
RESEARCH ARTICLE

The Role of Job Dissatisfaction on Low Productivity in Ghanaian Sectors: Finding the Way Forward.

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ABSTRACT

The rate of employee turnover in Ghanaian sectors poses a threat to employers and, to some extent, the Ghanaian economy as a whole. Most Organizations in Ghana still face the challenge of satisfying their employees to enhance productivity or maximize profit. This has resulted in several organizations experiencing low productivity and minimized profit. This study sought to investigate the role of job dissatisfaction on low productivity in Ghana and the ways to curb this problem. The study employed a questionnaire and semi-structured interview questions to gather data from 150 respondents based on relevant theories and literature reviews. The study's findings revealed that dissatisfied employees could negatively affect an organization's productivity owing to the fact that they will possess negative attitudes and perform poorly. This was supported by the study's hypothesis of having a positive relationship between job dissatisfaction and low productivity. The empirical findings from the study indicated that several factors account for job dissatisfaction among employees, with such issues being insufficient salary, poor working conditions, lack of motivation, and fewer opportunities for career development. It was suggested that fulfillment elements (productive work conditions, chances to advance, high salary, and motivation) should be proactive measures to boost productivity in Ghana.

KEYWORDS

Job dissatisfaction, stress, negative attitude, high turnover, low productivity

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1. Introduction

Job satisfaction has turned out to be one of the most crucial aspects of organizational performance since it helps in generating motivation while increasing productivity. Job dissatisfaction appears to be a global issue in many workplaces. The factors underlying job dissatisfaction appear to be more consistent across various sectors (both private and public) around the world. While it's easy to measure job satisfaction at a workplace without employing dissatisfaction factors, it's almost impossible to explain or measure job dissatisfaction without referring to satisfaction measures such as income, job stability, nature of work, work hours, distance, and commuting as well as the working conditions and environment. As a result, dissatisfaction will be explained concerning satisfaction in this study. Judge and Locke (1993) define job dissatisfaction as a negative state of emotion caused by not appreciating one's job or experience. It refers to how unhappy people are with their jobs (Spector, 1997). Every business (organization) has expectations for both employers and employees, and thus a conflict may arise when the expectations are not met. Job dissatisfaction as a relative concept emerges when a person's desire for work does not match what he/she actually has (Eroğlu, Çoban, & İrmiş, 2014). Employers usually complain about the low performance of their workers, while employees grumble about the selfishness of their bosses. This may be ascribed to job satisfaction/dissatisfaction factors. A job that meets just the individual needs is not sufficient in the sense of employees as they do not work only to make earnings meet but to advance in their careers and feel appreciated (Eroğlu et al., 2014). As a result, employees become bored and uninspired when they do not experience any kind of progress. They rebel against this by giving less than their best, quarreling, or quitting the job, which results in poor

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performance and low productivity. By definition, job dissatisfaction is unpleasant, and most people are programmed—if not biologically inclined—to react to unpleasant circumstances by seeking out ways to lessen them. Employee attitudes influence productivity in a variety of ways, even though they might not be aware of it. While positive attitudes such as employee satisfaction, commitment, and job involvement usually lead to increased productivity, negative attitudes such as dissatisfaction, disengagement, tardiness, and absenteeism can have the inverse result. This study relies on documented theories and literature as well as questionnaires to achieve the following objectives.

1. To Establish the factors that cause job dissatisfaction among employees in Ghana.
2. To Examine the impact of employee job dissatisfaction on organizational productivity.
3. To Suggest ways to enhance productivity in Ghana.

In the following section, the study provides an outline of the concept of job satisfaction/dissatisfaction, theoretical backgrounds, and the current level of productivity in Ghana. The methodology and research hypotheses are presented next, followed by the results and discussions, as well as the conclusion.

2. Literature Review

2.1. The Concept of Job Satisfaction and Dissatisfaction

The concept of Job dissatisfaction has been defined distinctively by researchers in the context of satisfaction. Job dissatisfaction is the direct opposite of the measurements of job satisfaction. Job satisfaction has become one of the fundamental sentiments that influence human behavior in the workplace in terms of performance and productivity. As a result, stratified behavioral researchers are fixated on aptly measuring job satisfaction and understanding its repercussions for people at work. A clear picture of job satisfaction is provided by some definitions, which were informative for this research study. According to (Lukosi, 2015), the degree to which an employee conveys a positive attitude toward work is termed job satisfaction. This defines how satisfied a person is with his or her job (Wikipedia, 2022). Brief and Weiss (2002) contend that job satisfaction is a state of mind but emphasizes that analysts must clearly identify the subjects of mental evaluation that can affect beliefs, behaviors, and to some extent, feelings. Job satisfaction/dissatisfaction is frequently perceived as a complex structure that incorporates opinions from employees regarding a range of both internal and external job components. It conveys people's emotions, demeanors, or inclination toward work (Armstrong, 2006). An upbeat attitude toward the activity indicates satisfaction, whereas a negative and ominous disposition demonstrates dissatisfaction.

2.2. Theoretical Framework

Several theories have attempted to explain satisfaction/dissatisfaction and its measurements. Maslow's Theory, Herzberg's Motivation – Hygiene Theory (Two Factor Theory), McClelland's Theory of Needs, Theory X, and Social Action Theory are examples of such theories. According to Saif, Nawaz, Jan, and Khan (2012), job satisfaction theories are typically classified based on their nature or chronological appearance. Content theories include Maslow's hierarchy of needs, Herzberg's two-factor theory (Theory X and Y), Alderfer's ERG theory, and McClelland's theory of needs, whereas process theories incorporate behavioral therapy, cognitive evaluation theory, goal-setting theory, reinforcement theory, expectancy theory, and equity theory (Shajahan & Shajahan, 2004). It is evident that both content and process theories are indeed standardized theories (Konrad, Ritchie Jr, Lieb, & Corrigan, 2000).

Maslow's Hierarchy of Needs: The framework for the occupation fulfillment hypothesis was developed using Maslow's progressive system of needs, which is one of the clear sources of motivation. This theory reveals that people try to meet five explicit needs in their daily lives: physiological needs, safety needs, social motives, esteem needs, and self-actualization needs. Lower needs, according to this hypothesis, must be met before higher needs can be actualized (Robbins, Coulter, Rafiee, & Behrouz Asrari Ershad, 2007). This theory provided a solid foundation for early specialists to develop work satisfaction speculations.

Herzberg's Two Factor Theory: During the 1950s, Herzberg developed one of the most precise theories defining job satisfaction. The Motivator-Hygiene Theory, also known as the Two-Factor Theory, emphasizes that there are attributes in the workplace that lead to satisfaction when they are present and those that result in dissatisfaction when they are absent (Hackman, Oldham, & performance, 1976). The hypothesis was inspired by four motivator factors: achievement, recognition, responsibility, and advancement. In addition, the hypothesis entailed five hygienic factors: financial incentives, competent management, strategy and organization, working conditions, and companionship. According to the hypothesis, fulfillment and dissatisfaction are not on opposite ends of a magnitude. This implies that job satisfaction may be nothing more than the absence of job dissatisfaction (Robbins, Judge, & Sanghi, 2007). The theory contends that it is critical to have hygienic attributes at a satisfying level in order to attain an impartial inclination toward an activity. The hypothesis is straightforward and upholds the claim that managers should put effort into enhancing the hygiene factors of the workplace and emphasize the motivation factor to develop ideal employees.

Affect Theory: Locke's Range Affect Theory was developed in 1976; it is regarded as among the most popular job satisfaction hypotheses and is widely used by practitioners. The hypothesis primarily insinuates that satisfaction is determined by a mismatch between what is required in work and what is available in a vocation. It emphasizes that the degree of satisfaction experienced when one's desires are satisfied is influenced by the number of qualities provided in a particular aspect of work. Contrarily, dissatisfaction occurs once desires are not fulfilled.

Adams' Equity Theory: The Adam hypothesis is concerned with social assessment, wherein people compare the plausibility of their job performances to those of others. When one compares the rewards they receive for their dedication to their work with the rewards that other people receive for their work, there may appear to be an imbalance. According to the hypothesis, when a discrepancy exists, individuals will be compelled to work less at their predominant location in order to adjust their sense of remuneration.

Vroom's Expectancy Theory: This hypothesis examines thought processes in terms of what an individual accepts will happen based on anticipated rewards and costs. The hypothesis makes use of three variables that influence inspiration: anticipation, instrumentality, and valence. He contends that individual convictions about exertion/execution connections and work outcomes determine work inspiration. Simply put, Vroom's hypothesis is the obvious evaluation of a reward for achieving a goal. If the individual anticipates that the reward will be great/high, the individual will put forth the most extreme effort. Similarly, if the standard reward is poor/low, a negligible effort will be displayed. Along these veins, if the reward emerges to be unfavorable, it may lead to job dissatisfaction.

2.3. Current Level of Productivity in Ghana

Recently, there have been calls for public sector workers in Ghana to increase productivity. This depicts the fact that productivity in Ghana's public sector appears to be steadily declining. Productivity is critical to the development of a country because it helps to raise citizens' living standards and quality of life. Productivity simply refers to the rate or efficiency with which work is completed, particularly in industrial and service production. As a result, low productivity is the slow rate and inefficiency of production work. The government and the organized private sectors have made concerted efforts to boost productivity in Ghana. For example, the Federal or State Government holds seminars and workshops to encourage employees to be more productive. The National Productivity Centre and the Federal Government also grant honors to individuals who have characterized themselves as highly productive. Nonetheless, despite all efforts, both the public and some private sectors continue to experience low or declining productivity. As of December 2020, the country's labor productivity reached -0.68 % from 1.77 % in December 2011 (CEIC, 2021) (Figure 1). Particularly in the public sector today, there is a comparatively low level of productivity as most of the employees are not giving their all; some are idle, others arrive at work late, and others are absent from work without reason. Research has shown overall negligence among employees who are dissatisfied with their jobs and try to retaliate (Miah & Publications, 2018).

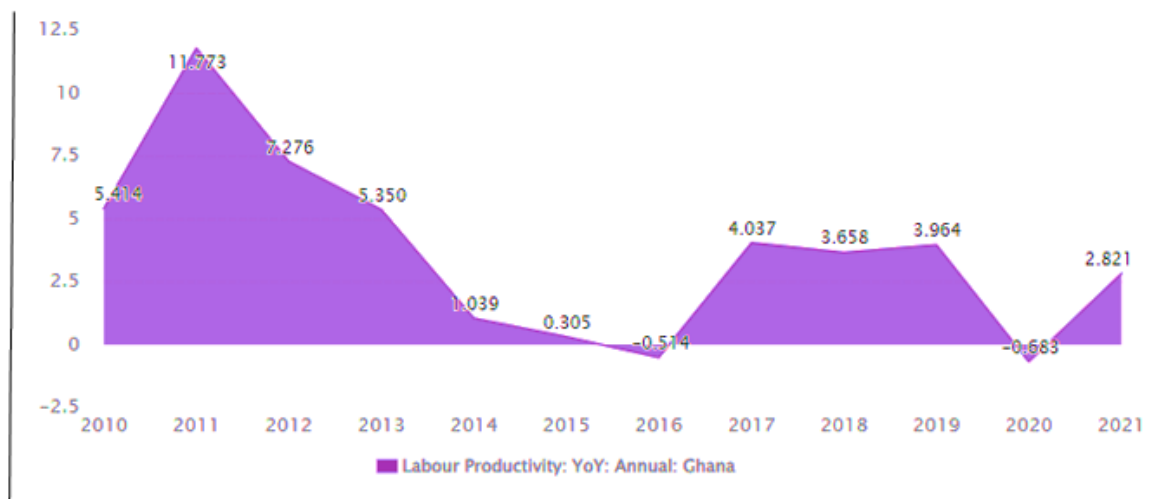


Figure 1. Labor Productivity in Ghana (Source: (CEIC, 2021))

3. Research method

3.1. Research model and hypotheses

3.1.1 Job Dissatisfaction

Job dissatisfaction is a state in which a worker feels discontent and unhappy with his or her job for a variety of reasons, such as pay, rewards, working environment, coworker attitudes, inadequate management, lack of private life, poor work-life balance, etc. (Keka, 2022). Employee satisfaction and dissatisfaction are heavily influenced by human resource management practices. With regard to HR practice, Herzberg's hypothesis argues that an individual will be satisfied with a job if the motivator factors improve. Similarly, if there is no improvement in the hygiene factors, the feeling of dissatisfaction ensues. The first hypothesis is supported by the literature cited above, which depicts the role of human resource management practices on employee commitment and job satisfaction/dissatisfaction.

H1: Poor HR management practice has a significant positive relationship with job dissatisfaction.

3.1.2 Job Dissatisfaction versus Low Productivity

Productivity is a measure of how well resources are used to meet time-sensitive objectives that are expressed in terms of quantity and quality (Reference for Business, 2022). Under the assumption that 'all good things go together,' the human relations school established the theory that a satisfied worker will be a productive worker (Greene & Craft Jr, 1977). Judge, Weiss, Kammeyer-Mueller, and Hulin (2017) confirmed that when employees are satisfied with their jobs, it (i) creates charming pressure within the organization, (ii) motivates employees to work well, and (iii) allows the organization to get excellent results from them. Dissatisfied employees, on the other hand, willingly try to avoid duty, absent themselves for no apparent reason, and act unconcerned without considering the organizational issues, which leads to lower productivity in the organization (Miah & Publications, 2018). Despite the obvious link between satisfaction and performance-productivity, Singh and Tiwari (2011) argued that the relationship has never been entirely positive. They assumed that there might be a number of employees who are satisfied with their jobs but do not perform well enough to increase productivity. It appears that the opposite is also true, as there may be employees who are dissatisfied with their jobs but whose performance is unaffected by their dissatisfaction for reasons such as altruism, dedication, and conscience. However, in today's world, this situation may be unusual. Taking into consideration the preceding discussion, the following hypothesis was developed:

H2: Job dissatisfaction has a significant positive relationship with low productivity

3.1.3 Job Dissatisfaction, Stress, and Low Productivity

Workplace stress has always affected job satisfaction, resulting in low employee commitment and a high turnover intention among workers (Miah & Publications, 2018). Job stress is frequently viewed as a person's sense of demands in comparison to cognitive resources (Misra, Roberts, & Rhodes, 2020; Phillips-Wren & Adya, 2020). Dissatisfied employees are more introverted, unfriendly, emotionally unstable, and distressed. They feel powerless and untalented. Regardless of the positions they hold, this impairs their decision-making abilities and causes them to take longer time to complete each necessary work task which accounts for low productivity (CHRON, 2022). It has been shown that stress has a positive relationship with job dissatisfaction (Beehr, 1974; French & Caplan, 1972; Lyons & performance, 1971). Based on the reviewed literature, the following hypotheses were proposed:

H3: Job dissatisfaction has a significant positive relationship with employees' perceptions of stress.

H4: Job stress has a significant negative relationship with employees' productivity.

3.1.4 Job Dissatisfaction, Negative attitude toward work, and low Productivity

An attitude is an emotional propensity that can be conveyed positively or negatively by analyzing a specific activity (Eagly & Chaiken, 1998). An individual's attitude can be measured and changed, as well as influenced by emotion and behavior. When bad feelings remain static, overall performance suffers, and poor attitudes and low productivity become unavoidable (Wasilu, 2013). The issue of employees' indifference and lack of dedication is not just one of individual indolence; instead, it is frequently a healthy reaction by individuals to an unfavorable environment brought on by widespread organizational policies (Wasilu, 2013). Poor attitude affects workers' productivity, and because productivity is money, managers must ensure a convenient and adequate working atmosphere, as well as services that meet human needs (Asmui & ISSN, 2012). Marx (1978) clarified in his theory of social production that wherever there is a master-subordinate production relationship in which the master exploits the subordinates, instability and a lackadaisical attitude toward duty result and impede productivity (Suleiman, 2013). As a result, the following hypotheses are proposed:

H5: Job dissatisfaction has a significant positive relationship with employees' negative attitudes towards work.

H6: Employees' negative attitude towards work has a significant positive relationship with low productivity.

3.1.5 Job Dissatisfaction, High Turnover Rate, and Low Productivity

Job dissatisfaction refers to employees' dissatisfaction with their jobs and their negative feelings about their jobs, such as fatigue, reluctance, and a desire to leave (Eroğlu et al., 2014). According to studies, dissatisfied employees are more likely to quit. Employee absenteeism, burnout, frequent errors while working, and finally, quitting are all manifestations of job dissatisfaction. Studies have proven that the impact of employee turnover and absenteeism on job performance is caused by job dissatisfaction factors (Lukosi, 2015). Boamah, Read, and Spence Laschinger (2017) noted in their study that high levels of job satisfaction contribute to low levels of employee turnover, which helps organizations become profitable and gain an excellent reputation. Loss of knowledge occurs when employees leave an organization, and a shortage of professionals may have a detrimental effect on the organization's productivity (Lukosi, 2015). Thus:

H7: Job dissatisfaction has a significant positive relationship with employees' high turnover rate.

H8: Employees' high turnover rate has a significant positive relationship with low productivity.

The relationships between the research hypotheses are envisaged in Figure 2 below.

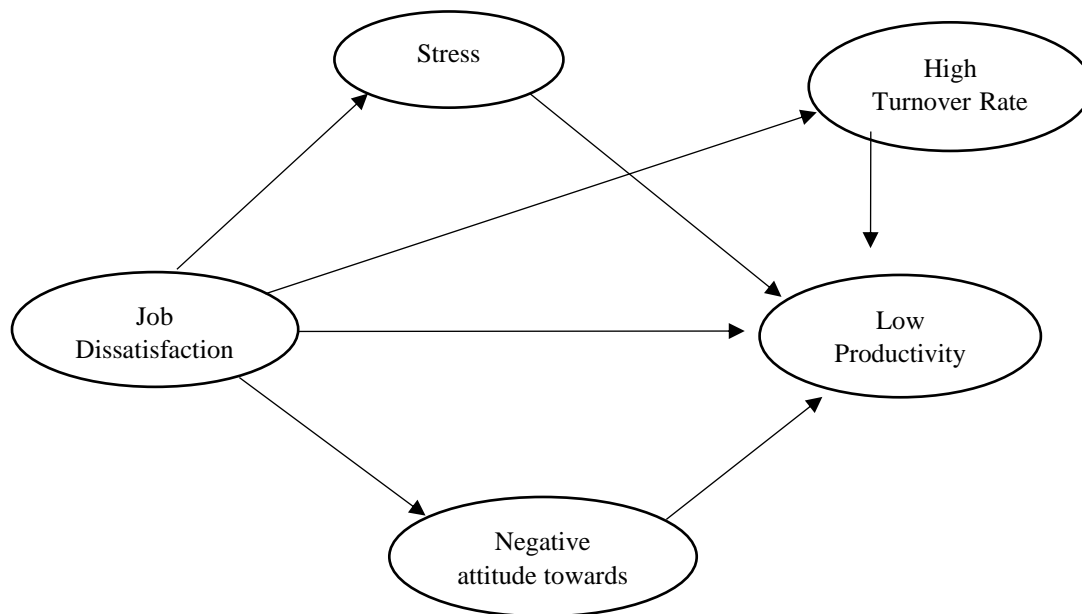


Figure 2. Research Model (Source: Author's construct)

3.2. Methodology and Data Collection

Compiling relevant data for the investigation was part of the research methodology. In order to evaluate the information and have a solid understanding of the concept of job satisfaction/dissatisfaction, secondary sources of information were gathered from specific papers, theories, and compiled databases. The study employed the mixed-method research design, which included the collection and analysis of both qualitative and quantitative data. Data collection was done by employing surveys (Questionnaires) among employees within various sectors in Accra. To collect information used in the study intended to quantify the quantitative data, a questionnaire with a 5-point Likert scale was used. The respondents' responses on the level of agreement with the statements regarding job dissatisfaction and productivity were indicated with available options being; (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree). Additionally, in an open-ended question, the respondents were asked to offer suggestions for ways to increase productivity. The data collected were analyzed using the SPSS program. The study also used descriptive statistics as well as Pearson's correlations for all variables. The purpose of this analysis was to determine the intensity of the linear relationship that existed between the controls (stress, negative attitude toward work, and high employee turnover rate), the independent variable (job dissatisfaction), and the dependent variable (low productivity). In addition, Microsoft Excel software was used to create charts and tables to present the study's findings as well as to convey a visual impression of relationships in order to clarify information hidden within the data.

4. Data Analysis, Results, and Discussion

The purpose of the study was to examine the role of job dissatisfaction on low productivity among Ghanaian sectors. This chapter presents a quantitative analysis that includes dispersion and descriptive statistics analysis to determine this relationship. Additionally, a hypothesis test to ascertain the impact of job dissatisfaction on low productivity is shown in this chapter.

4.1. Socio-demographic Characteristics of Respondents

The findings were presented in accordance with the study's research questions. Age, gender, occupation, level of education, etc., were among the few demographic details sorted to give a general idea of the respondents' characteristics.

Table 1 Socio-demographic Characteristics of Respondents (N= 150)

Variable	Frequency (F)	Percent (%)
Gender		
Male	85	56.7
Female	65	43.3
Total	150	100
Age Group		
18 - 30 years	56	37.3
31- 50 years	78	52.0
51 years and above	16	10.7
Total	150	100
Marital Status		
Single	56	37.3
Married	63	42.0
Divorced	24	16.0
Widowed	7	4.7
Total	150	100
Education		
Secondary	4	2.7
Tertiary	146	97.3
Total	150	100
Type of Organization		
Health Sector	64	42.7
Education Sector	54	36.0
Military	7	4.7
Law Enforcement	25	16.7
Total	150	100
Years Worked in Sector		
Less_than_3yrs	8	5.3
Between_3-7	21	14.0
Between_7-10	48	32.0
Between_10-15	73	48.7
Total	150	100
Level Of Income		
Less Ghs2000	54	36.0
Ghs2,000 – Ghs5,000	93	62.0
Above Ghs5000	3	2.0
Total	150	100
Job Satisfaction		
Yes	38	25.3
No	112	74.7
Total	150	100
Ready to Exit		
Yes	133	88.7
No	17	11.3

Total	150	100
Workers Left in the Last 5 Years		
1-5 People	8	5.3
6-10 People	21	14.0
11-15 People	48	32.0
16-20 People	73	48.7
Total	150	100

Source: Field Data (2022)

Table 1's findings show that men made up the majority of participants (56.7%) compared to women (43.3%), indicating a strong male predominance in Ghana's workforce. Out of this, 52.0% of the participants were between the ages of 31-50 years, 37.3% of the participants were of age 18-30 years while (10.7%) were of age 51 and above. This signifies that the participants were primarily from the working population. 42.0% had married, 37.3% were single, 16.0% had divorced, and 4.7% were widows. Concerning their occupation, the majority of the respondents (42.7%) were in the health sector, followed by the education sector (36.0%), law enforcement (16.7%), and then the military (4.7%). Out of this, 97.3% had attained tertiary education, while 2.7% had attained secondary education. This suggests that the respondents were knowledgeable and conscious of the study's implications. The majority of the respondents had worked for 10-15 years (48.7%), followed by 7-10 years (32.0%) and 3-7 years (14.0%), respectively, as less, as 5.3% had less than 3-year experience. This signifies the majority of the participants had the necessary skills and adequate experience in their jobs. Despite their requisite experience, only 2.0% receive an income above Ghs5,000, 62.0% receive an income between Ghs2,000-5,000, and 36.0% receive an income less than Ghs2,000. This signifies the majority of the respondents were low-average income earners. Among the respondents, (25.3%) said they were satisfied with their jobs, while (74.7%) were not satisfied with their job. The respondents indicated the number of people who have left their jobs as follows; 16-20 People (48.7%), 11-15 People (32.0%), 6-10 People (14.0%), and 1-5 People (5.3%). In spite of this, 88.7% of the respondents were prepared to quit their jobs if they were offered a job elsewhere, while 11.3% were not ready to leave. This implies the majority of sectors experience a high rate of employee turnover as compared to employee retention.

4.2. Descriptive analysis of Measurement variables

4.2.1 Influence of Poor HRM on Job Dissatisfaction

In this segment, the respondents were asked to rate their agreement with the following statements as to what makes them feel dissatisfied in their organization. The results are presented in Table 2 below.

Table 2 Influence of Poor HRM on Job Dissatisfaction

Statement	Mean	Std. Deviation
What factors in your organization do you believe contribute to job dissatisfaction? (domains of job dissatisfaction).....		
Insufficient salary	3.30	1.432
Poor working conditions	3.61	1.370
Not Motivated	3.24	1.213
Fewer opportunities for career development	3.34	1.220

According to Table 2's findings, the majority of respondents strongly agreed that "Poor working conditions" (M = 3.61) was the main cause of job dissatisfaction in their firm, which ranked first. Fewer opportunities for career advancement came in second (M = 3.34). The respondents also concurred with the statements, 'Insufficient salary' (M = 3.30) and 'Not motivated' (M = 3.24) as factors of job dissatisfaction, ranking third and fourth, respectively.

Herzberg (1974) made these points quite clearly in his theory, and it provides a framework for our study. Herzberg argued that variables that cause dissatisfaction in workers are hygiene factors, whereas factors that produce employee satisfaction serve as motivators. Most hygiene-related factors that contribute to dissatisfaction are associated with the working environment, work conditions, pay, insufficient training, regulations, and statutes (Herzberg, 1974). The findings of the study of the respondents' claim that they are dissatisfied with their jobs because of fewer opportunities for career development agrees with the research finding (Lukosi, 2015). According to him, the shortage is attributed to a lack of fairness among the superiors. He contends that employees are not fully aware of the specific requirements for promotion, and the promotion policy is not taken into account to the point that one can continue to work for a long time and to be promoted. Lack of employee motivation is another reason for job dissatisfaction. This was cited by (M = 3.24) respondents who claimed they were neither motivated nor satisfied with their job.

Employees are motivated when they anticipate that a particular course of action will result in the fulfillment of a goal and a valuable reward that meets their needs. Contrary to this creates dissatisfaction among employees (Lukosi, 2015).

4.2.2 Influence of Job Dissatisfaction on Stress

The respondents were asked to rate the amount of these statements they agreed with in terms of how much it stresses them out at work in this section. The results are presented in Table 4-2 below.

Table 3 Influence of Job Dissatisfaction on Stress

Statement	Mean	Std. Deviation
I feel stressed because.....		
...of Lack of support from the leadership	3.03	1.552
... of the unpleasant working conditions	3.20	1.381
The nature of the job does not give me enough time to take care of my family	3.50	1.469
I often job overtime without getting benefits	3.44	1.612

The results in Table 3 show that the majority of respondents strongly agreed with the statement ‘the nature of the job does not give me enough time to take care of my family’ (M = 3.50) as their reason for stress at the workplace ranking first. In addition, the majority of respondents cited ‘I often job overtime without getting benefits’ (M = 3.44) as a contributing factor of stress in their organization ranking second. Unfavorable working conditions (M = 3.20) and lack of leadership support (M = 3.03) were cited by the respondents as additional factors of stress.

The results of the study disclosed that the majority of the respondents' source of stress hinged on lack of time to take care of their families. This is consistent with research findings from (Michie & medicine 2002) which found that employees' homes and social lives are being affected by the growing demands placed on them at work. They contested that long, erratic working hours, working away from home, taking work home, work overload, job insecurity, and job relocation are all potential hindrances to fulfilling family responsibilities and enjoying free time. According to Michie and medicine (2002), this is likely to undermine a good and relaxing quality of life outside work, which is an important buffer against the stress caused by work. Furthermore, the respondents’ claim that “they often job overtime without getting benefits” as a source of stress is congruent with (Michie & medicine 2002), who confirmed that an organizational culture of unpaid overtime or “presenteeism” causes stress. This flaw causes employees to exhibit a negative attitude toward work which affects the productivity level of the organization.

4.2.3 Influence of Job Dissatisfaction on Negative Attitude Towards Work

In this section, the respondents were asked to express their level of agreement on the extent to which job dissatisfaction may reflect their bad attitude towards work. The results are presented in Table 4 below.

Table 4 Influence of Job Dissatisfaction on Negative Attitude Towards Work

Statement	Mean	Std. Deviation
I may exhibit a negative attitude when.....		
I feel stressed	4.16	1.124
I’m paid less than I deserve	3.73	1.334
I experience unpleasant working conditions	3.61	1.340
I’m not motivated	3.75	1.281

From the findings in Table 4, most respondents cited ‘when I feel stressed’ (M = 4.16) as a reason for negative attitude at work ranking first. Part of the respondents strongly agreed to ‘when I’m not motivated’ (M = 3.75) was a cause of negative attitude towards work ranking second, while others concurred with ‘when I’m paid less than I deserve’ (M = 3.73) and ‘when I experience unpleasant working conditions’ (M = 3.61) as other factors contributing to a negative attitude toward work ranking third and fourth respectively.

Various forms of studies on the sources of workers' attitudes have been conducted in an effort to analyze the causes of bad attitudes towards work. According to (Panatik, Badri, Rajab, Yusof, & Studies, 2012), behavioral attitude is more strongly influenced by workers' actions. When employees experience negative behavioral attitudes, their interest in work decreases, and they become sensitive and cause unhappy feelings, which in turn cause negative work outcomes (Othman, Suleiman, & Sciences, 2013). Research studies across organizations and types of jobs over the years show that when employees are asked to evaluate the cause of negative attitudes toward work based on different facets of their job, such as supervision, pay, advancement opportunities, stress,

co-worker-relations, etc., the nature of the work and it associate stress generally emerges as the most important job facet (Judge & Church 2000; Jurgensen, 1978). This is consistent with the study’s findings in Table 4. However, this is not to argue that good compensation plans or efficient supervision are unimportant; rather, there is a lot that can be done to affect job satisfaction by making work as interesting and less stressful as possible. According to Wasilu (2013), an employee's negative attitude toward work may affect his or her willingness to give his/her all while performing daily tasks, which may have an impact on organizational productivity.

4.2.4 Influence of Job Dissatisfaction on High Employee Turnover Rate

The respondents were asked to rate their level of agreement with the possibility of leaving their jobs in this section. The results are presented in Table 5 below.

Table 5 Influence of Job Dissatisfaction on High Employee Turnover Rate

Statement	Mean	Std. Deviation
I may leave my job when / if		
There is low pay/salary	3.13	1.186
There are unpleasant work conditions	3.31	1.471
There is a better opportunity elsewhere	3.39	1.414
I feel stressed	3.47	1.464

The findings, according to Table 5, depict mass of the respondents strongly agreed with ‘when I feel stressed’ (M = 3.47) as a reason to leave their job ranking first. The respondents strongly agreed with the statement, ‘when there is a better opportunity elsewhere’ (M = 3.39), as another key reason for them to leave their job ranking second. The respondents also concurred with the statements, ‘when there are unpleasant work conditions’ (M = 3.31) and ‘when there is low pay/salary’ (M = 3.13), ranking third and fourth, respectively.

Employee turnover is defined by Lukosi (2015) as the frequency with which workers depart from an organization over a specific time frame. When an individual is dissatisfied with an organization, he attempts to overcome it through various defense mechanisms. If he is unable to do so, he chooses to quit the job. However, the individual may leave the organization not because he is dissatisfied but because there is a better opportunity elsewhere (Lukosi, 2015). This is consistent with Armstrong (2006), who suggested that employee turnover could be caused by higher pay in another organization, career move, stability, more opportunities to develop skills, favorable working conditions, a poor relationship with the manager/team leader at the previous workplace, a poor relationship with colleagues at the previous workplace, bullying or harassment at the previous workplace, and personal issues such as pregnancy, illness, or relocating. The current study supports these research findings, with several respondents pointing to leaving their job when they find a better opportunity elsewhere. It also gives basis to the respondents’ claim to leave their job should they experience unpleasant work conditions when a job conflicts with an employee's personal life or causes anxiety and stress, the employee's intention to stay decreases while the intention to quit increases (Talukder, Talukder, Alam, & Mgmt., 2014). This conforms to the respondent’s intention to leave their job because of stress.

4.2.5 Determinants of Low Productivity

In this part, respondents were asked to rate their level of agreement with the following assertions regarding their contribution to low productivity in an organization. The results are presented in Table 6 below.

Table 6 Determinants of Low Productivity

Statement	Mean	Std. Deviation
Low productivity may be a result of		
Job dissatisfaction	3.26	1.206
Stress	3.29	1.358
Negative attitude toward work	3.16	1.550
High employee turnover	3.13	1.455

The study’s findings demonstrated a link between stress, job dissatisfaction, negative attitudes towards work, employee turnover, and organizational productivity. Gallup’s research discovered a low to moderate relationship between employee engagement and various outcome variables such as customer satisfaction, stress, productivity, turnover, and safety (Harter, Schmidt, & Hayes, 2002). As listed in Table 6, the respondents identified job dissatisfaction, stress, negative attitude toward work, and high employee turnover as limiters to productivity. The factors noted as irritants by the respondents appeared to be factors that limit their productivity. The list of irritants included poor remuneration, unpleasant working conditions, lack of motivation, and lack of career advancement. The assumption is that employees desire to be productive, and challenges to their success become bothersome and

aggravating. The study’s findings on the determinants of low productivity relate closely to Herzberg’s hygiene factors (supervision, interpersonal relationships, organizational policies, compensation, and working conditions) as well as to the two key elements of leadership as defined by Fleishman et al. (1991).

4.2.6 Correlation Analysis

Table 7 Correlation analysis

Variables		1	2	3	4	5
Job Dissatisfaction	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	150				
Stress	Pearson Correlation	.933**	1			
	Sig. (2-tailed)	.000				
	N	150	150			
Negative Attitude Toward Work	Pearson Correlation	.705**	.714**	1		
	Sig. (2-tailed)	.000	.000			
	N	150	150	150		
High Turnover Rate	Pearson Correlation	.974**	.898**	.691**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	150	150	150	150	
Low Productivity	Pearson Correlation	.965**	.958**	.685**	.928**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	150	150	150	150	150

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

Note: JD-Job Dissatisfaction, S-Stress, NATW-Negative Attitude Toward Work, HTOR-High Turnover Rate, LP-Low Productivity

Source: Field Data (2022)

As shown in table 7, the dependent variables (job dissatisfaction, stress, negative attitude toward work, high turnover rate) and independent variables (low productivity) demonstrated significant, strong positive correlations. The results showed the highest correlation was for JD and HTOR at 0.974 ($p < 0.01$), followed by JD and LP at 0.965 ($p < 0.01$) and by S and LP at 0.958 ($p < 0.01$). The lowest correlation was between NATW and LP at 0.685 ($p < 0.01$). These deduced calculations show that the variables' responses were consistent. In addition, respondents’ views on low productivity appear to be more closely related to the dependent variables (job dissatisfaction, stress, negative attitude towards work, and high turnover).

4.2.7 Model Summary

Table 8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.979 ^a	.959	.958	.26302

a. Dependent Variable: Low productivity

b. Predictors: Job dissatisfaction, Stress, Negative attitude work, High turnover rate

Source: Field Data (2022)

From the findings, R was 0.979, R square was 0.959, and adjusted R squared was 0.958. An R square of 0.979 implies that 97.9% of changes in low productivity are explained by the independent variables of the study. However, other factors that influence changes in low productivity were not included in the model and accounted for 2.1%. On the other hand, an R of 0.979 signifies a strong positive correlation between the variables of the study. The findings correspond to the previous research and align well with other academic research findings on the topic of job dissatisfaction (Herzberg, 1974; Lukosi, 2015; Miah & Publications, 2018)

4.2.8 ANOVA

Table 9 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	236.854	4	59.213	855.937	.000 ^b
	Residual	10.031	145	.069		
	Total	246.885	149			

a. Dependent Variable: Low productivity

b. Predictors: Job dissatisfaction, Stress, Negative attitude work, High turnover rate

Source: Field Data (2022)

From the ANOVA table above, the calculated value of F is 855.937, indicating that the overall regression model was statistically significant. The probability value of 0.000, which is less than a 5% level of significance, is an indication that the model is fit. According to (Fidell, Tabachnick, Mestre, & Fidell, 2013), a significant level of less than or equal to .05 is an indication that the model is fit for social science research. Therefore, it can be concluded that the independent variables (job dissatisfaction, stress, negative attitude towards work and high turnover rate) can significantly influence an organization’s productivity negatively.

4.2.9 Regression Coefficients

Table 10 Regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.204	.137		1.490	.138
Job Dissatisfaction	.719	.093	.716	7.768	.000
Stress	.466	.050	.451	9.351	.000
Negative Attitude Towards Work	-.113	.068	-.040	-1.652	.101
High Turnover Rate	-.215	.110	-.147	-1.955	.052

a. Dependent Variable: Low productivity
 b. Predictors: Job dissatisfaction, Stress, Negative attitude work, High turnover rate

Source: Field Data (2022)

Concurring from Table 10 above, there is a positive and significant relationship between job dissatisfaction and low productivity. The findings were supported by a regression coefficient of 0.716 and a p-Value of 0.000. A regression coefficient of 0.716 implies that a unit change in job dissatisfaction led to a 0.716 units increase in low productivity. Results also indicate that stress positively and significantly influences low productivity (Beta= 0.451, P=0.000). It implies that a unit change in stress results in a 0.466 significant increase in low productivity.

4.3. Ways to Enhance Productivity in Ghana

The problem of low productivity in Ghana is exacerbated by issues of improper personnel management and a lack of creative strategy to manage the organization's most valuable assets—human resources. Figure 3 illustrates four key solutions to low productivity in the form of an inverted pyramid. The greatest agreement among respondents is the issues of productive work conditions followed by chances to advance and better remuneration systems, with motivation ranking low among their concerns. (Such issues as eliminating bureaucracy and red tape, improving management and supervision, sharing information, encouraging and recognizing performances, providing training, setting clear goals and objectives, and increasing staff levels are management initiatives that can allay worries about low productivity). This section outlines the principal remedies mentioned by respondents as a means of resolving Ghana's low productivity issues.

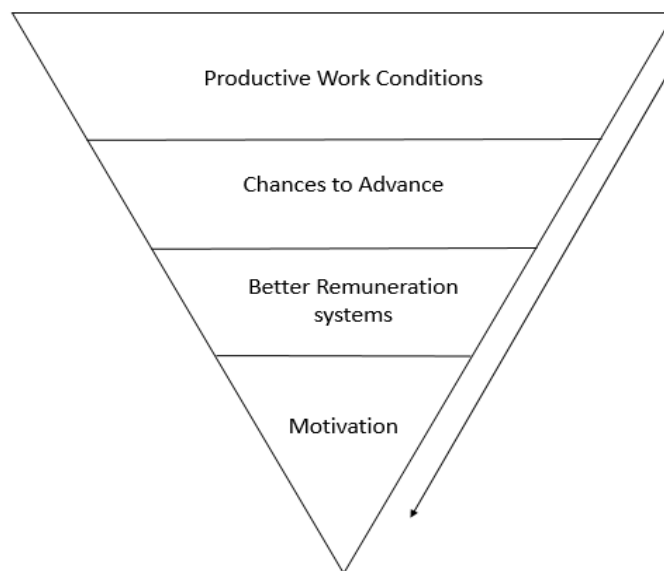


Figure 3. Inverted pyramid solution to Ghana's low productivity.

4.3.1 Productive Work Conditions

Productive work condition was one of the ways suggested by seventeen (17) respondents to enhance productivity. The respondents believe working conditions among various sectors within the country are not favorable; hence there is a need for suitable working conditions to bridge this satisfaction gap. One of the respondents wrote, 'The organizations should care about their employee's life (health) and provide suitable working conditions'. This is similar to (Asamoah, Osei-Kojo, Yeboah-Assiamah, & Governance, 2013) research findings which stipulate that a productive work environment (condition) is required to encourage employees to exhibit commitment and give their all toward the achievement of organizational goals.

4.3.2 Chances to Advance

Opportunities to advance in the organization were mentioned by fifteen (15) respondents as a way to promote productivity. Promotion is a form of motivator given to employees as a reward for accomplishing organizational objectives; thus, it serves as a means of embedding organizational and personal goals. According to Pandey, Asthana, and Studies (2017), promotion is a type of advancement for employees who provide better job performance. Miah and Publications (2018) perceived that, in today's business world, promotion is one of the incentives that make employees productive participants in the organization, which has a direct impact on organizational performance and productivity.

4.3.3 Better Remuneration System

The respondents cited a better remuneration system to boost productivity in Ghana. This was mentioned by fourteen (14) respondents. One respondent stated that 'managers should pay as though they are the workers'. One respondent also noted, 'if they want us to work well, they should pay well'. In a related study, Owusu (2003) concurred that the wages and salaries in Ghana's public sector are generally less appealing than in the private sector, which needs to be addressed in order to promote productivity in the public sector. Several studies have identified low pay as a major contributor to low productivity in the public sector. This relates to the creation and application of plans and guidelines for paying people according to their value to the organization in a fair, equitable, and consistent manner (Armstrong & Murlis, 2007).

4.3.4 Motivation

One of the methods suggested by ten (10) of the respondents for enhancing productivity was motivation. Most of the respondents were of the view that there should be sufficient motivation. Motivation has been studied using theories postulated by writers on motivation, such as Maslow and Herzberg, who approached motivation from a human resource perspective. There is evidence from numerous studies that employee motivation and organizational productivity are correlated. According to Nelson (1997), in order to achieve organizational goals, management must not only provide a pleasant workplace for staff members to work in but also inspire them to be more productive. This supports (Olatunji, Lawal, Badmus, Tejideen, & Sciences, 2016) assertion that motivation should be essential to managers as it reflects management efficiency and worker effectiveness (productivity).

5. Summary of Findings, Conclusions and, Recommendations

5.1. Summary of findings

The study focused on examining the role of job dissatisfaction on low productivity in Ghanaian sectors and finding ways to promote it. The findings of the study supported the theory of satisfaction and previous empirical evidence that, indeed, people's fulfillment is based on several satisfaction attributes. The current study's findings provided empirical evidence of low productivity in Ghana resulting from a lack of job satisfaction (dissatisfaction) among workers in various sectors. According to the results, there are a number of factors accounting for job dissatisfaction among employees, with such issues as insufficient salary, poor working conditions, lack of motivation, and fewer opportunities for career development as the most prevalent ones.

The second objective of the study was to examine the impact of employee's dissatisfaction on organizational productivity. This is particularly alarming owing to the fact that despite all of the restructuring, proper systems, and innovation, organizations are nothing more than piles of stone and metal and blobs of ink on pieces of paper without the meanings provided by the human mind (employees). Our findings revealed that dissatisfied employees could negatively affect an organization's productivity owing to the fact that they will possess negative attitudes and perform poorly. In support of this, the study's hypothesis revealed a significant positive relationship between job dissatisfaction and low productivity (0.965, $p < 0.01$). The findings also revealed a significant relationship between job dissatisfaction and stress (0.933, $p < 0.01$), job dissatisfaction and negative attitude towards (0.705, $p < 0.01$), as well as job dissatisfaction and employee high turnover rate (0.974, $p < 0.01$). These symptoms tend to spread to other employees, tainting entire departments and the bottom line of the organization.

Finally, the study sought to explore ways to address and boost productivity in Ghana. The findings from the study revealed that fulfillment elements (productive work conditions, chances to advance, high salary, and motivation) are important factors conditioning the productivity of employees and the organization and, thus, need to be implemented in order to boost productivity among sectors in Ghana.

5.2 Conclusion

Without mincing words, it is evident from the results that satisfaction (fulfillment) elements are indeed a strong predictor for both workers' and organizational productivity, which is evident not only from the review of existing literature on the subject but also from the empirical findings of this present study. Job satisfaction is, therefore, an important organizational key that can be used to enhance the productive capacity of workers. Based on these findings, the study recommends that managers, as well as the government, should take the issue of employee satisfaction more seriously in order to improve the productivity level of their sectors. Both embodiments could improve working conditions, promotions, salaries, and motivation levels of their employees in order to increase productivity which is necessary as it has been found that lack of satisfaction (job dissatisfaction) can lead to low productivity.

5.3 Research Limitations and suggestion for further studies

The sample size is the first limitation of this study. Despite the fact that Ghana has a large number of workers, only 150 of them took part in the study, which limited the number of suitable respondents for the study. The current study's respondents are primarily limited to workers in Ghana's capital city (Accra). Due to the current study's scope limitations, the data derived from the survey may not be generalizable to all Ghanaian workers.

Additionally, despite the robustness of the results, cultural differences, as well as behavioral differences such as altruism associated with different employees, may offer valuable insights into employees' behavior under job dissatisfaction conditions. This study recommends future research to test the proposed conceptual model under special conditions such as altruism, dedication, and conscientiousness associated with employees. Also, our study focused on the management's role in low productivity (employee job dissatisfaction). However, some satisfied employees still do not perform well enough to increase productivity. Therefore, future research should consider employees' genuine behavior that leads to low productivity.

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Appendix

Questionnaire

I'm a Master's student in the field of Business Management from the School of Economics and Management, Nanjing Tech University. I am carrying out a study on the role of job dissatisfaction on low productivity in Ghanaian sectors: Finding the way forward. I would be glad if you could help me answer the following questions. Thank you.

Section A. Demographic Questions

Gender: Male Female

Age: 18-30 31-50 51 and above

Marital Status: Single Married Divorce Widowed

Type of Organization: Health Sector Education Sector
 Military Law Enforcement Other
Education: Basic Secondary Tertiary

For how long have you been working in the sector?

Less than 3 years Between 3-7 years Between 7-10 years
 Between 10-15 years Between 15-20 years More than 20 years

What's your level of income?

Less than Ghs 2000 Between Ghs 2000 and Ghs 5000 Above Ghs 5000

How many people have left your sector within the last 5 years?

1 -5 people 6-10 people 11-15 people 16-20 people

Are you satisfied with your job? Yes No

If I may secure employment somewhere else, I am ready to leave this organization. Yes No

Section B: Determine The Influence Of Poor Human Resource Management Practice On Job Dissatisfaction.

Please indicate your level of agreement with the following statements on the extent to which makes you feel dissatisfied in your organization on a scale of 1 to 5 **where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.**

Statement	1	2	3	4	5
What factor do you consider contributing to job dissatisfaction in your organization? (domains of job dissatisfaction).....					
Insufficient salary					
Poor working conditions					
Not Motivated					
Fewer opportunities for career development					

Section C: Determine The Influence Of Job Dissatisfaction On Stress.

Please indicate your level of agreement with the following statements on the extent to what makes you feel stress at your workplace on a scale of 1 to 5 where **1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5=strongly agree.**

Statement	1	2	3	4	5
I feel stressed because.....					
...of Lack of support from the leadership					
... of the unpleasant working conditions					
The nature of the job does not give me enough time to take care of my family					
I often job overtime in my job without getting benefits					

Section D: Determine The Influence Of Job Dissatisfaction On Negative Attitudes Toward Work.

Please indicate your level of agreement with the following statements on the extent to which dissatisfaction may reflect on negative attitudes towards work on a scale of 1 to 5 **where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.**

Statement	1	2	3	4	5
I may exhibit a negative attitude when.....					
I feel stressed					
I'm paid less than I deserve					
I experience unpleasant working conditions					
I'm not motivated					

Section E: Determine The Influence Of Job Dissatisfaction On A High Employee Turnover Rate.

Please indicate your level of agreement with the following statements on the extent of why you may leave your job on a scale of 1 to 5 where **1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.**

Statement	1	2	3	4	5
I may leave my job when					
There is low pay/salary					
There are unpleasant work conditions					
There is a better opportunity elsewhere					
I feel stressed					

Section F: Determinants Of Low Productivity.

Please indicate your level of agreement with the following statements on the extent to which they may contribute to low productivity on a scale of 1 to 5 where **1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5=strongly agree.**

Statement	1	2	3	4	5
Low productivity may be a result of					
Job dissatisfaction					
Stress					
Negative attitudes toward work					
High employee turnover					

Section G: Personal Opinions.

In your view, what better ways can be put in place to enhance productivity in Ghana?

.....
 ...