item	Very Often %	Often %	Not sure %	Not Often %	Not Very Often %	Mean	Standard Deviation
Skills development	1.74	3.48	12.17	49.57	33.04	4.087	0.864
Autonomy	4.35	8.70	13.91	47.82	25.22	3.809	1.051
Communication flow	21.74	39.13	7.83	19.13	12.17	2.609	1.342

N= 115

Table 4.8 depicts statistical information on respondents’ responses of their rate of skill development, their level of autonomy and rate of communication flow between superiors and subordinates at Tamale Teaching Hospital. The statistical mean derived from responses on rate of employee skills development and the mean for level of employee autonomy indicate that the respondents were not satisfied with them. An overwhelming majority (82.61%) of the respondents mentioned that rate at which their skills were developed was not regular. Also, an overwhelming majority (76.52%) expressed similar sentiment in the level of employee autonomy at the hospital. However, the mean for communication flow indicates that an appreciable number of respondents who represented 60%, were of the view that communication flowed often between superiors of the hospital and their subordinates.

There was a question that elicited from the participants information about the extent to which they (the participants) could depend on their superiors for guidance and direction. The table 4.9 depicts the Mean and Standard Deviation of responses by participants.

Table 4.9 Dependency of Supervisors for direction and guidance

Item	Very Dependent %	Dependent %	Not Sure %	Not Dependent %	Not Very Dependent %	Mean	Standard Deviation
Dependence on supervisor	9.57	16.52	11.30	40.87	21.74	3.557	1.230

N= 115

Table 4.9 shows the statistics of responses of respondents on a question pertaining how they (the respondents) could depend on their superiors. The mean demonstrates that the respondents did not express satisfaction with their superiors. The majority (62.61%) of the respondents thought they could not depend on their superiors as far as their jobs were concerned for direction and guidance.

Mean and Standard Deviation were also derived from responses of respondents to a question asking about the extent of social support participants draw from membership of Tamale Teaching Hospital. The table below depicts that.

Table 4.10: Extent of Social Support from membership of Tamale Teaching Hospital

Item	Very large Extent %	Large Extent %	Not sure %	Low Extent %	Very Low Extent %	Mean	Standard Deviation
Social Support	39.13	49.56	2.61	2.61	6.09	1.843	0.961

N= 115

Table 4.10 portrays statistics on respondents' responses on the level of social support they could access from their organization. A look at the mean indicates greater satisfaction in this regard. An overwhelming majority (88.69%) of the respondents posited that the level of social support from the hospital members was high. The Chi-Square analysis derived from a cross-tabulation involving respondents' personal data and extent of social support indicates that there is no relationship between membership social support and all four demographic variables applied.

Table 4.11: Chi-square analysis of extent of social support by demographic variables of respondents

Variable	Chi-square value	d/f	Probability
Age	11.754	12	0.466
Sex	5.545	8	0.698
Educational level	5.735	8	0.677
Marital status	5.033	16	0.996

Source: 2013 survey

The values displayed in table 4.11 above indicate no significant relationship between respondents' extent of social support and any of their personal data. Here, irrespective of a respondents' personal data, the respondent can largely access social support from members of the hospital.

A question was posed to the respondents that sought to find out the extent to which they like the leadership style practiced by leaders of the hospital. The responses of the participants were analysed using Mean and Standard Deviation as shown in table 4.12.

Table 4.12: Responses on Leadership style of superiors

Item	Very Much %	Much %	Not sure %	Not Much %	Not Very much %	Mean	Standard Deviation
Leadership style	9.57	13.91	18.26	33.04	25.22	3.504	1.287

N = 115

Table 4.12 depicts a mean of 3.504. This indicates that the majority (58.25%) of the respondents were not enthused much about the leadership style of their superiors in the hospital. A chi-Square analysis indicates that there is no significant relationship between leadership style and all the four demographic variables applied.

Table 4.13: Chi-square analysis of satisfaction in leadership style by personal data

Variable	Chi-square value	d/f	Probability
Age	5.327	12	0.946
Sex	7.558	8	0.478
Educational level	4.374	8	0.822
Marital status	15.656	16	0.477

Source: 2013 survey

The table displays the chi-square analysis and level of probability of respondents' satisfaction level with the leadership style of superiors by their personal data. The statistics show insignificant relationships in all indicators between respondents' level of satisfaction with the leadership style of their superiors and their demographic variables. This means that despite differences in gender, age, educational levels of respondents and their marital status they are on the whole, dissatisfied with the leadership style of their superiors.

4.6: Respondents' assessment of Chances of Promotion at their Work Place

Promotion is one of the factors at the work place that motivates workers to perform. If practiced fairly at the work place, workers are motivated to give out their maximum performance in order that they earn promotion. Where promotion is not present or practiced fairly, many workers are not motivated to give their best. Some even think of looking elsewhere they think their efforts would earn them promotion.

Table 4.14: Respondents' assessment of chances of promotion at their work place

Chances of promotion	Frequency	Percentage
Very High	9	7.83
High	15	13.04
Not Sure	11	9.57
Low	45	39.13
Very Low	35	30.43
Total	115	100

Source: 2013 survey

In table 4.14, the majority (69.56%) of the respondents with (\underline{M} 3.687; $SD = 1.266$) were of the view that promotion avenues opened for nurses in Tamale Teaching Hospital was low. This phenomenon is not good for workers who work in places where the lives of people are at stake. A nurse who thinks that his or her promotion is long overdue and who feels aggrieved, may transfer this though unconsciously, in his or her interaction with a patient by way of administering treatment. This can affect the quality of treatment the said patient may receive.

Table 4.15: Chi-square analysis of chances of promotion by personal data

Variable	Chi-square value	d/f	Probability
Age	19.240	12	0.083
Sex	6.399	8	0.603
Educational level	16.386	8	0.037
Marital status	39.926	16	0.001

Source: 2013 survey

Table 4.15 displays statistics information on chi-square analysis of respondents' chances of promotion by their personal data. The table shows that there were significant relationships between respondents' educational level and their marital status as well as their chances of promotion. With promotion, 63% and 80% representing married and single respondents respectively showed low chances of promotion. Widowed respondents showed rather high chances of promotion with about fifty percent chances of promotion. However, the contrary is the case for respondents' age and sex by their chances of promotion.

4.7: Respondents' Dependence on Supervisors for direction and guidance

For subordinates to enjoy quality of work life, superiors should relate positively with them, treat them with respect and have confidence in their abilities (Davis et al, 1984). If subordinates are treated this way, they are likely to exude appreciable levels of confidence, efficiency and effectiveness.

Table 4.16: Respondents' Dependence on Supervisors for direction and guidance

Dependence on Supervisors	Frequency	Percentage
Very dependent	11	9.57
Dependent	19	16.52
Not Sure	13	11.30
Not dependent	47	40.87
Not very dependent	25	21.74
Total	115	100

Source: 2013 survey

Table 4.16 depicts that the majority (62.61%) with ($M = 3.557$; $SD = 1.230$) of the respondents did not feel that they have supervisors that they could depend on. This means that supervisors at Tamale Teaching Hospital do not add much to the respondents' quality of work life. This is because only eleven (11) respondents, representing 9.57 percent, felt they could depend very much on their supervisors for direction or guidance insofar as the performances of their jobs were concerned.

Table 4.17: Chi-square analysis of dependence on supervisors by personal data

Variable	Chi-square value	d/f	Probability
Age	5.470	12	0.940
Sex	8.018	8	0.432
Educational level	16.020	8	0.042
Marital status	15.527	16	0.486

Source: 2013 survey

Table 4.17 indicates that there is a significant relationship between respondents' dependence on supervisors and their level of education but there is no significant relationship between respondents' age, sex as well as marital status and their dependence on supervisors for direction and guidance. It means that if a respondent could not depend on his or her supervisor, it is not because of their age, sex or marital status.

4.8: Respondents' level of autonomy

In an organisation where employees determine largely for themselves how work should be done, autonomy is said to be given to the employees. However, where supervisors give autonomy to employees, it does not mean that they have abdicated their responsibilities.

Therefore, supervisors should make sure that some level of supervision or monitoring exists between the superior and the subordinate.

Table 4.18: Respondents' Level of Autonomy

Level of Autonomy	Frequency	Percentage
Very often	1	0.87
Often	10	8.70
Not sure	16	13.91
Not often	51	44.35
Not very often	37	32.17
Total	115	100

Source: 2013 Survey

A look at the descriptive statistics in table 4.18 indicates that an overwhelming majority(76.52%) with (M= 3.809; SD = 1.051) of the respondents could not feel a sense of autonomy insofar as their jobs were concerned. It is explicitly clear from the analysis that only an insignificant percentage (9.57%) of the respondents posited that they felt autonomous. This is an experience that can affect the quality of work life of the respondents.

Table 4.19: Chi-square analysis of respondents' level of autonomy by their personal data

Variable	Chi-square value	d/f	Probability
Age	14.222	12	0.287
Sex	21.491	8	0.006
Educational level	3.650	8	0.887
Marital status	12.287	16	0.724

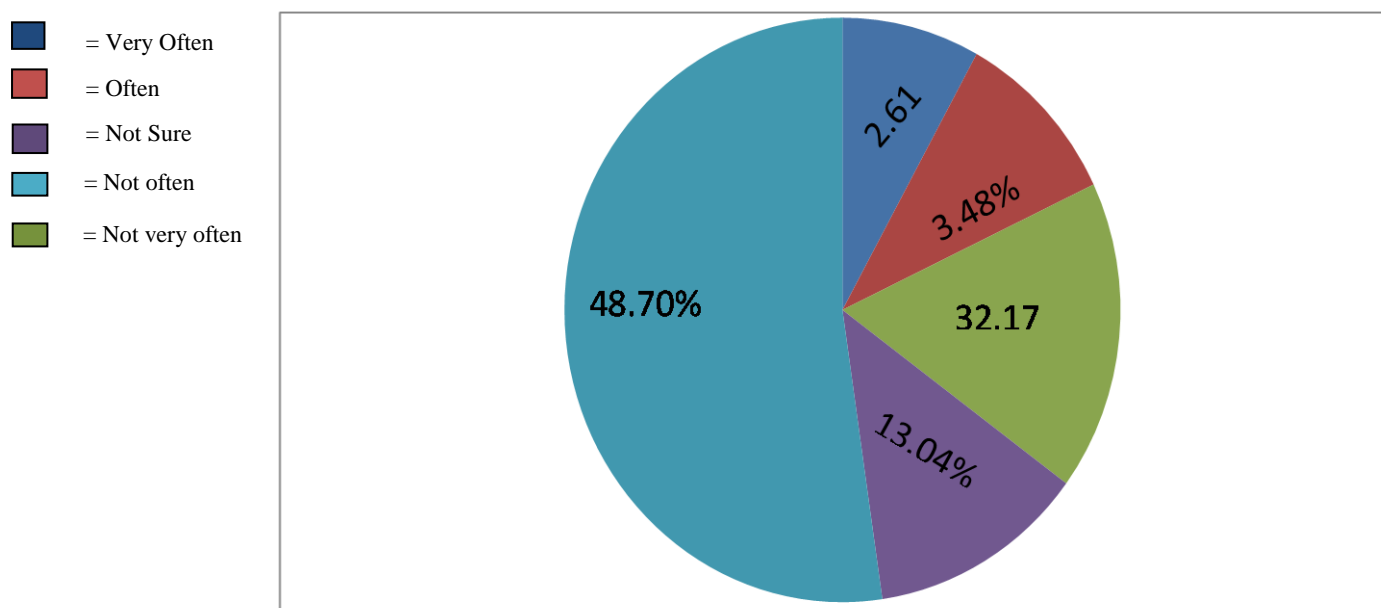
Source: 2013 survey

In table 4.19 above, it is clearly indicated that apart from respondents' sex, there were no significant relationships between respondents' level of autonomy and the other demographic variables.

4.9 Rate of Employee Development

Periodic and regular upgrading of workers' skills in an organisation is very important, especially as technology and job demands keep changing constantly. Every now and then, there are new ways of executing jobs, and so infrequent upgrading of workers skills could have militating effects on not only their efficiency and productivity, but also their quality work life.

Figure 4.1: Rate of Employee Development



Source: 2013 survey

Figure 4.1 clearly depicts participants' responses to a question asking how often management upgrades their skills. The statistics show that a large majority (80.87%) with ($M= 4.087$; $SD = 0.864$) of the respondents held that employees skills were not often upgraded. Only a

smaller number (2.61%) of the total respondents mentioned that their skills development was very often upgraded.

In the medical field, new machines and devices often emerge to improve ways of giving effective treatment. If skills of nurses who are supposed to use most of these machines and devices are not regularly upgraded to conform to the current demands of their jobs, the consequence of this may end up affecting the patients who are at the receiving end.

Table 4.20: Chi-square analysis of rate of employee development by their personal data

Variable	Chi-square value	d/f	Probability
Age	19.248	12	0.083
Sex	6.413	8	0.601
Educational level	5.716	8	0.679
Marital status	19.444	16	0.246

Source: 2013 survey

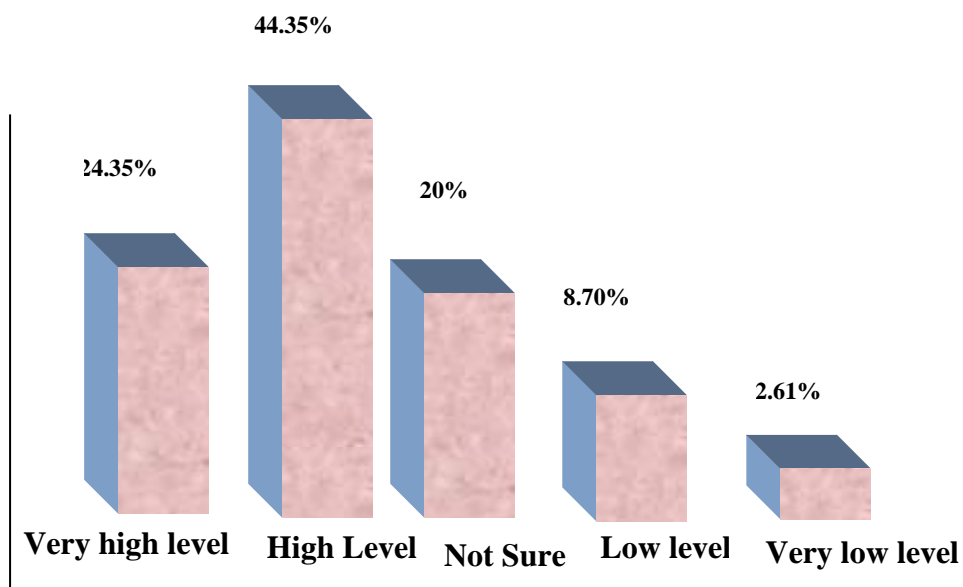
In table 4.13 above, the chi-square analysis and probability level of respondents' rate of skill development are displayed. The statistics show that there were no significant relationships between employees' skills development and all the personal information of respondents.

4.10 Respondents' Level of Recognition

Recognition, as far as the worker is concerned, is very important. It is incontrovertibly a fact that when an employee is recognized by the organization he or she works for by his or her contribution, that employee is motivated. As an employee is motivated, he or she will want to give his or her all to the organisation. Conversely, when an employee's contribution is not

recognized, the employee feels not motivated and this adversely affects his performance or productivity as well as the quality of his work life. In line with this, the study sought to investigate the nurses' level of recognition.

Figure 4.2: Respondents' level of recognition



Source: 2013 Survey

Figure 4.2 demonstrates clearly that a great majority (68.70%) with ($M = 2.209$; $SD 1.013$) of the respondents felt highly recognized by their contribution. This finding is interesting because in many organisations, employee recognition is low, if not very low. What makes the finding even more interesting is the insignificant number (3), representing only 2.61 percent who posited that they felt very lowly recognized. It may be accurate a guess to say that this level of recognition of respondents by supervisors goes to add to their quality of work life.

Table 4.21 Chi-square analysis of extent of employee recognition by personal data

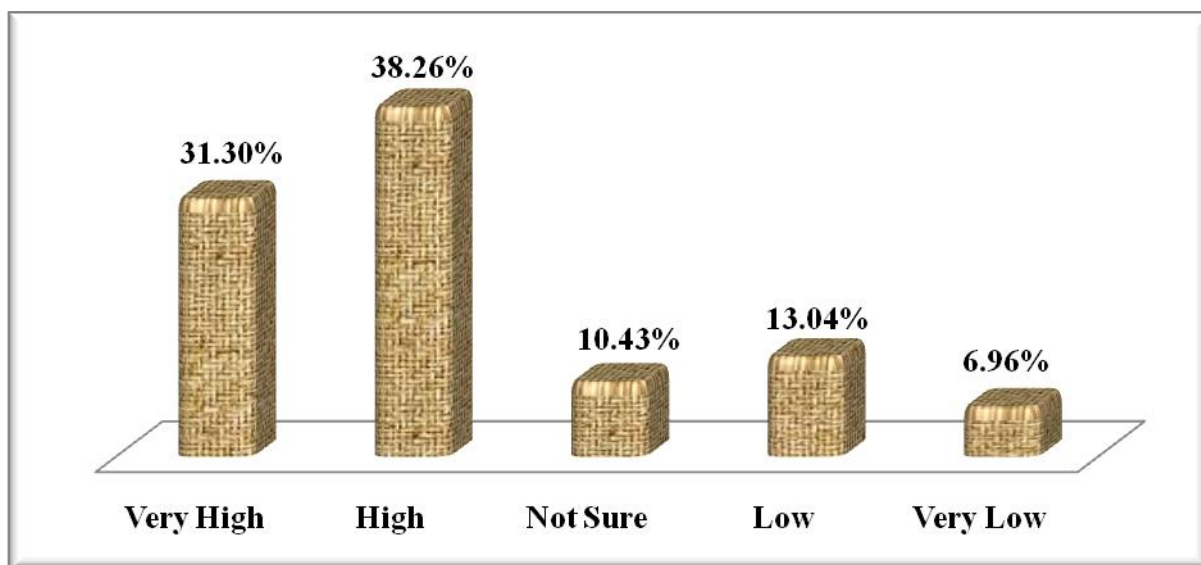
Variable	Chi-square value	d/f	Probability
Age	10.909	12	0.537
Sex	7.225	8	0.513
Educational level	5.149	8	0.742
Marital status	21.737	16	0.152

Source: 2013 survey

Table 4.21 depicts information of respondents' extent of recognition by their superiors and their personal data. From the statistics, it is clear that no significant relationship existed between respondents' extent of recognition and any of the demographic variables. This means that recognition of the respondents was not a function of any of their demographic variables.

4.11 Rate of Friendliness among workers

The needs of a worker are many. They include needs such as wanting to belong, i.e. the individual wants to associate with others for many reasons, one of which is to draw emotional support. Another reason may be to feel appreciated and valued by others. These and many others may inform an individual's desire to associate with others. In the work place, an employee who feels rejected by co-workers may feel dejected. This can affect that employee's performance tremendously, leading to a negative effect on his or her quality of work life.

Figure 4.3 Rate of Friendliness among workers

Source: 2013 Survey

The statistical display in figure 4.3 indicates that the majority (69.56%) with ($M = 2.304$; $SD = 1.244$) of the respondents thought that friendship opportunities, open to them, at their workplace, was high. Only 6.96percent felt that friendliness among them was very low. In spite of this, one can say that generally the respondents felt content in their level of friendship with colleagues. This phenomenon is good for the co-existence of the workers and also for the dissemination of ideas and other needed information.

Table 4.22: Chi-square analysis of friendship opportunities by personal data

Variables	Chi-square value	d/f	Probability
Age	11.012	15	0.752
Sex	36.989	10	0.000
Educational level	7.454	10	0.682
Marital status	13.914	20	0.835

Source: 2013 survey

In this table, a significant relationship has been established between respondents' level of friendship opportunities and their sex. Females according to the analysis have high opportunities (89.4%) as against 42.8% for their male counterparts. There is, however, no significant relationship between level of friendship opportunities and the remaining personal data of the respondents.

4.12 Respondents' Assessment of Social Support

Social support goes to satisfy one of the needs of humans. It finds expression in Maslow's Hierarchy of Human Needs where Maslow thinks that there is a relatively higher order need for love and belonging. This need, Maslow believes, is interpersonal which involves feelings of belongingness and which includes relationships such as friendship, intimacy, family and team- work. According to Maslow, humans need to feel a sense of belonging and acceptance among their social groups, regardless of the groups being large or small. For example, some large social groups may include clubs, co-workers, religious bodies or groups, professional organisations among others. Also examples of small social groups include family members, intimate partners, colleagues and confidants.

Social support is a component of social job factors that go into quality of work life. In an organisation where social support exists, needs of employees, such as financial, emotional and physical, are taken care of.

Table 4.23 Respondents' Assessment of Level of Social Support

Level of Social Support	Frequency	Percentage
Very Large Extent	45	39.13
Large Extent	57	49.56
Not Sure	3	2.61
Low Extent	3	2.61
Very Low Extent	7	6.09
Total	115	100

Source: 2013 Survey

Table 4.23 depicts statistical information on participants' responses to a question that sought to find out the extent of social support among their membership. From the table, it is evident that a large number (88.69%) with ($M = 1.843$; $SD = 0.961$) felt that social support among membership of Tamale Teaching Hospital was high. In an institution where social support is high, the spirit of workers is always high, and this phenomenon has the tendency of always whipping up productivity of affected employees. This eventually affects the quality of their work life.

Table 4.24: Chi-square analysis of extent of social support by demographic variables of respondents

Variable	Chi-square value	d/f	Probability
Age	11.754	12	0.466
Sex	5.545	8	0.698
Educational level	5.735	8	0.677
Marital status	5.033	16	0.996

Source: 2013 survey

The values displayed in table 4.24 above indicate no significant relationship between respondents' extent of social support and any of their personal data. Here, irrespective of a respondents' personal data, the respondent can largely access social support from members of the hospital.

4.13 Respondents' Satisfaction with Leadership Style

The presence of good leadership style in an organisation is very critical to the sustainability and the development of that organisation. Creating good organizational climate largely depends on good leadership. In the light of this, the study sought to investigate the level of the nurses' satisfaction in the leadership style practiced in Tamale Teaching Hospital

Table 4.25: Respondents' Satisfaction with leadership style

Satisfaction with leadership style	Frequency	Percentage
Very Much	11	9.57
Much	16	13.91
Not Sure	21	18.26
Not Much	38	33.04
Not Very Much	29	25.22
Total	115	100

Source: 2013 Survey

Table 4.25 presents how nurses in Tamale Teaching Hospital assessed leadership style of their leaders. A pictorial view of the table showed that the majority (58.26%) with ($M = 3.504$; $SD = 1.287$) of the respondents did not like much the type of leadership style employed by leaders of the hospital. Only eleven (11) respondents (9.57%) held that they

very much liked the kind of leadership style employed by leaders of the hospital. This is a worrying phenomenon as it has the tendency of dumping the spirit of most employees and eventually affecting their quality of work life.

Table 4.26: Chi-square analysis of satisfaction in leadership style by personal data

Variable	Chi-square value	d/f	Probability
Age	5.327	12	0.946
Sex	7.558	8	0.478
Educational level	4.374	8	0.822
Marital status	15.656	16	0.477

Source: 2013 survey

The table displays the chi-square analysis and level of probability of respondents' satisfaction level with the leadership style of superiors by their personal data. The statistics show insignificant relationships in all indicators between respondents' level of satisfaction with the leadership style of their superiors and their demographic variables. This means that despite differences in gender, age, educational levels of respondents and their marital status they are on the whole, dissatisfied with the leadership style of their superiors.

4.14 Respondents' Satisfaction with the Physical Environment of the work place

A better working environment parallels efficiency and productivity and most importantly, healthy for patients in a hospital. If an environment where an employee works is in poor state, the output, and for that matter, the productivity of the worker is affected. The employee may feel inadequate in the performance of his or her duties. The end effect may be that his or her quality of work life may be affected.

Table 4.27: Respondents' Satisfaction with the physical environment of the workplace

Satisfaction with Physical Environment	Frequency	Percentage
Very Satisfied	27	23.48
Satisfied	37	32.17
Not Sure	22	19.14
Dissatisfied	16	13.91
Very dissatisfied	13	11.30
Total	115	100

Source: 2013 Survey

Table 4.27 represents the nurses' assessment of the general ambiance of Tamale Teaching Hospital. The nurses were generally content with their working environment. In the table, it is clearly demonstrated that an overwhelming majority (57.39%) with ($M = 2.530$; $SD = 1.273$) were satisfied with the physical environment of the hospital. Only thirteen (13) respondents, who represented 11.30 percent, posited that they were very dissatisfied with the physical environment of the hospital. This kind of phenomenon should be common of our hospitals, especially as serene environment not only impacts on the productivity of nurses, but also on health of patients.

Table 4.28: Chi-square analysis of satisfaction in the physical environment by personal data

Variable	Chi-square value	d/f	Probability
Age	9.538	15	0.848
Sex	7.909	10	0.638
Educational level	11.251	10	0.338
Marital status	22.279	20	0.326

Source: 2013 survey

Table 4.28 portrays the chi-square analysis and probability level of respondents' satisfaction in their physical environment. The statistics show that there is no significant relationship between respondents' satisfaction in their physical environment and their personal data. This means that irrespective of differences in age, sex, educational level and marital status of respondents, the respondents generally expressed satisfaction about their physical environment in which they live.

4.15 Rate of Information or communication flow from superiors to subordinates.

Communication flow among every group or organizational members is said to be the chain that binds the group or the organisation together. In fact, it is even described as the 'blood' of the group or organisation. This means that a group or an organisation may cease to exist if communication flow is extinct. This emphasizes the importance of communication insofar as groups or organisations are concerned. The views expressed by the nurses are provided in table 4.29.

Table 4.29: Rate of Communication Flow

Communication Flow	Frequency	Percentage
Very often	25	21.74
Often	45	39.26
Not Sure	9	8.70
Not Often	22	20
Not Very Often	14	11.30
Total	115	100

Source: 2013 Survey

On the issue of how often communication flows from superiors in Tamale Teaching Hospital to subordinates, it is evident from the descriptive statistics that a great majority (60%) with ($M = 2.609$; $SD = 1.342$) of the respondents agreed that communication flowed often. However, 11.30percent thought that communication did not flow very often. From what the table holds or depicts, it is safe to say that respondents were generally satisfied with the level of communication flow in the hospital.

Table 4.30: Chi-square analysis of communication flow by respondents' personal data

Variable	Chi-square value	d/f	Probability
Age	7.878	12	0.795
Sex	18.020	8	0.021
Educational level	7.245	8	0.510
Marital status	23.800	16	0.094

Source: 2013 survey

Table 4.30 depicts the rate of communication flow between the respondents and their superiors. The information contained in the table shows the chi-square analysis as well as probability level of respondents on how often they think communication flows between them

and their superiors. According to the statistics, almost all demographic variables do not register any significant relationship with how often communication flows between the respondents and their superiors except sex thus communication flow is higher with (81.6%) for males as against (44%) for females.

This chapter presented the analysis of the quantitative results of the study. Demographic, extrinsic, intrinsic, social and organizational climate factors that go into predicting quality of work life of nurses were noted. In the next chapter, the findings of the study would be discussed in relation to the research objectives.

CHAPTER 5

DISCUSSION OF RESULTS

5.1 Introduction

This chapter discussed the results of the study. The discussion took into consideration the objectives of the study and in relation to literature that was reviewed. The discussion was presented in order of the following objectives:

- Investigating the extrinsic job factors (pay rate, promotion and supervision) of nurses.
- Assessing the intrinsic job factors (autonomy, employee development and employee recognition) of nurses;
- Investigating the social job factors (friendship opportunities and social support) of nurses and
- Assessing the organizational climate factors (leadership, Physical environment and communication flow) of nurses.

5.2.1 Demographic variables of respondents

There is a significant relationship between marital status as well as level of education and chances of promotion. But no significant relationship is established between sex and age of respondents and chances of promotion.

The demographic variables of the respondents are age, sex, educational level and marital status. For level of satisfaction in salary, there is a significant relationship between salary and marital status. However, there were no significant relationships between the remaining demographic variables and level of satisfaction in salary. Also, with chances of promotion there is a significant relationship between marital status as well as level of education. But no

significant relationship is established between sex and age of respondents and chances of promotion.

On how dependent supervisors were for direction and guidance, the statistics show that there is a relationship between respondents' level of education and their dependence on superiors for direction and guidance. However, respondents' age, sex and marital status did not have any significant relationship with dependence on supervisors. With respondents' personal data and level of autonomy, only sex established a significant relationship with level of autonomy. The rest of the personal data did not register any significant relationship with respondents' level of autonomy. It is also established that respondents' rate of employee development has no significant relationship with all the personal data of respondents. The same phenomenon holds for extent of social support, leadership style, extent of satisfaction with physical environment and extent of employee recognition. There was, however, a significant relationship between respondents' rate of friendship opportunities and sex as well as sex of respondents and rate of communication flow.

From what was revealed between the demographic variables of the study and the other variables (extrinsic, intrinsic, social and organisational climate factors) of the study, it appeared that marital status of respondents, to a large extent, affected workers' quality work life than the other demographic variables of the study. Level of education appeared to be next variable affecting quality work life. The least affected variable from what was revealed by the study was sex of respondents.

5.2.2 Investigating the Extrinsic Job Factors of Nurses

Warr (1987), Deci and Ryan (1985), Thomas and Velt-house (1990) and Snedlers (1996), have all described extrinsic job factors as aspects of a job that form the background or context to the task itself. It consists of activities that are externally motivated by rewards and it is carried out only because of its effects. Examples of extrinsic job factors are pay, promotion and supervision.

5.2.3 Pay Rate

In the study conducted, respondents expressed general discontentment with their rate of pay. This is because 6.09percent were very satisfied with their rate of pay. A great majority (57.39%) expressed dissatisfaction in their salaries. To most workers, pay plays a very important role in their lives. Adequate and fair compensation are important determinants of the quality of working life (Walton, 1975) of the worker. A worker and for that matter nurses, will want to make sure that whatever they receive as pay commensurates with the abilities and skills they exhibit at the work place. Does the pay received for certain work bear an appropriate relationship with the pay received for other work? (Walton 1975). This is one of the many questions a worker will always want to find answers to.

How much a worker receives as pay largely determines their standard of living (Warr, 1987). Some research had found that people with higher incomes are more satisfied with their pay (Warr, 1987). This study revealed that majority of nurses in Tamale Teaching Hospital were not satisfied with their pay. This means that they enjoy low income which corresponds to low standard of living and consequently low quality of work life. In view of the central importance of money to meet the needs of oneself and one's family, it seems very probable

that incomes judged to be adequate would be associated with health and satisfaction (Warr, 1987). From this finding by Warr(1987), it may not be wrong to say that many nurses in Tamale Teaching Hospital may be living with dissatisfaction as well as health problems. Extrinsic rewards, especially money, has a statistically significant effect on overall job satisfaction(Durcharme and Martin, 2000). Quality work life is found to be associated with satisfaction with wages (Mirvis and Lawler, 1984)

5.2.4 Promotion

One finding of this study was that promotion prospects were low at Tamale Teaching Hospital. Eventhough 9.57 percent used in this study could not tell whether there were promotion prospectsat Tamale Teaching Hospital or not, as much as69.56 percent, felt that promotion prospects were either low or very low. It is, therefore, safe to conclude that generally the nurses thought that promotion prospects at Tamale Teaching Hospital were not encouraging. This phenomenon is likely to cause a lot of anxiety among the nurses, especially those of them who feel that their promotion is long overdue. Workers will want promotion for several reasons. One reason is that they may want it for more pay in order that their standard of living would be improved. A worker may also want promotion so that he or she would face new challenges, attain more status or feel a sense of achievement (Thurman, 1977).

5.2.5 Supervision

The study established that nurses at Tamale Teaching Hospital were largely, not satisfied with their relationships with their supervisors. A significant number (62.61%) of the respondents expressed their dissatisfaction in the extent to which they could depend on their supervisors for direction or guidance in the performance of their tasks. For subordinates to enjoy quality of work life, supervisors should relate positively with them, treat them with

respect and have confidence in their abilities (Davis et al, 1984) as doing so is a significant predictor of quality of work life. If workers feel that they have a dependable supervisor who makes them see their own value or worth, they enjoy job satisfaction. Koberg et al. (1999) have lent credence to this assertion in their findings. Supervisors provide leadership. This leadership should be seen to be giving sense of direction and purpose to subordinates. Supervisors provide superior leadership when they broaden and elevate the interest of their followers and when they emphasize the purpose and mission of their subordinates.(Koberg et al. 1999). Supervisors should have qualities such as consideration and ability to inspire and intellectually stimulate followers (Bass, 1990).

When nurses at Tamale Teaching Hospital feel that they could not depend on their supervisors, it becomes a phenomenon of worry. The reason is that they may be deprived of many ingredients such as inspiration, sense of worth or value and sense of purpose and direction which all go to predict an employee's quality of work life. It is worth noting that every worker or employee has emotional needs. A good or dependable supervisor can meet these emotional needs when he or she pays attention to the needs of the subordinates, especially their developmental needs (Bass, 1990). In some studies, satisfaction with supervision was found to be more rewarding than even pay, among others. Pool (1997) hypothesized that leadership behaviour indicating friendship and respect between the leader and subordinates would have a significant and positive impact on the job satisfaction. In the situation of Tamale Teaching Hospital where a large number of nurses felt they could not depend on their supervisors, conflicts could easily arise and this does not augur well for the psyche of the subordinate and as it would also affect not only the quality of his or her work life, but also adversely affect his or her performance.

5.3 Assessing the Intrinsic Job Factors (Autonomy employee development and employee recognition) of Nurses.

Snedlers (1996) describes intrinsic job factors as consisting of activities that are intrinsically motivating. By this description, what Snedlers (1996) means is that intrinsic job factors are rewarding by themselves. According to Snedlers (1996) intrinsic motivation would be brought about by the feelings of competence and self-determination that someone experiences while engaging in a task, also known as content satisfaction. Intrinsic reward, such as enjoying the work itself or the feeling of satisfaction that something meaningful is accomplished can be even more rewarding than tangible rewards (Snedlers, 1996). Examples of intrinsic job factors include; (i) autonomy (ii) employee development and (iii) employee recognition. When people are intrinsically motivated, they experience interest and enjoyment and in some instances they experience a natural flow of energy (Deci& Ryan, 1985).

5.3.1 Autonomy

An employee enjoys autonomy when he or she has the freedom to largely choose how to undertake work. In this study, it was found that nurses at Tamale Teaching Hospital did not enjoy autonomy insofar as their jobs were concerned. The majority (76.52%) of the respondents expressed the view that they were not given autonomy often to decide how jobs should be performed. So far as quality of work life of nurses is concerned, autonomy is very important. Stein (1983) and Warr (1987) believe that freedom of action, discretion, influence, power, participation in decision-making and decision latitude on the job is inseparable from a high quality of work life. It is important that nurses in Tamale Teaching Hospital enjoy a high level of autonomy. This way, they would be able to take initiatives in the exercise of their duties. However, the nature of the job of a nurse requires that some level of control is exercised by superiors just so a nurse would not experiment with the life of a patient.

5.3.2 Employee Development

The study found out that employee development was not encouraging at Tamale Teaching Hospital. A great number (88.87%) of respondents used in this study mentioned that the rate at which employees' skills were developed was not often. Only 2.61 percent of the respondents claimed that skills development of the nurses were very often. This, undoubtedly, is a worrying phenomenon. Progress and development of the employee is one of the benefits workers derived from their work (Stein, 1983). Every employee who joins an organisation comes with some level of skills and competence. For many jobs, with time the dynamics of the jobs, especially technological, require that the worker be upgraded in terms of skills, so that the worker would be able to leave up to the new and changing demands of the job. A worker, whose current skills cannot allow him or her to match the current demands of her or his job, feels incompetent and this makes the worker feel less sense of accomplishment, and indeed, sense of accomplishment is a major predictor of quality work life (Stein, 1993). Skills development of nurses at Tamale Teaching Hospital will help them cope with new and changing demands of their jobs. Therefore, infrequent upgrading of workers could have militating effects on their efficiency and effectiveness as well as on their quality of work life. In the medical field, new machines and devices are often invented to improve ways of giving effective treatment to patients. If skills of nurses who are supposed to handle these inventions are not upgraded regularly to conform to current demands of their jobs, the patient may end up suffering the consequence since they are at the receiving end.

5.3.3 Employee Recognition

Recognition means being known as an individual and being visible not only personally but as a contributor (Stein, 1983). Recognition of subordinates' contribution is one of the good behaviours of a leader (Yuki, 1998). In this study, it was found that recognition was one

variable that nurses at Tamale Teaching Hospital enjoyed so highly. The study revealed that the majority (68.70%) of the nurses enjoyed high recognition for their contributions. However, 20 percent could not decide on the level of recognition enjoyed. This finding goes contrary to Yuki's assertion that recognition is one of the most neglected managerial practices. Management of Tamale Teaching Hospital can use this as a tool for building commitment, increase job satisfaction and improve working relationships (Yuki, 1998) among nurses at Tamale Teaching Hospital. Some studies conducted that measured positive group reward behaviour by the use of questionnaire revealed a positive correlation between recognition and subordinates' satisfaction. When a subordinate is satisfied, the subordinate's quality of work life is enhanced.

5.4 Assessing the Social Job Factors (friendship opportunities and social support) of Nurses

There is no career that is not pursued within the framework of social organisation. This, therefore, makes the nature of personal relationships a crucial facet of quality of work life. Among variables that go into determining quality of work life of an employee in respect of social job factors are friendship opportunities and social support.

5.4.1 Friendship Opportunities

The study revealed that friendship opportunities at Tamale Teaching Hospital were very high. The majority (69.56%) of the respondents used in this study mentioned that friendship opportunities at Tamale Teaching Hospital were high. Only 6.96 percent thought it was very low. This phenomenon is good for the co-existence of the workers and also for dissemination of ideas and other vital information among the nurses. Support received from one's co-workers and boss is found to contribute significantly to a range of context-free variables, such

as low anxiety, depressed and somatic symptoms and high self-esteem and subjective competence (Warr, 1987).

Nurses at Tamale Teaching Hospital, by the level of friendship opportunities that exist there, should be free from variables such as anxiety, depression, low self-esteem, loneliness at work among other factors that hamper a worker's quality of work life. It is worth noting, however, that there were 20.87% of the respondents who could not enjoy this opportunity. It may, therefore, mean that they, or some of them, could be facing some of these unpleasant phenomena (anxiety, loneliness at work, depression, etc.) that come with lack of friendship opportunities at work places. If that is the case, it may mean that their working life may not be qualitative enough.

5.4.2 Social Support

The study revealed that the majority (88.69%) of the nurses at Tamale Teaching Hospital overwhelmingly enjoyed a high level of social support from membership of the hospital. Only 8.70% reported low social support. This high social support from members could be as a result of the high friendship opportunities that exist among the nurses. This study revealed earlier that the majority of the nurses at Tamale Teaching Hospital enjoyed high level of friendship among themselves.

Walton (1975) posited that membership in work groups marked by patterns of reciprocal help, socio-emotional support and affirmation of the uniqueness of each individual, could have an effect on individual's satisfaction. It will be wise a guess to say that as a result of this high social support enjoyed by these nurses, satisfaction among them is high, and that this satisfaction predicts positive quality work life of the nurses. Nurses in this hospital may be

helping each other or one another in the areas of money, practical assistance and information, which can help them solve their problems and reach decisions about their situation (Payne, 1987). Social support at work places emerges as an important determinant of job satisfaction over time (Meir, Tziner and Glazner, 1997). Workers, being intelligent enough, do sometimes find ways of providing themselves job satisfaction, especially at work places where job satisfaction is low. And one way by which this is achieved is by forming groups to support members. Forming work groups also provide the workers social identity and opportunities for social interaction and help in surmounting psychological and functional obstacles in organizational life.

The nurses at Tamale Teaching Hospital, by the existence of this practice, would certainly feel that they are being accepted and cared for by co-workers (Durcharme and Martin, 2000). They would also feel that work place is a source of satisfaction and may also contribute directly to overall job satisfaction.

5.5 Investigating organizational climate job factors (leadership style, physical environment and communication flow) of nurses

Forehand and Gilmer (1964) defined organizational climate as referring to the set of characteristics that describe an organisation and that distinguish the organisation from other organisations, are enduring overtime, and influence the behaviour of people in the organisation. Wilson and Wagner (1997) used Bennett's 1995 and Sherman and Bohlander's 1992 definitions in describing organizational climate as the general internal organizational environment, which is determined by the structure, leadership, technology, social element, the physical environment, and economy. Examples of organizational climate factors include leadership, physical environment and communication flow among others.

5.5.1 Leadership Style

Respondents in this study also assessed the leadership style of leaders at Tamale Teaching Hospital. It is true that good leaders contribute greatly to the success of an organisation. The nurses, in their assessment of the leadership style of the hospital, did not paint any good picture about the type of leadership style practiced in the hospital as the distribution oriented toward the direction of discontentment. The majority (58.26%) of the respondents claimed they were not much satisfied with leadership style of the hospital. Even though 18.26 percent of the nurses could not take a stand, about 23.48 percent expressed contentment in the leadership style of the hospital. It stands to reason therefore, that the majority of the nurses did not appreciate the leadership style of the hospital. This study failed to capture exactly the type of leadership style that is practiced in Tamale Teaching Hospital. What was, however, clear was that the majority of the respondents used in this study did not appreciate that leadership style.

Good organizational climate is created by good leadership styles (Field and Abelson, 1982). Good leaders should be sensitive to the interest, needs and aspirations of their subordinates who report to them. (Joyce and Slocum, 1982) Transformational leadership emerged during the early 1980s as a paradigm shift (Alimo- Metcalfe, 2001). Before then, one leadership style practiced was transactional leadership. Transactional leaders focus on rewards and punishments to influence followers. If the majority of nurses at Tamale Teaching Hospital did not like the kind of leadership style practiced in that hospital, the reason may be that transactional leadership style is what is practiced there. It is a kind of leadership that presents a give and take scenario where if the subordinate does right, he or she is rewarded, but if he or she does wrong, he or she is punished. Many employees see this type of leadership as

merely using them to achieve organizational goals and objectives without thinking about the interest and other needs of the worker.

As a paradigm shift, transformational leadership is what now, at least, appeals, not only to employees, but also to most organisations who broaden and elevate the interest of their employees, when they generate awareness and acceptance of the purpose and mission of their workers and when they move their employees to look beyond their own self-interest for the good of the group (Bass, 1990). Transformational leadership has a lot to offer employees, including nurses at Tamale Teaching Hospital. Where it is practiced, the leader earns the admiration, respect and trust of his or her followers. Where it is practiced, followers are filled with inspirational motivation. Where it is practiced, followers are stimulated intellectually and where it is practiced, followers are listened to attentively and special attention is paid to their achievement and growth needs (Bass and Avolio 1990). This means that when transformational leadership is practiced at Tamale Teaching Hospital, nurses in that hospital will obtain a measure of job satisfaction which will predict their quality of work life.

In his investigation, Tracy (1998) found some empirical support for the validity of Bass and Avolio's transformational leadership construct. In using the Multifactor Leadership Questionnaire, some researchers found significant relationships between subordinates' ratings of leader effectiveness and satisfaction with their leader and transformational leadership across a number of settings. If transformational leadership is practiced at Tamale Teaching Hospital, leaders would be seen by their colleagues and subordinates as satisfying and effective leaders (Bass, 1995). Lieutenant General Walter F. Ulmer Jnr (1997) of the US Army thinks that a successful leadership contributes to the strength of the

organizational climate. Strong organizational climate, undoubtedly, is a predictor of quality work life of employees which includes, in this case, nurses of Tamale Teaching Hospital.

5.5.2 The Physical Environment

The findings of this study revealed that nurses at Tamale Teaching Hospital were largely satisfied with the physical environment of their work place. A large majority (57.39%) mentioned they were satisfied with the physical environment. Only thirteen (13) respondents, representing 11.30 percent were dissatisfied. But the depiction of the statistics shows that satisfaction in the physical environment was on the high.

The physical environment within which the individual functions, forms the basis for his or her actions (Nordenfelt, 1993). It also provides the opportunity to indulge in various activities. However, these opportunities would vary depending on where an employee works in a country. Tamale is a city in Ghana, and so apart from the internal physical environment of the hospital, which includes the office layout, the space, time for services, the patients among others, the city itself provides opportunities such as entertainment, better education relative to education in a rural area, access to information and better medical facilities. This means that nurses at Tamale Teaching Hospital felt satisfied with their external environment compared to their colleagues in the rural areas. That is not to say that the rural environment has nothing good to offer. A study conducted by Nordenfelt(1993) revealed that the rural areas provide opportunities to be close to nature, clean air and open spaces. Faubian, Palmer and Andrew (2001) also conducted a study that lent credence to Nordenfelt's finding.

Also, Pool (1997) found physical environment of a workplace to have significant and positive impact on job satisfaction which is a positive predictor of quality work life. As indicated

earlier some of the nurses posited that they did not enjoy high satisfaction with the environment. This means that their rating of the environment was low. It is safe to say that in terms of quality of work life, the physical environment adds more to those nurses who expressed high opinion of the environment than the nurses who did not.

5.5.3 Communication Flow

Every organisation sees communication as the “blood” of the organisation. It is so vital to the success of an organisation that no organisation will want to register a failure in their communication system. One finding of this study was that communication flow at Tamale Teaching Hospital from superiors to subordinates was frequent. The majority (60%) of the respondents expressed satisfaction in the rate of communication flow from superiors to subordinates. However, about 31.3 percent thought that communication did not flow frequently among superiors and subordinates. From this picture, one can say that communication flow is encouraging in Tamale Teaching Hospital even though there is the need for improvement, especially as 31.30 percent of the respondents felt that it did not flow frequently. It is through communication that workers learn more about the organisation they work for. Again, it is through communication that workers find out how to accomplish the goals of the organisation. And when the goals are accomplished, workers only get feedback on their achievement through communication. It, therefore, means that distribution and reception of information play a crucial role in the life of every organisation.

Since 31.30 percent of the nurses thought that information did not flow frequently at Tamale Teaching Hospital, it meant they might have difficulty in knowing which goals to strive for, what is expected of them, how to accomplish organizational goals and even experience difficulty in receiving feedback on goals accomplished. Effective communication should

contribute to the satisfaction of almost all members of an organisation. Orpen (1997) found that among managers, both job satisfaction and work motivation were positively affected by the quality of communication within their firms.

This chapter discussed the objectives of the study in line with literature that was reviewed. The findings discussed in this chapter would inform the conclusion and commendations that would be made in the next chapter which happens to be the last chapter of the study.

CHAPTER 6

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

The chapter provides a summary of the study and highlights conclusion that was derived. Based on the findings and conclusion drawn, recommendations that offer adult education practitioners and other related institutions more insight into quality work life of nurses is made. The chapter also presents suggestion for further studies.

6.2 Summary

The study was designed to assess the quality of work life of nurses at Tamale Teaching Hospital. This was to the fact that government of Ghana has taken a giant stride to improve not only productivity in the public sector, but also quality of work life of the Ghanaian worker. Government, however, failed to assess the quality of work life of the Ghanaian worker in order to ascertain the status of their quality of work life.

Tamale is a city in Ghana situated in the Northern part of the country. Socio-economic activities there are low owing to the unfavourable climatic conditions. This study sought to find out how the issue of the attention government employees are receiving now in terms of government trying to improve their quality of work life is playing out in Tamale. Therefore, the question addressed by this study was: What is the quality work life of nurses at Tamale Teaching Hospital in terms of their extrinsic (pay rate, promotion and supervision), intrinsic (autonomy, employee development and employee recognition), social (friendship opportunities and social support) and organisational climate job factors (leadership style, physical environment and communication flow)?

The study was designed to achieve the following specific objectives:

1. It was designed to investigate the extrinsic job factors (pay rate, promotion and supervision) of nurses.
2. It was also designed to assess the intrinsic job factors (autonomy, employee development and employee recognition) of nurses.
3. Again it was designed to assess the social job factors (friendship opportunities and social support) of nurses and lastly
4. It was designed to investigate the organizational climate factors (leadership style, physical environment and communication flow) of nurses.

On the basis of these objectives, literature was reviewed in two (2) main areas namely theoretical and empirical review. Under the theoretical review, literature was reviewed in related areas such as Abraham Maslow's Theory of Motivation where he arranged human needs in hierarchical order and also on Herzberg's Two-Factor-Theory of Motivation. The study was grounded in Abraham Maslow's Theory of Motivation. Again literature was reviewed on empirical works on variables that go to predict quality of work life. Here, literature was reviewed in four main areas, namely extrinsic, intrinsic, social and organizational climate dimensions as predictors of quality work life.

Methodology used in this study considered a population of five hundred and seventy-five (575) nurses, from which one hundred and fifteen (115) representative sample, representing 20 percent of the population, was chosen by the use of simple random sampling. Descriptive survey design was adopted and questionnaire was designed to collect or gather data from the field. Pre-test was conducted to ensure the reliability and validity of the instrument used for

data collection. The researcher used test- retest method to ensure reliability. The instrument (questionnaire) used for the data collection composed of closed- ended questions which were collated, edited, coded and entered so it could be treated quantitatively by the use of the Statistical Package for Social Science (SPSS).

6.3 Major Findings of the Study

The major findings of the study were:

- 1) The study revealed that the majority (57.39%) of nurses with ($\underline{M} = 3.43$; $SD = 1.125$) at Tamale Teaching Hospital were not satisfied with their salaries.
- 2) The study revealed that promotion prospects at Tamale Teaching Hospital were low. Only 26.09% of the nurses thought that it was high.
- 3) The study found that the majority (62.61%)with ($\underline{M} = 3.557$; $SD = 1.230$) of thenurses in Tamale Teaching Hospital could not depend on their supervisors for direction and guidance.
- 4) It was revealed by the study that nurses at Tamale Teaching Hospital did not enjoy a sense of autonomy insofar as their jobs were concerned.
- 5) Again the study found out that employee development at Tamale Teaching Hospital of the nurses was very rare.
- 6) However, the study revealed that an overwhelming majority (68.70%) of the nurses with ($\underline{M} = 2.209$; $SD = 1.013$) felt recognized by their superiors for their contributions to the operations of the hospital.
- 7) Again from the study it was found that friendliness opportunities at Tamale Teaching Hospital, opened for the nurses, was very high.
- 8) Again social support from group members of the hospital was found to be high by the study.

- 9) The study also established that leadership style at Tamale Teaching Hospital was not much appreciated by the majority (58.26%) of the nurses with (\underline{M} = 3.504; SD = 1.287).
- 10) Also the study revealed that largely the nurses were satisfied with the physical environment of the hospital and lastly
- 11) The study found that communication flow from superiors to subordinates at Tamale Teaching Hospital was encouraging.

6.5 Conclusion

Evidence from the study indicates that the nurses were not happy with their salary which could have adverse effect on their quality of work life. As well, promotion avenues at Tamale Teaching Hospital were limited. The nurses could not depend on their supervisors for direction and guidance. This phenomenon can affect the productivity levels of the nurses as well as their psyche. The nurses at Tamale Teaching Hospital largely did not enjoy appreciable sense of autonomy on their jobs. This was because the nurses were not allowed to largely determine how work should be done. This can produce a negative effect on the nurses. For example, the nurses, or some of them can feel a sense of inadequacy or incompetence which can affect their quality of work life. Employee development in Tamale Teaching Hospital is rare. This phenomenon will leave only few competent nurses at the Hospital. Employees whose skills are not developed as and when necessary mostly find themselves lacking when the issue of living up to the current demands of their jobs arises, and this, undoubtedly affects the quality of work life of the affected employee.

Leadership style at Tamale Teaching Hospital was not much appreciated by the majority of the nurses. Employees depend on leaders for many things and that include direction, guidance

and inspiration among others. If nurses at Tamale Teaching Hospital do not appreciate the style of their leaders, it means they may not be drawing all these variables from their leaders. This, therefore, means that, their quality of work life is affected. It is the hope of the researcher that recommendations that would be made based on the conclusion drawn by this study would help management of Tamale Teaching Hospital to improve the quality work life of nurses at that hospital.

6.6 Recommendations

On the basis of the findings and conclusion made, the study recommends that;

Government of Ghana should increase salaries of nurses. This recommendation is informed by the fact that a great majority (59.13%) of the nurses were dissatisfied with their salaries. The study recommends that promotion avenues should be created for all categories of nurses in the country. This is because the study reveals that the majority (69.56%) of the nurses were not happy about the low level of promotion avenues at the hospital. Appropriate courses should be designed for supervisors at Tamale Teaching Hospital so that they can learn the skill of relating effectively with their subordinates. The reason is that a large majority (62.61%) of the nurses mentioned that they could not depend on their supervisors for direction and guidance. Management of the hospital should periodically organize seminars or training programmes for the supervisors. This way, the supervisors can learn how to effectively relate with subordinates.

Management of the hospital should give reasonable autonomy to nurses who work under them. The study revealed a significant percentage (76.52%) of the nurses in the hospital could not feel any sense of autonomy. However, the nature of the work of a nurse is such that some level of supervision and monitoring is required by superiors. Management of the hospital

should ensure constant and regular development of skills of nurses. This is the only way by which nurses can keep abreast of the demands of their jobs. When an employee always finds himself or herself abreast of their job demands, they always feel competent and even sometimes a sense of achievement which are both predictors of quality of work life.

Leaders in the hospital should adopt leadership styles that are employee centred. A large majority (58.26%) of the nurses at Tamale Teaching Hospital did not appreciate the leadership styles adopted by their superiors. If a superior does not relate well with a subordinate, the subordinate can be affected emotionally among others. This does not augur well for the quality of work life of an employee.

The study also revealed that an overwhelming majority (68.70%) of the nurses felt recognized by their superiors for their contributions to the operations of the hospital. This is a positive phenomenon. What this means is that a significant percentage (31.30) did not form part of those who felt recognized. In the light of this, management of the hospital should find ways of making this group feel recognized. Management can do this through many ways. These include showing concern in the activities of the nurses, sharing light jokes periodically with them, showing concern in their social activities and recommending them when ever good work is done by any of them among others.

The study also established that friendship opportunity in the hospital was high. This is a practice management should encourage. Management can do this by encouraging them to form groups. Management should encourage team work at the hospital. This way, the nurses can maintain their friendship opportunities. Management should also encourage organization of periodic games where all nurses would participate.

The study also revealed that social support among the membership of the hospital was high. Management should ensure this is maintained. Management should encourage the nurses to establish a fund from which financial support could be drawn by needed members. Management should also make sure the emotional needs of the nurses are taken care of. This can be achieved through sharing personal problems of members. Also, the study revealed that the nurses were largely satisfied with the physical environment of the hospital. When an environment within which an employee works is conducive, the employee may feel motivated. Therefore, the situation should be maintained by the management of the hospital. Lastly, communication flow at Tamale Teaching Hospital was found to be encouraging. However, there is still room for improvement. Management should employ all ways possible to ensure information dissemination in the hospital is wide-spread and regular. Management should employ the use of notice board for information dissemination. Memorandum of understanding, meetings, letters and many others should also be employed to disseminate information among nurses in the hospital.

6.4 Implication of the Findings.

The essence of this study was to reveal the status of the nurses' quality of work life. Nurses fall in the categories of workers whose work or services are very vital to the client. They, therefore, need to work in near ideal conditions if not ideal conditions.

In the light of this, their work life should be riddled with quality. There are many variables that go into determining quality work life of the worker and in this case the nurse. These variables are largely or broadly categorized into extrinsic, intrinsic, social and organizational job factors. And so for nurses to enjoy quality of work life, at least, a significant amount of these variables should be present at their work places. Among these variables include job

satisfaction, employee motivation, compensation and organizational support. Others include career development, social support, communication flow, autonomy, recognition, sense of achievement and competence. All these variables form part of human needs.

The study indicated that Maslow (1954) in his Theory of Human Motivation, portrayed human needs in the shape of a pyramid where he used terms like physiological, safety, belongingness, esteem and self – actualization needs to describe the pattern that human motivations generally move through.

In an organisation where human needs are not met, employees feel insecure and sometimes deficient. Therefore, this study sought to draw attention of management of Tamale Teaching Hospital to the needs of nurses in that hospital so that they (Management) can take appropriate measures to address the needs of the nurses. Needs that would enhance the quality of their working life. It is the intention of this researcher that this study would help management of Tamale Teaching Hospital to identify the needs gap of nurses in the hospital in other that they could be addressed just so the quality of work life of the nurses would be improved. In fact, for management of every organization to achieve the goals of that organization, attention should be given to the well-being of their human resource. And it is the intention of this study that management of Tamale Teaching Hospital would do just that.

6.7 Suggestion for Further Study

One area that may be of a particular interest for future research is establishing a relationship between quality of work life of nurses and productivity.

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APPENDIX A**Questionnaire**

**INSTITUTE OF CONTINUING AND DISTANCE EDUCATION,
UNIVERSITY OF GHANA, LEGON**

**AN ASSESSMENT OF QUALITY WORK LIFE OF NURSES IN TAMALE
TEACHING HOSPITAL**

Hello,

This is a study being conducted by an MPHIL Student of the University of Ghana, Legon, to collate the views of nurses in Tamale Teaching Hospital on an assessment of their quality of work life.

The researcher is conducting the study as part of the requirements for the award of MPHIL degree at the University of Ghana, Legon. All respondents are, therefore, assured that any information they provide in this questionnaire will be held confidential.

Thank you for your cooperation.

QUESTIONNAIRE

A questionnaire for data on an assessment of quality work life of nurses in Tamale Teaching Hospital.

INTRODUCTION

This is a study being conducted by an M.Phil. student of the University of Ghana to collate views of nurses in Tamale Teaching Hospital on an assessment of their quality work life (QWL).

The researcher is conducting the study as part of the requirements for the award of an M.Phil. degree at the University of Ghana. All respondents are, therefore, assured that any information they provide in this questionnaire will be held confidential.

SECTION A: BACKGROUND INFORMATION

1. Gender

Male [] Female []

2. Age

18- 30 []

31- 40 []

41- 50 []

51- 60 []

3. Occupation.....

4. Educational level attained

- a) Certificate []
- b) Diploma []
- c) Degree []
- d) Others, (please specify).....

5. Marital status (please, tick one)

- a) Married [] b) Single [] c) Divorced [] d) Separated []
- e) Widowed [] f) Any other, please specify.....

SECTION B: EXTRINSIC JOB FACTORS

1. How satisfied are you with your pay?

- a) Very satisfied [] b) Satisfied [] c) Not sure [] d) dissatisfied []
- e) Very dissatisfied []

2. How satisfied do you feel that your pay equals the effort and the skill you display at work?

- a) Very satisfied [] b) Satisfied [] c) Not sure [] d) dissatisfied []
- e) Very dissatisfied []

3. What are the chances of promotion in your organisation

- a) Very high [] b) High [] c) Not sure [] d) low [] e) very low []

4. How dependent is your supervisor when it comes to depending on him/her for direction and guidance?

- a) Very dependent [] b) dependent [] c) Not sure [] d) Not dependent [] e)
Not very dependent []

SECTION C: INTRINSIC FACTORS

Please, tick the appropriate answer.

1. How important is your contribution (job) to the organization's operations?
a) Very important [] b) Important [] c) Not sure []
d) Not important [] e) Not very important
2. How often do you determine how work should be done, considering your position in the organisation?
a) Very often [] b) often [] c) Not sure [] d) Not often []
e) Not very often
3. How often does your organisation allow its employees to develop their special skills and abilities?
a) Very often [] b) often [] c) Not sure [] d) Not often []
e) Not very often []
4. To what extent are you recognized by the contribution you make to the operations of the organisation?
a) Very high level [] b) High level [] c) Not sure [] d) Low level []
f) Very low level

SECTION D: SOCIAL FACTORS

Please, tick the appropriate answer

1. How often do you work in a team?

- a) Very often [] b) often [] c) Not sure [] d) Not often []
e) Not very often []
2. What level of freedom there is in your organisation to make friends with co-workers?
a) Very high level [] b) High level [] c) Not sure [] d) Low level []
e) Very low level
3. To what extent do you get social support from membership of your organisation?
a) Very large extent [] b) Large extent [] c) Not sure []
d) Low extent [] e) Very low []

SECTION E: ORGANISATIONAL CLIMATE

Please, tick the appropriate answer

1. To what extent do you like the leadership style in your organisation?
a) Very much [] b) Much [] c) Not sure [] d) Not much []
e) Not very much
2. To what extent does your organisation practice Equity and Fairness?
a) Very high level [] b) High level [] c) Not sure [] d) Low level []
e) Very low level []
3. How often does communication flow from top to down in your organisation?
a) Very often [] b) often [] c) Not sure [] d) Not often []
e) Not very often []
4. How satisfied are you with the physical environment of your organisation?

- a) Very satisfied [] b) Satisfied [] c) Not sure [] d) dissatisfied []
- e) Very dissatisfied []