

CHRISTIAN SERVICE UNIVERSITY COLLEGE  
SCHOOL OF BUSINESS  
DEPARTMENT OF MANAGEMENT AND GENERAL STUDIES

ASSESSING JOB SATISFACTION AMONG THE WORKERS OF GHANA WATER  
COMPANY LIMITED (GWCL) IN ASHANTI SOUTH REGION

BY  
RICHMOND AMOAH  
JOANA FRIMPOMAA  
GIFTY AMOAH  
ADUTWUMWAA CHARITY  
CONSTANCE AGYEIWAA DANSO

A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS, CHRISTIAN  
SERVICE UNIVERSITY, KUMASI, GHANA, IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE AWARD OF BACHELOR OF BUSINESS  
ADMINISTRATION

JUNE, 2020

## CERTIFICATION

We have read the University Regulations relating to plagiarism and certify that this report is all our own work and do not contain any unacknowledged work from any other source. We also declare that we have been under supervision for this report herein submitted.

<b>Name</b>	<b>Student Id. No:</b>	<b>Signature</b>	<b>Date</b>
Richmond Amoah	13013970	.....	.....
Joana Frimpomaa	10002733	.....	.....
Gifty Amoah	10003355	.....	.....
Adutwumwaa Charity	10002732	.....	.....
Constance Agyeiwaa Danso	10003200	.....	.....

### **Supervisor's Declaration**

I hereby declare that the preparation and presentation of the dissertation/thesis was supervised in accordance with the guidelines on supervision of dissertation/thesis laid down by the Christian Service University College.

.....

Date: .....

MR. FREDRICK SANTUOH

(Supervisor)

.....

Date:.....

JOSEPH KOFI NKUAH (DBA)

(Head of Department)

## **DEDICATION**

This Project Work is dedicated to our families especially our husbands and wives who supported us throughout the programme.

## **ACKNOWLEDGEMENT**

I have been fortunate to have an outstanding supervisor, Mr. Fredrick Santuoh who carefully went through our work and gave us all the necessary comments and encouragement. May God richly bless him for all the support he gave us.

I also thank all senior members of the Christian Service University College, School of Business for the enormous contribution they made beginning from the presentation of the proposal through to the finalization of the report. Their comments in the form of criticisms have positively influenced the final product of our project work.

Our thanks also goes to all my respondents at Ghana water company Kumasi for their patience to respond to the bulky questionnaire. Besides, our sincere thanks go to our field enumerators for their assistance in data collection and entering.

## **ABSTRACT**

Ghana Water Company Limited (GWCL) overcame the late 70's and the early 80's performance decline by enforcing measures that promote satisfaction among workers of the company (Akumiah, 2007). The essential company has since not seen any major assessment on satisfaction among its workers. Though the Society for Human Resource Management (SHRM) has done a lot of work in assessing job satisfaction among the working class (Rynes et al., 2004), these researches were done at the global level with a focus on private company's employees. There is, therefore, no specific empirical study on the prevailing conditions among employees of Ghana Water Company within Kumasi. This descriptive study adopts a cross-sectional with random sampling making use of 250 respondents to explore this gap. The study finds the GWCL job to be less psychologically stressful. For the fewer job opportunities in Ghana, the workers have some level of psychological satisfaction with the job, though they are not economically and health-wise satisfied with the job. Overall, the study finds a significant effect of job satisfaction on employee performance at the GWCL. The study, therefore, recommends conscious policy to upgrade the psychological, economic, and health satisfaction of GWCL workers.

## TABLE OF CONTENTS

CERTIFICATION .....	i
DEDICATION.....	ii
ACKNOWLEDGEMENT.....	iii
ABSTRACT .....	iv
LIST OF TABLE .....	viii
LIST OF FIGURES .....	ix
CHAPTER ONE .....	1
INTRODUCTION .....	1
1.1 Background of study.....	1
1.2 Problem statement.....	2
1.3 Objectives .....	2
1.4 Research Questions .....	3
1.5 Scope of the Research.....	3
1.6 Justification of the Research .....	3
1.7 Organisation of the study.....	4
CHAPTER TWO .....	5
LITERATURE REVIEW.....	5
2.1 Background .....	5
2.2 Job satisfaction.....	5
2.3 Types of job satisfaction.....	6
2.4 Variables of Job Satisfaction.....	6

2.4.1 Job Characteristics .....	6
2.4.2 Social information processing.....	7
2.4.3 Worker’s Disposition.....	8
2.5 Employee performance .....	8
2.6 Relationship between job satisfaction and performance .....	9
2.7 Overview of the Ghana Water Company Limited .....	9
2.8 Theoretical framework.....	10
2.8.1 Job Satisfaction Model .....	10
2.8.2 Causal model.....	11
2.8.3 The Adapted Model .....	12
2.8.4 Empirical Review .....	13
 CHAPTER THREE.....	 15
RESEARCH METHODOLOGY.....	15
3.1 Background .....	15
3.2 Profile of the Study Area .....	15
3.3 Research Design.....	16
3.4 Population of the Study .....	16
3.5 Sampling and sample size .....	16
3.6 Data collection .....	17
3.7 Data Analysis .....	17
3.8 Ethical Consideration.....	18

CHAPTER FOUR.....	19
RESULTS AND DISCUSSIONS.....	19
4.1 Introduction .....	19
4.2 Demography of the respondents. ....	19
4.3 Job Satisfaction among workers of GWCL.....	21
4.4 Staff performance.....	24
4.5 Effect of job satisfaction on employee performance in GWCL.....	25
 CHAPTER FIVE .....	 27
CONCLUSION AND RECOMMENDATIONS .....	27
5.1 Summary of Findings .....	27
5.2 Conclusion.....	28
5.3 Recommendations.....	28
References .....	29
APPENDIXES .....	36



## **LIST OF TABLE**

Table 1: Background characteristics of the study respondents	17
Table 2. Psychological Satisfaction	19
Table 3. Economic Satisfaction	20
Table 4. Health Satisfaction	21
Table 5: Appraisal score of selected staff	22
Table 5: ANOVA: Job satisfaction versus job performance	23

## LIST OF FIGURES

Figure	Page No.
Figure 1: Job satisfaction model	11
The Adapted Model	12

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of study**

Many researchers have defined job satisfaction differently. Job Satisfaction according to Kreitner, & Kinicki, (2004), is “an affective and emotional response to various facets of one’s job”. Locke, (1976 cited by Agbozo et al., 2017), describes it as “being an emotional response that results from the employee’s perceived fulfillment of their needs and what they believe the company to have offered”. Though researchers continue to replicate theoretical footings of job satisfaction, the multi-dimensional definition of the concept by Hoppock, (1935), which happens to be one of the initial definitions of job satisfaction, is still the most cited. Hoppock defined job satisfaction as “any combination of psychological, physiological, and environmental circumstances that causes a person truthfully to say, I am satisfied with my job” (Agbozo et al., 2017).

Lack of satisfaction among workers affects performance and eventual customers (Faragher et al., 2005). Therefore, most organizations strive for employee satisfaction, but not all attain this goal (Dobre, 2013). In recent times, human resource professionals have been making efforts to trigger factors that can increase their employees' satisfaction towards the company’s overall success (Gursoy & Swanger, 2007).

The water supply company in Ghana, Ghana Water Company Limited (GWCL) is one of the most instrumental institutions in the Ghanaian economic space (GWCL, 2016). The highly efficient company experiences a performance decline in the late 1970s and early 1980s (Maoulidi, 2010). The decline has largely been attributed to human resource and facility inefficiencies (Akumiah, 2007). Workers have amid the decline expressed dissatisfaction

about their condition of service (Amu-Mensah, et al., 2008). The state has since done a lot in terms of salary increases and many others to motivate workers towards efficient service delivery to the Ghanaian populace (GWCL, 2016).

## **1.2 Problem statement**

As stated earlier, Ghana Water Company Limited (GWCL) overcame the late 70's and the early 80's performance decline by enforcing measures that promote satisfaction among workers of the company (Akumiah, 2007). This instrumental company has since not seen any major assessment on satisfaction among its workers. Though the Society for Human Resource Management (SHRM) has done a lot of work in assessing job satisfaction among the working class (Rynes et. al., 2004); these researches were done at the global level with a focus on private company's employees. There is, therefore, no specific empirical study on the prevailing conditions among employees of Ghana Water Company within Ashanti South Region. This study intends to explore this gap with the following objectives.

## **1.3 Objectives**

The overall aim of this study is to provide empirical information on job satisfaction among the workers of Ghana Water Company in Ashanti South Region. Specifically, the study seeks to:

- Examine the fulfillment of satisfaction among the workers of Ghana Water Company in Kumasi
- Examine the level of economic satisfaction associated with jobs within the workers of Ghana Water Company in Ashanti South Region.

- Examine health satisfaction associated with working at Ghana Water Company in Ashanti South Region.

#### **1.4 Research Questions**

To achieve the objectives above, the following questions have been addressed:

- i. How fully satisfied are the workers of Ghana Water Company in Ashanti South Region?
- ii. Are the workers of Ghana Water Company – Ashanti South Region branch economically satisfied with their work?
- iii. Is there any health satisfaction associated to working at Ghana Water Company in Ashanti South Region?

#### **1.5 Scope of the Research**

The contextual scope of the study is centered on job satisfaction. The unique role of the Ghana Water Company in the life of the Ghanaian populace provokes the interest for the study. The variables considered in the study include the physical, chemical, and microbial quality of cocoa beans. Geographically, the study will be conducted at the Ghana Water Company in Ashanti South Region of the Ashanti Region of Ghana within the period of January and February, 2020. The location of the study was chosen for this research because of its history in terms of water and sanitation.

#### **1.6 Justification of the Research**

Being a key service provider in Ghana, adequate studies to position the company strongly for the general well-being of the Ghanaian populace is very important. In this spirit, this research

will elicit comprehensive findings that will guide policy in the water supply sector of Ghana. It is also the expectation of this research to bring expansion to existing knowledge in the discourse and provoke further studies into the subject matter.

### **1.7 Organisation of the study**

The study is in four parts. The first chapter covers the introduction, the problem statement as well as objectives of the study. Related literatures were reviewed in chapter. The literature review provides proper understanding of job satisfaction and performance. Chapter four elicit the methodology adopted for the study while chapter lay bare and discusses the findings of the research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Background**

It is the aim of this study to promote productivity at the Ghana Water Company Limited. However, the specific changes required to achieve that will depend on how thoroughly the issue of job satisfaction and performance is understood. This chapter provides that deep illumination job satisfaction and the GWCL at Ashanti South Region.

#### **2.2 Job satisfaction**

Job satisfaction is one of the most widely researched topic job attitude and among the most extensively researched subjects in Industrial/Organizational Psychology (Judge, & Klinger, 2008). Some researchers have over the years linked job satisfaction to staff performance, productivity (Chiok, (2001). Most of these researchers employed Locke's (1976) theory of job satisfaction which emphasizes emotion, cognitive and behavioral perspectives of satisfaction (Judge, & Klinger, 2008). The emotional component refers to job-related feelings such as boredom, anxiety, acknowledgment, and excitement (Shirom, 2003). The cognitive component of job satisfaction pertains to beliefs regarding one's job whether it is respectable, mentally demanding/challenging and rewarding (Judge, 2001). Finally, the behavioral component includes people's actions in relation to their work such as tardiness, working late, faking illness to avoid work (Bambara, & Kern, 2005). The three perspectives in Locke's theory largely affect workers' performance and productivity (Uddin et. al., 2013).

## **2.3 Types of job satisfaction**

There are essentially two types of job satisfaction based on the level of employees' feelings regarding their jobs.

1. The first, and most analysed, is total job satisfaction, which refers to employees' overall feelings about their jobs (Mueller & Kim, 2008).
2. The second is job facet satisfaction, which refers to feelings regarding specific job aspects, such as salary, benefits, work hierarchy (reporting structure), growth opportunities, work environment and the quality of relationships with one's co-workers (Mueller & Kim, 2008).

According to Kerber and Campbell (1987), measurements of job facet satisfaction helps identify specific aspects of a job that require improvement (Kerber & Campbell, 1987).

## **2.4 Variables of Job Satisfaction**

Jex, (2002) identified three factors that affect employee job satisfaction. These factors include job characteristics, social information processing, and worker disposition.

### **2.4.1 Job Characteristics**

Job characteristics refer to the nature of an individual's job or the features of an organization (Rentsch, & Steel, 2003). These features are usually ideal conditions for high levels of motivation and hence predominantly determine job satisfaction (Jex, 2002). A common premise in job satisfaction research is that individuals assess job satisfaction by comparing the current receivables from the job with what they believe they should receive (Jex, 2002).



For instance, if an employee receiving an annual salary of GH¢5,000 believes that he or she should be receiving a salary of GH¢3,000, then he or she will experience satisfaction; however, if the employee believes that he or she should be receiving \$7,000 rather, then he or she will feel dissatisfied. This comparison applies to each job disposition including skill level, seniority, promotional opportunities, supervision, etc. (Jex, 2002). Though salary rate defines satisfaction for some workers, others emphasize recognition (Rentsch, & Steel, 2003).

#### **2.4.2 Social information processing**

Social information processing is where employees look to co-workers and develop attitudes about their work environment (Goldman, 2001). This is largely applicable to new employees. If they find their co-workers positive and satisfied then they will most likely be satisfied; however, if their co-workers are negative and dissatisfied then the employee will most likely become dissatisfied (Van Vianen, 2007). New hires may, however, become "tainted" during the socialization process if placed around dissatisfied employees (Goldman, 2001).

Weiss and Shaw (2000) and much other research on social information processing proof that social environment does affect employees' attitudes and behaviors" (Aamondt, 2009). In the case of Weiss and Shaw, the duo conducted a study that required subjects to view a training video where assembly-line workers either made positive or negative comments regarding their jobs. The subjects who viewed the video were then allowed to perform the job (Stafford, & McCarthy, 2006). The study found that the subjects who were shown the positive video enjoyed performing the job tasks more than the subjects who viewed the negative tape (Aamondt, 2009).

### **2.4.3 Worker's Disposition**

Internal disposition is the crux of the latest method of explaining job satisfaction which hints some people being inclined to be satisfied or dissatisfied with their work irrespective of the nature of the job or the organizational environment (Jex, 2002). More simply put, some people are genetically positive in disposition (the glass half full), whereas others are innately negative in disposition (the glass half empty) (Madukwe et. al., 2019). For instance, a study of twins who were reared apart (same genetic characteristics but different experiences) found that 30 percent of inconsistency in satisfaction was accredited to genetic factors (Bouchard & McGue, 2003). In psychology, the Cognitive Theory of Depression supports the disposition argument that an individual's thought process and perceptions can be a source of unhappiness and hence dissatisfaction about almost everything (Lyubomirsky, 2001). The theory holds that the automated thoughts and processes resulting from irrational and dysfunctional thinking perpetuate emotions of depression and unhappiness in individuals and thus affect their appreciation of things (Beck & Haigh, 2014).

### **2.5 Employee performance**

Employee performance is measured by how well workers deliver on their mandate. Performance is measured on a daily, monthly or annual basis (Shane, 2010). Performance measurement helps managers to know and adopt strategies that will promote efficiency. Several factors affect employee performance in corporate settings (Boiral, 2006). The major among such factors is job satisfaction (Jules & Holzer, 2001). When workers are satisfied with what they do; they give off their best. The inverse happens when they are dissatisfied with their work. Shane (2010). argue that satisfied employees are more punctual and efficient

at their task while dissatisfied workers are known with absenteeism and poor turnover (Julnes & Holzer, 2001).

## **2.6 Relationship between job satisfaction and performance**

The link between job satisfaction and job performance has a long and controversial history (Organ et. al., 2005). Hawthorne (1984) posits that "a happy worker is a productive worker" prompt more studies on the discourse. Iaffaldano and Muchinsky (1985) produce a counter finding. The duo found a weak connection between job satisfaction and job performance. In 2006, researcher Michelle Jones analyzed three studies combining 74 separate investigations of job satisfaction and job performance in 12,000 workers. She wrote: "The conclusions were drawn by these researchers, and many others, indicate the presence of a positive, but very weak, the relationship between job satisfaction and job performance" (Jones, 2006). Jones argues that we have been measuring the wrong kind of satisfaction. Instead of job satisfaction, we should be looking at the link between overall satisfaction with life and output at work (Bright, 2008). In this study, Jones implies that the more satisfied we are with our life in general, the more productive we will be in our jobs. Could a job be that factor that gives total satisfaction to one's life? Organ et. al., (2005) argue that life satisfaction encompasses a lot and should be considered separately from job satisfaction with regard to productivity in the workplace.

## **2.7 Overview of the Ghana Water Company Limited**

Though water supply in Ghana dates back to 1920, the country saw a major boost in the water supply after independence in 1957 (Anarfi et. al., 2003). Ghana Water Company has since its establishment has undergone various reforms that brought much efficiency into the water

supply across the country (Schwartz, 2008). Much of such reform improves the working conditions of the workers of the company. Some of such reforms include providing accommodation for staff at a certain point in history, the Single Spine Pay Policy adjustment and many others (Agyenim & Gupta, 2010). It is however not clear the extent to which this intervention affects the satisfaction of workers and the consequences of such reforms on staff and the overall performance of the nation's water supply company (Anarfi et. al., 2003).

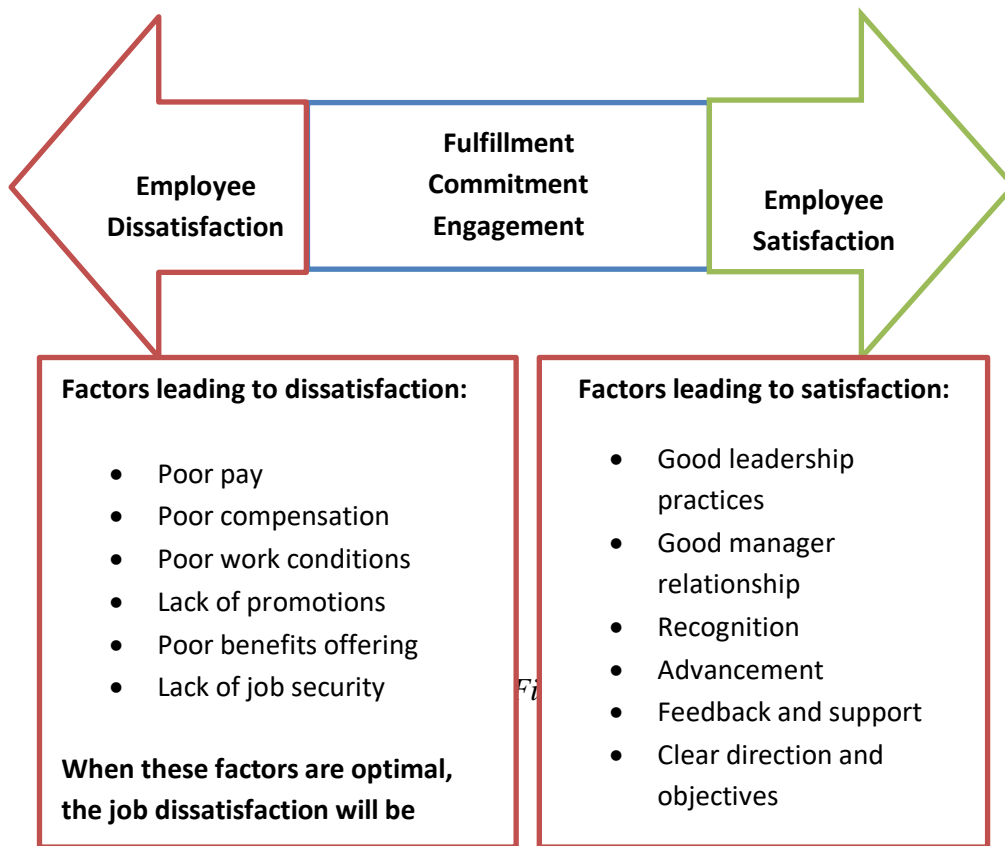
## **2.8 Theoretical framework**

The adapted model for the study was framed from the Job Satisfaction Model and Causal Model. These two theories were chosen for this study because they provide sharper view for effective analyses. The two theories are discussed below.

### **2.8.1 Job Satisfaction Model**

This Job Satisfaction Model was developed by Fields, (2008). The model holds that dissatisfaction is the fundamental reason by which employees leave organizations (Allen, 2010). Where the employee remains in the organization he or she is dissatisfied with, the overall performance of the dissatisfied worker will largely below (Vigoda, 2000). The model specifies three levels of satisfaction namely; satisfied, dissatisfied and mid-way satisfied (Fields, 2008). Fields list factors that lead to both job satisfaction and dissatisfaction as displayed in the model diagram.

Figure 1: Job satisfaction model



Curiously enough, if all factors leading to dissatisfaction are fixed, employees will still not be satisfied. The employee will only move to the middle of the satisfaction scale, so they would be neither satisfied nor dissatisfied. Factors on the other side of the scale are the only ways to achieve employee satisfaction. Good talent management is, therefore, the deal for job satisfaction.

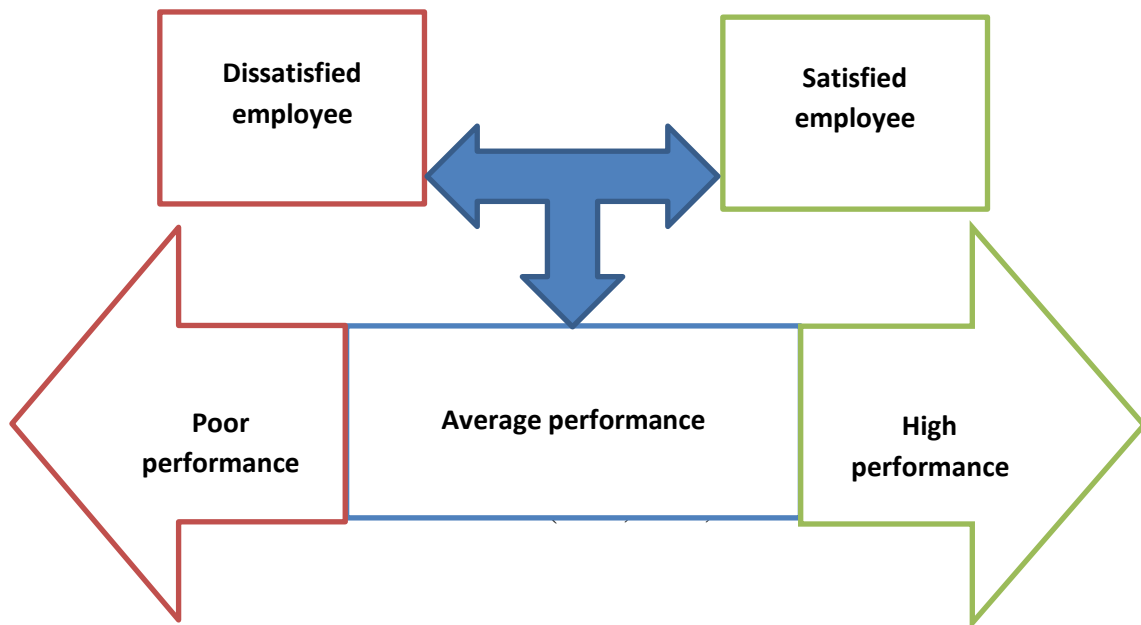
## 2.8.2 Causal model

The causal model is a mathematical model representing causal relationships within an individual system (Ness et. Al., 2007). Pearl defines a causal model as an ordered triple, where  $U$  is a set of exogenous variables whose values are determined by factors outside the

model; V is a set of endogenous variables whose values are determined by factors within the model; and E is a set of structural equations that express the value of each endogenous variable as a function of the values of the other variables in U and V (Menzies, 2004).

### 2.8.3 The Adapted Model

The adapted framework is as displayed below. The framework is adapted from the work of Field, (2008) and Ness et. Al., (2007).



The adapted seeks to measure the effects of job satisfaction or job dissatisfaction on employee performance. The performance will be considered from three scale view namely; poor performance, average performance, and high performance. Factors leading to dissatisfaction and satisfaction will be employed in measuring job satisfaction.

#### **2.8.4 Empirical Review**

Inuwa (2016) from the Bauchi State University Gadau researched job satisfaction and employee performance. The aim of the research was to investigate how job satisfaction influences performance of non-academic staff of Bauchi State University Gadau Nigeria (BASUG). The author measured satisfaction from three dimensions: socio-economic, intrinsic and psychological perspectives. The respondents were asked to give an evaluation from 1-5, where 1= strongly disagree and 5= strongly agree. The higher the index scores the higher the job satisfaction affects employee performance. Two hundred and seventy questionnaires were distributed non-academic staff of BASUG based on systematic random sampling and data collected is analysed using Statistical Package for Social Sciences (SPSS). The outcome of the analysis depicts that there is positive and significant relationship between job satisfactions on the performance of non-academic staff of the University.

Judge et al. (2001) conducted a qualitative and quantitative review of the relationship between job satisfaction and job performance. The qualitative review is organized around 7 models that characterize past research on the relationship between job satisfaction and job performance. Although some models have received more support than have others, research has not provided conclusive confirmation or disconfirmation of any model, partly because of a lack of assimilation and integration in the literature. Research devoted to testing these models waned following 2 meta-analyses of the job satisfaction-job performance relationship. Because of limitations in these prior analyses and the misinterpretation of their findings, the researchers conducted a new meta-analysis on 312 samples with a combined N of 54,417. The mean true correlation between overall job satisfaction and job performance was estimated

to be .30. In light of these results and the qualitative review, an agenda for future research on the satisfaction-performance relationship is provided

Christen et al. (2006) conducted reexamination on job satisfaction, job performance and effort; using the Agency Theory The objective of the study was to clarify ambiguities in the literature regarding the relationships among three key constructs of work relationships: effort, job performance, and job satisfaction. The relationship between job performance and job satisfaction is of central interest to research in organizational psychology. However, empirical research in that area finds that the link between these constructs is weak at best. A negative effect of effort on job satisfaction is consistent with agency theory, but there is limited empirical evidence to support this assumption. Moreover, some studies have found a positive effect of effort on job satisfaction. Using a model that incorporates the main constructs from agency theory and organizational psychology, Christen et al. (2006) found a negative, direct effect of effort and a positive, direct effect of job performance on job satisfaction. The authors show that conflicting findings in the literature are the result of inconsistency in both the measurement and the definition of constructs across studies that do not fully account for all the relationships between constructs. Their findings emphasize the need to distinguish clearly between factors that represent employees' inputs in a work relationship (i.e., effort) and those that represent their outputs (i.e., job performance). Their study also demonstrates the importance of properly accounting or controlling for all key variables to eliminate biases that can arise in empirical research on work relationships.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Background**

This chapter provides the background to Ghana Water Company – Ashanti South Region branch, the study area and further specifies the research techniques and instrumentations adopted for the study.

#### **3.2 Profile of the Study Area**

The first public water supply system in Ghana, then Gold Coast, was established in Accra just before World War I. By 1920 the water system was built in Kumasi. During this period, the water supply systems were managed by the Hydraulic Division of the Public Works Department. After Ghana's independence in 1957, Hydraulic Division was replaced with the Water Supply Division, with its headquarters in Kumasi, was set up under the Ministry of Works and Housing. The GWCL Ashanti Region branches currently host about Nine Hundred (900) workers (GWCL, 2018).

Water is very essential for human survival. Ill-treated water is very dangerous for human health. It is, therefore, necessary to provide the best working conditions for workers in the water. This will motivate them and always keep them on best practices. The Ashanti South Region branch of the water company of Ghana serves about 2.06million. Serving such a huge number of Ghanaians, it is therefore very important to know how satisfied the workers of this essential sector are. This is the drive for the selection of Ashanti South Region for this study.

### **3.3 Research Design**

Research designs specify procedures for acquiring the information needed to solve research problems. A case study design will be adopted for the study. Case study design which is a specific method of analyzing a problem of a specified population provides deep illumination into complex issues within complex systems with good grounds for generalizing the finding across the specified population.

### **3.4 Population of the Study**

The population of research implies the collection of all possible individuals, objects or measurements of interest. The target population of this study comprises the management and staff of Ghana Water Company Ltd, Ashanti South Region. The Ghana Water Company Ltd in Ashanti Region is divided into three main sections, namely Ashanti South Region, Ashanti South Region and Production. The North hosts 270 workers, South sector has 300 workers and Production hosts 330. The workers of the Ashanti South Region are the target population for this study.

### **3.5 Sampling and sample size**

Purposive sampling technic which allows the selection of elements that generate relevant inputs was used to select the Ghana Water Company Ltd, Kumasi. The Ghana Water Company Ltd, Ashanti South Region was selected purposively because it is one of the old and leading water suppliers in the country.

Simple random sampling was adapted to select some workers for the study. The adoption of the random sampling method is to avoid biases and ensure proper representation of views and the satisfaction of the workers. The randomization was such that the names of the Ghana Water Company Ltd's workers within Kumasi Metropolis was obtained from the office of the Ashanti South Region. The names of the workers will be randomized with textfixer's random generator software to generate Two Hundred and Fifty specific names for the study. The textfixer's random generator is simple random sampling software.

### **3.6 Data collection**

Structured questionnaires will be designed and administered to the randomly selected workers. The questionnaire administration will be such that, arrangements will be made with each of the selected workers so that the questionnaires will be administered to them at their most convenient time. The questionnaires will be designed based on the specific objectives of the study. The questions in the questionnaire will be categorized into four major parts; A – D. Section “A” will elicit demographic characteristics such as age, gender, level of education and number of years in service with Ghana Water Company Limited, Ashanti South Region. Section B, C, and D will deal with variables measuring the satisfaction of the workers on the job. The questionnaires will also contain a five-point Likert scale (1= Strongly Disagree, 2= Disagree, 3= Neither Agree nor Disagree, 4= Agree and 5= Strongly Agree).

### **3.7 Data Analysis**

The three research objectives in this study was analysed using descriptive statistics such as mean, percentages, standard deviation, and ANOVA. The Minitab version 16 will be used to

code the questions in the questionnaires. The responses to every question will be entered into the software to generate appropriate analyses for the study.

The mean was used to assess the sum of all responses from the Likert items on the psychology, economic and health satisfaction associated with working at GWCL, Ashanti South Region. In this case, the mean score will determine the Likert scale, whether Strongly Disagree as response 1, Disagree as response 2, Neither Disagree nor Agree as response 3, Agree as response four, and Strongly Agree as response 5. The ANOVA analyses will be conducted to test the significance of satisfaction among workers at GWCL in Ashanti South Region.

### **3.8 Ethical Consideration**

The consent of every participant was sorted before questionnaires were administered. The researcher shown an Identification Card to the participants to make them understand that the data would be used purely for academic purposes. All these were done to meet ethical conditions in research.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSIONS**

#### **4.1 Introduction**

The results obtained from the field were presented and discussed in this section. The results were centered on the demographics of the respondents and the psychological, economic, and health satisfaction workers find in their job with GWCL. The relationship between job satisfaction and performance (appraisal score) of the workers was also established in this section.

#### **4.2 Demography of the respondents.**

Personal and demographic information such as age, education level, number of years with GWCL, and the respondents' income level are given in the table below:

**Table 1: Background characteristics of the study respondents**

<b>Variables</b>	<b>Category</b>	<b>Percentage</b>
<b>A1. Age</b>	Below 18	0.00
	18-40	44.00
	41-60	56.00
	Above 60	0.00
<b>A2. Level of education</b>	None	0.00
	Basic	36.00
	Tertiary	64.00

<b>A3. Number of years with GWCL</b>	Less than 10 years	20.00
	More than 10 years	80.00
<b>A4. Average income/month</b>	Below GHC400	0.00
	GHC400-GHC2000	90.00
	Above GHC2000	10.00

---

Source: Field data 2019

All the staff of GWCL are in their active working age. That is about 44% of them are within the ages of 18 to 40, while 56% of them are within 41 to 60 years. There is, however, no worker below the age of 18 and above 60 years of age. This is an indication that the company is observing the country's law on child labour and retirement.

Though GWCL trains its staff before and regularly during their working life, an appreciable education level is an incentive for faster transfer and adoption of new innovations. While all of them have some form of education, about 36% of them only have basic education (JHS and SHS education), majority (64%) has tertiary education.

Most of the staff (80%) have been GWCL for over 10 years, while only 20% have less than 10 years' experience in the chain. This is an indication that GWCL Ghana might have an effective staff retention strategy. To test the reason for the retention, the study considers the

salary earnings of the staff. The study finds that the company is paying its workers above the 2020 national daily minimum wage of GHC11.82.

### 4.3 Job Satisfaction among workers of GWCL

The tables below provide a summary of data that measures the psychological, economic, and health satisfaction that workers of GWCL have with regards to their job.

**Table 2. Psychological Satisfaction**

<b>Items</b>	<b>Mean</b>	<b>SD</b>
B1. My job is well respected in the society.	4.88	1.110
B2. The is work is psychological stressful	1.99	1.044
B3. The work environment is friendly	4.98	1.423
B4. Management practices are moral boosting enough for me	4.00	1.222
B5. There is freedom of expression without victimization	4.31	0.991
B6. My job is psychologically satisfying	4.68	1.630
B7. I am really proud of my work	4.39	1.210
<b>Overall Mean</b>	<b>4.18</b>	<b>1.230</b>

Source: Author's construct (2020)

The descriptive statistics results in table 2 relate to psychological satisfaction in GWCL Ghana Limited. The mean responses for each item range between 1 and 5. All the items except B2 recorded high mean value indicating agreement: The standard deviations of all the items were very close, indicating unanimity among the responses. Therefore, the findings could be summarized that there is psychological satisfaction among GWCL workers. The overall mean score of 4.18 with a standard deviation of 1.230 indicates that the respondents agreed that they are psychologically satisfied with their job at GWCL.

**Table 3. Economic Satisfaction**

<b>Items</b>	<b>Mean</b>	<b>SD</b>
C1. GWLC work is not financially rewarding at all.	3.88	1.400
C2. I am economically satisfied with my job	3.99	1.110
C3. The salary carter for all my needs	2.98	0.663
C4. There are other good financial rewards apart from the salary	1.02	0.522
C5. I am still looking for a more rewarding job than this one	4.31	0.991
C6. The remunerations here are not rewarding enough	4.68	1.630
C7. I depend heavily on other sources of income to carter for my basic needs	4.39	1.211
<b>Overall Mean</b>	<b>3.61</b>	<b>1.075</b>

Source: Author's construct (2020)



Table 3 shows that the staff of GWCL are somehow economically satisfied with their job. This is confirmed with the mean value of 3.88 and 3.99 in C1 and C2, respectively. The respondents did not agree with the statement that the salary of the GWCL job cater for all their needs. The mean value of 1.02 in C4 shows that there are no other good financial rewards apart from the salary the GWCL workers earn. The workers, however, agreed (mean value of 4.68 in C6) that their remunerations are not rewarding enough, and as confirmed by C5, the workers are available for a more rewarding job than their present GWCL job. It is also clear from the mean score of C7 that the workers are depending heavily on other sources of income to cater for my basic needs. The overall mean value and the specific means of the various items in table 3 confirm Dartey-Baah & Amoako (2011) views, which established that the salaries of public sector workers in Ghana are not rewardingly satisfying.

**Table 4. Health Satisfaction**

<b>Items</b>	<b>Mean</b>	<b>SD</b>
D1. This work poses so much risk to my health	1.99	0.944
D2. There is a good compensation package for de-capacitated staff	2.98	0.623
D3. The company provides free routine medical check-up opportunities for staff	1.50	0.522
D4. The company provides free medical care for staff	2.31	0.991

D5. Regularly studies are conducted to identify and address health and safety issues at GWCL	4.68	1.630
<b>Overall Mean</b>	<b>2.69</b>	<b>0.942</b>

---

Source: Author's construct (2020)

On the health satisfaction dynamics of the GWCL job, the study noticed that workers are not satisfied. Though the workers agreed that the GWCL work poses no much health risk to the workers and while they have also agreed that GWCL regularly conducts studies to identify and address health and safety issues, The study notice (as confirmed by the mean values in D2, D3, and D4) that the company neither provide free medical care for staff nor routine medical check-up and good compensation package for de-capacitated staff. This is a confirmation of bad healthcare provision in Ghana, as alleged by Saeed et al. (2016).

#### 4.4 Staff performance

The respondents were asked to state their last year's average appraisal scores. The scores were summarized in the table below. The study notices the GWCL appraisal score classification as:

- Low performer (average score below 2.0)
- Average performer (average score between 2.0 – 3.4)
- High performer (average score between 3.4 – 4.4)
- Excellent performer (average score between 4.4 – 5.0)

**Table 5: Appraisal score of selected staff**

Category	Frequency	Percentage
Low performer (average score below 2.0)	35	14.00
Average performer (average score between 2.0 – 3.4)	52	20.80
High performer (average score between 3.4 – 4.4)	88	35.20
Excellent performer (average score between 4.4 – 5.0)	75	30.00

Source: GWCL appraisal, 2019

The average appraisal score of the staff, as summarized in table 3, shows a normal symmetrical distribution. Fourteen percent (14.00%) of the staff are low performers, 20.80% are average performers, and 35.20% are high performers, while 30.00% of the GWCL staff are excellent performers. This is not a good picture for the overall performance of the company. Mavridis (2005) posits the need for more excellent performers in firms. He argues that there is poor overall performance and lowers profit to total loss when a firm has limited or zero number of excellent performers. Mavridis proposes motivation and training as a measure of promoting excellent performance.

#### **4.5 Effect of job satisfaction on employee performance in GWCL**

Having elicited the level of job satisfaction and performance of the staff of GWCL, the study uses the ANOVA to measure the effect of job satisfaction and employee job performance in GWCL. The Anova results are as summarized below:

**Table 5: ANOVA: Job satisfaction versus job performance**

<b>Source</b>	<b>SS</b>	<b>Df</b>	<b>MS</b>	<b>F</b>	<b>P</b>
<b>Between</b>	37.813	1	37.813	6.806	0.009
<b>Within</b>	2766.929	498	5.556		
<b>Total</b>	2804.742	499			

Source: Author, 2020

The ANOVA result shows a larger F-value (6.806), and a smaller P-value 0.009 (less than 0.05). These observations (P= 0.009 and F=6.806) indicate that job satisfaction is having a significant effect on staff performance at GWCL. Positivist view on employee job satisfaction and employee performance is upheld; job satisfaction has a positive effect on employees' job performance.

## **CHAPTER FIVE**

### **CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Summary of Findings**

Job satisfaction is very important for promoting employee performance and national development.

Several factors affect employee satisfaction, major, which are psychological, economic, and health satisfaction. This study explores the major job satisfaction dimensions at the GWCL in Kumasi with a holistic framework and makes the following findings:

1. The overall mean score of 4.18 with a standard deviation of 1.230 indicates that the respondents agreed that they are psychologically satisfied with their job at GWCL. The GWCL jobs are less psychologically stressful.
2. The staff of GWCL are not too economically satisfied with their job. The workers are depending heavily on other sources of income to cater for their basic needs and are therefore available for any opportunity that present better value.
3. On the health satisfaction dynamics of the GWCL job, the study showed that workers are not satisfied. Though the workers agreed that the GWCL work poses no much health risk to them, they wished they could get better health policy.
4. The average appraisal score of the staff shows a normal symmetrical distribution. Fourteen percent (14.00%) of the staff are low performers, 20.80% are average performers, and 35.20% are high performers, while 30.00% of the GWCL staff are excellent performers. The ANOVA result of employee satisfaction versus job performance shows a larger F-value (6.806), and a smaller P-value 0.009 (less than 0.05); a confirmation of the positivist view

that job satisfaction has a positive effect on employees' job performance is upheld.

## **5.2 Conclusion**

Job satisfaction one of a complex one the complex dimensions in performance measurement. The three job satisfaction facets, namely, the psychological, economic, and health facets at GWCL, were explored, and the results show that respondents for lack of job opportunities in the country find psychological peace with their present job. They, however, not economically and health-wise satisfied. The gross dissatisfaction of the respondents about their job is negatively affecting their performance as they tried to share a focus on other sources of income for their survival.

## **5.3 Recommendations**

The findings present opportunities for changes at the policy levels to ensure institutional improvements by improving workers' working conditions. The following recommendations are hereby made:

1. GWCL should consider upgrading the working condition of its workers. The upgrade should create good hope for the psychological, economic, and healthcare safe-haven for the workers.
2. Workers of GWCL should unionize and work through their union leadership to bargain for better working conditions.
3. GWCL management should attached commission earning and unique promotion to some higher level of performance to motivate workers to perform better on the job.

## References

- Aamodt, M. (2009). *Industrial/Organizational Psychology*. Belmont, CA. Cengage Learning.
- Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in experimental and social psychology* (pp. 276-299). New York, NY: Academic Press.
- Agbozo G.K, Owusu I.S, Hoedoafia M.A, Atakorah Y.B, (2017).The Effect of Work Environment on Job Satisfaction: Evidence from the Banking Sector in Ghana. *Journal of Human Resource Management* 2017; 5(1): 12-18
- Agyenim, J. B., & Gupta, J. (2010). The evolution of Ghana's water law and policy. *Review of European Community & International Environmental Law*, 19(3), 339-350.
- Akumiah, P.O. (2007). "Water management and health in Ghana: Case study—Kumasi. A study
- Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2010). Retaining talent: Replacing misconceptions with evidence-based strategies. *Academy of management Perspectives*, 24(2), 48-64.
- Amoah, S. T., & Yahaya, A. (2013). Evolution of Water Systems and its Challenges in the Wa Municipal of Ghana. *Journal of Environment and Earth Science*, 3(7).
- Amu-Mensah, F.K., Tettah, E.K. and Chonia J.D. (2008). "What are the policy gaps hindering the full implementation of community water and sanitation programs in Ghana?" (Nairobi: The African Technology Policy Studies Network [ATPS]).
- Anarfi, J., Kwankye, S., Ababio, O. M., & Tiemoko, R. (2003). Migration from and to Ghana: A background paper. University of Sussex: DRC on Migration, Globalisation and Poverty.

- Bambara, L. M., & Kern, L. (Eds.). (2005). *Individualized supports for students with problem behaviors: Designing positive behavior plans*. Guilford Press.
- Beck, A. T., & Haigh, E. A. (2014). Advances in cognitive theory and therapy: The generic cognitive model. *Annual review of clinical psychology*, 10, 1-24.
- Boiral, O. (2006). Global warming: should companies adopt a proactive strategy?. *Long Range Planning*, 39(3), 315-330.
- Bouchard Jr, T. J., & McGue, M. (2003). Genetic and environmental influences on human psychological differences. *Journal of neurobiology*, 54(1), 4-45.
- Bright, J. (2008, February 9). Happy staff get a life; The ladder. *Sydney Morning Herald*, p. 7.
- Chaita, M. V. (2014). The impact of employee attitudes on job satisfaction: A comparative study of university professors in the northwest region of England. *International Journal on Global Business Management & Research*, 3(1), 2.
- Chiok Foong Loke, J. (2001). Leadership behaviours: effects on job satisfaction, productivity and organizational commitment. *Journal of nursing management*, 9(4), 191-204.
- Cummins, R. A. (2005). The domains of life satisfaction: An attempt to order chaos. In *Citation classics from social indicators research* (pp. 559-584). Springer, Dordrecht.
- Dartey-Baah, K., & Amoako, G. K. (2011). Application of Frederick Herzberg's Two-Factor theory in assessing and understanding employee motivation at work: a Ghanaian Perspective. *European Journal of Business and Management*, 3(9), 1-8.



- Dijkstra, S., & van Merri'enboer, J. G. (2013). Design Problems. *Instructional Design: International Perspectives II: Volume I: Theory, Research, and Models: volume II: Solving Instructional Design Problems*, 23.
- Dobre, O. I. (2013). Employee motivation and organizational performance. *Review of applied socio-economic research*, 5(1).
- Draugalis, J. R., & Plaza, C. M. (2009). Best practices for survey research reports revisited: implications of target population, probability sampling, and response rate. *American journal of pharmaceutical education*, 73(8), 142.
- Faragher, E. B., Cass, M., & Cooper, C. L. (2005). The relationship between job satisfaction and health: a meta-analysis. *Occupational and environmental medicine*, 62(2), 105-112.
- Ghana Water Company Limited (2016). History of water supply in Ghana. *Ghana publishing company limited*
- Goldman, B. M. (2001). Toward an understanding of employment discrimination claiming: An integration of organizational justice and social information processing theories. *Personnel Psychology*, 54(2), 361-386.
- Gursoy, D., & Swanger, N. (2007). Performance-enhancing internal strategic factors and competencies: impacts on financial success. *International Journal of Hospitality Management*, 26(1), 213-227.
- Hegtvedt & J. Clay-Warner (Eds.), *Justice: Advances in group processes volume 25* (pp. 117-150). Bingley, UK: Emerald Group Publishing Limited. Retrieved from <http://books.google.com/books?id=r ynLSn6zYRkC>.
- Hoppock, R. (1935). Job Satisfaction. Oxford, England: Harper.

- Hulin, C. L., & Judge, T. A. (2003). Job attitudes. In W. C. Borman, D. R. Liden, & R. J. Klimoski (Eds.), *Handbook of psychology: Industrial and organizational psychology* (pp. 255-276). Hoboken, NJ: Wiley.
- Inuwa, M. (2016). Job satisfaction and employee performance: An empirical approach. *The Millennium University Journal*, 1(1), 90-103.
- Jex, S. M. (2002). *Organizational psychology: A scientist-practitioner approach*. New York, NY: John Wiley & Sons, Inc.
- Jones, M.D. (2006). Which is a better predictor of job performance: Job satisfaction or life satisfaction. *Journal of Behavioral and Applied Management*, 15(6), 77-97.
- Judge, T. A., & Klinger, R. (2007) Job satisfaction: Subjective well-being at work. In M. Eid, & R. Larsen (Eds.), *The science of subjective well-being* (pp. 393-413). New York, NY: Guilford Publications.
- Judge, T. A., & Larsen, R. J. (2001). Dispositional affect and job satisfaction: A review and theoretical extension. *Organizational Behavior and Human Decision Processes*, 86(1), 67-98.
- Judge, T. A., Parker, S., Colbert, A. E., Heller, D., & Ilies, R. (2001). Job satisfaction: A cross-cultural review. *Handbook of industrial, work and organizational psychology*, 2, 25-52.
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychological bulletin*, 127(3), 376.

- Julnes, P. D. L., & Holzer, M. (2001). Promoting the utilization of performance measures in public organizations: An empirical study of factors affecting adoption and implementation. *Public administration review*, 61(6), 693-708.
- Kerber, K. W., & Campbell, J. P. (1987). Component structure of a measure of job facet satisfaction: Stability across job levels. *Educational and psychological measurement*, 47(3), 825-835.
- Lyubomirsky, S. (2001). Why are some people happier than others? The role of cognitive and motivational processes in well-being. *American psychologist*, 56(3), 239.
- Madukwe, A. U., Njoku, E. C., & Dinneya, C. C. (2019). OCCUPATIONAL STRESS, TRANSFER AND AGE AS PREDICTORS OF JOB SATISFACTION AMONG IMO ANGLICAN CLERGYMEN. *African Journal of Social and Behavioural Sciences*, 9(1).
- Menzies, P. (2004). Causal models, token causation, and processes. *Philosophy of Science*, 71(5), 820-832.
- Mueller, C. W., & Kim, S. W. (2008). The contented female worker: Still a paradox?. In K. A. Judge, T. A., & Klinger, R. (2008). Job satisfaction. *The science of subjective well-being*, 393.
- Ness, R. B., Koopman, J. S., & Roberts, M. S. (2007). Causal system modeling in chronic disease epidemiology: a proposal. *Annals of epidemiology*, 17(7), 564-568.
- of the relationship between water management and health,” Master of Science (M.Sc.)
- Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2005). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. Sage Publications.

- Rentsch, J. R., & Steel, R. P. (2003). What does unit-level absence mean? Issues for future unit-level absence research. *Human Resource Management Review*, 13(2), 185-202.
- Rose, M. (2005). Job satisfaction in Britain: Coping with complexity. *British Journal of Industrial Relations*, 43(3), 455-467.
- Rynes, S. L., Gerhart, B., & Minette, K. A. (2004). The importance of pay in employee motivation: Discrepancies between what people say and what they do. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 43(4), 381-394.
- Saeed, B. I. I., Yawson, A. E., Nguah, S., Agyei-Baffour, P., Emmanuel, N., & Ayesu, E. (2016). Effect of socio-economic factors in utilization of different healthcare services among older adult men and women in Ghana. *BMC Health Services Research*, 16(1), 390.
- Schwartz, K. (2008). The New Public Management: The future for reforms in the African water supply and sanitation sector?. *Utilities policy*, 16(1), 49-58.
- Shane, J. M. (2010). Performance management in police agencies: a conceptual framework. *Policing: An International Journal of Police Strategies & Management*, 33(1), 6-29.
- Shirom, A. (2003). Feeling vigorous at work? The construct of vigor and the study of positive affect in organizations. In Emotional and physiological processes and positive intervention strategies (pp. 135-164). Emerald Group Publishing Limited.

- Stafford, M., & McCarthy, M. (2006). Neighbourhoods, housing and health. *Social determinants of health*, 2, 297-317. thesis (Sweden: Linköpings University). *Today*, 61-89.
- Tokuda, Y., Jimba, M., Yanai, H., Fujii, S., & Inoguchi, T. (2008). Interpersonal trust and quality-of-life: a cross-sectional study in Japan. *PLoS One*, 3(12), e3985.
- Uddin, M. J., Luva, R. H., & Hossian, S. M. M. (2013). Impact of organizational culture on employee performance and productivity: A case study of telecommunication sector in Bangladesh. *International Journal of Business and Management*, 8(2), 63.
- Van Vianen, A. E., De Pater, I. E., & Van Dijk, F. (2007). Work value fit and turnover intention: same-source or different-source fit. *Journal of managerial psychology*, 22(2), 188-202.
- Vigoda, E. (2000). Organizational politics, job attitudes, and work outcomes: Exploration and implications for the public sector. *Journal of Vocational Behavior*, 57(3), 326-347.
- Yeboah, I. E. (2000). Structural adjustment and emerging urban form in Accra, Ghana. *Africa*
- Christen, M., Iyer, G., & Soberman, D. (2006). Job satisfaction, job performance, and effort: A reexamination using agency theory. *Journal of marketing*, 70(1), 137-150.

## APPENDIXES

### SURVEY QUESTIONNAIRE

This survey instrument has been designed to enable us to assess job satisfaction among workers of Ghana Water Company in Kumasi. We will be grateful if you could provide answers as candid as possible to the questions below. Kindly be assured that information provided herein are strictly for academic purpose and shall be handled with uttermost confidentiality.

*Kindly check (✓) the most appropriate answer*

SECTION A: DEMOGRAPHIC CHARACTERISTICS	
QUESTIONS	RESPONSE
1. Gender of Respondents	<input type="checkbox"/> Male <input type="checkbox"/> Female
2. Age	<input type="checkbox"/> Below 18yrs <input type="checkbox"/> 18-60 <input type="checkbox"/> Above 60yrs
3. Level of Education	<input type="checkbox"/> None <input type="checkbox"/> Basic Education <input type="checkbox"/> Secondary Education  <input type="checkbox"/> Tertiary Education
4. Age	<input type="checkbox"/> below 18 years <input type="checkbox"/> 18-60 years <input type="checkbox"/> Above 60 years
5. How long have you been with GWCL?	<input type="checkbox"/> Below 5 years <input type="checkbox"/> 5-10 years <input type="checkbox"/> Above 10 years
6. Salary range	<input type="checkbox"/> Below GHC900 <input type="checkbox"/> GHC9000 - GHC2000 <input type="checkbox"/> <input type="checkbox"/> Above 2000

7. Income from other sources apart from GWCL	[ <input type="checkbox"/> Below GHC900    [ <input type="checkbox"/> GHC9000 - GHC2000    [ <input type="checkbox"/> Above 2000
8. How many people are dependent on you?	[ <input type="checkbox"/> Below 5    [ <input type="checkbox"/> 5-10    [ <input type="checkbox"/> Above 10
9. Working hour per day	[ <input type="checkbox"/> Below 8hours    [ <input type="checkbox"/> 8hours    [ <input type="checkbox"/> Above 8hours
10. Indicate your previous appraisal score	.....

The sections below are on the Likert scale of 1-5. *Where 1= Strongly Disagree    2= Disagree    3= Neither Agree Nor Disagree    4= Agree    5= Strongly Agree.* Please indicate your opinion for each statement below by placing a checkmark (✓) in the right column under the 5 points Likert scale.

SECTION B: PSYCHOLOGICAL SATISFACTION	1	2	3	4	5
11. My job is well respected in the society					
12. The is work is psychological stressful					
13. The work environment is friendly					
14. Management practices are moral boosting enough for me					
15. There is freedom of expression without victimization					
16. My job is psychologically satisfying					
17. I am really proud of my work					

SECTION C: ECONOMIC SATISFACTION	1	2	3	4	5
18. I am economically satisfied with my job					
19. The salary carter for all my needs					
20. There are other good financially rewards apart from the salary					
21. I am still looking for a more rewarding job than this one					
22. The remunerations here are not rewarding enough					
23. I depend heavily on other sources of income to carter for my basic needs					
24. The GWLC work is not financially rewarding at all					
SECTION D: HEALTH DIMENSION	1	2	3	4	5
25. This work poses so much risk to my health					
26. There is a good compensation package for de-capacitated staff					
27. The company provides free routine medical check-up opportunities for staff					



28. The company provides free medical care for staff					
29. Regularly studies are conducted to identify and address health and safety issues at GWCL					