

## Research on Job Dissatisfaction and Its Impact on Private Sector Investment in Ghana

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**Abstract:** Job dissatisfaction is the psychological condition of an employee brought about by the unraveled conditions at work. Job dissatisfaction happens due to several reasons some of them are work load, lack of control, unfairness, value conflict and insufficient reward. It is said that, "job dissatisfaction is the loss of meaning in one's world". Due to prolonged stress and frustration the employees feel that their physical and emotional strengths are exhausted. This exhaustion will lead to low productivity, high employee turnover cost and poor employee morale in an organization. This paper seeks to analyze which factors cause job dissatisfaction and to predict employee behavior at the workplace due to job dissatisfaction. The result will help investors already and those who intended to invest in the private sector of the Ghanaian economy have an idea of how to handle their employees to increase productivity. Questionnaires were used to gather data among workers of Barfuor Investment limited, a wood processing company in Ghana. The main factors that were analyzed are; Company Policy, Supervision, Relationship with the head, Working Condition, Salary and Relationship with co-workers.

**Keywords:** Job dissatisfaction; Deviance; Turnover; Absenteeism

### 1 Introduction

Workplace deviance occurs when an employee voluntarily pursues a course of action that threatens the well-being of the individual or the organization <sup>[1]</sup>. Examples include stealing, hostile behavior towards co-workers, and withholding effort. Stealing and withholding effort are categorized as organizational deviance, whereas hostile and rude behaviors toward co-workers are categorized as interpersonal deviance. Employee turnover is a common source of frustration for many organizations. Negative effects are loss of productivity, diminished morale, strained communications between management and employee and of course, the increased costs of hiring and training new employees. Fear of job redundancy, layoffs due to an uncertain economy, increased demands for overtime due to staff cutbacks act as negative stressors. Employees who start to feel the "pressure to perform" can get caught in a downward spiral of increasing effort to meet rising expectations with no increase in job satisfaction. The relentless requirement to work at optimum performance takes its toll in job dissatisfaction, employee turnover, reduced efficiency, accidents, illness and even death.

In most companies in the light industry in Ghana particularly, the timber industry, job dissatisfaction has always been a major problem in the day to day administration in the business. Accordingly to Frimpong, most employees in Ghana consider Recognition for good work done as the main motivational factor <sup>[2]</sup>. The timber industry is well noted for its high and prompt payment for services rendered. Ghana has a literacy rate of 65% and most of the remaining citizens find themselves doing jobs that require man-power such as in the timber sector. Employee turnover is the ultimate result due to dissatisfaction on the part of the workers <sup>[3]</sup>. This can be mostly attributed to low incomes obtained by the workers in the company in their bid to find a high paying job. It also occurs if careful strategies of correcting the workers are not implemented. This may let the worker feel that he is being abused at the workplace and therefore ceases to be part of the workforce. In some cases, the management fails to recognize the efforts of the employees and down-play their achievement. This will also increase employee turnover as most employees are motivated by intrinsic factors in order to achieve.

The framework differs from one another along two dimensions: constructive/destructive and active/passive <sup>[4]</sup>. Exit and neglect behaviors encompass our performance variables such as productivity, absenteeism and turnover. The model explains the behavioral patterns of dissatisfaction in workers and can be used to predict the outcome of their actions. The destructive dimension accounts for the reason why some workers will leave the workplace entirely whilst some will result to absenteeism, theft, etc. This model also expands employee response to include voice and loyalty which are constructive behaviors that allow individuals to tolerate unpleasant situations or to revive satisfactory working conditions. It helps us to understand situations such as those sometimes found among unionized workers

of which workers express their grievances through formal contract negotiations.

To better understand employee attitudes and motivation, Frederick Herzberg performed studies to determine which factors in an employee's work environment caused satisfaction or dissatisfaction. He published his findings in the 1959 book *The Motivation to Work* [5]. The studies included interviews in which employees were asked what pleased and displeased them about their work. Herzberg found that the factors causing job satisfaction (and presumably motivation) were different from that causing job dissatisfaction. He developed the motivation-hygiene theory to explain these results. He called the satisfiers motivators and the dissatisfies hygiene factors, using the term "hygiene" in the sense that they are considered maintenance factors that are necessary to avoid dissatisfaction but that by themselves do not provide satisfaction. Herzberg reasoned that because the factors causing satisfaction are different from those causing dissatisfaction, the two feelings cannot simply be treated as opposites of one another.

### 2 Data and Research Methodology

The instruments by means of questionnaire, used to gather data were hand delivered to the workers of Barfuor Investment limited, a wood processing company in Ghana. Research assistants were responsible for hand delivering and collecting the instruments. The instruments were coded and returned anonymously to a central place, where they were collected by the research assistants and returned to the researcher. This procedure was not considered problematic or perceived to constitute a bias, because the identity of respondents was protected. Of the 100 questionnaires distributed, a total of 88 usable questionnaires were returned, giving a response rate of 88%. They were then subjected to reliability test to certify their credibility after which they were analyzed using Microsoft excel advanced analysis tools.

### 3 Results

Result of Cronbach's Alpha analysis was first examined for sensible and theoretical assurance of each question in the data set. According to Gliem and Gliem [6], the value above 0.70 is considered acceptable and reliable. To make certain that all designed questions are reliable, all constructs were separately tested of which the reliability of the items were more than 0.70, indicating that the scale had good reliability.

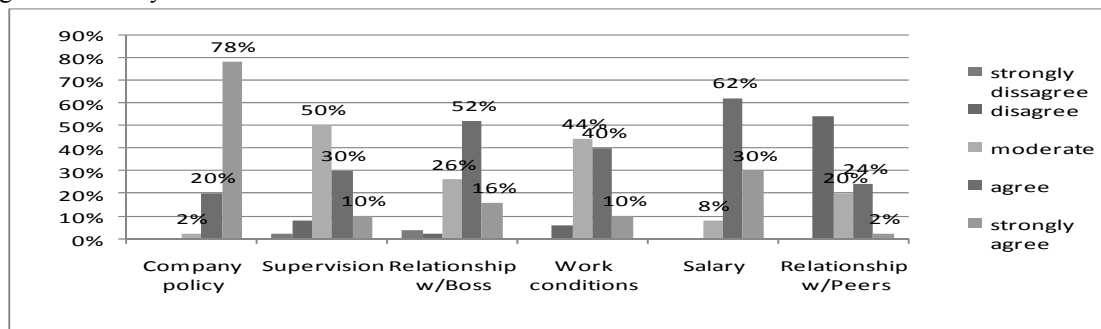
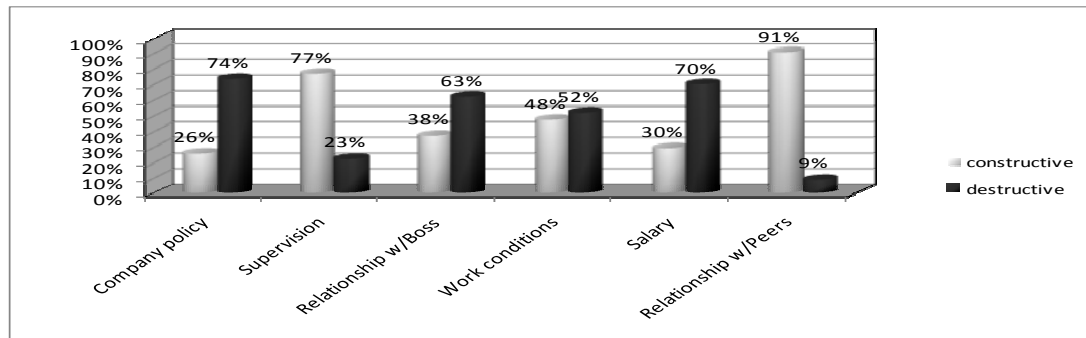


Figure 1 Factors that Causes Dissatisfaction

The survey tried to find out the causes of dissatisfaction at the workplace. In this criterion, 78% strongly agreed to company policy as the lead factor that can cause massive dissatisfaction among the workers at the workplace. 20% further agreed to this with only 2% saying that it was moderate. Contrary to Herzberg's findings, the survey suggested that salary was the second factor that can cause dissatisfaction among the workers. 30% strongly agreed to this, 62% agreed and 8% were moderate with nobody disagreeing or strongly disagreeing to this fact. Relationship with the boss, also proved to be very important as 16% strongly agreed, 52% agreed with 26% also moderate. Supervision style and personality of the supervisor was not so much a strong factor as only 10% strongly agreed, 30% agreed and 50% moderate that supervisor roles was of a major factor. "Work conditions" was also a moderate factor whereas relationship with peers was seen as not a strong factor that can cause dissatisfaction among the workers. From the survey, 2% strongly agreed, 24% agreed, 20% were moderate and 54% disagreed that it can cause dissatisfaction among the workers. It may be that most of the workers were independent and objective oriented and may not let petty squabbles to disorient them.

According to the exit-voice-loyalty-neglect framework model, it explains the behavioral patterns of dissatisfaction in workers of which can be used to predict the outcome of their actions as well as to

predict which of the factors the workers can tolerate and which they can't tolerate and therefore results to alternate ways of solving their problem. The paper investigated these factors of which the results are shown below.



**Figure 2 Herzberg's Factors**

The results of the Herzberg's factor analysis indicated that there is a high destructive force associated with company policy. Constructive forces comprising of voice and loyalty resulted in 26% as destructive force yielded 74%. This showed that company policy should be treated with great care and particularly with the workers in mind as this factor can either make the company successful or may seriously harm the health of the business. Salary came second as the major factor causing dissatisfaction with 70% destructive force and 30% constructive force. This indicates that a bad salary structure will result in 70% turnover or negative behavior at the workplace as workers are not tolerant to bad salary and therefore shows little loyalty to the company as they may demand that what is due them should be paid to them. Failure to do so may result in a high unpleasant effect on the job, the workers and the workplace as a whole.

Relationship with the boss and work condition surprisingly showed that they had a high a destructive rate. Work condition showed that though the factor is very destructive, the workers had a considerable constructive behavior and may be tolerant. Relationship with the boss showed that it is fairly destructive and care should be taken to maintain the cordial employer-employee relationship.

Supervision and relationship with peers showed that these factors are highly constructive and may not have any adverse effects on the workplace. The workers may find alternate ways of helping management to deal with these problems and may actively get involved to voice their concerns in the form of unions or passively be loyal to the organization. These factors are therefore not destructive and will not influence turnover, negative behavior or low productivity among companies in Ghana.

#### 4 Conclusion

It may be concluded that worker dissatisfaction is one of the major concerns of every manager in the private sector in Ghana and that strategic methods should be used when drafting company policies, the results of the Herzberg's factor analysis indicated that there is a high destructive force associated with company policy. Also, calculating salary with relation to market salary values and the relationship with the leaders of the company and the workers are to be seen as very significant in downsizing the effect of worker dissatisfaction. The exit and neglect are considered as the destructive factors because they encompass on performance variables such as productivity, absenteeism, turnover, etc. upon subjecting the workers to questioning using the questionnaire, it was discovered that when asked about effects of company policy, majority said that they will result to voice criterion by letting the authorities know their displeasure with the company policy. However, it is noticeable that with a bad supervision at the workplace in Ghana, majority of the workers prefer to be loyal to the company hoping for things to change.

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