

UNIVERSITY OF MINES AND TECHNOLOGY, TARKWA
FACULTY OF INTEGRATED MANAGEMENT SCIENCE
DEPARTMENT OF MANAGEMENT STUDIES

**THE IMPACT OF THIRD-PARTY EMPLOYEES' JOB SATISFACTION ON
PRODUCTIVITY: A CASE OF GOLD FIELDS GHANA LIMITED**



MASTER OF BUSINESS AND TECHNOLOGY MANAGEMENT
(STRATEGIC HUMAN RESOURCES MANAGEMENT)

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A THESIS REPORT ENTITLED

THE IMPACT OF THIRD-PARTY EMPLOYEES' JOB SATISFACTION ON

PRODUCTIVITY: A CASE OF GOLD FIELDS GHANA LIMITED

BY
JOYCE ASANTE

SUBMITTED IN FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE
DEGREE OF MASTER OF BUSINESS AND TECHNOLOGY MANAGEMENT
(STRATEGIC HUMAN RESOURCES MANAGEMENT)



THESIS SUPERVISORS

.....
DR. JULIANA ABANE
(PRINCIPAL SUPERVISOR)

.....
DR. KOFI KAMASA
(CO-SUPERVISOR)

TARKWA GHANA
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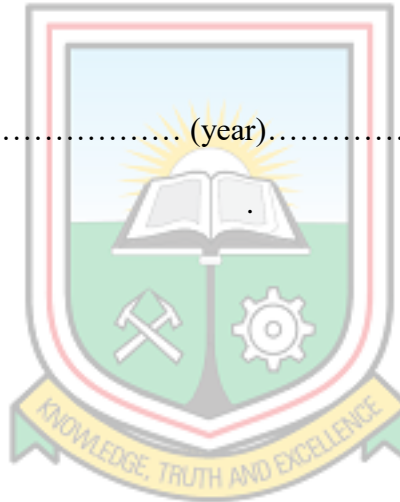
DECLARATION

I declare that this thesis is my own work. It is being submitted for the degree of MASTER OF BUSINESS AND TECHNOLOGY MANAGEMENT (STRATEGIC HUMAN RESOURCES MANAGEMENT) in the University of Mines and Technology (UMaT), Tarkwa. This thesis has not been submitted for any degree or examination in any other University.

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(Signature of candidate)

.....day of.....(year).....



ABSTRACT

In this era where cost cutting is the anthem of many organizations, outsourcing some functions of organization's business has now become the order of the day in the pursuit to cut down operational cost. In this same light, Gold Fields Ghana Limited has outsourced some of its activities to other contractors who are termed as third-party contractors, who aid the company to achieve its targets through their efficiency and effectiveness with regards to the outsourced jobs given them. This research was to ascertain the impact of third-party employees' job satisfaction on productivity of Gold Fields Ghana Limited as a parent company. Primary data was collected through self-administered questionnaire while factor analysis was used to determine which of the job satisfaction factors was of much importance to the third-party employees. Multi linear regression was also used to estimate the impact the third-party employees' job satisfaction has on productivity at Gold Fields Ghana Limited (GFGL). After analysing the eight (8) job satisfaction factors, it was found that the third-party employees recognise pay and benefits as an important factor that makes them satisfied about their job, followed by recognition, working environment company management and policy, personal growth and development, and job responsibility and authority. It was also found that there is a positive significant relationship between the intrinsic and extrinsic factors of job satisfaction and productivity. The study concluded that the job satisfaction of third-party employees at GFGL impacts GFGL's productivity and it is therefore prudent for GFGL not to only focus on its mainstream employees only but to also take into consideration the job satisfaction of these third-party employees.

DEDICATION

I first dedicate this piece of work to the Almighty God who has seen me through this period and given me the needed strength to complete this research work successfully.

I also dedicate it to my wonderful family who supported me throughout this period. I appreciate and love you all dearly for your word of encouragement and financial assistance.



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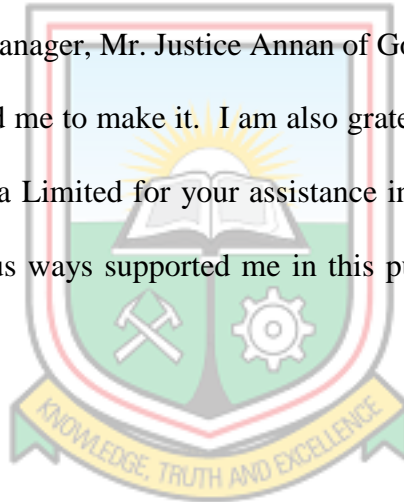
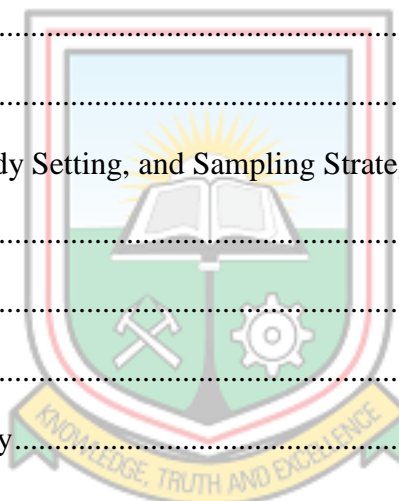


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CHAPTER 1

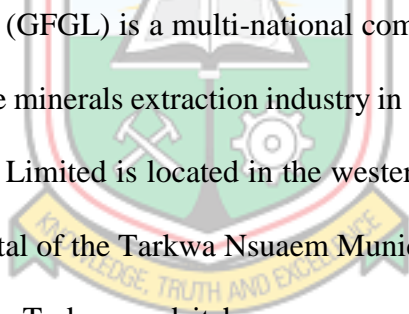
INTRODUCTION

1.1 Background to the Study

In this era where cost cutting is the anthem of many organizations, outsourcing some functions of organization's business has now become the order of the day in the pursuit to cut down operational cost. Askenazy et al. (2013), stated that cost reduction allows firms to carry out dynamic management of its resources and this considerably increases its capacity to come out of a crisis. Outsourcing refers to the way by which companies entrust the processes of their business functions to external vendors and the decision to outsource is an important strategic tool for many companies, because it gives room to evaluate the possibility of saving cost (Dinu, 2015).

Outsourcing occurs when a company contracts another company to carry out specialized tasks, to improve the production and service associated with these tasks (Lee, 2017). Outsourcing when properly done, can boost performance in the following ways; cost reductions, productivity growth, profitability increases and value improvement Khumalo (2010). There are many reasons why organizations outsource and according to Dinu (2015), outsourcing helps in lowering operational and labor costs, sharing risks with the third-party company and getting rid of functions that are difficult to manage and control while still realizing their benefits. It also provides a potential path to price reductions and increased flexibility, allowing firms to convert fixed costs into variable expenses, and increase their economies of scope (Karkukly, 2010). By this, companies are able to avoid some cost while still enjoying some competitive advantage through the result of the third-party company.

According to Abraham and Taylor (1993) as cited in the work of Yousuf and Felfoldi (2017), there are three reasons for outsourcing which are, (i) savings on wage and benefit payments, (ii) transfer of demand uncertainty to the outside contractor, and (iii) access to specialized skills and inputs that the organization cannot itself possess. These three reasons stated above can eventually lead to reduction of cost by any company that undertakes outsourcing as a cost-cutting strategy. In this same light, Gold Fields Ghana Limited has outsourced some of its activities to other contractors who are termed as third-party contractors, who aid the company to achieve its targets through their efficiency and effectiveness with regards to the outsourced job given them, and as well enjoy the afore mentioned benefits of outsourcing as outlined by some researchers.



Gold Fields Ghana Limited (GFGL) is a multi-national company which is known to be one of the leading companies in the minerals extraction industry in Ghana and its core business is gold mining. Gold Fields Ghana Limited is located in the western region of Ghana and in Tarkwa, which is the municipal capital of the Tarkwa Nsuaem Municipality. The mine is known as one of the largest companies in Tarkwa and it has many operational functions which executes different jobs, all in support of achieving the organizations' broader goal. In taking steps to reduce cost, the company contracted out some of its functions to other companies to perform on its behalf. Some of the activities outsourced by Gold Fields to third-party contractors includes loading and hauling, heavy mining equipment repairs, minor engineering works among other activities. The employees of these contractors are known as third-party employees. The job satisfaction of these employees is of much importance because their dissatisfaction can reflect in their output and thus, affect the productivity of Gold Fields Ghana Limited which is

the parent company. As a result of job satisfaction's positive relationship to employees' productivity, it is being researched on by many researchers. Somvir and Kaushik (2012) refers to job as occupational act that is carried out by an individual or group of individuals in return for a reward, while satisfaction refers to the way one feels about events, rewards, people, relation and amount of mental gladness on the job.

Teimouri and Amirkhani (2018) defined job satisfaction as the assessment, the positive and negative thinking that a person has about his or her job and profession. It is also how pleased an employee is with his or her position of employment (Moyes et al., 2008). It is not just an emotional state of the employee but also a characteristic that can foster certain other work-related attitudes and performance changes (Soomro et al., 2018). Gamlath and Kaluarachchi (2014) also see job satisfaction as the rate at which “employees like or dislike their work and the extent to which their expectations concerning work have been fulfilled”. Job satisfaction is usually known as a necessary constituent for personal fulfilment in carrying out one's assignment because once an employee is satisfied with the conditions surrounding his/her assignment, the employee will feel enthusiastic and give off the best. Job satisfaction is said to be an important factor of productivity at work along with having proper training, interests and motivation (Tomina and Sorana, 2011) and is described by Colquitt et al. (2010) as one of the fundamental individual mechanisms that directly affect job performance in an organization.

According to Al Jenaibi (2010), job satisfaction is an enjoyable emotional state that arises from the evaluation of one's job or job experiences, and involves an employee feeling good and pleased with accomplishing the business's goals. It generally has a positive effect on

employees' performance as well as the output of the company in which the employee works. In order for organizations to enjoy increase in productivity, the organization should have a culture that encourages the employee satisfaction (Bhatti and Qureshi, 2007) and also capitalising on the employees' performance by ensuring these employees are satisfied with their respective jobs. Productivity according to Parham (2014), is the measure of the rate at which outputs of goods and services are produced per unit of input. Ogunsanwo (2012) defines productivity as the rate at which a worker, an organization, or a country produces goods and services. It also means the expected output of manpower in ratio of the energy exerted for the job at hand, while Srivastava and Barmola (2011) believes that the rate of power to produce an item or service in a given organization is termed as productivity. Tangen (2002) confirms that productivity is one of the basic variables governing economic production activities and perhaps the most important one. Productivity is very essential to companies and if satisfied employees can lead to an increase in productivity, then companies should be interested in how to get their employees satisfied with their jobs as Ristovska and Eftimov (2019) mentions that satisfied employees are the reason for a high level of productivity and consequently a high profit of the organization. This research is therefore to ascertain the impact third-party employees' job satisfaction will have on the overall productivity of the Gold Fields Ghana Limited which is the parent company.

1.2 Statement of Problem

Third-party employees are often not recognized by most parent companies because it does not have a contractual agreement with the individual employee and neither is it responsible for them unlike the company's main stream employees. Also, most parent companies believe that obligations towards these employees such as medical care, leave entitlements, allowances,

provision of personal protective equipment, provision of meals and other benefits required by the Labour law, will be borne solely by the third-party contractor and therefore pays less attention to it. Although the third-party employees do not have a direct relation with the parent company, their productivity and idleness have impact on the parent company since the parent company depends on the output of the third-party contractors to achieve its set goals and targets, just as GFGL depends on its third-party contractors' output. This implies that when these third-party employees are unable to meet their targets as a result of their dissatisfaction about the jobs they do, it eventually affects the overall outcome of the parent company as Addady (2015) affirmed that a happy worker is a productive worker and Leviticus (2014) posited that an unhappy worker is an unproductive one. Aziri (2011) mentioned that job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. It is observed that when these managers are able to design and conceive ways to satisfy their employees, their organization tends to benefit in the end since the satisfaction of their employees reflects in their performance, which also leads to an increase in the company's output. This study seeks to unveil the factors that drive the job satisfaction of the third-party employees at GFGL so as to benefit from their efforts just as Oswald, Proto and Sgroi (2015) using three different experiments revealed that satisfied employees are more productive.

Ademodi and Akintomide (2015) found that a dissatisfied employee will either resign his or her appointment from the organization or constitute nuisance to the organization and this will encourage inefficiency and low productivity. It is also noticed from the study by Bockerman and Ilmakunnas (2012), that employee who are not satisfied with their jobs may have a greater tendency of absenting themselves, leading to their low performance and decrease in the

productivity of their company over time. Although many studies have been conducted to look into how to improve employees' job satisfaction in order not to incur these negative effects of employee dissatisfaction, limited studies have been conducted in the area of third-party employees and how their job satisfaction affect the parent company they work for. Hence, the need for this study.

1.3 Research Objectives

Main Objective

The main objective of this study is to assess the role of third-party employees' job satisfaction on productivity at Gold Fields Ghana Limited

Specific Objectives



- i. To identify factors that drive job satisfaction of third-party employees at Gold Fields Ghana Limited
- ii. To ascertain the impact of third-party employees' job satisfaction on productivity at the Gold Fields Ghana Limited

1.4 Research Questions

- i. What factors drive the job satisfaction of third-party employees who work with Gold Fields Ghana Limited?
- ii. Does the third-party employee's job satisfaction have any impact on the productivity of Gold Fields Ghana Limited?

1.5 Significance of the Study

There have been numerous studies on how job satisfaction of employees impacts the productivity of their organizations but less attention has been given to that of third-party employees even though the actions and inactions of these third-party employees affect the overall productivity of the parent company under which these third-party employees work. This study attempts to look into how productivity can be impacted, considering the job satisfaction of third-party employees. The information gathered during this study will enlighten companies who use the services of third-party employees, inform their decisions with respect such employees and also contribute to the existing literature on job satisfaction and its impact on productivity.

1.6 Scope of the Study

The study seeks to ascertain the impact of third-party employees' job satisfaction on productivity at Gold Fields and thus, the study will be conducted using a conveniently selected sample from the existing third-party employees at the Mine.

1.7 Limitation of the Study

The third-party employees working at Gold Fields most often do not actively participate in surveys conducted by the parent company because of the notion that they may not benefit from the positive outcomes of such surveys. It will therefore take much convincing for these employees to accept and support this study by providing the needed information.

1.8 Organization of Study

This study is categorized into five chapters and each chapter addresses a major theme. Chapter one consists of background of the study, statement of the problem, research objectives, research questions, methods used, significance of the study and scope of the study. Chapter two comprises of the theoretical literature review, empirical review, conceptualization of variables, dimensions of job satisfaction and the conceptual framework. Chapter three focuses on the research design, data collection procedures, population, sampling strategy and ethical considerations of the study. The fourth Chapter presents the results and discussions of the data analysis. Chapter five ends the study with a summary, conclusion and recommendation to the study.



CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter seeks to explore theories that underpin the subject of job satisfaction especially among third-party employees, review the works of other researchers to ascertain their perspectives and uncover concepts that will give more illumination and understanding to this subject matter. This chapter also presents the conceptual framework of the study.

2.2 Theoretical Review

There are several theories that characterizes job satisfaction and give much insight into the subject matter. Below are some well-established theories that delineates the job satisfaction concept.

2.2.1 Two-factor Theory

Herzberg's two-factor theory which is also known as the Motivation-Hygiene theory was propounded by a scholarly writer known as Frederick Herzberg in 1959. Herzberg's theory is said to have been influenced by Abraham Maslow's theory of needs that states that people have five needs which are physiological, safety, social, esteem and self-actualisation need (Jones, 2011). In establishing this theory, Herzberg categorized his theory into two factors that has the tendency to influence people's attitude towards work. In bringing out this theory, Herzberg conducted three pilot studies to determine the factors that cause satisfaction and dissatisfaction among employees. The first study was with 13 labourers who were clerical workers, foremen, plant engineers and accountants. The second study involved 39 middle-managers and the third

was with 203 accountants and engineers working in nine factories in the Pittsburgh area of the United. At the end of these studies, he came up with two categories which are Motivation factors and Hygiene factors (Herzberg, 1966; Herzberg, 2003). These two are also known as the intrinsic and extrinsic factors. The first category which is the motivation factors, are known as the intrinsic factor because it is driven by internal rewards. That is, the motivation to engage in a behaviour arises from within the individual because it is naturally satisfying to him/her. Motivation factors includes the following;

i. Advancement

Advancement refers to increase in the level of employees' status. An employee moving from a lower-level position to another position which is higher than the former. Employees feel satisfied about their job when they know there is an opportunity to climb to a higher level in the organisation.

ii. The Work Itself

It refers to the exact content of the employees' assigned duties. That is, whether the employee finds the job to be easy or too difficult, boring or interesting, safe or hazardous. All these go a long way to affect either the satisfaction or dissatisfaction of employees about the job they do.

iii. Possibility for Growth

Every employee determined to progress in his/her career path desires for growth. Possibility for growth looks at how employees will have the opportunity to be trained on new techniques, gain professional exposure, be allowed to undertake courses, learn new skills and to gain professional certifications. These help the employees to grow in their career instead of remaining stagnant.

iv. Responsibility

Responsibility refers to an employee being given the mandate to make some basic decisions with respect to the job he/she is performing and not to be always dictated to. He/she having that free room to perform his/her her assignment without too many unnecessary interruptions from superiors makes him/her feel responsible about the job assigned him.

v. Recognition

When employees meet set targets, produce at high quality or are able to make significant contribution in achieving an organization's goal, they become more energized when they receive praises for these inputs. On the other hand, unconstructive criticism demoralises them. Employees feel satisfied when their efforts are appreciated and recognized.

vi. Achievement

The ability to successfully complete an assigned difficult task, solving job related issues, meeting deadlines and exceeding set targets are forms of achievements that encourages employees to do more. Conversely, when employees make wrong decisions or fail at a task, they become discouraged and may forsake and disregard some duties.

The second category is the Hygiene factors. The Hygiene factors are also known as the extrinsic factors. The extrinsic motivation arises from outside. That is, it involves engaging in a behaviour in order to earn external rewards. Hygiene factors include the following;

i. Interpersonal Relations

Interpersonal relationship refers the rapport between superiors and subordinates at the workplace. That is, how they interact with each other while executing their duties and even during their break periods.

ii. Salary

A salary refers to the monetary amount given to an employee in relations to the work done by him/her. Employees turn to be unhappy when the amount they receive seem not to equate to the output they achieve. It is therefore expedient that organizations put in place good salary structures to ensure that employees receive remunerations that befits their input.

iii. Company Policies and Administration

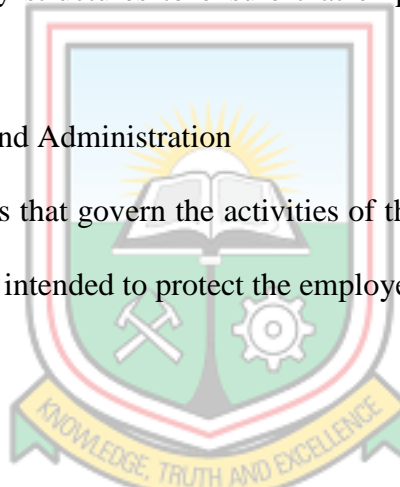
Policies are the rules that govern the activities of the organization. The administration of these policies are intended to protect the employees but it purpose can be defeated if not well handled.

iv. Supervision

Many a time, subordinates have innumerable issues with their supervisors for various reasons and this impedes the progress of jobs to be done. For supervision to be effective, supervisors ought to be fair, firm, willing to delegate and to impart knowledge and skills. This will enhance the job satisfaction of their subordinates.

v. Working Conditions

Working conditions include both the physical environment of the organization such as work space, tools, status of machines used and other factors such as work life balance,



safety, health care among others. Employees who have good working conditions tend to have sound mind in executing their duties.

Stello (2011) added that the Motivation factors lead to positive job attitudes while hygiene factors deal with attitude in relation to 'doing' of the job. According to Herzberg (1965), motivation factors increase job satisfaction while hygiene factors reduce job dissatisfaction. This implies that, the presence of hygiene factors will not lead to an increase in employees' job satisfaction like motivation factors, but it's absence will lead to an increase in employees' dissatisfaction. Employers should therefore know how to blend these two factors in order to get the best out of their employees.

2.2.2 Affective Event Theory

The Affective Events Theory was developed by two psychologists; Howard M. Weiss and Russell Cropanzano in 1996. The theory came by as a result of their wanting to know how emotions and moods of employees influence their job satisfaction and by extension, their job performance. The theory explains the relationships between employees' internal influences and how they respond to occurrences at their workplace and how this affects their performance, organizational commitment and job satisfaction (Wegge et al., 2006). This theory therefore emphasizes on the causes and consequences of how the mood of employees affect their attitude towards work. In addition, the affective events theory accentuates that both positive and negative emotional occurrences at work are discrete and have a significant psychological impact on employees' job satisfaction. The consequences are evident in their level of job performance, job satisfaction and organizational commitment. According to Antoncic and Antoncic (2011),

the extent to which employees like their jobs is termed as job satisfaction and this satisfaction can be determined through an evaluative judgement which affective experience can easily influence that judgment. Many actions at the workplace and how employees react to such things can affect their satisfaction about their job. An instance is, if an employee feels he is being unfairly treated by his superior, it may generate anger which is an emotional labor, eventually contributing to the said employee's dissatisfaction (Lam and Chen, 2012).

2.2.3 Fulfilment Theory

The fulfillment theory propounded by Robert H. Schaffer (1953) postulates that the degree to which an individual feels satisfied or dissatisfied depends on the strength of the person's needs and desires, and the extent to which the person can visualize and make use of opportunities in the job. This implies that the job satisfaction of employees goes beyond how much they receive but also of how much they think they should receive and what is of much importance to them. The theory explains that, job satisfaction differs directly with the extent to which an employee's needs that can be satisfied in a job are actually satisfied. This implies that an employee will be satisfied if he gets what he wants and the more he gets what is important to him, the more satisfied he is. Contrastingly, an employee becomes more dissatisfied when he does not get what he needs. Schaffer (1953) believes that the overall job satisfaction of an individual can therefore be predicted from information concerning only the first two most important needs of that individual. Each individual is different with respect to what they perceive to be a motivation or not, taking into consideration their personality, background and experiences. Its therefore expedient that leaders consider these factors while devising motivational factors. The stronger the fulfillment of employees' needs, the closer job satisfaction will be.

2.2.4 Vroom's Expectancy Theory

The expectancy theory was developed by Victor Vroom in 1964 and it explains that employees will be motivated to act when there is an expectancy that their behavior can result in achievement of desired outcomes. That is, they will be encouraged to do things to reach a set goal if they trust the worth of that goal and believe that what they do will help in achieving that set goal. Abadi et al. (2011) defines expectancy theory as process theory which is a decision-making process that individuals perform in order to determine whether they will be motivated to pursue a certain activity and sustain a certain level of productivity. Parijat and Bagga (2014) highlights that there is a relationship between effort, performance, rewards and personal goals. These factors collectively blend into motivation and thus, the expectancy theory can forecast if an employee will work for extra hours for career advancement, maintain superior inter-personal relations, project a more ethical image and do similar other things. Vroom (1964) further explained that there is a higher probability of an increase in employees' effort when the reward is of much personal value to them, especially when they are aware of the relationship between their effort and the reward. Vroom's theory depends on three factors which are expectancy, instrumentality and valence.

i. Expectancy

Expectancy refers to the likelihood that a particular effort will lead to a certain level of outcome and by extension, lead to good performance. Just as the name goes, expectancy relates to what employees expect from their own efforts. It is therefore important that superiors get to know what motivates their subordinates in order to get them deliver

their best. This likelihood leverages on a person's past experience, self-confidence, and the perceived difficulty of the performance of the set goal.

ii. Instrumentality

Instrumentality refers to the knowledge that first-level outcomes lead to second level outcomes. This implies that if a person believes that a high level of performance is instrumental for the achievement of other outcomes that he expects will be rewarding, then the person will place importance on performing it effectively. Instrumentality can further be said to be the desire to perform well with the consciousness of it leading to desired outcomes. Thus, employees believe that if they are able to meet their performance targets, they will be rewarded.

iii. Valence

Valence refers to the worth an individual personally places on rewards based on the person's needs, goals, values, background and preferences. That is, it is the strength of a person's preference in relations to a specific output. This explains why employees value rewards differently because of their different needs. As such, it is prudent for organizations to find what their employees' values and what their personal needs are. An instance is, one might value money, while another values more days off. An outcome is said to be positively valent for a person if he or she prefers attaining it to not attaining it. Vroom (1964) therefore proposes that expectancies, instrumentalities, and valences interrelate psychologically to create a motivational force which results in behavioural influence among employees.

Table 2. 1: Summary of Theories

| Theory | Source | Assumptions of Theory | Variables from Theory | Link Between Theory and my Variables |
|------------------------|---|--|--|---|
| Two-factory theory | Herzberg (1959 as cited in Dugguh and Dennis, 2014; Berry and Morris, 2008) | Factors that have the tendency to influence people's attitude towards work is either intrinsic or extrinsic | Motivation factors, Hygiene factors | The job satisfaction of third-party employees is dependent of both intrinsic and extrinsic factors |
| Affective event theory | Weiss and Cropanzano (1996 as cited in Dugguh and Dennis, 2014) | It emphasizes on the causes and consequences of how the mood of employees affect their attitude towards work | Positive and Negative Emotions, Psychological Impact | Issues that affect the mood of third-party employees should be looked into since it has the ability to influence their job satisfaction |
| Fulfilment theory | Schaffer (1953 as cited in Chopra, 2019) | It explains that job satisfaction differs directly with the extent to which an employee's needs that can be satisfied in a job is actually satisfied | Satisfaction, Important needs | Needs of third-party employees which seem to be of much important to them should be the focus |

| | | | | |
|---------------------------|---|--|--------------------------------------|--|
| Vroom's expectancy theory | Vroom (1964) as cited in Estes and Polnick (2012) | It explains that employees will be motivated to act when there is an expectancy that their behaviour can result in achievement of desired outcomes | Expectancy, Instrumentality, Valence | Third-party employees' output should be valued to serve as a motivation for them to put in more effort |
|---------------------------|---|--|--------------------------------------|--|



2.3 Conceptualization of Variables

Job satisfaction refers to an employee's sense of being successful on the job and it is seen to be directly related to productivity as well the personal well-being (Aziri, 2011). It is noted to be a positive emotional state resulting from the employee's experience with the job he/she performs. It can also be said that job satisfaction considers the emotions of an employee when his/her job-related needs are met especially when it is of much importance to the employee. This causes employees to exhibit some form of energy towards the work they do in their organization.

Third-party employees are known to be outside the formal control of the principal company but perform functions for it, on behalf of their own company which is the contracted company. The contracted company which is the third-party contractor most often provide specialised skills to the principal company. The principal company may also outsource some of its functions to these third-party contracts in the effort to cut down its operational cost.

Productivity measures the volume of output to input (Djellal and Gallouj, 2009). The satisfaction of employees is crucial and important to Managers because many studies have proofed a bizarrely large impact of job satisfaction on the motivation of employees which in turn impact on productivity, leading to a rise in the output of an organization (Aziri, 2011). Mohammad et al. (2011) added that job satisfaction, is a good predictor of employee performance. Mamiseishvili and Rosser (2011) posited that most researchers believed that increased their productivity as a result of increased job satisfaction but Dugguh and Dennis (2014) stated that, the notion of a happy worker is a productive employee is questionable because some studies have also brought out some conflicting viewpoints on this subject. It was

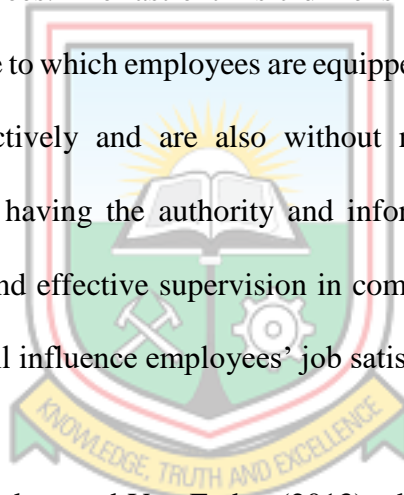
on this basis that some researchers opined that employee performance may lead to job satisfaction but not the reverse and so job satisfaction is non-significantly correlated with employee performance in organizations.

2.4 Dimensions of Job Satisfaction

Job satisfaction an essential element has been studied by many resources who have diverse views on job satisfaction and its dimensions but this study will consider it from two schools of thoughts which are not too different from each other. The first is by Arne Kalleberg who developed six dimensions of Job satisfaction as cited in the work of Zainalipour et al. (2010). He posited that the six dimensions of job satisfaction can be categorised under two broader perspectives which are the extrinsic and the intrinsic dimensions. The intrinsic dimensions consider factors that are directly related to the job itself such as recognition, achievement, responsibility and opportunity to grow. It looks at how the degree to which the job is interesting, how employees are allowed to self-directed, develop and use their own abilities in order to achieve evident result. This dimension seeks to ensure that employees are challenged and inspired to perform their jobs and are also able to use their acquired skills at work.

The extrinsic dimensions look at factors that are external to the job and they were classified into five areas which are financial, career, convenience, relationships with co-workers, and adequacy of resources. The convenience dimension refers to the aspect of the job that provides solid comfort to employees such as easy to travel to and from work, pleasant physical surroundings of the workplace, enough time to work and the freedom from conflicting demands at work. The Financial dimension refers to the employees' desire to achieve both present and

future monetary rewards from the job they perform. It includes their salary, job security, fringe benefits and allowances. Relationship with co-workers examines the relationship employees have among themselves with respect to the job. That is, whether the job permits them to make friends with people on the job, whether colleagues are friendly, helpful and have interest in the wellbeing of each other. This dimension mirrors the employees' desire to satisfy their social needs at the workplace. Another extrinsic dimension is the opportunity for the job to provide the employee career advancement for the employees and this comes in the form of equal chances for promotion, fair handling of promotion processes and the employer's interest in the advancement of his employees. The last extrinsic dimension is resource adequacy. Resource adequacy reflects the degree to which employees are equipped with enough resources to execute their assigned duties effectively and are also without much struggle in accessing these resources. It also includes having the authority and information to perform a task, having supportive working team and effective supervision in completing an assigned task. All these dimensions intertwined, will influence employees' job satisfaction positively.



The second study is by Strydom and Van Eeden (2013) who also established five dimensions of Job Satisfaction which are supervisor, co-workers, autonomy, recognition and personal development. These five dimensions have some similarity with the six dimensions by Arne Kalleberg as cited in the work of Zainalipour et al. (2010)

☐ Supervisor

In a work setting, supervision is important because the expertise and knowledge of a supervisor determines the result of the team. Thus, for a supervisor to be able to guide and bring ideas for further development and growth, there should be a free channel of communication between the

supervisor and subordinates in order to build an environment characterised by mutual respect and trust. When this is done, such a friendly and supportive supervisor will be able to get the best out of his subordinate and the subordinates in turn will get fulfilled when the assigned task is completed.

☐ Co-workers

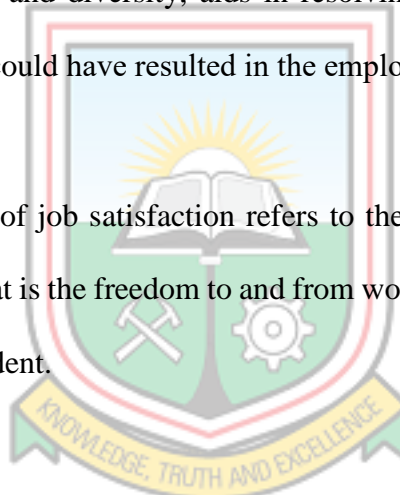
Employees are able to express themselves well in a work environment when they are certain that they are safe around their colleagues and this is possible when there is a cordial relationship amongst them. A work environment that is characterised by effective communication, appreciation of differences and diversity, aids in resolving potential problems and prevents negative influences which could have resulted in the employees' dissatisfaction.

☐ Autonomy

Autonomy as a dimension of job satisfaction refers to the flexibility employees enjoy while performing their duties. That is the freedom to and from work without much restrictions as well as the ability to be independent.

☐ Recognition

Recognition as a dimension of job satisfaction refers to the acknowledgement of employees' efforts towards the achievement of a set target as well as their aptness for the positions they occupy, in terms of their qualifications, skills and experience. Employees prefer to be perceived as relevant to the role they play in an organization and would therefore put in much effort in order to be recognized as such.

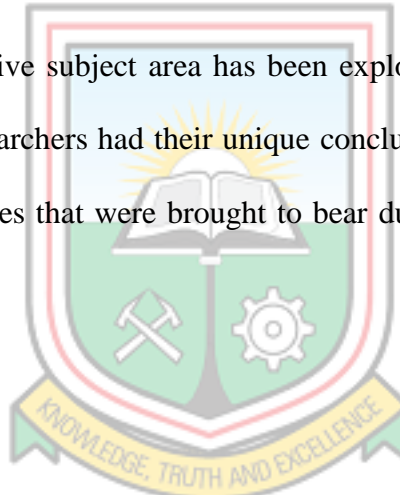


☐ Personal development

Employees' personal development is essential because it does not benefit only the employees but the organization as well. They therefore look out for the opportunity in the organization for their personal growth and development through both on the job and off the job training. Also, assigning employees to roles that are challenging pushes them to go the extra mile to achieve it. This improves their self-worth and makes them feel accomplished and thus increase their satisfaction of the job.

2.5 Empirical Review

Job satisfaction as a sensitive subject area has been explored by many researchers on other variables and all these researchers had their unique conclusions after their respective studies. Below are some perspectives that were brought to bear during the study conducted by some selected researchers.



2.5.1 Global perspective

Bockerman and Ilmakunnas (2012) conducted a study on job satisfaction-productivity nexus. The study examined the role employee job satisfaction plays in finish manufacturing plants in Finland using a cover period from 1996–2001, to determine the extent to which job satisfaction influences productivity at the established level. Productivity was used as a dependent variable and while computing the level of employee's output, the different individual-level proxy variables were used. These individual-level variables included sickness, absences, accidents, job quits, self-reported performance measures, and supervisors' evaluations of their employees' performance. It was estimated that an increase in the level of employee job satisfaction had a

positive influence on the level of productivity when data on job satisfaction and establishment productivity was matched. It was indicated that the effect of an increase in employee's job satisfaction in establishing productivity, depended on the specification of the model being used. The positive relationship between employee job satisfaction and productivity was consistent in proving the ways through which job satisfaction affected productivity such as less absenteeism and turnover, lesser accidents and more organizational commitment. It was also concluded that even though there is a clearly positive relationship between employee job satisfaction and productivity, but the future value of job satisfaction was not a statistically significant determinant of productivity. Their result was consistent with that of Zelenski et al. (2008).

Khan, Nawaz et al. (2010) also conducted a study on the theories of job-satisfaction: global applications and limitations. This study tried to consider the major theories of job satisfaction and to identify the respective contributions of each model. The theories were divided into process theories and content theories. The process theories consisted of Equity theory, Vroom's expectancy theory, Lawler expectancy model, Goal-setting theory and Job characteristics theory. The content theories included Achievement theory, Theory X and Y, Herzberg two-factor theory and Maslow's theory of motivation. In their analysis of these leading theories, it was suggested that all these theories were neither contradictory to each other and neither could one replace the other, but they complement and supplement each other in examining the various factors that explains employees' motivation that leads to their job satisfaction. It was realised that most of these theories are becoming global views of reality yet, these theories are revealed to be culture specific. As a result of the difference in culture, the researchers adopted Geert Hofstede's four cultural dimensions which are power distance, uncertainty avoidance,

individualism and masculinity, to help explain why and how people behave in the manner which they do. None the less, all these theories are used by persons from diverse cultural background to suit the result they want.

Westover and Taylor (2010) also researched on the international differences in job satisfaction; the effects of public service motivation, rewards and work relations. This study was to examine the cross-national disparities in work satisfaction and its determinants from 1989 to 2005, which influences the productivity and performance of long-term workers. It was found that intrinsic rewards explained the largest difference in the job satisfaction of the employees, and then followed by the relationship with management. Intrinsic values such as interesting job and job autonomy, were major drivers of job satisfaction for most countries. And in comparison, it was noted that public service motivation and work relations with co-workers had less influence on job satisfaction. Additionally, it was indicated that the factors that affected job satisfaction varied from country to country. Thus, it was significant for organizations to understand the difference situations that individual employees face due to the unique economic and social conditions that affect their experience at their place of work. It was also established that state policies governing work and its related issues also has a way of manipulating the work place and should therefore be looked at because these policies and especially the ones that are directly related to employment laws and regulations, has impact on both the employer and the employees. These policies affect the kind of businesses and the easiness that management will have in creating an economically competitive environment to meet the needs of employees. It was arrived on that improvement requires spreading of organizational values and beliefs that will increase employees' satisfaction and help create a high employee engagement.

2.5.2 Developing Countries

Balouch et al. (2014) researched on the determinants of job satisfaction and its impact on employee performance and turnover intentions at Bahawalpur, a city in Pakistan. The study aimed at examining the satisfaction level of the employees and to ascertain the elements that influences their job satisfaction. The variables against which job satisfaction was measured included employee empowerment, workplace environment, job loyalty, job performance and turnover intention. Their study showed that, employee empowerment, workplace environment and job loyalty have a positive association with job performance with job satisfaction while no significant relations was found between turnover intention, employee empowerment and job performance. It was realised that, because employee empowerment had an influence on job satisfaction, when employees are given opportunity to make business decisions in the organization, their level of job satisfaction rises. In a similar context, workplace environment related positively to job satisfaction and so employees' level of satisfaction rises when the environment in which they work is clean. Their analysis of the relationship between job satisfaction and employee turnover intentions resulted that employees will intentionally leave an organization if their level of satisfaction is low and thus, will not be loyal to the organization as they would move to other places in search for new jobs. It was also concluded that employees' satisfaction of their respective jobs had an impact on the employees' productivity.

Another study was also conducted by Abdulla et al. (2011) on the determinants of job satisfaction in the United Arab Emirates (UAE); a case study of the Dubai police. The aim of the study was to identify factors affecting job satisfaction in the UAE and to scrutinize the relative effects of demographic and environmental factors on job satisfaction among Dubai

police employees. Their results revealed that the environmental factors predicted more job satisfaction as compared to the demographic factors. Also, salaries and incentives were significant determinants of job satisfaction. Other research works posits that employees in collectivist cultures derive more job satisfaction from factors extrinsic to the job but in contrast, Abdulla et al. (2011) found that both intrinsic and extrinsic factors were sources of job satisfaction to employees in collectivist cultures just as their own city.

A study was also conducted by Fiorillo and Nappo (2014) on job satisfaction in Italy: individual characteristics and social relations. Their study focused on the socio-economic determinants of job satisfaction in Italy with much emphasis on social relations. The study used four different measures of social relations which were volunteering in non-profit associations, meeting friends, visiting relatives and church attendance. Volunteering, church attendance and interactions with friends were found to be positively related to job satisfaction while visit to relatives was not significantly related to it. Additionally, meetings with friends was also found to be a factor that caused an increase in job satisfaction through self-perceived health. Employees with the habit of reading a newspaper daily, exhibited higher levels of job satisfaction and also, entrepreneurs were found to be satisfied than those in other professional positions.

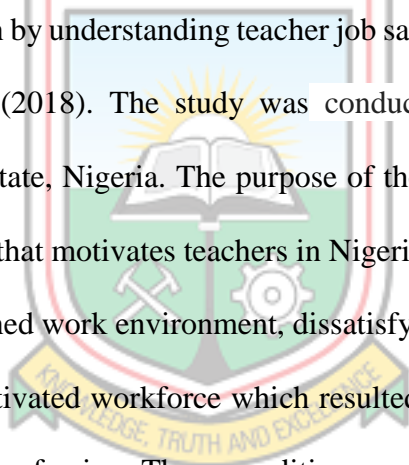
2.5.3 Sub-Saharan Africa Experience

A study undertaken by Akpan (2013) on job security and job satisfaction as determinants of organizational commitment among university teachers in Cross River State, Nigeria. The purpose of their study was to find out the degree to which job security and job satisfaction

would predict organizational commitment of university teachers in Cross River State, Nigeria. Job satisfaction was the major contributor to organizational commitment followed by job security, as most of the academic staff's commitment increased as the university management improved its existing motivational strategies. Job satisfaction proved to influence organizational commitment because high level of job satisfaction led to high level of job commitment. On the other hand, it was noted that when academic staff experience job dissatisfaction they become frustrated, apathetic and their morale sagged out, which eventually affect their commitment level. It was also disclosed that job satisfaction did not only increase organizational commitment but also affected many other outcomes related to productivity.

Hagopian et al. (2009) researched on job satisfaction and morale in the Ugandan Health Workforce. The general level of Ugandan health workers' satisfaction was not high because they were dissatisfied with their jobs, particularly with their compensation and working conditions. Just a hand full were satisfied with their jobs. It was noted that the doctors were the least satisfied group and some of them were ready to leave their jobs as a result of their dissatisfaction. This implies that, there was a strong relationship between intention to leave the health service and the turnover rate and that, job satisfaction was a contributing factor of turnover. According to their study, job satisfaction mattered to the managers of the health system because it is an important factor in anticipating the stability of the system and the motivation level of the workers. It was also realised that when working conditions are poor and workload is high, health workers turn to be undermotivated and frustrated. The study also confirmed that satisfaction is high among older workers as concluded by other works. There was a correlation between job satisfaction and factors such as salary, job being in good match,

active involvement in the facility, manageable workload, supportive supervision, flexibility to manage the demands of work and home, the job's being perceived to be stimulating or fun, and job security. Further, they concluded that the low levels of satisfaction among Ugandan health professionals were ascribed not only to demographic and geographic factors, but also the workers' apprehensions about low salary, high workload, and unsatisfactory supervision. It was also noticed that workers who worked in places where their health system were strong, were more motivated and satisfied thereby leading to their stability in the work and better patient care.



Achieving quality education by understanding teacher job satisfaction determinants was a study undertaken by Iwu et al. (2018). The study was conducted in Ibadan South-West Local Government Area in Oyo state, Nigeria. The purpose of the study was to ascertain the major obstacles as well as factors that motivates teachers in Nigeria. Their result pointed out that ram shackled infrastructure, ruined work environment, dissatisfying work conditions and neglected learner body led to a demotivated workforce which resulted in poor pass rates and increasing desire to exit the teaching profession. These conditions were found not to only affect teacher morale and satisfaction, but they also have impact on the psychological, social and economic stress of teachers and even those around them. The impact from the afore mentioned were noted to have an effect on the output of the teachers in the education ecosystem of Nigeria, and it was evident in the poor pass rates of learners. It was also found that many of the teachers were not satisfied with their job and even when they did, they struggled to cope with the amount of work required of them. They further stated that teachers' salary, growth opportunities and responsibilities attached to work were the variables that contributed to teacher job satisfaction.

2.5.4 Ghanaian Experience

Abugre (2014) researched on job satisfaction of public sector employees in Sub-Saharan Africa: testing the Minnesota Satisfaction Questionnaire (MSQ) in Ghana. The study was undertaken to identify the factors that affect job satisfaction of public sector employees in Ghana, using the MSQ as forecasting variables. Per this study, majority of employees in the selected Ghanaian public sector organization were found to have low level of satisfaction with respect to the job they perform and the salary they receive. There was also a significant difference in level of job satisfaction among the various educational levels and the two genders as well. His study revealed that, low level of employees' job satisfaction has an overwhelming impact not only on the employees and their managers but also on the national output as a whole because the impact of low satisfaction leads to organizational distress.

The perceived dissatisfaction of employees is very risky for the overall performance of governmental organizations and services (Abugre, 2011). It was mentioned that employee's intrinsic and extrinsic motivations were important in the relationship between human resources best practices and employee outcomes. Nonetheless, their result showed that there was a high level of employee dissatisfaction in both intrinsic and extrinsic factors. The study further explained that when employees are not satisfied with work they are engaged in, they fake that they are working, while the government also pretends to be paying them good salaries for their work done. This then becomes a vicious cycle of unproductive performance of public organizations. It was also revealed that employees were not satisfied with the policies that were implemented in the public sector. Furthermore, his study indicated that there was low job satisfaction of employees in the public sector of Ghana.

Anin et al. (2015) also conducted a study on factors affecting job satisfaction of employees in the construction supply chain in the Ashanti Region of Ghana. The focus of their study was to examine factors affecting job satisfaction of employees in the local building construction industry in Ghana. The findings of the study showed that non-monetary factors such as recognition, task, work environment, supervision and job security has impact on job satisfaction than the actual wages paid to the employees in the construction sector. It therefore expedient that managers in construction companies make policies and develop regulations that allow employees to achieve individual goals and also create an environment that responds to their needs so as to gain their loyalty and improve productivity. They also advised that management of construction companies should give recognition to the efforts put in by its employees, enrich the duties they perform and provide better supervision to enhance job satisfaction at construction sites.

Dartey-Baah et al. (2020) examined occupational stress, job satisfaction and gender difference among bank tellers; evidence from Ghana. Their study sort to explore the relationships between occupational stress, job satisfaction, and gender difference that had impact on the Ghanaian bank tellers. They concluded that occupational stress had a negative effect on job satisfaction just as bank stressors such as responsibility pressure, quality concerns and workload, also had a negative impact on job satisfaction. It was interestingly found that role conflict has no relationship with job satisfaction. It was also revealed that gender difference, that is being male or female has no impact on job satisfaction among the bank tellers just as other studies reported. This implies that in the banking sector, gender is not a determinant of job satisfaction among tellers. There was also no positive relationship between gender difference and occupational

stress. Although there is a perception that women report higher levels of stress, the result of this study revealed that both female and male workers were exposed to similar stress and can therefore have the same level of stress perception and experiences and thus, gender was found not to be a determinant of occupational stress. It was concluded that tellers were more likely to exhibit counterproductive behaviours such as job dissatisfaction due to work-related stress and that stressful work environment negatively affects employees' performance and organisational productivity.

2.5.5 Mining Industry Experience

Kuranchie-Mensah and Amponsah-Tawiah (2016) researched on employee motivation and work performance; A comparative study of mining companies in Ghana. The study was to compares employee motivation and its impact on performance on the Ghanaian Mining Companies, using job satisfaction model and performance as a measure. Four top mining companies were selected for the purposes of the study and they were AngloGold Ashanti, Gold Fields Ghana Limited, Newmont Ghana Limited and Chirano Gold Mine. It was observed that that employees of these four companies were motivated by both intrinsic and extrinsic factors with much emphasis on the employees' remuneration. Good salary was identified to be the best motivating factor for employees at the mining industry. The study showed that the intrinsic factors had a significant difference on motivation. Another aspect that popped up in the study was on job security and its impact on the employee's attitude. It was also found that employees' satisfaction led to better performance and it's therefore necessary for management of mining companies to put good strategies and resources in place to retain their employees and also to get them to be committed to their job. The study observed that, as a result of the various risk

factors related to the mining industry, management of these mining companies are to ensure that employees are well motivated to limit the rate at which employees engage in industrial conflicts which eventually affect their performance.

Van der Walt et al. (2016) also undertook a research on skills shortages and job satisfaction from the perspective of the gold mining sector of South Africa. The focus of this study was on the levels of job satisfaction of mining-sector employees, as well as the supposed influence of skills shortages on the job satisfaction of these employees. They found that employees working in groups affected by skills shortages were averagely very satisfied with their jobs. It was also noted that employees in sections perceived to have skills shortages had no effect on their job satisfaction. Socio demographic factors such as gender, age, position, organisation, race, tenure, and qualifications were seen to have no significant relationship with job satisfaction. It was further discussed that job satisfaction is determined by a person's general life satisfaction, which was assumed to be negative in the case of the South African mining industry taking into consideration the nature of their industry. Therefore, findings from their study indicated that employees were satisfied with their jobs was unexpected. It was also noticed that the employees experienced more intrinsic job satisfaction than extrinsic job satisfaction because they were often times voicing out their dissatisfaction on matters relating to external job satisfaction, such as remuneration and poor working conditions. In order to ensure higher levels of extrinsic job satisfaction among employees, it was advised that remuneration packages were to be restructured and occupational health and safety be continually be emphasised. This will not only increase employees' extrinsic job satisfaction, but it will also have a positive effect on the skills shortages as well.

2.6 Conceptual Framework

The conceptual framework of this study seeks to explain the relationship between job satisfaction of third-party employees and their productivity taking into consideration the intrinsic and extrinsic factors that affect job satisfaction. This framework is built based on the views of experts in theory and the empirical literature reviewed and is illustrated in Figure 2.1.

Figure 2.1 depicts that the intrinsic and extrinsic factors will lead to the job satisfaction of the third-party employees which will in turn impacts the productivity of the company. Anin et al. (2015) posited that job satisfaction is proven as one of the key factors that contribute to productivity. It can be observed from the above reviewed literatures that several factors affect the job satisfaction of workers and by extension, their levels of productivity. These factors can be categorised into two. That is, intrinsic factors and extrinsic factors. The intrinsic factors are the factors that are directly affiliated to the job and they include recognition, achievement, responsibility and opportunity for Growth. These are factors that permit psychological growth and development on the job (Wilson, 2010). Extrinsic factors are the factors that are external to the job itself. They are described to be conditions of work rather than the work itself (Armstrong, 2010). Extrinsic sources of satisfaction are situational and depend on the environment (Kuranchie-Mensah and Amponsah-Tawiah, 2016) and they include company policy, work environment, pay and benefits, and satisfaction with supervisors. Balouch et al. (2014) mentioned that the success of an organization depends on employees who enjoy their jobs and feel rewarded by their efforts. This implies that the satisfaction of the third-party employees is essential to the successful output of the parent company which in this context

is Gold Fields Ghana Limited. This is acknowledged by Addady (2015) who mentioned that a happy worker is a productive worker.

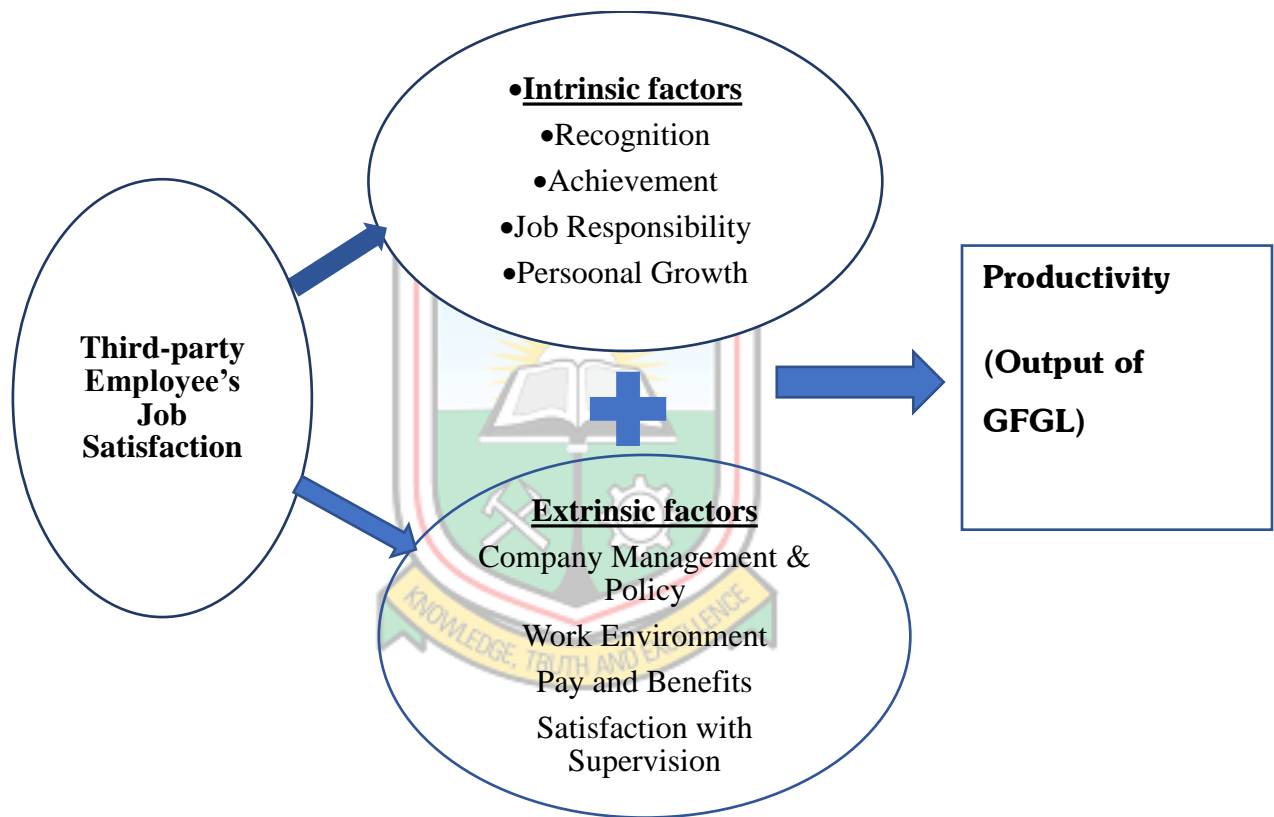


Figure 2. 1: Conceptual Framework

Source: Researcher's Construct, 2021

2.7 Chapter Summary

The second chapter of this study starts with theories from scholars on job satisfaction and then followed by conceptualization of variables which are job satisfaction, third-party employees and productivity. It then goes on to discuss the dimensions and indicators of job satisfaction. Empirical literature from studies conducted by other researchers on the subject is then reviewed and finally, a conceptual framework is designed.



CHAPTER 3

METHODOLOGY

3.0 Introduction

This chapter explains the research methodology relevant for this study. It emphasizes on the research design, sampling strategy, sources of data, data collection methods, validity and reliability of the variables and how the data will be analysed in order to have a true reflection of the data collected.

3.1 Research Design

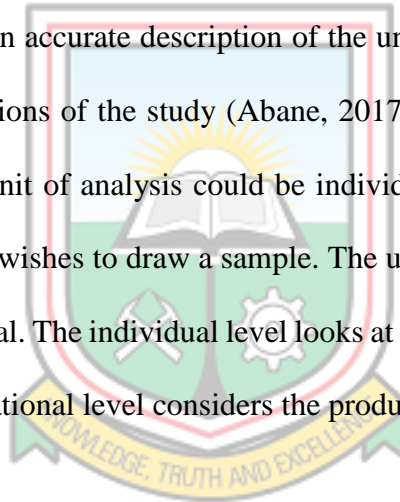
A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari, 2004). The principal purpose of a research design is to guarantee that the evidence gained allows one to answer questions unambiguously (Burns et al., 2003). There are three main types of research designs used for conducting a social inquiry in the social sciences and they are quantitative, qualitative and mixed methods (Creswell, 2009). This study adopts quantitative approach to gather and analyse data in the quest to examine the impact third-party employee's job satisfaction has on the productivity of Goldfields Ghana Limited. Abane (2017) confirmed that quantitative research method is often used by researchers in empirical investigations into behavioural sciences and also allows hypotheses testing and confirmation of theories that exist in a particular discipline on how certain phenomena occur in the real world. Descriptive research design describes individuals, events or conditions by studying them as they are in nature (Siedlecki, 2020). Survey-based descriptive research design uses surveys to gather data and its aim is to know the extent to which different conditions can be obtained from

a given subject (McCombes, 2019). This study will therefore use a survey-based descriptive research design to assist in determining the effect that the independent variable has on the dependent variable. That is, the effect third-party employee's job satisfaction has on productivity of the parent company.

3.2 Unit of Analysis, Study Setting, and Sampling Strategy

3.2.1 Unit of Analysis

The unit of analysis refers to what or whom to be studied (Babbie, 2011). The unit to be researched on is necessary in the research process since it tends to shape and polish the topic being examined and thus, an accurate description of the unit is essential to the researcher and forms the units of observations of the study (Abane, 2017). According to Babbie (2011) and Monette et al. (2011) the unit of analysis could be individuals, organisations, households, or groups from which a study wishes to draw a sample. The unit of analysis for this study is both individual and organizational. The individual level looks at the job satisfaction of the individual third-party and the organizational level considers the productivity Gold Fields Ghana Limited.



3.2.2 Study Setting

The study setting is an important element of a study and it focuses on the nature, context, environment, and logistics of the study because the setting may influence how the research study is carried out (Majid, 2018). This study is conducted at Gold Fields Ghana Limited (GFGL). Gold Fields Ghana Limited is a mining company in the Tarkwa Nsueam Municipality of Ghana. It is one of the subsidiaries of Gold Fields Group which has its headquarters in Johannesburg, South Africa. The company has been in existence for over 25 years and has made significant impact in the mining sector of Ghana. Gold Fields has numerous employees on its

site and these employees includes employees of other third-party contractors who Gold Field has contracted to perform some functions on its behalf.

3.2.3 Population

Population of a study includes the inhabitants of a town, country, organization or members of a specific category (Jansen, 2010). It is the targeted group that the study intends to concentrate on (Majid, 2018) and the researcher would want to draw conclusions from (Babbie, 2011). The population for this study is the third-party employees at Gold Fields Ghana Limited.

3.2.4 Sampling Strategy

The sampling technique used in the collection of data for this study is the convenience sampling. Convenience sampling is a non-random sampling technique where members of the target population that meet the required criteria, such as their availability, geographical closeness and willingness to provide the needed information (Dornyei, 2007). Saumure and Given (2008) also defined it as the part of the population that are easily accessible to the researcher for the purposes of the research. This is suitable for this research considering the busy work nature of the respondents. According to Mohammad et al. (2010), the use of convenience sampling in selecting study participants is a better alternative since it allows for the theoretical generalisations of the findings.

3.3 Sample Size

Sample size is a representative sample from the entire population of interest such that the implications and findings from study will reflect the real interest of the population (Majid, 2018). The sample size of a study should have adequate power and significance in order to

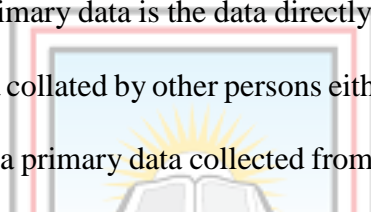
allow the researchers to be confident of the findings of the study. (Majid, Ennis and Bhola, 2017). The sample size for the study was obtained using the formula by Yamane (1967) and is stated below:

$$n = \frac{N}{1+Ne^2} \dots\dots\dots (3.1)$$

Where n denotes the sample size, N denotes the total population, and e denotes the error limits

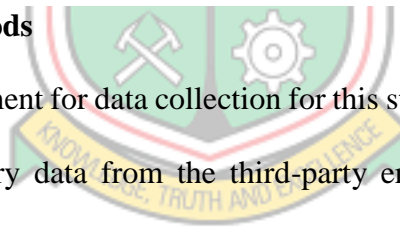
3.4 Sources of Data

In research, information gathered can fall under two categories which is primary and secondary data (Douglas, 2015). The primary data is the data directly obtained by the researcher while the secondary data is exiting data collated by other persons either than the researcher (Mesly, 2015). The data used in this study is a primary data collected from the third-party employees of GFGL.



3.5 Data Collection Methods

Questionnaire is the instrument for data collection for this study. A close-ended question which was used to collect primary data from the third-party employees. The construction of the questionnaires implies paying attention to the order, format and length of the questions, not neglecting that the best structure of questionnaire is the one that has short questions and does not contain double-barrelled questions, affective and non-judgmental type of questions. The questionnaire is adapted from Alzubi et al. (2020), Kamble and Wankhade (2018), and Ramirez and Nembhard (2004)



3.5.1 Instrumentation

A questionnaire is a tool used to collect data. It is often brief in length with a rating scale and multiple items to assess each construct. The data collected through questionnaire forms the basic units of the variables under investigation. The major sources of the questions used were based on previously developed and administered questionnaire of other researchers who had similar variables even though a few modifications were made to suit the context of the study. The questionnaire is made up of four (4) sections with 5 demographical questions and 36 questions on job satisfaction and productivity. The questionnaires will be self-administered to the respondents. In this study, a self-administered questionnaire is used to collect data from respondents. The questionnaire has four sections labelled sections A, B, C and D respectively. Section A has 5 question, Section B has 23 questions, Section C has 8 questions and section D has 5 questions.

Section A consists of the gender, age, employee's position, number of years worked with contractor company and the number of years worked with Gold Fields Ghana Limited. The nominal measurement scale will be used to measure the gender and position of respondents. Ordinal measurement scale will be used to measure the age and the number of working years.

Section B and C consists of questions in relations to job satisfaction of third-party employees. The data will be collected using a 5-point Likert scale by Rensis Likert (1932) with responses ranging from never (1), rarely (2), sometimes (3), very often (4), to always (5).

Section D consists of questions that relates to productivity. The data will be collected using a 5-point Likert scale by Rensis Likert (1932) with responses ranging from never (1), rarely (2), sometimes (3), very often (4), to always (5) (see Appendix A).

3.6 Validity and Reliability

The aim of every researcher is to be counted as one who's study has a significant impact on existing body of knowledge and that his study can be counted on as quality. This implies that the focus should not only be on the result but also on the rigour of the research in order to enhance the quality of the study. This can be achieved through the measurement of the validity and reliability of the instrument used.

3.6.1 Validity

Validity is defined as the extent to which a concept is accurately measured in a quantitative study (Heale and Twycross, 2015). That is, the measure of truth or falsity of the data obtained through the issued questionnaires. McBurney and White (2007) view validity as an indication of accuracy in terms of the extent to which a research conclusion corresponds with reality. Validity answers the question of whether a set of items designed to measure a concept truly measures what it says it wants to measure and how the result of the research reflects the said concept (Golafshani, 2003). For this study, the questionnaire is adapted from the study by Aluzubi et al. (2020) and Kamble and Wankhade (2018) and has been modified to suit this research. Thus, the questions have been tested by the earlier researchers and can be said to be valid.

3.6.2 Reliability

Bowling (2009) views reliability in quantitative research as equivalent to dependability, consistency, replicability over time, over instruments and over groups of respondents. A research is said to be reliable if it demonstrates that similar results will be obtained if it were to

be carried out on a similar group of respondents. Cohen et al. (2008) confirms that reliability is the measure of consistency over a period of time and over similar samples. That is, the extent to which a research instrument consistently has the same results when used in the same situation at different times. Reliability can be measured through different measures (Heale and Twycross, 2015), of which includes cronbach's alpha reliability analysis. A reliability statistic was carried out on the data collection instrument and the result ($\alpha=0.786$) depicts that the questionnaire has reached the acceptable reliability since the Cronbach alpha value was greater than 0.70.

3.7 Operationalization of Variables and Measurement

This section attempts to define the variables that will be used in this study. This study has one dependent variable which productivity and one independent variable which is job satisfaction. Job satisfaction will be measured under eight variables which are recognition, achievement, job responsibility and authority, personal growth and development, company management and policy, working environment, pay and benefits and satisfaction with supervision. Productivity will be measured using five questions which is targeted at the output of Gold Fields.

3.8 Data Management and Analysis

Regression analysis will be used in this study to analyse the dependent variable which is productivity and the independent variable which is job satisfaction. Regression analysis is the process of mathematically sorting out variables that have impact on the other and thereby answering questions such as which factors matter most, which can be ignored and how do the factors interact with each other (Gallo, 2015). Sekaran (2003) also confirms that regression model is used to examine which independent factors simultaneously affect the dependent

variable. The regression analysis will help to know the kind of impact that the third-party employee's job satisfaction has on the productivity of the parent company. SPSS version 25 is the software that will be used to aid in the regression analysis after the questionnaires are collected.

Table 3.1: Summary of Variable Measurement

| Variable | Definition | Measures | No. of items | Source |
|------------------|---|--|--------------|--|
| Job Satisfaction | Job satisfaction refers to the fulfilment employees gain from the job assigned them and the fulfilment usually reflect their attitudes and actions towards the job they are to execute. | <input type="checkbox"/> Recognition <input type="checkbox"/> Achievement <input type="checkbox"/> Personal Growth and Development <input type="checkbox"/> Job Responsibility and Authority <input type="checkbox"/> Company Management and Policy <input type="checkbox"/> Working Environment <input type="checkbox"/> Pay and Benefits <input type="checkbox"/> Satisfaction with Supervision | 31 | Alzubi, Alkhateeb, and Hiyassat (2020) |
| Productivity | Productivity is the amount of output generated per unit of input | Output | 5 | Kamble & Wankhade (2018) |

Source: Researcher's Construct, 2021

3.8.1 Regression Model Estimation

The study follows a multi linear regression model of this nature;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e \dots\dots\dots (3.2)$$

Where;

Y = Productivity (Dependent Variable)

α = intercept

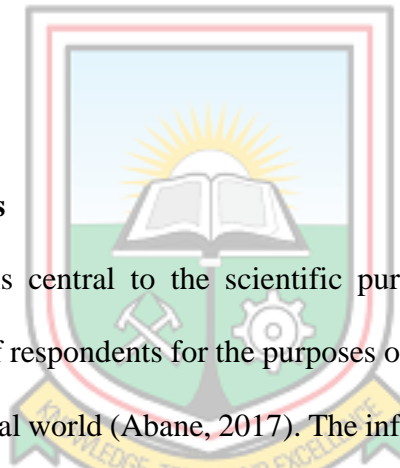
β = the gradient / coefficient of X

X = are the independent variables of job satisfaction (X_1 - Intrinsic factors and X_2 - Extrinsic factors)

e = error term

3.9 Ethical Considerations

Ethics in social research is central to the scientific pursuit for knowledge and therefore, perpetuating the integrity of respondents for the purposes of gathering information is central to any credible data in the social world (Abane, 2017). The information consent of participants for the study will be sought for at the initial stages. Then the purpose of the study will be explained to them for them to have a fair understanding of what the study is about. They will also be briefed on how to answer the questionnaires. Confidentiality and privacy will be considered. In order to ensure anonymity, the questionnaire will not require their names so the information provided cannot be traced to a particular individual. This will ensure that the information provided by the participants is confidential.



3.10 Chapter Summary

This chapter outlined methods and techniques employed to achieve the objectives of this study. It focused on the research design, sampling strategies, instrumentation, survey format, data analysis, the regression model estimation and ethical considerations applied for the purposes of this study.



CHAPTER 4

RESULTS AND DISCUSSIONS

4.0 Introduction

This section presents the results and discussions from the analysis that was conducted using the field data collected. It looks at the distribution of the demographic information of the respondents. Factor Analysis is used to explain the factors that drive job satisfaction of third-party employees at GFGL. Regression analysis is also used to determine the impact of third-party employee's job satisfaction on GFGL's productivity.

4.1 Demographic Data

The demographic data of respondents address the characteristics of respondents, such as gender, age, position, years worked with the contractor company and years worked at GFGL. The response rate for the questionnaire was 90.91% as out of the 110 retrieved questionnaires, only 100 were usable. 75% of the respondents were male while 25% were females. This is not out of place since the mining sector is seen to be a male-dominated environment.

The age of the respondents ranges from 18 to 46 and above. It was noticed that majority of the respondents (65%) are between the ages of 26-35 years, with 23% between 36-45 years, 9% between 18-25 and 3% who are 46 years and above. The respondents were also asked to choose from 5 options which include Unskilled, Artisan, Supervisors, Officers, Senior Officers, to indicate the positions they hold in their various departments. It was revealed that most of the respondents are Artisans, representing 46%. 7% were Unskilled, while both Supervisors and

Senior Officers were 21% each. It was noted that few (5%) of the respondents were Senior Officers. (see Table 4.1)

Table 4.1: Demographic Data of Respondents

| Variable | | Percentage |
|---|------------------|------------|
| Gender of respondents | Male | 75.0 |
| | Female | 25.0 |
| Age of respondents | 18-25 | 9.0 |
| | 26-35 | 65.0 |
| | 36-45 | 23.0 |
| | 46+ | 3.0 |
| Position of respondent | Unskilled | 7.0 |
| | Artisan | 46.0 |
| | Supervisor | 21.0 |
| | Officer | 21.0 |
| | Snr. Officer | 5.0 |
| Number of years working with the contractor company | <=1 year | 7.0 |
| | 1 – 5 years | 53.0 |
| | 6– 10 years | 33.0 |
| | 10 years+ | 7.0 |
| Number of years at the Parent Company (GFGL) | Less than a year | 9.0 |
| | 1 – 5 years | 55.0 |
| | 6– 10 years | 31.0 |
| | Above 10 years | 5.0 |

Source: Fieldwork, 2021

The respondents were from various third-party contractors on the GFGL site. Out of the 100 respondents, 53% had worked with their company between 1-5 years, while 33% had worked with their company between 6-10 years. It was realised that 7% had worked with their company for 1 year while the remaining 7% had worked for over 10 years. It was also noted from the

respondents that majority (55%) of them had worked at GFGL's site between 2-5 years while 9% of them had worked on the mine for not more than a year. It was also revealed that 31% of the respondents had worked for 6-10 years while 5% had worked at GFGL's site for over 10 years.

4.2 Factors that drive the Job Satisfaction of Third-Party Employees

The first objective of the study was to identify the factors that drive third-party employees' job satisfaction at Gold Fields. The study adopted the principal component method of extraction, using the Varimax method of rotation in factor analysis. The study however, run analysis on the individual variables, examined the sum and the means after which the factor analysis was run. Table 4.2 below gives descriptive statistics of the eight variables measured under job satisfaction for the purpose of this study.

Table 4.2: Descriptive Statistics of Individual Variables

| Variable | N | Min | Max | Mean | Std. Dev |
|----------------------------------|-----|------|------|--------|----------|
| Recognition | 100 | 1.33 | 5.00 | 3.3267 | 0.82 |
| Achievement | 100 | 3.00 | 5.00 | 3.8300 | 0.58 |
| Job Responsibility and Authority | 100 | 1.33 | 5.00 | 4.1900 | 0.53 |
| Personal Growth and Development | 100 | 1.00 | 5.00 | 3.5500 | 0.95 |
| Company Management and Policy | 100 | 1.67 | 4.33 | 3.8833 | 1.34 |
| Working Environment | 100 | 1.33 | 5.00 | 3.9233 | 0.67 |
| Pay and Benefits | 100 | 1.00 | 4.33 | 2.2867 | 1.11 |
| Satisfaction with Supervision | 100 | 1.00 | 5.00 | 3.5400 | 0.86 |

Source: Researcher's Construct, 2021

The responses on all the factors identified as drivers of job satisfaction both extrinsic and intrinsic were summed up and put together to extract the factors that best describe third-party's job satisfaction. The Varimax method of rotation is used to help explore the underlining factors that are essential to the third-party employees' job satisfaction. The analysis is explained below;

4.2.1 Correlation Matrix

In order to determine if the constructs are within the acceptable limits, the study run a correlation matrix among all the constructs. It can be seen from Table 4.3 that the correlation between all the constructs is within -0.80 and + 0.80, hence they are within the acceptable limit. Also, the determinant value indicates the relationship among the construct is within the acceptable limit as it is greater than 0.00001 (determinate=0.035)

Table 4.3: Correlation Matrix

| Construct | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|-----------------------------------|--------|--------|--------|-------|-------|-------|-------|---|
| Recognition (1) | 1 | | | | | | | |
| Achievement (2) | 0.184 | 1 | | | | | | |
| Job Responsibility/Authority (3) | 0.175 | 0.260 | 1 | | | | | |
| Personal Growth (4) | 0.436 | 0.213 | 0.398 | 1 | | | | |
| Company Management Policy (5) | 0.172 | -0.219 | -0.054 | 0.102 | 1 | | | |
| Working Environment (6) | 0.533 | -.0048 | 0.044 | 0.250 | 0.316 | 1 | | |
| Pay and Benefits (7) | -0.057 | -.0170 | 0.147 | 0.093 | 0.560 | -0.02 | 1 | |
| Satisfaction with Supervision (8) | 0.375 | -0.072 | 0.171 | 0.408 | 0.453 | 0.271 | 0.486 | 1 |
| <i>Determinate</i> = .035 | | | | | | | | |

Source: Researcher's Construct, 2021

Table 4.4 shows the Principal Component Analysis. This analysis helps to understand the number of constructs that explains the reaction. The Total column gives the eigenvalue, or amount of variance in the original variables accounted for by each component. The % of variance column gives the ratio expressed as a percentage of the variance accounted for by each component to the total variance in all of the variables. The Cumulative % column gives the percentage of variance accounted for by the first 'n' components. For example, the cumulative percentage for the second component is the sum of the percentage of variance for the first and second components. For this analysis, the researcher requested that eigenvalues greater than 1 should be extracted. It is noticed that only three (3) of the components have eigenvalues >1. These three components explain 69.91% of the variance in the analysis.

4.2.2 Rotated Component Matrix

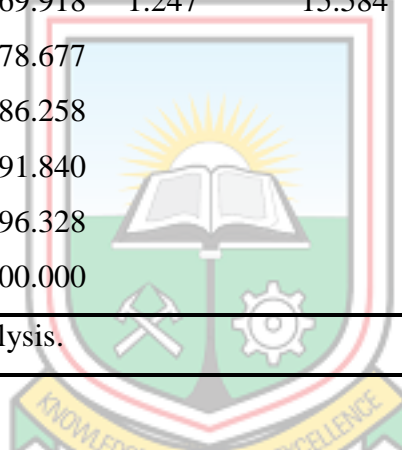
The rotated component matrix is used to determine which of the job satisfaction factors correlates the most with the various principal components; component 1, 2 3 as presented in Table 4.5 below. It can be observed that with component 1, *“Pay and benefits”* and *“Company Management and Policy”* loaded very well with coefficient 0.877 and 0.745. *“Personal Growth and Development”* and *“Job Responsibility and Authority”* correlated strongly with coefficients of 0.689 and 0.653 on component 2. On component 3, *“Recognition”* is very well loaded with a strong correlation of 0.854 followed by *“Working Environment”* with a loading value of 0.796.

Table 4.4: Principal Component Analysis

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 2.579 | 32.236 | 32.236 | 2.579 | 32.236 | 32.236 | 2.086 | 26.075 | 26.075 |
| 2 | 1.768 | 22.099 | 54.335 | 1.768 | 22.099 | 54.335 | 1.838 | 22.975 | 49.049 |
| 3 | 1.247 | 15.584 | 69.918 | 1.247 | 15.584 | 69.918 | 1.670 | 20.869 | 69.918 |
| 4 | .701 | 8.759 | 78.677 | | | | | | |
| 5 | .606 | 7.581 | 86.258 | | | | | | |
| 6 | .447 | 5.582 | 91.840 | | | | | | |
| 7 | .359 | 4.488 | 96.328 | | | | | | |
| 8 | .294 | 3.672 | 100.000 | | | | | | |

Extraction Method: Principal Component Analysis.

Source: Researcher's Construct, 2021



This is further seen in the scree plot which shows three distinct plots having Eigen Values greater than one ($e \geq 1.0$). This is shown in figure 4.1. The scree plot helps to determine the optimal number of components. The eigenvalue of each component is plotted below.

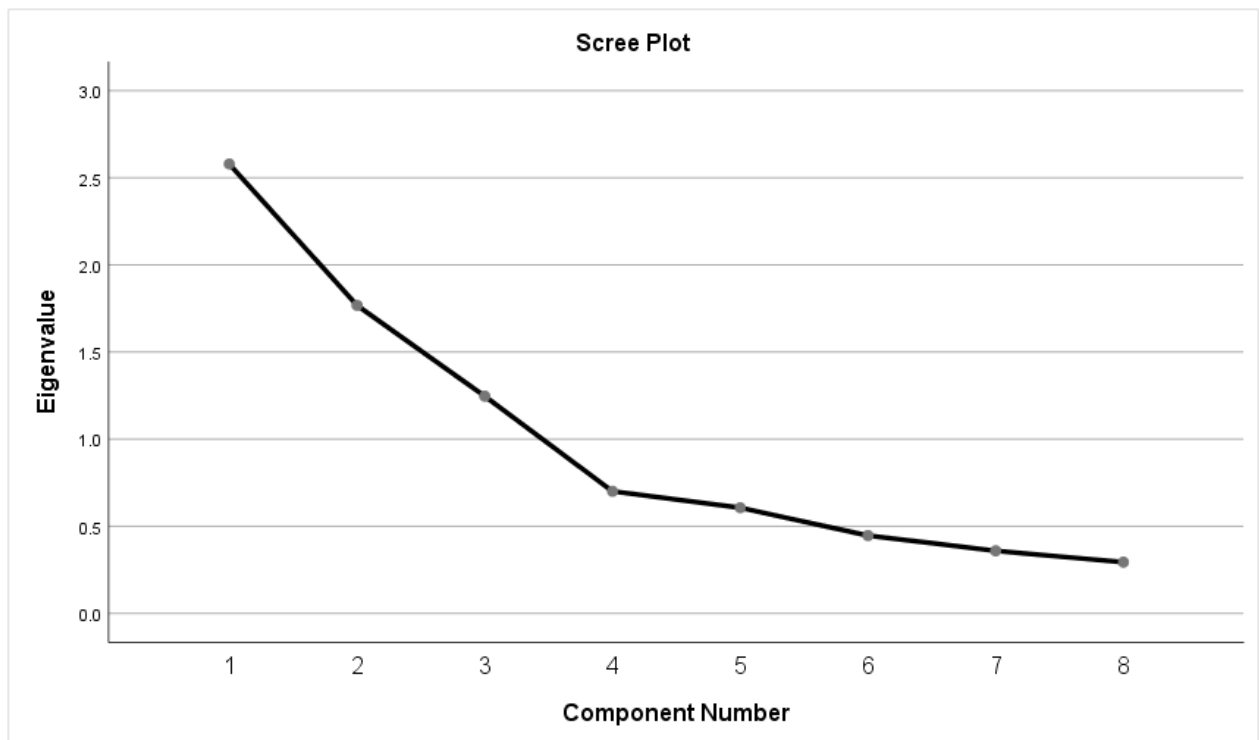


Figure 4.1: Scree Plot showing Eigen Values
Source: Researcher's Construct, 2021

Table 4.5: Rotated Component Matrix

| Variable | Component | | |
|----------------------------------|-------------|-------------|-------------|
| | 1 | 2 | 3 |
| Pay and Benefits | .877 | .114 | -.130 |
| Company Management and Policy | .745 | -.215 | .321 |
| Satisfaction with Supervision | .627 | .166 | .469 |
| Personal Growth and Development | .173 | .689 | .428 |
| Job Responsibility and Authority | -.013 | .653 | .105 |
| Achievement | -.379 | .611 | .060 |
| Recognition | -.029 | .220 | .854 |
| Working Environment | .105 | -.052 | .796 |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Source: Researcher's Construct, 2021

Considering all the coefficient of all these job satisfaction factors in table 4.5, it can be said that the third-party employees recognise Pay and Benefits (0.877) as an important factor that makes them satisfied about their job, followed by Recognition (0.854), Working Environment (0.796), Company Management and Policy (0.745), Personal Growth and Development (0.689), Job Responsibility and Authority (0.653), Satisfaction with Supervision (0.627) and Achievement (0.611).

4.3 Impact of Third-Party Employee's Job Satisfaction on Productivity

To achieve the goal of this section, the study runs descriptive statistics on the dependent and the independent variables to determine the various level of acceptance based on the responses from the respondents on both the independent and dependent variables. The responses were

based on a Likert scale of 1 – 5 (1= Never, 2 = Rarely, 3 = Sometimes, 4 = Very Often, and 5 =Always). Table 4.7 shows the results of the descriptive statistics.

Table 4.6: Descriptive Statistics of Dependent and Independent Variables

| Variable | Range | Min | Max | Mean | Std. Dev |
|-------------------|-------|------|------|--------|----------|
| Productivity | 1.40 | 3.60 | 5.00 | 4.5280 | .30154 |
| Intrinsic Factors | 2.00 | 3.00 | 5.00 | 3.9975 | .41209 |
| Extrinsic Factors | 2.00 | 3.00 | 5.00 | 4.0800 | .39709 |

Source: Researcher’s Construct, 2021

Respondents generally, were of the view that the parent company is able to meet its production targets and also has a good reputation with regards to the production of high-grade gold (Mean=4.528, SD=0.302). The respondents revealed that they have the opportunities to develop themselves and their effort is recognised (Intrinsic, Mean =3.997, SD=0.4121). The respondents affirmed that they bring forth the best in them due to effective supervision and an increase in pay energizes them (Extrinsic, Mean=4.0800, SD=0.397).

4.3.1 Bivariate Correlation for the Variables

To evaluate the relationship that exists between the variables, the study run a Pearson Correlation Analysis between the dependent and independent variables as well as the control variables for the study. The analysis used a 2-tailed significance interval of 5%. The findings in Table 4.8 shows that productivity has a positive relationship with intrinsic factors, extrinsic factors and the position of respondents.

Table 4.7: Pearson Correlation between Variables

| Variable | 1 | 2 | 3 | 4 | 5 |
|----------------------------|---------|--------|--------|-------|---|
| Productivity (1) | 1 | | | | |
| Intrinsic Factors (2) | 0.1** | 1 | | | |
| Extrinsic Factors (3) | 0.006** | -0.003 | 1 | | |
| Gender of respondents (4) | 0.031 | -0.053 | -0.146 | 1 | |
| Position of respondent (5) | 0.257** | -0.043 | 0.101 | .252* | 1 |

Note: **. Correlation is significant at the 0.01 level (2-tailed).
 *. Correlation is significant at the 0.05 level (2-tailed).

Source: Researcher's Construct, 2021

The findings also reveal that the relationship between intrinsic factors, extrinsic factors and position of respondents is significant at the 0.01 level ($p < 0.05$). The implication is that an increase in any of the independent variables will cause a corresponding change in the dependent variable and vice-versa. The Gender of respondents on the other hand has a positive relationship with productivity but the relationship is not significant.

4.3.2 Regression analysis – Third-Party Employee's Job Satisfaction on Productivity

The overall goal of this study is to investigate the impact of third-party employees' job satisfaction on productivity. To achieve this goal, a multiple linear regression was run. The result of the regression is shown in Table 4.9 below.

In the first model (Model 1), the study regressed third party employees' job satisfaction (intrinsic and extrinsic factors) against employees' productivity. The result shows that there is

a positive significant relationship between intrinsic factors and productivity ($p = 0.032, < 0.05$). This implies that, a unit increase in intrinsic factors will lead to 0.739 increase in productivity. Extrinsic factors also have a positive significant relationship with productivity ($p = 0.003, < 0.05$). This implies that, a unit increase in Extrinsic factors will lead to 0.577 increase in productivity. The R^2 of 0.240 implies that the first model was able to explain 24.0% of the variance in the dependent variable which is productivity. Therefore, 24.0% of the variance in productivity can be determined by the third-party employees' job satisfaction. In table 4.9, INTF refers to intrinsic factors while EXTf refers to extrinsic factors

Table 4.8: Linear Regression Analysis of Productivity and Employee Satisfaction

| Model | Variable | Coefficient | Std. Err | P-Values | R^2 | F -Stats |
|-------|--------------|-------------|----------|----------|-------|------------|
| 1 | (Constant) | 4.235 | 0.296 | 0.000 | 0.240 | 0.493 |
| | INTF | 0.739 | 0.074 | 0.032 | | |
| | EXTf | 0.577 | 0.077 | 0.003 | | |
| 2 | (Constant) | 4.241 | 0.444 | 0.000 | 0.26 | 1.483 |
| | INTF | 0.788 | 0.072 | 0.000 | | |
| | EXTf | 0.39 | 0.076 | 0.000 | | |
| | Gender | 0.066 | 0.071 | 0.030 | | |
| | Position | 0.624 | 0.023 | 0.005 | | |
| | Age | 0.216 | 0.062 | 0.101 | | |
| | Years (GFGL) | 0.099 | 0.099 | 0.662 | | |

Source: Researcher's Construct, 2021

In the second model (Model 2), control variables were introduced in the regression. The introduction of the control variables did not cause much changes in the relationship between the dependent variable and the independent variables. The R^2 increased to 0.260 as compared to the first model (0.240). Gender has a positive significant relationship with Productivity

($p=0.030$, < 0.05). There was a positive significant relationship between Position of Respondents and Productivity ($p=0.005$, < 0.05). On the other hand, Age ($p=0.101$, > 0.05) and Number of years worked at GFGL ($p=0.662$, > 0.05) had a positive relation with Productivity but the relationship is not significant.

4.4 Discussions

4.4.1 Factors that drive Job Satisfaction

All the intrinsic and extrinsic factors of job satisfaction have their respective impacts even though the third-party employees at GFGL have a few preferences of one factor over the other as the result in table 4.5 depicts. Pay and benefits (0.877) have a higher coefficient and looks much more important to the respondents. A study by Hemdi and Tamalee, (2015), corroborating the findings of this research mentioned that, good salary and pay benefits are essential in motivating employees. This finding is also supported by Kuranchie-Mensah and Amponsah-Tawiah, (2016) who emphasized in their study that recognition and employee remuneration are the most important drivers of employee performance. Nonetheless, Furnham (2006) argued that an increase in employee's pay does not necessarily lead to an increase in productivity but if the pay does not meet the expectation of employees, there is the tendency that their performance will negatively be affected. This confirms why most employees will exchange their time off for pay instead (Baylor, 2010). Recognition (0.854) also had a high coefficient, indicating that the third-party employees also will want to be recognised as Williams (2010) mentioned that recognition has a way of urging employees to continue the good behaviour they exhibit and also to encourage other employees to behave same. Richardson (2003) also explains that when are employees are recognized, they feel valued for their contribution and this goes a long way

to affect the efforts they put in their assigned duties. Its therefore not out place if the third-party employees at the GFGL want to be recognized for their efforts.

A good and safe working environment is essential as stated by Nygren (2018) in his study that it is important to ensure regulatory development going forward especially in a multi-employer worksite, where workplace safety is important to consider. The respondents equally believe that working environment with a coefficient of 0.796 is vital element for their job satisfaction as third-party employees. The third-party employees also agree that the company management and policy (0.745) of their respective companies is satisfying. This is consistent with the findings of Witt and Kacmar (2000) which states that company management and policy leads to job satisfaction especially when the policies, procedures, and practices reflect a genuine interest of the employee's well-being. This will encourage organizational commitment and not cause a decline in their job satisfaction. Personal growth and development (0.689) is also seen to be important to the third-party employees because it gives them the opportunity to utilize their skills as well as acquire new skills on the job for their growth. This is confirmed by Carmeli et al. (2007), who concluded that employees' growth can take the form of vertical or horizontal mobility, developmental opportunities, or acquisition of skills. Providing them with these development opportunities will ensure their commitment (Taleb, 2013). According to McClelland, (1961), most people want jobs that provide them with the authority and freedom to make decisions. Job responsibility and authority (0.653) is also important to the respondents as it will allows them to control resources to bring out their best. Dole and Schroeder (2001) mentioned in their study that the rate at which their employees intended to quit their jobs decreased as levels of authority over the job grew. Satisfaction with supervision (0.627) as a

job satisfaction factor is also important to the respondents and has the tendency to influence their attitude towards task assigned them just as Harris et al. (2007) confirmed in their study that effective supervision influences the performance and organizational commitment of employees. The respondents again agree that achievement (0.611) is also an essential job satisfaction factor as Yaya et al. (2016) mentioned that employees being able to achieve their target is a sign of their job satisfaction and in turn contribute to organizational success and growth.

4.4.2 Impact of Third-Party Employee's Job Satisfaction on Productivity

The result in Table 4.8 shows that there is a positive significant relationship between both extrinsic and intrinsic factors of job satisfaction and productivity. This implies that an increase in job satisfaction leads to an increase in productivity. This finding agrees with the study conducted by Yaya et al. (2016) which states that job satisfaction enhances productivity of any organization especially in the public university. Balouch and Hassan (2014) also confirms that job satisfaction impacts employee's performance which by extension leads to an increase in productivity. Akpan (2013) explains that employees who are dissatisfied will become frustrated and apathetic with sagged morale which will affect their commitment towards assigned duties, hence, affecting the output of the company in which they work. The finding of this study is however at variance with the findings of Bockerman and Ilmakunnas (2012) which states that, even though job satisfaction positively contributes to plants' value in a manufacturing company, it is not a significant determinant of productivity. It can be seen from Model 2 that gender and position of respondents have a positive significant relationship with productivity. This implies these two control variables have the chance of influencing the relationship between third party employees' satisfaction and productivity.

4.5 Chapter Summary

This chapter presented the analysis of the data collected through the self-administered questionnaires that were distributed to the third-party employees. The demographics of the respondents were presented on a table. Factor analysis was run using the principal component method of extraction to identify the factors that drive the job satisfaction of the third-part employees. In determining the impact of third-party employees job satisfaction on productivity, multiple linear regression was also run.



CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter of the study summarizes the entire study, makes conclusions based on the results of the study, and then makes recommendations to policy, practice and further research. The purpose of this research was to assess the impact of third-party employees' job satisfaction on productivity in the Tarkwa Mines. The study had the following specific objectives;

- i. To identify factors that drive job satisfaction of third-party employees' at GFGL.
- ii. To ascertain the impact of third-party employee's job satisfaction on productivity at GFGL

5.1 Summary

The mining sector is seen to be a male-dominated environment and this is evident in the number of male respondents (75%) had out of the total respondents. Most of the respondents were between the ages of 26-35 years. Various positions held by the respondents include Unskilled, Artisan, Supervisors, Officers and Senior Officers. Majority of the respondents have worked with their organisations for over 4 years. Similarly, most of these third-party employees have worked at GFGL between 2-5 years.

The first objective of the study was to identify the factors that drive third-party employees' job satisfaction at GFGL. The study adopted the principal component method of extraction, using the Varimax method of rotation in factor analysis. The responses on all the factors identified as drivers of job satisfaction both extrinsic and intrinsic were summed up and put together to

extract the factors that best describe third-party's job satisfaction. The findings suggested that to increase third party employees' job satisfaction at GFGL, the focus should first be on pay and benefits (0.877) followed by recognition (0.854), working environment (0.796), company management and policy (0.745), personal growth and development (0.689), job responsibility and authority (0.653), Satisfaction with Supervision (0.627) and Achievement (0.611). This also means that both intrinsic and extrinsic factors of job satisfaction is essential to these third-party employees in order for them to increase their effort towards the productivity of GFGL.

The second objective of the study was to ascertain the impact of third-party employees' job satisfaction on productivity at GFGL. The respondents were of the view that the GFGL is able to meet its production targets and has a good reputation concerning the production of high-grade gold (Mean=4.528, SD=0.302). The respondents revealed that they have the opportunities to develop themselves and their effort is recognised (Intrinsic, Mean =3.997, SD=0.4121). The respondents affirmed that they bring forth the best in them due to effective supervision and an increase in pay energizes them (Extrinsic, Mean=4.0800, SD=0.397). The findings also revealed that the relationship between the dependant and independent variables was significant at the 0.01 level ($p<0.05$). It was also found that the first regression model was able to explain 24.0% of the variance in the dependent variable while the second model where control variables were introduced was able to explain 26.0% of the variance in the dependent variable.

5.2 Conclusion

Gold Fields Ghana Limited in the quest to cut down its operational cost has outsourced some of its activities to other contractors. The employees of these contractors who are termed as third-

party employees are expected to put in their best to help achieve the overall goal of GFGL. However, this target will not be achieved if these third-party employees are dissatisfied and therefore, factors that drive their satisfaction are to be considered. The findings from this study reveals that that the third-party employees at GFGL recognises pay and benefit as the most important job satisfaction factor as compared to the other factors. It can therefore be concluded that for the third-party employees at GFGL to attain job satisfaction, GFGL should focus on ways to improve the pay and benefit of these third-party employees. The study also concludes that the job satisfaction of third-party employees at GFGL impacts GFGL's productivity and its therefore prudent for GFGL not to only focus on its main stream employees only but to also take into consideration the job satisfaction of these third-party employees who work for them as Ristovska and Eftimov (2019) confirms that organizations with a greater number of satisfied employees are more effective than organizations with few satisfied employees.

5.3 Recommendations

Based on the findings of the study, the following recommendations have been considered for policy, practice and further research.

1. Gold Fields Ghana Limited (GFGL) should ensure that the contractor company pays their employees what is due them and pay it on time since the third-party employees place much emphasis on pay and benefits.
2. The study recommends that GFGL should put in place a plan to periodical recognise the efforts of the third-party employees who perform beyond expectation. This can be in a form of, "most performing third-party employee of the month" or "best contractor company of the quarter". This will encourage a healthy competition among the third-

party contractors to ensure that their employees give off their best, thereby increasing the productivity of GFGL.

3. Additionally, the study recommends that GFGL should consider to s include the third-party employees in awards given to their mainstream employees in relations to meeting production targets, since the effort of these third-party employees is a contributing factor to such achievements. This will cause the third-party employees to feel that their effort is valued and also encourage them to continue supporting the mainstream employees in achieving the set targets of GFGL.
4. The study recommends that the Contract department of GFGL should include financial obligations as a part of the contract they award to third-party contractors, just like the safety and environmental obligations that are already in existence. Financial obligation such as the latest date to pay their employees and the minimum remuneration for various positions can be introduced.
5. This study focused exclusively on Gold Fields Ghana Limited. Hence, future researchers can broaden the scope to include several companies to gain insight into how third-party employees' job satisfaction will affect those companies.

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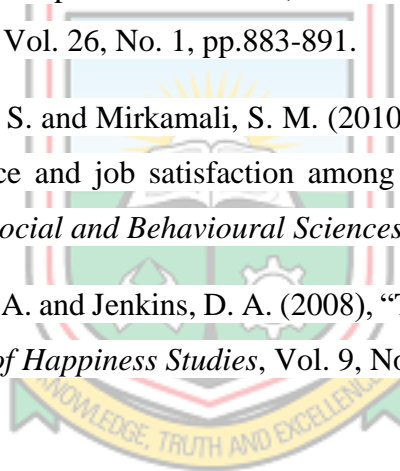
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APPENDIX

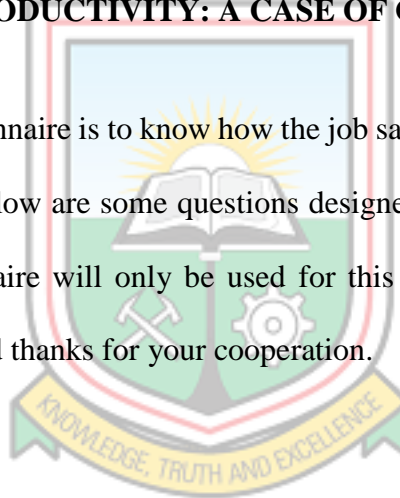
QUESTIONNAIRE

UNIVERSITY OF MINES AND TECHNOLOGY- (UMaT), TARKWA
SCHOOL OF POST GRADUATE STUDIES
FACULTY OF INTERGRATED MANAGEMENT SCIENCE
DEPARTMENT OF BUSINESS STUDIES



RESEARCH TOPIC - THE IMPACT OF THIRD-PARTY EMPLOYEES' JOB SATISFACTION ON PRODUCTIVITY: A CASE OF GOLD FIELDS GHANA LIMITED.

The purpose of this questionnaire is to know how the job satisfaction of third-party employees' impact productivity and below are some questions designed to help attain answers. Answers provided in this questionnaire will only be used for this research and nothing else. Kindly respond to all questions and thanks for your cooperation.



SECTION A

INSTRUCTIONS: Kindly tick (✓) the correct answer from the options provided.

1. Gender: Male [☐] Female [☐]
2. Age: 18-25 [☐] 26-35 [☐] 36-45 [☐] 46+ [☐]
3. Position: Unskilled [☐] Artisan [☐] Supervisor [☐] Officer [☐] Snr. Officer [☐]
4. How long have you been working with your organization?
Less than a year [☐] 1 – 5 years [☐] 6– 10 years [☐] Above 10 years [☐]
5. How long have you been working at the Gold Field Ghana Limited?
Less than a year [☐] 1 – 5 years [☐] 6– 10 years [☐] Above 10 years [☐]

SECTION B

Kindly indicate your level of agreement or disagreement with each of these statements on the factors that drive Job Satisfaction, using the following scale by *ticking* (✓): where **1** = Never, **2** = Rarely, **3** = Sometimes, **4** = Very Often, and **5** = Always.

| <i>Intrinsic Factors</i> | | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| Recognition | | | | | | |
| 1 | I feel recognized for the job I do | | | | | |
| 2 | I am appreciated when I achieve the set target | | | | | |
| 3 | I am complimented by my supervisors and colleagues for the work I do | | | | | |
| Achievement | | | | | | |
| 4 | I feel excited when I meet deadlines | | | | | |
| 5 | I avoid time wasters in order to finish my assigned duties | | | | | |
| 6 | Not being able to meet targets demoralizes me | | | | | |
| Job Responsibility and Authority | | | | | | |
| 7 | I can handle my work independently | | | | | |
| 8 | I feel responsibility for my work | | | | | |
| 9 | I am accorded the requisite authority to carry out my duties | | | | | |
| Personal Growth and Development | | | | | | |
| 10 | I have opportunity to utilize my skills and talents | | | | | |
| 11 | I have opportunity to learn new skills | | | | | |
| <i>Extrinsic Factors</i> | | | | | | |
| Company Management and Policy | | | | | | |
| 12 | My company operates efficiently using approved standards | | | | | |
| 13 | My company has a consistent management policy | | | | | |
| 14 | The organizational structure is explicit in the delegation of authority | | | | | |
| Working Environment | | | | | | |
| 15 | I am satisfied with the facilities at my work area | | | | | |
| 16 | My working environment is safe | | | | | |
| 17 | My working environment is pleasant and convenient for me | | | | | |
| Pay and Benefits | | | | | | |

| | | | | | | |
|--------------------------------------|---|--|--|--|--|--|
| 18 | I am satisfied with my salary | | | | | |
| 19 | I am satisfied with the welfare and benefits (health Insurance, security, etc.) | | | | | |
| 20 | I enjoy the compensation package my organization offers | | | | | |
| Satisfaction with Supervision | | | | | | |
| 21 | My supervisor is fair in dealing with me | | | | | |
| 22 | My supervisor is hard to please | | | | | |
| 23 | My supervisor lives up to his/her promises | | | | | |

SECTION C:

Kindly indicate your level of agreement or disagreement with each of these statements on the Impact of Job Satisfaction, using the following scale by *ticking (✓)*: where **1** = Never, **2** = Rarely, **3** = Sometimes, **4** = Very Often, and **5** = Always.

| <i>Intrinsic Factors</i> | | 1 | 2 | 3 | 4 | 5 |
|---------------------------------|--|---|---|---|---|---|
| 24 | Does recognition for completed assignments make you happy? | | | | | |
| 25 | Do you feel excited when you are able to complete your assignment on time? | | | | | |
| 26 | Do you have the opportunity to develop new skills while performing your duties? | | | | | |
| 27 | Does being responsible for your assignment and having the authority to execute it make you productive? | | | | | |

| <i>Extrinsic Factors</i> | | 1 | 2 | 3 | 4 | 5 |
|---------------------------------|--|---|---|---|---|---|
| 28 | Will you be energized to increase your effort if your salary increases? | | | | | |
| 29 | Is a good working environment a morale for your job? | | | | | |
| 30 | Do you consider consistent management and good company policy to be important? | | | | | |
| 31 | Will effective supervision encourage you to bring forth your best? | | | | | |

SECTION D:

Kindly indicate your level of agreement or disagreement with each of these statements on Productivity, using the following scale by *tick*ing (✓): where **1** = Never, **2** = Rarely, **3** = Sometimes, **4** = Very Often, and **5** = Always.

| | | 1 | 2 | 3 | 4 | 5 |
|----|---|---|---|---|---|---|
| 32 | Gold Fields is able to meet its production targets | | | | | |
| 33 | Gold Fields has a good reputation with respect to the production of high-grade gold | | | | | |
| 34 | Producing within the planned time is the hallmark of the Gold Fields | | | | | |
| 35 | The published financial statements of the Gold Fields shows a year-on-year significant increase in profit | | | | | |
| 36 | Gold Fields is committed to reducing its production cost while maintaining it quality standards | | | | | |



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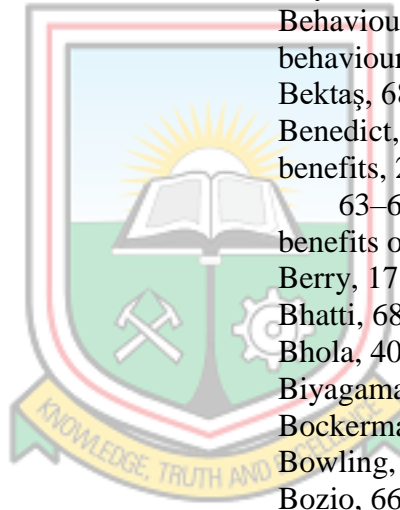
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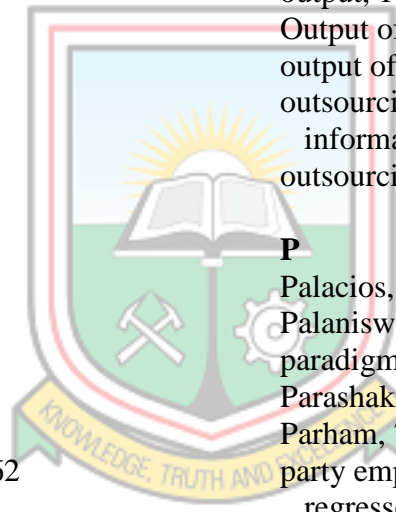
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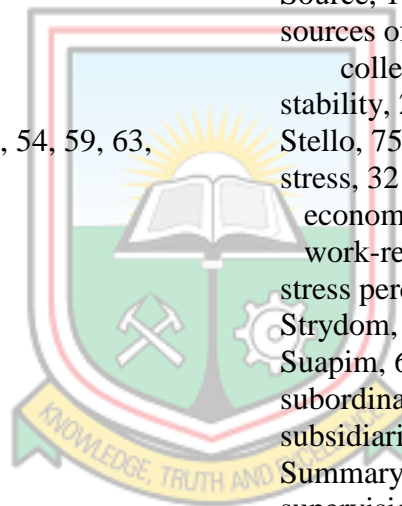
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