

Research Paper



Job satisfaction as a tool for achieving efficiency and productivity: a case study of selected mtn branches in kumasi, ghana

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ABSTRACT

In order to fill a vacuum in the literature, this study sought to investigate how job happiness affects worker performance in Ghana's telecom industry. As case study companies, the study concentrated on a few MTN Ghana locations in the Kumasi Metropolis. A descriptive survey design was used in a quantitative research technique. Most of the data was gathered using surveys. 302 respondents were chosen at random using basic random sampling and the sample size determination table developed by Krejcie and Morgan (1970). Regression analysis was used to examine the link between employee performance and job satisfaction metrics using SPSS Version 20. The results showed that relationships with supervisors, employee compensation, promotions, training and development, and the nature of work were important factors impacting job performance (efficiency and productivity). Furthermore, with the exception of interactions with coworkers, the study found a clear correlation between job satisfaction metrics and employee performance.

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1. INTRODUCTION

In today's fast-paced and competitive business environment, companies worldwide are increasingly recognizing the crucial role that employee satisfaction plays in driving organizational success.

As [13] aptly pointed out, human resources are the lifeblood of any organization, and their performance has a direct impact on the overall growth and development of the company.

When employees are satisfied with their job and the management's actions, they are more likely to be motivated, engaged, and committed to delivering high-quality work. This, in turn, leads to improved organizational outputs, increased productivity, and enhanced competitiveness [13]. On the other hand, dissatisfied employees can have negative consequences on the organization, including decreased morale, lower productivity, and increased turnover rates [1].

As Acquah (2020) noted, happy employees are more likely to go the extra mile, take initiative, and deliver high-quality results. This is because satisfied employees feel valued, respected, and supported by their organization, which fosters a positive work environment and encourages them to perform at their best.

So, what factors contribute to employee satisfaction? Research has shown that several key elements play a significant role in shaping an employee's job satisfaction. These include: Firstly, effective communication: open, transparent, and regular communication between management and employees is critical in building trust, resolving issues, and promoting a sense of belonging.

Secondly, recognition and rewards: recognizing and rewarding employees for their hard work and achievements motivates them to continue delivering high-quality performance.

Thirdly, opportunities for growth and development: providing employees with opportunities for training, development, and career advancement demonstrates a commitment to their growth and well-being.

Fourthly, positive work environment: Fostering a positive work environment that promotes collaboration, teamwork, and camaraderie is essential in boosting employee satisfaction.

Lastly, work-life balance: supporting employees in achieving a healthy work-life balance is critical in reducing stress, increasing job satisfaction, and improving overall well-being.

To improve employee satisfaction, organizations can implement several strategies such as; conduct regular feedback sessions, hold regular feedback sessions to understand employees' concerns, ideas, and suggestions.

Develop employee recognition programs; establish recognition programs that reward employees for their achievements and contributions.

Provide opportunities for growth and development; offer training, development, and career advancement opportunities to help employees grow professionally.

Foster a positive work environment; promote a positive work environment by encouraging collaboration, teamwork, and open communication. Support work-life balance; Implement policies and programs that support employees in achieving a healthy work-life balance. Employee satisfaction plays a vital role in driving organizational success. By understanding the factors that influence employee satisfaction and implementing strategies to improve it, organizations can reap numerous benefits, including increased productivity, improved morale, and enhanced competitiveness. As the business environment continues to evolve, it is essential for organizations to prioritize employee satisfaction and make it a core component of their overall business strategy. [2]

2. RELATED WORK

The Concept of Job Satisfaction

A complex topic, job satisfaction has recently attracted a lot of scholarly attention from a range of fields. Numerous studies have defined "work happiness" in various ways due to its ambiguity. For different people, job happiness may imply different things. "A person's positive emotional reactions to a specific job" is how one defines employment happiness (Oshagbemi, 1999). In a similar vein, Silva (2014) characterizes "positive attitude and feelings people have towards their job" as work satisfaction. These standards are limited to using workers' emotional reactions to gauge their level of job satisfaction. Oshagbemi and Silva's criteria make measuring work satisfaction difficult because they don't identify specific factors that

contribute to happiness, and because emotions differ, Fidan et al. (2016) define work satisfaction as "the pleasure a person gets from his/her job, the feeling of satisfaction, and the quality of life."

Work satisfaction, as defined by Sriratanaprat and Songwathana (2011), is a "pleasurable or positive emotional status resulting from the evaluation of one's job or job experience." The ideas of Songwathana and Sriratanaprat introduce a new dimension of "pleasure" and "quality of life." However, these notions are too generic since they do not adequately differentiate between the components that constitute pleasure and quality of life. Consequently, the phrase does not encompass all factors that influence enjoyment.

Factors Influencing Employee Job Satisfaction

According to Harmer (2012), several factors such as money, culture, an interesting workplace, incentives, low stress, respect, trust, job security, and so on contribute to employee job satisfaction in an organization. A Human Resource Management article claims that when a job interests them, employees are most fulfilled. Giving employees a degree of autonomy enables them to create their own tasks and conquer hurdles, making work more enjoyable. Regular challenges and variety in the workplace can keep things interesting. Even though income does not always constitute the most important factor in work satisfaction, it certainly helps. Bonuses and pay increases may regularly help employees overcome negative attitudes toward other, less pleasant aspects of their professions. Low Stress: Employees who are under constant stress and pressure to perform well at work may develop indifference, exhaustion, physical tightness, migraines, drug abuse disorders, and high blood pressure. While a diverse workday may not always be possible due to the nature of some occupations, competent managers can look for ways to push their staff and change daily routines to provide a variety of responsibilities. Security of Employment, by being transparent and honest about their long-term sustainability and health, businesses may provide their consumers a sense of assurance. If you've ever had to go to work every day and wondered if your job is safe, you understand how tough it can be.

Benefits and Job Satisfaction

Benefits have the potential to increase or decrease worker job satisfaction. Employee perks are extra financial benefits that employees receive on top of their salary. Another research by Hina et al. (2014) looked at the incentives offered to male and female workers differently and how these benefits affected the faculty members' job satisfaction in higher education at various institutions in Islamabad. Similar research was conducted in the US, Malaysia, and Vietnam to determine the effects of recognition, compensation, and benefits on university students' work satisfaction.

The findings indicate a strong correlation between incentives, pay, and benefits and job satisfaction (Tessema et al., 2013). Odunlade (2012) discovered a connection between salary, benefits, and job happiness in his study on managing employee pay and benefits for work satisfaction in Nigerian libraries and information centers. Furthermore, [4] discovered that employee incentives and awards had an impact on job satisfaction. The purpose of the study was to investigate the effects of training satisfaction, employee benefits, and incentives on the dedication of part-time hotel workers. Mabaso and Dlamini (2017) studied how pay and perks affected work satisfaction in South African higher education institutions.

The results of the study indicated that while there was no statistically significant correlation between perks and work happiness, there was a positive association between salary and job satisfaction. Regardless of the findings of [11], Odunlade (2012), and [3], it is reasonable to assert that benefit is a strong predictor of employee satisfaction.

Concept of Employee Performance

Employee performance has garnered a lot of attention in literature and research since every organization strives for good performance (Ojo, 2012). People who are employed and perform duties either full-time or part-time in accordance with a verbal or written employment agreement are known as employees. Additionally, it outlines the responsibilities that must be performed by the employee within a

specific time frame and the compensation that will be provided (Manjunatha & Renukamunthi, 2017). An employee's accomplishment is frequently recognized monetarily and in other ways when management or superiors within the organization respect it. Performance is not the only criteria that determines future career advancement and labor market success.

Although there are certain exceptions, top performers have a higher chance of being promoted within an organization and have more career opportunities than poor performers [13]. Numerous factors, such as personal issues, job fit, incentives to succeed, working conditions, job training, and performance feedback, all have an impact on employee performance (Woods, 2014). Poor performance might be caused by unsatisfactory internal or external situations. Understanding the underlying causes of poor performance is essential to changing it. Businesses should thus train managers to accurately pinpoint the reasons behind subpar performance and offer effective remedies. Performance, as defined by Dhankar (2015), is the completion of a set of time-bound tasks with a result indication that demonstrates the extent of task accomplishment. This can only be evaluated in the presence of a performance standard. Employee performance, then, is described as the outward behaviors and activities that demonstrate how a work is done (Manjunatha & Renukamunthi, 11 2017). Thus, how successfully a worker performs their obligations in line with their job description can be considered a measure of their performance. Gibson (2012) asserts that employee performance is a measure of both a worker's morale and the effectiveness with which they do the tasks that the employer has delegated to them. "Performance is defined in terms of productivity, job satisfaction, turnover, and absenteeism," claims Nmadu (2013). When thinking about employee performance, academics also believed it was critical to differentiate between an action (i.e., behavioral) component and a result component. Rick (2009). The behavioral component focuses on an individual's conduct in the workplace. Furthermore, only behaviors that can be measured or quantified are regarded as part of an employee's performance (Richard, 2009). Moreover, performance outcomes are influenced by variables other than an individual's actions. Imagine a teacher who teaches a great reading lesson (the behavioral component of performance), but intellectual limitations prevent one or two of his pupils from improving their reading skills (the outcome component of performance). Since there is a high demand for mobile phone equipment overall, a salesman in the telecom industry may have mediocre performance in face-to-face meetings with potential customers (a behavioral component of performance) but produce high sales for mobile phones (an outcome component of performance). It could be challenging to discuss the action part of a performance in real life without also bringing up the consequence part. Since performance is only defined as behaviors related to organizational objectives, a set of criteria for assessing how well an individual's performance corresponds with those objectives is required. Therefore, not all of the issues are fully resolved by concentrating on performance as an activity.

2.0 Conceptual Frame Work

According to Mugenda and Mgenda [8], a conceptual framework shows how the researcher links variables that are considered significant in a study. As a result, the current research is predicated on the assumption that job satisfaction influences employee performance in Ghana's telecommunications business. The conceptual framework used to guide the investigation is shown in [Figure 1](#)

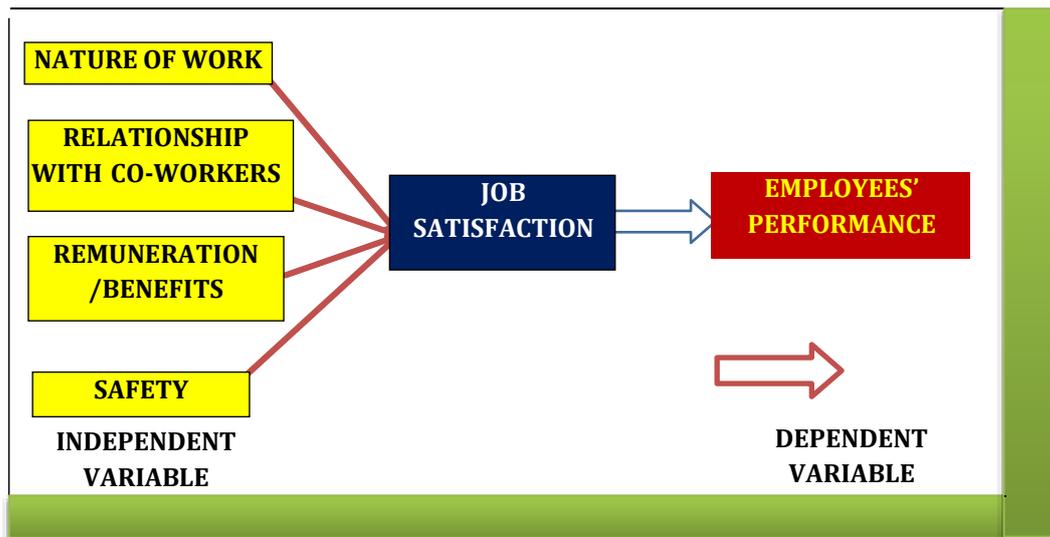


Figure 1 Conceptual Framework on the impact of Job Satisfaction on Employee Performance

Source: Author's own Construct 2022

The conceptual framework shown in Figure illustrates the impact of job satisfaction on employee's performance. From the conceptual framework, Job satisfaction (Working Conditions, Nature of Work, Relationship with Co-workers, Safety and Remuneration,) is the independent variable while employees' performance is the dependent variable.

3. METHODOLOGY

With a focus on a few MTN Ghana locations in the Kumasi Metropolis, the study aims to investigate how job happiness affects worker performance in Ghana's telecom sector. It describes the methods used to accomplish the goals of the study. A structured questionnaire, defined by Kotler and Keller (2009) as a series of questions intended to elicit respondents' opinions on a certain subject, was used to collect the data. Respondents were required to choose predetermined responses without offering an explanation for each of the five sections (A–E) of the questionnaire, which were all closed-ended questions. Personal demographic data was collected in Section A.

The elements influencing job satisfaction in the telecom industry were examined in Section B. The impact of job happiness on worker performance was examined in Section C. Section D looked at how employee performance and job satisfaction relate to one another. In order to optimize employee performance, Section E explored methods for improving work satisfaction. A four-point Likert scale—Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD)—was used to allow respondents to rate their opinions on the relationship between work satisfaction and employee performance after they were shown items. To ensure validity, ten workers from MTN Ghana's Bantama branch who were not included in the main study participated in a pilot test. All operational employees of the chosen MTN Ghana branches in the Kumasi Metropolis, totaling around 1,450 workers, were the focus of the study. Although several designs were taken into consideration, an explanatory/causal study design was chosen. The Krejcie and Morgan table was used to calculate the sample size, and 302 individuals were selected as a representative sample. By using probability sampling, the study made sure that each member of the population had an equal chance of being chosen. The study employed a quantitative research approach in order to gather and objectively evaluate numerical data. This strategy makes it easier to apply descriptive and inferential statistical approaches to assess important study topics, as stated by Creswell & Creswell (2017). The collected data was analyzed using descriptive statistics, with results presented in tables through percentage and frequency calculations. The reliability of the questionnaire was assessed using

Cronbach's alpha, which yielded a score of 0.80 after pilot testing with SPSS software, indicating a high level of internal consistency.

4. RESULTS AND DISCUSSION

The gender distribution of study participants is shown in the first section. According to the data, 145 (48.0%) of the responders were men and 157 (52.0%) were women. Ten (3.3%) of the female respondents were supervisors, two (0.7%) were managers, and 145 (48.0%) were employees (front desk, back office, and sales personnel). On the other hand, 115 (38.1%) workers, 26 (8.6%) managers, and 4 (1.3%) supervisors were among the male responders. Given that women outnumber men in Ghana, this distribution is consistent with the country's demographic trends (Ghana Statistical Service, 2019). 60 (19.9%) of the respondents were under the age of 20, 219 (72.5%) were between the ages of 21 and 30, 20 (6.6%) were between the ages of 31 and 50, and just 3 (1.0%) were beyond the age of 50. 260 (86.1%) of the respondents had a degree, 22 (7.3%) had a master's degree, 3 (1.0%) had diplomas, and 17 (5.6%) had graduated from high school. Indicators of work satisfaction were also studied. Just 22 (7.3%) disagreed with the vast majority of 280 (92.7%) respondents who felt that connections with coworkers affect job performance. This implies that job happiness and productivity are increased in a peaceful workplace. The results are consistent with Jex (2002), who highlighted the role that connections among coworkers have in job happiness and productivity. Furthermore, 285 (94.4%) of the respondents believed that pay and wages have a major influence on job satisfaction and performance, whereas 17 (5.6%) disagreed. This result backs with Lim's (2008) claim that increased compensation is a key driver of work happiness and productivity. Similarly, [5] found that the main elements influencing job satisfaction were pay, attitudes of coworkers, incentives, work environment, and supervision. Another important consideration was promotion; 290 (96.0%) of respondents believed that it affects performance and work satisfaction, while 12 (4.0%) disagreed. This result is in line with Cook's [9] assertion that promotions are an emotional component that contributes to employee performance. Workers who believe they were promoted properly are often happier and more driven. However, 99 respondents (32.7%) agreed that training and development have a major influence on work satisfaction, whereas 203 respondents (67.2%) disagreed. This runs counter to the findings of Alamder et al. (2012), who discovered that workers in companies with formal training programs perform better and are more satisfied with their jobs. Furthermore, 265 respondents (87.7%) agreed that a positive work environment improves job satisfaction, whereas 37 respondents (12.3%) disagreed. This supports the findings of Acquah (2020), who discovered that positive work environments improve worker performance. Similarly, 30 (9.9%) respondents disagreed with the belief that good supervisor-manager relationships enhance work satisfaction and performance, whereas 272 (90.1%) did. Strong supervisor-employee interactions have also been linked to higher levels of staff satisfaction and productivity (Asamodt, 2009). The association between job satisfaction metrics and worker performance in the telecom sector was evaluated using a multivariate approach. With the exception of connections with coworkers, the results showed a statistically significant association between employee performance and the majority of job satisfaction measures. In particular, promotions resulted in a 0.506 improvement in performance, but a unit increase in worker compensation enhanced performance by 0.138. At a significance level of 0.068%, training and development helped to increase performance by 0.892. On the other hand, performance suffered a -1.257 decrease when employee-supervisor interactions grew. These results are consistent with those of Indermun and Saheed Bayat (2013), who found a direct link between employee performance and work happiness. Additionally, they go counter to Bassett's [7] contention that performance is not much impacted by work happiness. Additionally, 111 (36.8%) respondents mentioned a lack of training and growth, while 191 (63.2%) respondents said they were unhappy with their positions because of their poor pay. Nonetheless, all 302 (100.0%) respondents concurred that in order to inspire workers, telecom firms have to raise wages. Furthermore, 9 (3.0%) disagreed with the 293 (97.0%) who believed that training and development programs should be strengthened. Another study found that 105 (34.8%) respondents disagreed with the statement that exam misconduct resulted in canceled results,

which prevents students from continuing their studies, while 197 (65.2%) respondents agreed. Furthermore, 71 (23.5%) respondents disagreed with the statement that supervisors should have good connections with their subordinates, while 231 (76.5%) agreed. All things considered, the study emphasizes how important pay, promotions, workplace culture, and supervisory relationships are to worker performance and job happiness. Even though the outcomes of training and development were not entirely consistent, the findings highlight the necessity of equitable compensation and chances for professional advancement in the telecommunications industry.

5. CONCLUSION

The results of the study brought to light the following key findings; Key Indicators of Job Satisfaction Capable of Improving Job Efficiency and Productivity among Employees in the Ghanaian Telecommunication Industry. The study revealed the key indicators of job satisfaction that enhance or influence job performance (efficiency and productivity to include; relationship with co-workers, remuneration of employees, promotions, training and development of the nature of work and employee-supervisor relationship. The study found that there is a direct relationship between the indicators of job satisfaction and employee performance at the workplace except for relationships with co-workers. In other words, except for relationships with coworkers, all the indicators of job satisfaction are statistically significant indicating a direct correlation between the dependent and independent variables. However, the results of the study further revealed that the employee supervisor relationship was not statistically significant yet it hurts employees' performance. Concerning the challenges to job satisfaction, the study revealed that employees' job satisfaction levels were affected by meager salaries they receive at the end of the month, heavy monthly targets which limited their time of rest, failure of being promoted when their promotions fell due, unfavorable working conditions, lack of training and development as well as a weak employee superior relationship. Some of the ways that were suggested to help improve employee job satisfaction include; Management must endeavor to increase the remuneration of employees, employees who are due for promotions must not be denied their promotions, training and development programs must be intensified to sharpen the skills of employees to perform and also supervisors must maintain a cordial relationship with their subordinates at the workplace. The study found staff remuneration, working conditions, and relationship with coworkers and employers as key indicators of job satisfaction that improves employee's performance in terms of efficiency and productivity, therefore management of Telco's must be aware that, these indicators are vital for the improvement of employees' job satisfaction level. This also tends to motivate employees to give off their best in terms of efficiency and productivity for the growth of the firm. In addition, the job satisfaction and performance level of employees were also hindered by meager salaries unfavorable working conditions, etc. it was also recognized that all the indicators of job satisfaction have a direct correlation with employee performance.

Table 1. Regression Model Indicating the Relationship between the Indicators of Job Satisfaction and Employee Performance

Model	Unstandardized Coefficients		T	Sig
	B	Std. Error		
Relationship with co-workers	.289	.305	.966	.379
Remuneration	.138	.052	2.746	.005
Promotion	.506	.063	9.680	.000
Training and Development	.892	.399	1.974	.068
Nature of Work	1.204	.409	3.290	.000
Employee-supervisor Relationship	-1.257	.422	-2.827	.002

Source: Field Survey (2023)

Dependent Variable: Performance at Work

The results of the study indicate that there is a statistically significant relationship between the indicators of job satisfaction and employee performance at the workplace except for the relationship with co-workers.

Figure 2. Hindrances to Job Satisfaction and employee performance in the Telcos

STATEMENT	SA F (%)	A F (%)	D F (%)	SD F (%)
I am not happy with my job due to meager salaries	169(14.0)	22(71.0)	68(22.5)	43(14.2)
The monthly target to meet is outrageous and as such, there is limited time to rest.	139(46.0)	115(38.1)	20(46.0)	28 (9.3)
I have not been promoted and	215(71.1)	36(12.0)	44(14.5)	7 (2.3)
Lack of training and development	17(5.6)	-	182 (33.1)	103(34.1)
Weak employee superior relationship	175(58.0)	120(39.7)	-	7 (2.3)
Unfavorable working conditions	160(53.0)	105(34.7)	-	37(12.2)

Source: Field Survey (2023)

Figure 2. Also shows that the majority 191 (63.2%) of the respondents affirmed that, they are dissatisfied with their job due to meager salaries whereas 111(36.8%) of the entire sample dissatisfied due to a lack of training and development. but the remaining 7 (2.3%) agreed with the assertion.

Ways by Which Employee's Job Satisfaction Levels May be Improved to Enhance their Performance

Figure 3. Ways by Which Employee Job Satisfaction Level May Be Improved To Enhance Their Performance

Remedies for improving job satisfaction	SA F (%)	A F (%)	D F (%)	SD F (%)
Management must endeavor to increase the remuneration of Employees	201(66.6)	101 (33.4)		-
People who are due for promotions must not be denied their promotions	93 (30.8)	200(66.2)	9(3.0)	
Training and development programs must be intensified to sharpen the skills of employees to perform	170(56.3)	27(38.7)	85 (28.0)	20 (6.6)
Supervisors must maintain a cordial relationship with their subordinates at the workplace	131(43.4)	100(33.1)	43(14.2)	28(9.3)

Source: Field Survey (2023)

Regarding the ways by which employees' job satisfaction levels may be improved to enhance their performance, as shown in Figure 3.

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Author Contribution Statement

"Job Satisfaction as a Tool for Achieving Efficiency and Productivity: A Case Study of Selected MTN Branches in Kumasi, Ghana." The corresponding author was in charge of the study's conception, research design, data collecting, analysis, and article drafting. The final draft of the work was also examined and authorized for submission by the author.

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Frank Amoako Atta	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

C : Conceptualization

M : Methodology

So : Software

Va : Validation

Fo : Formal analysis

I : Investigation

R : Resources

D : Data Curation

O : Writing - Original Draft

E : Writing - Review & Editing

Vi : Visualization

Su : Supervision

P : Project administration

Fu : Funding acquisition

Conflict of Interest Statement

Regarding the study "Job Satisfaction as a Tool for Achieving Efficiency and Productivity: A Case Study of Selected MTN Branches in Kumasi, Ghana," the author states that there is no conflict of interest. The impartiality and integrity of the research findings have not been impacted by any financial, personal, or professional considerations because this study was carried out independently.

Informed Consent

Prior to participating in the research, all participants in "Job Satisfaction as a Tool for Achieving Efficiency and Productivity: A Case STUDY of Selected MTN Branches in Kumasi, Ghana," gave their informed permission. The goal, methods, possible hazards, and advantages of the study were all explained in detail to the participants. They received assurances that their involvement was entirely voluntary and that they may leave at any moment without facing any repercussions. All information gathered was utilized only for research, and confidentiality and anonymity were rigorously upheld.

Ethical Approval

Following ethical research requirements, the study, "Job Satisfaction as a Tool for Achieving Efficiency and Productivity: A Case Study of Selected MTN Branches in Kumasi, Ghana," was carried out. The appropriate institutional review board or ethics committee granted the required ethical permissions. All participants gave their informed consent, and throughout the study, their identities and confidentiality were rigorously protected.

Data Availability

The corresponding author may provide the data supporting the conclusions of this study, "Job Satisfaction as a Tool for Achieving Efficiency and Productivity: A Case Study of Selected MTN Branches in Kumasi, Ghana," upon reasonable request. Certain data may be withheld to protect participant privacy due to confidentiality agreements and ethical issues.

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