

**ASHESI UNIVERSITY COLLEGE**

**INVESTIGATING JOB SATISFACTION OF  
CAREGIVERS AT THE SOS CHILDREN'S  
VILLAGE (TEMA) AND OSU CHILDREN'S  
HOME**

By

**SOPHIA ARYEETAY**

Dissertation submitted to the Department of Business Administration,  
Ashesi University College.

In partial fulfillment of the requirements for the award of a Bachelor of  
Science degree in Business Administration

**APRIL 2011**

## DECLARATION

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature:.....

Candidate's Name: Sophia Aryeetey

Date:

*I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by Ashesi University College.*

Supervisor's Signature:.....

Supervisor's Name: Kajsa Adu- Hallberg

Date:

## **ACKNOWLEDGEMENTS**

This thesis was made possible through the support and encouragement of my supervisor, lecturers, colleagues, family, friends and more importantly the caregivers at the SOS Children's Home and Osu Children's Home. Thank you for truthfully stating the feelings you have about your jobs.

My greatest thanks and appreciation goes to my supervisor Mrs. Kajsa Hallberg- Adu and my lecturer Dr. Esi Ansah who both played a vital role in the success of this thesis. The constant red circles, change of topics, "and so what?" questions and knocks on your doors have finally paid off.

I would also like to thank the Director of the Department of Social Welfare and the Directors of SOS Children's Village and Osu Children's Home Mr. Akun and Mrs. Abbey respectively for their assistance.

Mr. George Acheampong, thank you so much my data analysis would have been impossible without you. I would also like to thank my sister and friend Linda Laryea for her encouragement and support, "we finally did it."

Finally I want to extend my sincere gratitude to my family especially my mother Mrs. Eva Aryeetey and my brother Lawrence Aryeetey for the love, support and encouragement through this paper. "It has been a rough journey but because of you, I never stop believing and hoping".

## **ABSTRACT**

This dissertation investigated the extent to which caregivers at the SOS Children's Village and Osu Children's Home are satisfied with their jobs. The theory guiding this study is Herzberg's two factor theory which proposes that the factors that cause satisfaction are distinctly different from factors that cause dissatisfaction hence the hygiene and motivation factors.

Through surveys and interaction with the caregivers at the two institutional homes, it was established that to a large extent caregivers are not satisfied with their jobs. The study further went on to identify factors at the institutions that caused job satisfaction and job dissatisfaction. General working conditions and work relationships were identified as factors leading to job satisfaction where as low level of motivations were associated pay and promotion potential, opportunity to use skill and talent and work activities.

This study will guide child care institutions on ways of controlling and preventing feelings of dissatisfaction as well as ways of motivating their staff (caregivers) to deliver the best care services. The study will aid improve human resource management practices so that the overall objectives of the institution can be achieved.

## TABLE OF CONTENTS

DECLARATION .....	ii
CHAPTER ONE .....	1
1.1 Problem Statement .....	4
1.2 Significance of Study .....	5
1.3 Research Questions.....	6
1.4 OBJECTIVES .....	6
1.3 Methodology .....	7
1.4 Outline of Dissertation.....	7
CHAPTER TWO .....	9
2.1 Job Satisfaction .....	9
2.1.1 Theories of Job Satisfaction: .....	11
2.2 Job Satisfaction of Caregivers.....	14
2.3 Theoretical Framework .....	17
CHAPTER THREE .....	18
3.1 Research Sample and Data Source.....	18
3.2 Research Design .....	19
3.2.1 Sampling Procedure .....	20
3.2.2 Operationalization .....	21
3.2.3 Validity and Consistency .....	22
3.2.4 Instruments .....	23
3.3 Data Collection Procedure .....	23
3.4 Data Analysis .....	24
3.5 Limitations of the study .....	24
CHAPTER FOUR.....	26
4.1 Demographic Data for the Participants of the Survey .....	26

4. 2 Findings .....	28
CHAPTER FIVE .....	45
5.1 Conclusion .....	46
5.2 Recommendation.....	47
BIBLIOGRAPHY .....	50
Appendix A .....	53

**LIST OF TABLES**

Table 2.1 Herberg and Kovach’s job related factors for employee motivation.....	12
Table 4.1 Demographic Data for Participants.....	31
Table 4.2 Factors affecting Job Satisfaction.....	37
Table 4.3 One Sample t-test for overall Job Satisfaction.....	37
Table 4.4 One Sample t-test for key factors affecting job satisfaction.....	38
Table 4.5 One sample t-test for general working condition.....	39
Table 4.6 One sample t-test for pay and promotion potential.....	40
Table 4.7 One sample t-test for work relationships.....	40
Table 4.8 One sample t-test for use of skill and opportunity.....	41
Table 4.9 One sample t-test for work activities.....	41

**LIST OF FIGURES**

Figure 2.3.1 Satisfaction and Herzberg’s two factor theory .....	17
Figure 4.2.1 Factors reflecting feeling of job satisfaction for all participants..	30
Figure 4.2.2 Percentage of caregivers seeking for other job opportunities...	31
Figure 4.2.3 Description of work.....	32
Figure 4.2.4 Factors reflecting job satisfaction at SOS Children's Village.....	34
Figure 4.2.5. Percentage of caregivers who find their work extremely stressful and would opt for another profession(SOS).....	34
Figure 4.2.6 Factors reflecting job satisfaction at Osu Children's Home.....	3

## **CHAPTER ONE**

### **INTRODUCTION OF STUDY**

The number of children under institutional care around the world is difficult to determine due to inadequate monitoring by governments. UNICEF estimates that there are about 145 million children around the world who are orphaned and 9% of whom have lost both parents (UNICEF, 2008). Again based on limited existing data, UNICEF estimates that there at least two million children under institutional care around the world. (UNICEF, 2009). Some governments particularly those that lack funds do not even know how many orphanages exist within their borders and due to poverty they have allowed privately run children's institutions by local and international organizations to increase significantly with little or no government supervision. This situation is prevalent in low income countries that have been affected by HIV/AIDS, conflict displacement and high poverty rates. (Williamson, Greenberg 2010)

An institutional care home for children is defined as a group living arrangement for more than ten children, without parents or surrogate parents, in which care is provided by a much smaller number of paid adult care givers. (Browne, 2009). In areas such as Europe and America, each caregiver is given a limited number of children usually six per mother however in some regions in Africa there may be no policies or rules regarding the number of children that should be assigned to each mother.

A particular problem with institutional care is that young children are unable to bond and form long lasting relationships with adult caregivers as the

relationship that exists between the two parties is more of a professional relationship. Other factors contributing to this may include the high ratio of children to staff, the high frequency of staff turnover and the nature of shift work. The inability of adult care givers to form meaningful relationships with the children tend to negatively affect their physical and mental development; a rule of thumb is that for every three months that a young child resides in an institution, they lose a month of development.(Ijzennidom et al, 2006). These children need more than physical care, they need the love, attention and an attachment figure from whom they develop a secure base on which all other relationships are built.(Williamson & Greenberg 2010)

The attachment theory developed by John Bowlby (1969) emphasizes the negative consequences of institutional care as compared to family based care and the importance of a primary care giver for normal child development. The idea is that mothers or caregivers who are available and responsive to their infants needs create a sense of security which enables the children to then explore the world they live in. (Browne, 2009). One other survey conducted to consider the "risk of harm in terms of attachment disorder, developmental delay and neural atrophy in the developing brain reached the conclusion that no child under three years should be placed in a residential care institution without a parent/ primary care giver" This thus stresses the importance of caregivers and the relationship they form with children placed under their care. (Gudbrandsson, 2006).

Currently in Ghana a lot of focus is being placed on caregivers at institutional home; recent scenes of horrific abuse captured on video by Investigative Reporter Anas Amereyaw at one of Ghana's finest government institutions "Osu Children Home" has stirred up a lot of interest regarding treatment meted out to children under institutional care across the country. Caregivers at the institutional homes appear to be unsatisfied with their jobs and as a result demonstrate incompetency. Generous donations such as money, clothes and foodstuff meant for the children are used for other purposes such as catering for the personal homes of the caregivers. Caregivers pay very little or no attention at all to the children they have been assigned to particularly the disabled children who are left to lie on the bare ground for hours without being fed. Even worse, some of these unfortunate children die and are buried in the same environment in which the other children live and play. (Amereyaw, 2010).

The main purpose of this study is therefore to do a comparative analysis of a government and a private institution specifically Osu Children's Home and the SOS Children's Village (Tema) with regards to job satisfaction of caregivers; seeing that the level of job satisfaction of the caregivers will determine the quality of care services they are likely to deliver to aid the development of children at the institutional homes.

## **1.1 Problem Statement**

Each year, extreme poverty, armed conflicts, natural disasters, forced displacement, AIDS and other diseases leave millions of children orphaned and under the care of institutional homes. In Ghana, an estimated 1.1million are said to be orphaned, 4500 of which are based under institutional care. Given this figure, there are only 148 institutional homes established to support these unfortunate ones. (Colburn, 2010). In a country with a population of approximately 24 million people, there are only three government institutional homes located in Greater Accra, Ashanti Region and the Northern Region. Undoubtedly, the very few institutional homes are unable to cater for the large number of orphans and this leads to the placing of many children in one particular institutional home. The existence of few institutional care homes in Ghana has been attributed the nation's culture of traditional forms of childcare. When a child loses either one or both of his/her parents, he/she is often taken in and raised by the extended family. Kinship fostering is more common in the Ghanaian society as compared to institutional care. (Colburn, 2010).

The upspring of institutional homes by both local and international organizations had led to an increase in the number of caregivers however some of these caregivers at some institutional homes appear not to be satisfied with their jobs and as a result do not deliver the best care services to aid the physical and mental development of orphans. Caregivers' attitude to work which has resulted to abuse of children and theft cases at the Osu Children Home have been indications of job dissatisfaction (Amereyaw, 2010).

Caregivers at institutional homes who tend to neglect the children they are supposed to care for do not only limit the child's potential and future but also restrict national economic, political and social growth.

## **1.2 Significance of Study**

The concept of employee job satisfaction traditionally has been of great interest to social scientists concerned with the job performance of workers. Research on job satisfaction using Herzberg's two factor theory has been conducted in different places around the globe however this framework has not been applied to childcare institutional homes in Ghana. The role of the caregiver cannot be underestimated as he/she plays a very important role in the life and development of the child. This study will therefore provide greater insights into the behavior exhibited by caregivers thus assisting management to detect, prevent and control job dissatisfaction or low levels of satisfaction at the workplace specifically at institutional homes. This study will also add to the limited academic literature in Ghana regarding job satisfaction of caregivers and enable stakeholders such as management of institutional homes, the Department of Social Welfare, other social workers and the government in the adoption of policies that would leave caregivers highly satisfied with their jobs in order to deliver the very best of care services.

### **1.3 Research Questions**

- To what extent are caregivers at the SOS Children's Village (Tema) and Osu Children's Home satisfied with their jobs?
- What factors cause job satisfaction and job dissatisfaction at Childcare Institutional Homes?
- What factors motivate caregivers to deliver the best care services?

Job satisfaction plays an important role in organizations therefore it becomes necessary to identify those factors that lead to job satisfaction and thus would increase employee performance on the job. Using Herzberg's two factor theory, the above research questions seek to determine the extent to which caregivers are satisfied with their jobs and which particular factors affect satisfaction and dissatisfaction at the institutional home. These results will lead to designing effective programs to motivate caregivers at SOS Children's Village and Osu Children's Home to deliver the best care services for the homeless and despondent children at the institutions.

### **1.4 OBJECTIVES**

- To determine the extent to which caregivers at SOS Children's Village (Tema) and Osu Children's Home are satisfied with their jobs.
- To identify those factors that causes job satisfaction and dissatisfaction at Childcare Institutional Homes.
- To make recommendations to management for improvement.

### **1.3 Methodology**

This research was exploratory and the aim was to gain a deeper understanding of job satisfaction at two different childcare institutional homes specifically Osu Children's Home and SOS Children's Village (Tema) using Herzberg's two factor theory. With the use of purposive sampling, 32 caregivers were selected to participate in the study. Data was collected using self-administered questionnaires which consisted of both open and close ended questions based on the research objectives. The study consisted of both qualitative and quantitative data; the quantitative data collected was analyzed using the SPSS program and Microsoft Excel programs.

### **1.4 Outline of Dissertation**

#### **Chapter 1: Introduction**

This section will provide a general overview of to the study and will entail the problem statement, significance of the study, research questions, research objectives and outline of dissertation.

#### **Chapter 2: Literature Review**

This section of the study reviews existing literature which includes related articles, journals, books and other academic materials on job satisfaction. The section also discusses the theoretical framework upon which this study is built.

### **Chapter 3: Methodology**

This section will look at the research sample and data source, the research design, operationalization of certain definitions, sampling procedures, data collection methods and instruments. The section also includes information on validity and consistency of the study.

### **Chapter 4: Presentation of Data**

This section will present the data obtained for the study in response to the various objectives outlined. It will also include discussions about the findings of the research in relation to the literature reviewed and determine the extent to which caregivers at Osu Children's Home and SOS Children's Village (Tema) are satisfied with their jobs. Graphs and tables of relevant information needed for analysis will be presented here.

### **Chapter 5: Conclusion and Recommendations**

This section will cover final conclusions based on data analysis and recommendations on ways to motivate caregivers will also be discussed.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Job Satisfaction**

Job satisfaction is one of the most often researched work attitudes in the organizational behavior literature and its concept has been defined in several ways by different authors. Krueger (1996) defined job satisfaction as a feeling of fulfillment or pleasure associated with one's work, and also as an attitude about various facets of one's job such as working conditions, supervision and decision making. Mullins (2005) perceived job satisfaction as more of an attitude, an internal state and it could be associated with personal feelings of achievement either qualitative or quantitative. A more comprehensive definition is one given by Locke (1976) as involving cognitive, affective and evaluative reactions or attitude and states that it is pleasurable or positive emotional state resulting from the appraisal of one's job experience. He further noted three major schools of thought about causes of job satisfaction namely the physical- economic approach that emphasized adequate physical working conditions, the social approach placed importance on effective supervision and cohesive work groups and finally the nature of work focused on employees being satisfied due to mentally challenging work. To understand job satisfaction, work related variables such as job characteristics, task responsibilities, workload and perceived control over procedures are considered to be very important because these variables create an immediate and strong situational influence (Davis-Blake & Pfeffer,

1989; Zeitz, 1990). Employees who are satisfied with their jobs are more likely to be productive and high levels of job satisfaction are indicators of organizational effectiveness (Gruneberg 1976) therefore in the words of Kovach (1987) "if a company knows what drives employees to work, it is in a better position to stimulate them to perform well."

There have however been other studies by scientists and psychologists that do not support this assertion. Laffaldano and Muchinsky's (1985) reviewed the results of seventy four empirical studies and concluded that there is no strong pervasive relation between job satisfaction and productivity. In simple terms, it takes more than a happy worker to increase productivity. As valid as their findings may be given that there are many sources of dissatisfaction, the issue still remains that ensuring employees' satisfaction with their jobs is a determining factor for the quality of an organization and the services it provides (Bednar, 2003). Decreasing levels of job satisfaction often leads to high voluntary turnover which comes at a great financial cost to management; workers begin to withdraw from their jobs, they may either decide to absent themselves from work or quit. Previous studies have shown that the more dissatisfied employees are with their jobs, the more likely they are to be absent from work. A study of British health care workers whose questionnaire responses on a measure of job satisfaction were compared to records of their absenteeism over a two year period revealed that workers whose level of job satisfaction deteriorated over the study period also showed an increase in absenteeism and those whose satisfaction increased over the study period also showed a decrease in absenteeism (Hardy et al,

2003). Invariably absenteeism will lead to lower productivity hence the need to ensure that employees are constantly satisfied with their jobs so that they can deliver their best performance on the job. To determine if employees are satisfied with their jobs or not, specific theories of job satisfaction such as the two factor theory and the value theory can be employed; these tools have been designed to help managers identify factors that make employees satisfied or dissatisfied with their jobs.

### **2.1.1 Theories of Job Satisfaction:**

#### **Frederick Herzberg's Two Factor Theory of Job Satisfaction**

Herzberg's two factor theory identified that those factors that lead to satisfaction are fundamentally different from those issues that lead to dissatisfaction. Herzberg thus named the two categories motivators and hygiene factors; He identified that people were generally satisfied with aspects of their jobs that had to do with the work itself or with outcomes directly resulting from it. These variables are associated with high levels of satisfaction and may include opportunities for personal growth, recognition, promotion, responsibility and achievement. Hygiene factors are those conditions surrounding the job or concerned with the context within which the job is carried out. Such factors include working conditions, quality of supervision, company policies, pay, security and relationship with others. The presence of these factors will not necessarily motivate the individuals but their absence will create dissatisfaction with the job or organization (Greenberg, 2005).

Several studies have been conducted by different organizations and researchers to determine what employees want from their jobs. One of such studies is the popular survey that was published in Foreman Facts by the Labor Relations Institute of New York in 1946. The study involved industrial workers in the U.S.A who identifies ten job related factors which are considered as important to motivate employees on their jobs.(Kovach 1980, 1987). The ten factors were to a great extent similar to those identified in Herzberg's two factor theory.

**Table 2.1 Herzberg and Kovach's job related factors for employee motivation**

<b>Herzberg's two factors</b>	<b>Kovach's ten job related factors</b>
<b>Motivators (Intrinsic) Factors</b>	Full appreciation of work done
	Feeling of being involved
	Sympathetic help with personal problems
	Interesting work
	Opportunities for advancement and development
	Loyalty to employees
<b>Hygiene (Extrinsic) Factors</b>	Good working conditions
	Tactful disciplining
	Job security
	Good wages

### **Value theory**

The value theory takes a look at what makes people satisfied; it argues that almost any factor can be a source of job satisfaction so long as it is something that people value. Thus the less employees have of some aspect

of their job relative to the amount they want the more dissatisfied they will be. Management should hence try to minimize the gap between what their employees have and what they want particularly those factors that are capable of highly motivating workers (Greenberg, 2005). To this extent, the question of finding out what people value is left unanswered. Some content and process theories have been suggested as ways of motivating employees, in light of this there is not one particular theory of motivation that can be said to cover the entire range of organizational and personal circumstances that exist. Moreover individuals have unique characteristics and needs and may respond to motivation processes differently.

Content theories which emphasize particular aspects of an individual needs or the goals they seek to achieve as the basis for motivated behavior may be employed to determine the particular need of the individual(Martin, 2005). Some of these studies include Maslow's Need Hierarchy theory (1943, 1987) which proposes five different stages of need namely physiological needs, safety needs, social needs, esteem needs and self-actualization needs. Alderfer(1972) also describes a three level hierarchy which is quite similar to Maslow's theory. These are existence needs, relatedness needs and growth needs. The existence needs are those that will enable the survival and existence of the individual and as such would include the physiological and safety needs proposed by Maslow, the relatedness needs covers the need for people to live and be part of a social environment and as such will cover the safety, belonging and esteem need of the individual. Lastly, growth needs encompasses the need for people to develop their potential and this is

covered by much of Maslow's esteem needs and self-actualization needs (Martin, 2005). Although these two theories may be strongly related, there are some discrepancies between the two. For instance while Alderfer argues that more than one need could be functioning at one time, Maslow also argues that each need is triggered only after the one beneath it in the hierarchy has been satisfied.

## **2.2 Job Satisfaction of Caregivers**

Del Valle & Fuertes (2000) describes the caregiver as the principal figure of reference for the child, for the family and for everyone else involved in the case. The work of caregivers is so vital, in that they centralize the information of each case and assume direct responsibility for the child's upbringing, taking on the role of surrogate parent (Whittaker & Maluccio, 2002). Caregivers are given the sole responsibility of raising children in a family setting; some of these caregivers may have very little experience dealing with children and often become overwhelmed when faced with troublesome characters.

Van der Ploeg and Scholte (1998) in a study on job satisfaction in residential (institutional) care carried out in Holland concluded that one third of such workers express lack of satisfaction with their job and that 40% intend to give it up in the near future. Factors that contributed to the lack of satisfaction include having to deal with children with serious problems, lack of autonomy and lack of feelings of participation in the organization. A critical

look at these factors reveals that these workers were dissatisfied with aspects of the job that had to do with the work itself and hence yearned for motivating factors such as chances for personal growth, responsibility, recognition and achievement as described by Herzberg.

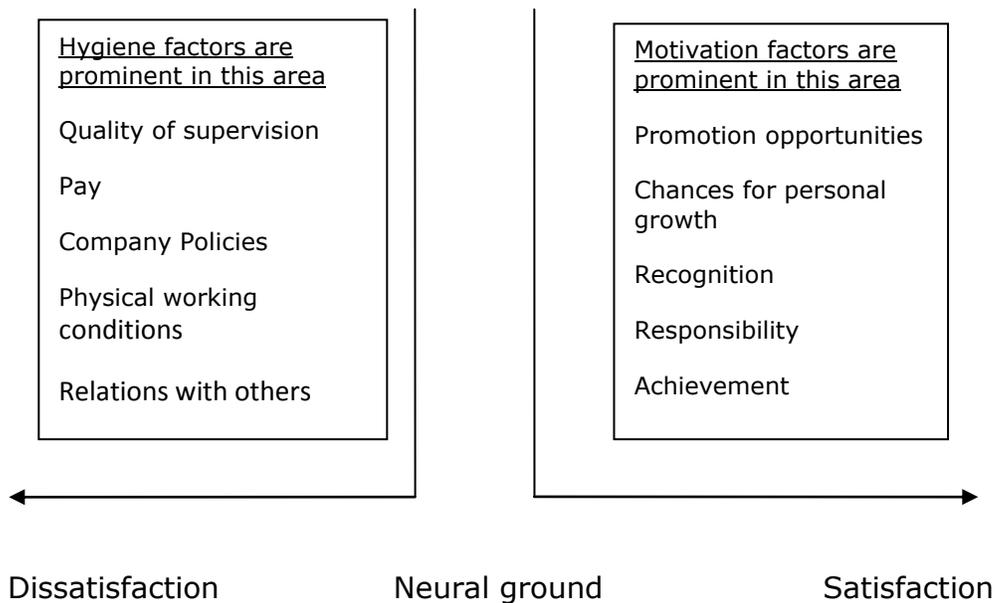
Whittaker et al. (1998) conducted a similar study in England and concluded that the most significant sources of stress which often translates to dissatisfaction/ lack of satisfaction include working with groups of adolescents with aggressive and threatening behavior, lack of control over admissions, high staff turnover, feeling powerless, being under-resourced and experiencing negative effects on home and family life. Sinclair and Gibbs(1998) made the same conclusions and emphasized the importance of having a clear feasible role and good support from colleagues and management and ensuring that work does not interfere excessively with the worker's own family life. Both Whitaker and Sinclair and Gibb's study revealed an important finding that affects the satisfaction of caregivers which is that the workers should be able to feel that the children are making progress and that their work has its rewards. This finding is similar to what the biological parents expect when raising a child; caregivers tend to feel the same need. Other studies have stressed the difficulties of residential (institutional) care management to create an appropriate staff culture and provide the necessary supervision and control (Brown et al., 1998; Whipp et al., 1998).

Yet other studies have revealed significant instability in the services of the caregivers and this has been attributed to either dissatisfaction or lack of satisfaction. In recent times, the instability of services from caregivers has become a highly relevant problem in the out-of-home child care context (Berridge 1999; Ward & Skuse, 2001) since it restricts efforts to construct a secure and healthy environment for the children. The instability of services from caregivers often contribute to the rigid institutional culture that lacks in basic community and family socialization because caregivers do not spend enough time to form strong and meaningful bonds with the children. Given the role and importance of the caregiver in the life and development of these children, the study of job satisfaction of caregivers should be a priority and an area of special interest (Williamson & Greenberg 2010).

### 2.3 Theoretical Framework

The theoretical framework for this study will mainly be guided by Herzberg's two factor theory as discussed earlier in the literature. According to Herzberg, the two factor theory of motivation identifies variables that influence job satisfaction and dissatisfaction. He is of the view that job satisfaction and dissatisfaction are seen as two distinct and independent continuums. At one end, it ranges from satisfaction to no satisfaction while at the other end it ranges from dissatisfaction to no dissatisfaction. Herzberg and his colleagues therefore classifies the factors job satisfaction as either hygiene or motivation factors.

**Figure 2.3.1 Satisfaction and Herzberg's two factor**



## **CHAPTER THREE**

### **METHODOLOGY**

#### **Introduction**

This chapter discusses how the study was conducted particularly focusing on research tools, techniques and procedures used in gathering the data. The chapter also describes the operational variables used in the study as well as the relevant statistical analytical tools that will be employed for analyzing the survey results gathered during the study.

#### **3.1 Research Sample and Data Source**

Osu Children's Home and SOS Children's Village (Tema) were chosen for this case study essentially because the former is a government owned institution and the latter an independent non- governmental institution. The aim is to make a comparative analysis of the two institutions. Furthermore, recent scenes of abuse at the Osu Children's home captured by Investigator Anas Amereyaw made this study particularly relevant to the home as such a study will reveal the root cause of the behavioral pattern or attitude displayed by the employees. Findings of this study will thus aid to align employee behavior to the organization's mission of providing children with appropriate care through laid down regulations and procedures to afford them hope for a better future. These two institutions are located within the capital city of Ghana, Accra and were chosen based on proximity to the researcher. SOS

Children's Home (Tema) on the other hand has shared many success stories regarding care given to the children as well as their development; following the organization's principles SOS Village has seen many of its children through secondary, undergraduate and post graduate programs making the child self-reliant, financially independent and socially integrated into society before they leave the home. The sample units used in the study are caregivers often known as mothers and aunties in the Ghanaian context and these are people who are directly involved in the daily activities of the children and to a large extent influence their growth and development.

### **3.2 Research Design**

This study is based on a cross-sectional survey as data was collected at a particular point in time and seeks to find out the prevalence of a phenomenon, in this case to investigate job satisfaction of employees of an organization. The study consists of mostly qualitative data but also includes some quantitative data that was collected. Information was obtained from caregivers using questionnaires in a survey because it was a cost effective method. Moreover, the subject area is quite sensitive as it pertains to the feelings people have about their jobs and also their needs hence to obtain valid or truthful responses it will be best to administer questionnaires that will require employees to participate anonymously. The questionnaires were used to measure both quantitative and qualitative data by the use of open and close ended questions based on the research methods. For the purpose

of data collection, a combination of open and close ended questions was adopted. Saunders et al (2003) reveals in a study that closed- ended questions are usually quicker and easier to answer as they require minimal writing. Open ended questions on the other hand were used to find out what exactly is uppermost in the respondent's mind. Likert style rating scale was also employed in obtaining data as this enables the researcher an idea of how strongly a participant feels about a certain factor or phenomenon and also aid statistical analysis. Category questions were also employed so that respondents can be identified with particular groups such as age, educational level or length of service. Saunders et al (2003) suggest that these types of questions are particularly useful if there is a need to collect data about behaviors or attributes which in this case becomes really relevant as it pertains to job satisfaction. Interaction with the caregivers also proved useful as some of these mothers were semi- literates hence there was the need to explain further in the local language of the respondent. This instrument even revealed more information as to the factors that make the mothers satisfied or dissatisfied with their jobs.

### **3.2.1 Sampling Procedure**

Initially, the study was going to make use of purposive sampling which is a method that considers the researchers judgment in selecting participants who are likely to give relevant information so as to achieve the objectives of the study. The study also relied on availability sampling specifically at the

Osu Children's Home as the caregivers run three different shifts during the course of the day. This method is often not regarded as the most rigorous but it proves very useful in such qualitative study. At the SOS Children Village, the mothers stay at the home all day and night and do not run shifts hence all of the mothers responded to the questionnaires. The participants of the study were thirty two caregivers, sixteen caregivers each from the Osu Children's Home and sixteen from SOS Children's Village (Tema).

### **3.2.2 Operationalization**

With reference to the academic literature, different definitions were given as definitions of "job satisfaction" however for the purposes of this study one definition is adopted and stated in the survey instrument.

#### **Job Satisfaction**

Job satisfaction is a feeling of fulfillment or pleasure associated with one's work, and also as an attitude about various facets of one's job such as working conditions, supervision and decision making (Krueger, 1996).

#### **Caregiver**

Care giver in this context is defined as the principal figure of reference for the child, for the family and for everyone else involved in the case (Whittaker & Maluccio, 2002). In the Ghanaian context, caregivers are often referred to as mothers or aunties at the home.

## **Orphanage/ Childcare Institutional Home**

The above words are used interchangeably to represent an establishment found by a governmental, non- governmental or faith- based organization to give care to unaccompanied children. Atypical characteristic of such an institution is that it is a group living arrangement with paid caregivers. It can also be referred to as a children's home or children's village (UNICEF/FHI 2010).

## **Orphan**

A person under 18 years of age who has lost either one or both of his/her parent.

### **3.2.3 Validity and Consistency**

To determine whether the questions are measuring what is intended, a content validity test was carried out by the use of a pilot/ feasibility study. This was done before the actual collection of data. A total number of five participants who had either done their community service or worked at an orphanage and were readily available were given the questionnaires to fill. The pilot study was conducted to determine whether the questions being asked were actually measuring what is intended to measure and also to test reliability which is a measure of internal consistency (Creswell, 2003). Feedback from the pilot study aided in altering and eliminating inaccurate measures to enhance data collection and analysis.

### **3.2.4 Instruments**

#### **Questionnaire Design**

Data was gathered using a questionnaire with 22 questions with an assurance of confidentiality and participant's anonymity guaranteed. The questionnaire was in three parts.

- The first section and last section had questions to obtain demographic data of the participants.
- The second section asked questions regarding the individuals' perceptions of aspects of the job. The aim here is to infer from the answers given exactly how the individual feels about the job.

### **3.3 Data Collection Procedure**

Surveys were administered to the caregivers individually at the respective orphanages. At the SOS Children's Village (Tema), the questionnaires were administered on the 17<sup>th</sup> of February 2011 between the hours of 9am and 12pm and at the Osu Children's Home, the questionnaires were administered on 24 February 2011 between the hours of 11am and 4pm. This was done as the mothers went about their various duties at the orphanage homes. were also conducted at the various orphanage homes.

### **3.4 Data Analysis**

The responses from the closed ended questions in the survey were coded into quantitative information and analyzed to find distribution, frequencies and any correlations using the Statistical Program for Social Sciences (SPSS) and Microsoft Excel to establish relationships and present tables, charts and graphs for data analysis.

### **3.5 Limitations of the study**

In collecting and analyzing data for this survey, certain constraints were encountered which served as limitations to this survey. These are summarized below:

- 1) The population size of 32 which was available for the study cannot be considered large enough to generalize this finding to all other caregivers in Ghana.
- 2) With the self-administered questionnaires, some of the caregivers were semi- literates therefore I had to assist them in filling out the questionnaires. This may have led to biases in the information gathered as some people would have misrepresented information due to fear of losing one's job or protecting the image of the organization. I however tried to minimize this by assuring participants that any information shared was strictly confidential.
- 3) This study design was cross- sectional which is often best for finding out the prevalence of a phenomenon across a population at a particular point in time. This means that the study findings could have

been different if a longitudinal study which collects data over time (at regular intervals) had been conducted. Hence for future studies, a longitudinal study can be conducted to provide deeper understanding about job satisfaction among caregivers.

## **CHAPTER FOUR**

### **PRESENTATION, ANALYSIS AND DISCUSSION OF RESULTS**

The data for the study was obtained from a sample of 32 caregivers, half of which were from SOS Children's Village (Tema) and the other half from Osu Children's Home. Information gathered from the participants (caregivers) was obtained using questionnaires.

The data obtained was to aid in finding answers to the research questions and address the objectives of the study which were to:

- To determine the extent to which caregivers at the SOS Children's Village (Tema) and Osu Children's Home are satisfied with their jobs.
- To identify factors causing job satisfaction and dissatisfaction at the childcare institutional home.
- To make recommendations to management for improvement.

The findings will also be examined and discussed based on the theoretical framework adopted in the literature review.

#### **4.1 Demographic Data for the Participants of the Survey**

Majority of the participants approximately 59% of the caregivers had worked in the home for more than ten years and were above forty eight years indicating an older generation sample. All of the participants have obtained junior secondary school education, some had even furthered to the senior secondary level and others yet had obtained higher national diploma (HND)

in various fields. The detailed demographic data for the participants of the survey is presented in Table 4.1

**Table 4.1 Demographic Data For Participants**

Attribute	Category	Number	Percentage
Age	Below twenty	-	-
	Twenty to twenty six	-	-
	Twenty seven to thirty three	-	-
	Thirty four to forty	4	13%
	Forty one to forty seven	3	9%
	Forty eight to fifty four	14	44%
	Above fifty four	11	34%
Level of Education	Junior Secondary School	11	34%
	Senior Secondary School	16	50%
	Tertiary Education	3	9%
	Master's/ Doctorate Degree	-	
Duration of Employment	Less than one year	1	3%
	One and five years	5	16%
	Six and ten years	7	22%
	More than ten years	19	59%

## **4. 2 Findings**

*Objective One: To determine the extent to which caregivers at SOS Children's Village (Tema) and Osu Children's Home are satisfied with their jobs.*

### **For both SOS Children's Village and Osu Children's Home**

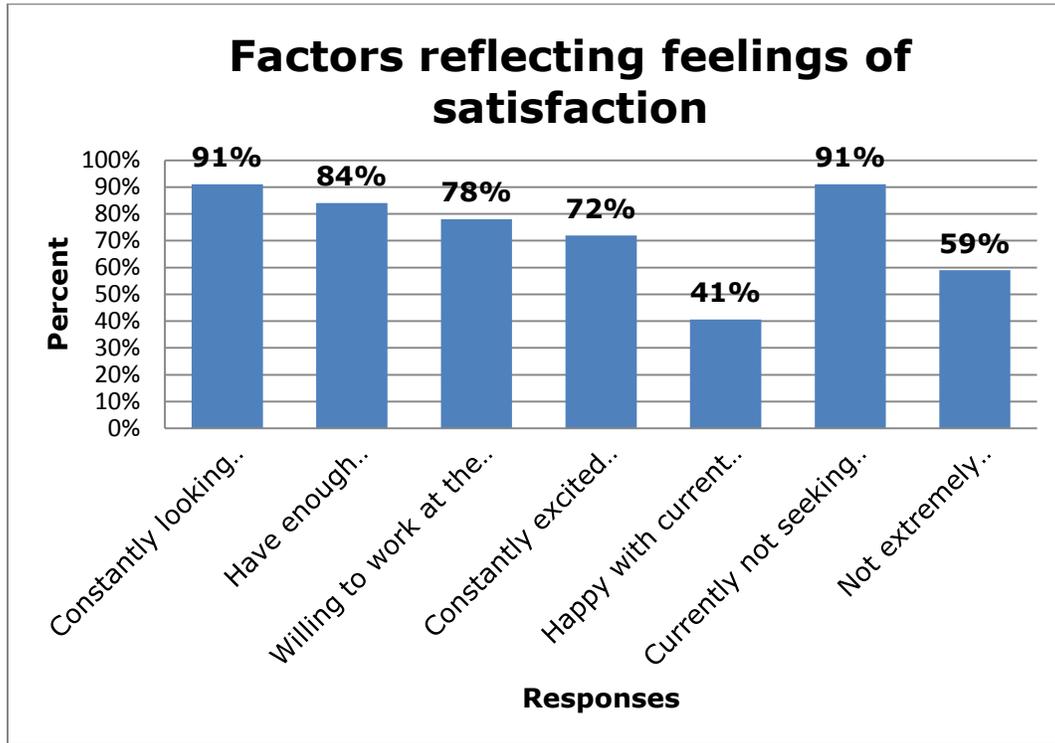
The first objective is to determine the extent to which caregivers at the orphanage homes are satisfied with their jobs. Satisfaction was determined by the responses that the caregivers gave about certain aspects of their jobs which reflect feelings of satisfaction or dissatisfaction. Considering how both institutions are funded, I expect that caregivers at SOS Children's Village will be extremely satisfied with their jobs as it is a private institution and it has a good reputation of having access to basic amenities. On the other hand, Osu Children's Home being a government run institution and given the inefficiencies it is likely to face, I expect to find a high level of job dissatisfaction among caregivers. The findings are represented for both orphanages and then for each orphanage. Nine out of ten (91%) caregivers acknowledged that they were constantly looking forward to coming to work and are currently not looking for other job opportunities. Majority of the caregivers (84%) believed they had enough resources to carry out their job roles and (41%) were happy with their current working conditions. With regards to whether the caregivers looked forward to working at the same institution in the next two years, most of the caregivers (78%) gave positive responses about working there while a little about (13%) were not too sure

and another (9%) gave a negative response. Seven out of every ten caregivers (72%) of the participants were constantly excited about the activities they engage in at work, whereas one-fourth (25%) were sometimes excited and the other three percent (3%) were not excited about their work activities.

From the data gathered, it was revealed that more than half (59%) of the participants did not find their work extremely stressful to the point that they would opt for another profession, while one-fourth (25%) thought it was sometimes extremely stressful and they had considered on a few occasions opting for another profession. A little about (9%) acknowledged the fact that their work was extremely stressful and would therefore opt for another profession if the opportunity presented itself. Given a list of options, caregivers were asked to choose one word/phrase to describe their work, approximately (63%) described their work as being rewarding and fulfilling, (25%) described their work as a good job, 9% described their job to be stressful and the remaining (3%) thought their job was too demanding.

The assumption here is that where an average of about fifty percent (50%) of caregivers or even higher were found to show feelings of satisfaction, then caregivers are said to be generally happy with their work however this does not give enough basis for satisfaction hence further questions were asked to find out if the positive responses given were due to satisfaction or other reasons. The data is summarized in the graph below.

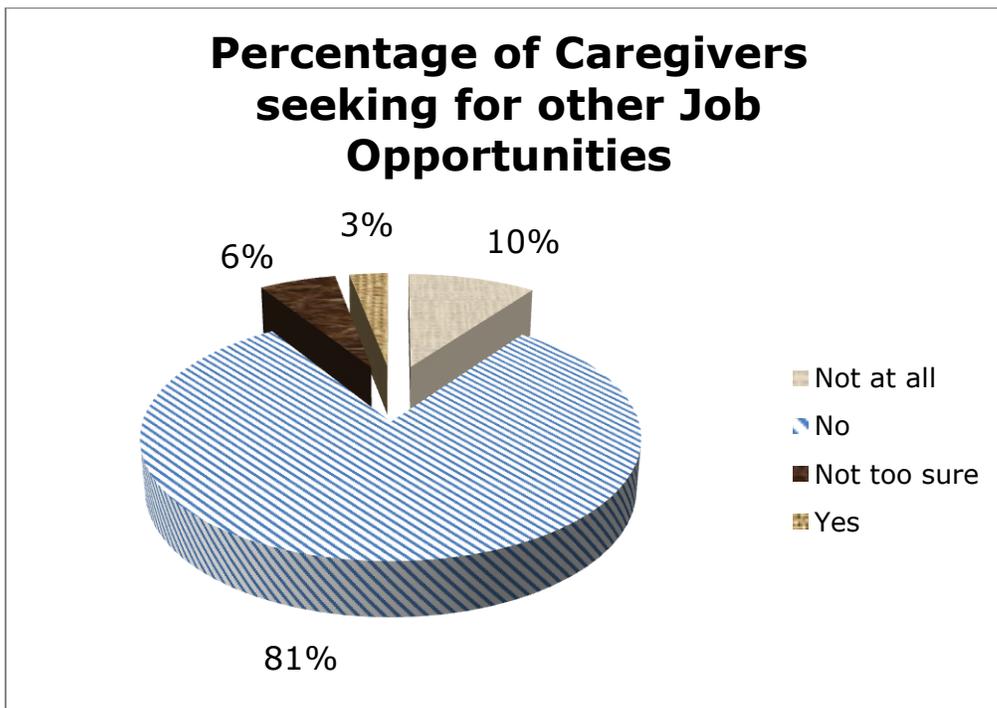
**Figure 4.2.1 Caregivers Feelings of Satisfaction**



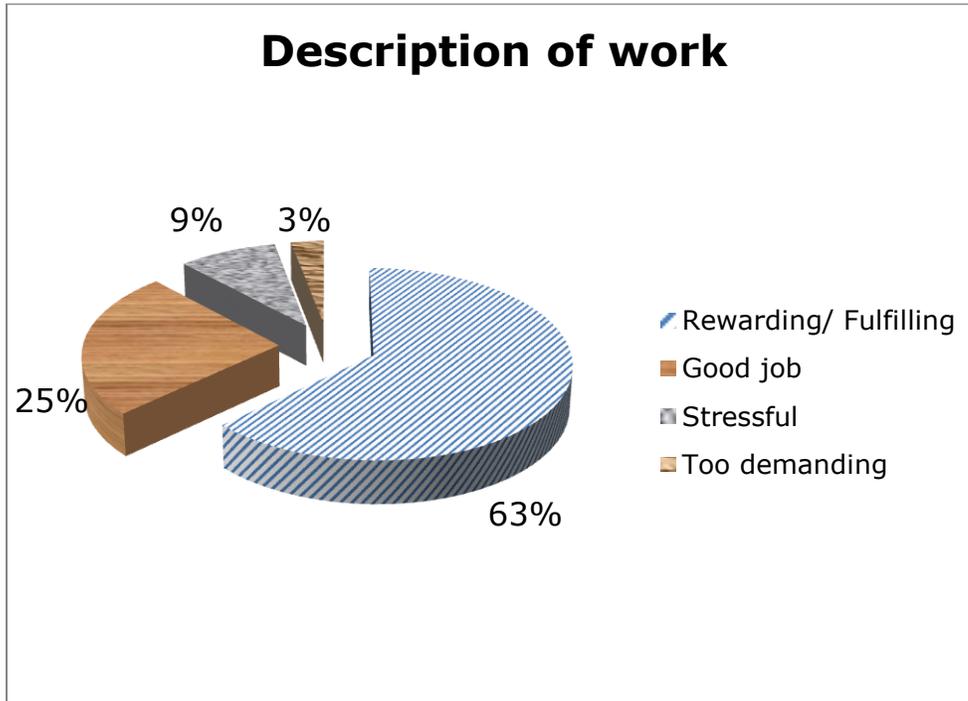
The above data seems to suggest that caregivers are generally satisfied but can this really be the case? Further enquiries revealed that the positive responses received regarding the following; constantly looking forward to work, enough resources to carry out job role, willingness to work at the same institution, constantly excited about work activities, not seeking for other job opportunities and finding work not extremely stressful were not due to satisfaction but rather low educational level, lack of opportunity and the fact that most of the mothers were close to retirement age. This information from the participants makes the data collected a little confusing as it becomes very difficult to determine if caregivers are satisfied or not. However, a key factor worth considering in relation to job satisfaction and one that is not

influenced by age or educational level is one that assesses if caregivers are happy with their current working conditions. In this case, it was revealed that less than half of the caregivers are happy with their current working conditions so it might be that caregivers may not be satisfied with their jobs although data collected seem to suggest so. Further analysis and tests are considered to determine if the caregivers are satisfied with their jobs. Below is the percentage of caregivers currently seeking for other opportunities represented in a pie chart.

**Figure 4.2.2 Percentage of Caregivers seeking for other Job Opportunities**



**Figure 4.2.3 Description of work**



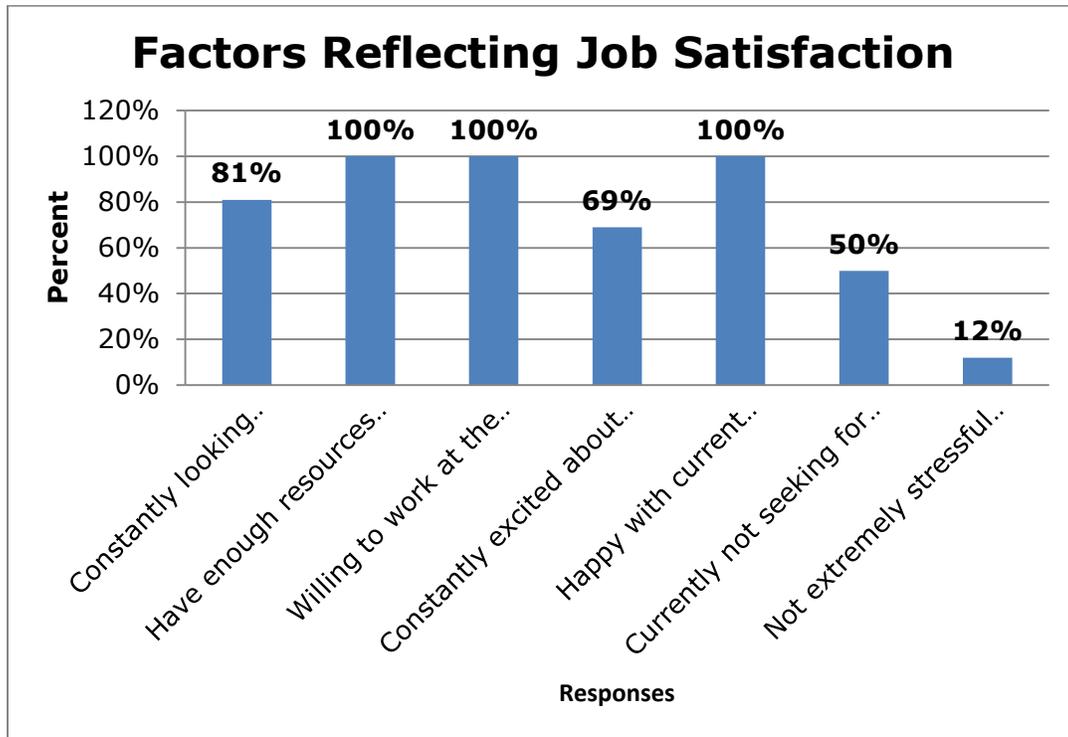
**SOS Children’s Village**

At SOS Children’s Village (Tema), all 16 participants believed that they had enough resources to carry out their job roles and were happy with their working conditions; as a result all of the caregivers were willing to work at the same institution in the next two years. Furthermore 13 out of 16 caregivers (81%) expressed that they always looked forward to coming to work and 11 out of 16 caregivers expressed that they were constantly excited about their work activities. Regarding the question as to whether the caregivers found their jobs to be extremely stressful and would opt for another profession,(44%) of the participants agreed to this,(18%) remained unsure, (18%) expressed that they felt that way at times and the other twelve percent(12%) felt that their jobs were not stressful and hence would

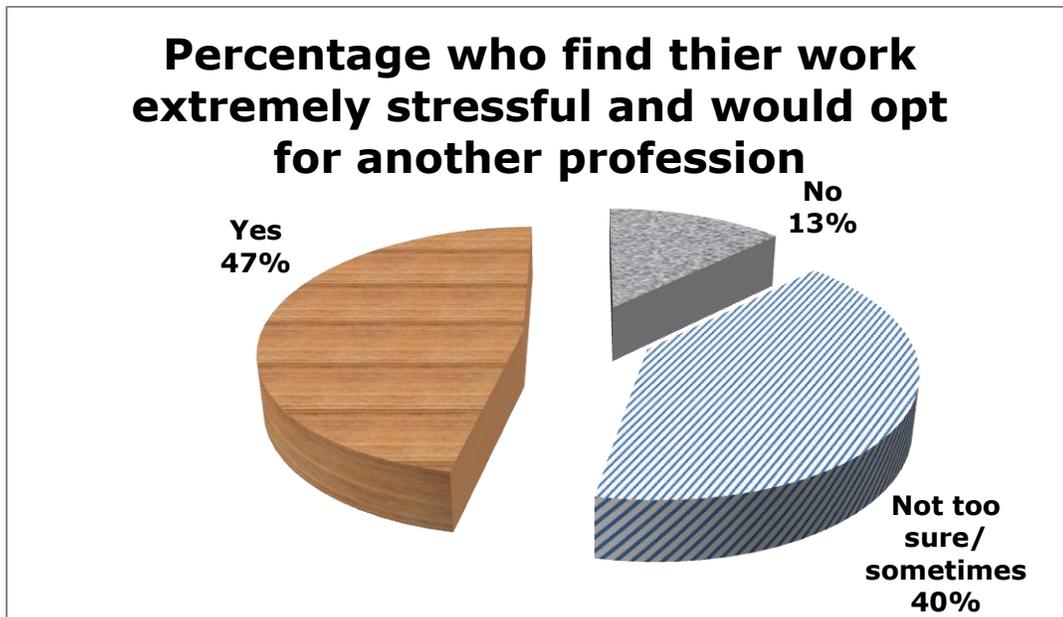
not opt for another profession. Following this, half of the participants (50%) admitted that they were currently not seeking for other job opportunities, (31%) sometimes looked for other job opportunities, (6%) remained unsure and other six percent (6%) expressed actively looking for other job opportunities. 3 out of every 4 caregivers (75%) described their work as a good job, (6%) felt it was rewarding/ fulfilling, thirteen percent (13%) described their work as stressful, and the remaining (6%) thought it was just another job.

These positive responses seem to indicate a high level of job satisfaction but here again age and educational level were cited as reasons for some of the positive responses as stated earlier. Looking at how happy caregivers are with their current working conditions, all caregivers seem to be happy and this seems to suggest satisfaction to an extent. However indications of dissatisfaction stem from the fact that (44%) of the caregivers found their work extremely stressful and would opt for another profession and the fact that (38%) of the same population were not too sure and sometimes looked for other job opportunities.

**Figure 4.2.4 Factors Reflecting Job Satisfaction at SOS Children’s Village.**



**Figure 4.2.5 Percentage who find their work extremely stressful and would opt for another profession.**

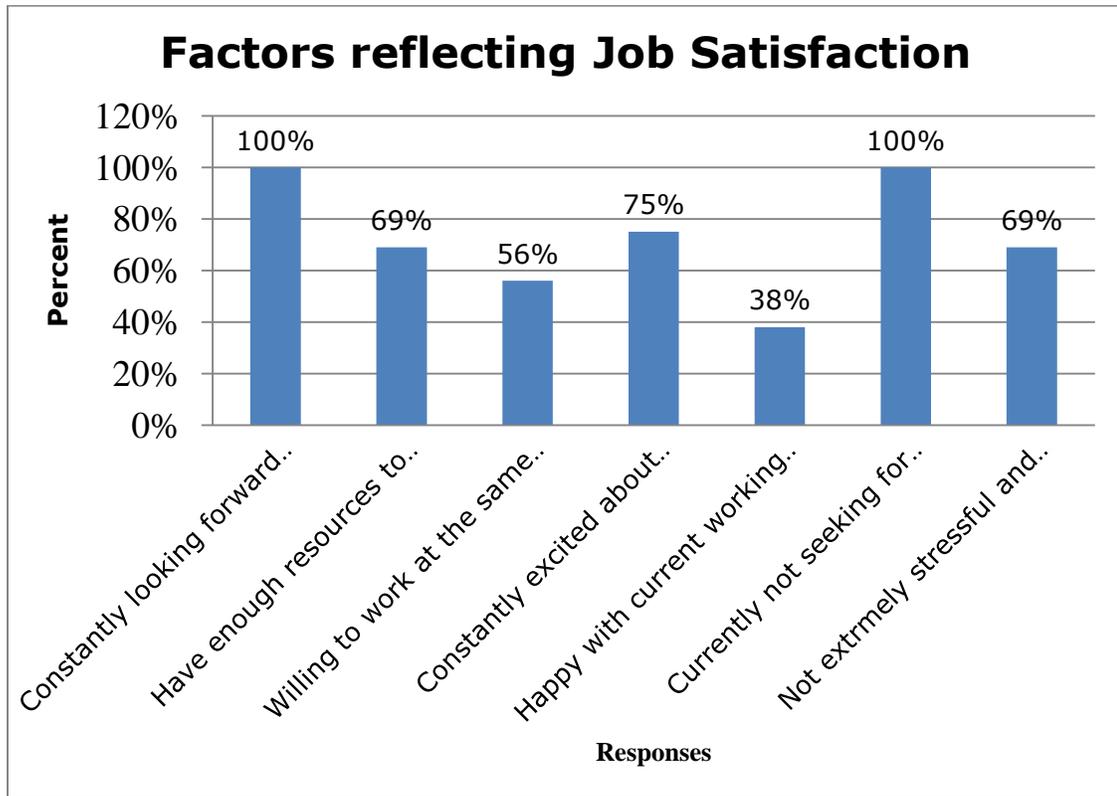


## **Osu Children's Home**

At the Osu Children's Home, 16 caregivers reported that they always look forward to coming to work, 3 out of every 4 participants (75%) were constantly excited about work activities, 7 out of 10 caregivers (69%) believed they had enough resources and more than half of the caregivers (56%) wanted to work at the same place in the next 2 years. Very few caregivers just about (38%) were happy with their working conditions and (69%) considered their work to be extremely stressful and would opt for another profession. Interestingly none of the caregivers are seeking for other job opportunities and this can be attributed to the fact that most of the caregivers are close to retirement age. When asked to describe their jobs, 7 out of 16 caregivers (44%) felt that their jobs are rewarding/ fulfilling, 5 of the caregivers (37%) described it as a good job whereas 3 (19%) thought it was stressful. Although some findings seem to indicate job satisfaction at the Osu Children's Home, a key factor which is whether caregivers are happy with their current working conditions seem to suggest otherwise. Less than half of the caregivers (38%) indicated that they were not happy with their working conditions and this is a strong indication that caregivers to a large extent may not be satisfied at the orphanage home.

Comparing the two orphanages, less dissatisfaction seem to be present at the SOS Children's Home as against that of Osu Children's Home. This is very interesting because one would hardly imagine that caregivers at the SOS Children's Village may experience any form of dissatisfaction as they are offered very favorable conditions.

**Figure 4.2.6 Factors reflecting Job Satisfaction at Osu Children’s Home**



To statistically prove that caregivers may not be satisfied with their jobs, one- sample t- test which enables one to test whether a sample mean (of a normally distributed interval variable) significantly differs from a hypothesized value was conducted. The test value in this case was 4 at a significant level of 5%. The test value of 4 was chosen based on the likert scale rating and 4 represents satisfaction (very satisfied). The test was conducted with reference to the following factors summarized in the table below. The factors in the table were obtained from Herzberg and Kovach’s theory which are discussed in the literature.

**Table4.2 Motivation and Hygiene Factors**

General Working Conditions	Hours worked each day
	Location of work
	Amount of paid vacation/ sick leave offered
Pay and Promotion Potential	Salary
	Opportunities for promotion
	Benefits (Health/ life insurance)
	Job security
	Recognition for work accomplished
Work relationships	Relationship with coworkers
	Relationship with supervisors
	Relationship with children
Use of skills and abilities	Opportunity to use skills and talents
	Opportunity to learn new skills
	Support for additional training and education
Work Activities	Variety of job responsibilities
	Degree of independence associated with work
	Adequate opportunities for periodic changes in duty

**Table 4.3 One sample t- test for overall job satisfaction**

<b>Variable</b>	<b>Mean</b>	<b>Mean Difference</b>	<b>T-Stat</b>	<b>Significance Level</b>
Overall Job Satisfaction	3.0147	-.98529	-11.496	.000

Significance Level: 0.05

Test Value: 4

The table above shows that overall job satisfaction has a negative mean difference of -0.985 and is significantly different from the test value of 4 at a significant level of 0.05 hence it can be concluded that caregivers at childcare institutional homes are not satisfied with their jobs.

*Objective two*

*To identify those factors that increase job satisfaction and job dissatisfaction at Childcare Institutional Homes.*

Using one sample t test, factors affecting job satisfaction and job dissatisfaction were determined under broad themes such as general working conditions, pay and promotion potential, work relationships, use of skill and opportunities and work activities. After which each factor under the broad themes is tested to determine if that particular factor affects and leads to job satisfaction. The table below represents the various factors under the broad themes.

**Table 4.4 One sample t- test for key factors affecting job satisfaction**

<b>Variable</b>	<b>Mean</b>	<b>Mean Difference</b>	<b>T-Stat</b>	<b>Significance Level</b>
General Working Conditions	3.8667	-0.1333	-.918	.366
Pay and Promotion Potential	2.8846	-1.11538	-7.429	.000
Work Relationships	4.5222	.52222	4.683	.000
Use of Skills and Abilities	2.8667	-1.13333	-4.841	.000
Work Activities	2.2632	-1.73684	-8.613	.000

Significance Level: 0.05

Test Value: 4

Computing the averages of all the factors affecting job satisfaction, general working conditions is seen to have a negative mean difference of -0.1333 however its mean which is 3.8667 is very close to the test value of 4 at a significant level of 0.05 hence it can be concluded that general working conditions leads to job satisfaction. Work relationships were found to have a positive mean difference of 0.5222 and are significantly different from the

test value of 4 at a significant level of 0.05. Thus work relationships lead to extreme job satisfaction. On the other hand, Pay and promotion potential, use of skills and abilities and work activities were found to have negative mean differences of -1.115, -1.133 and -1.736 respectively and are significantly different from the test value of 4 at a significant level of 0.05 and thus cannot be said to lead to job satisfaction at the orphanage home. Further computation and analysis is carried out for each individual factor that affects job satisfaction.

**Table 4.5 One sample t- test for general working conditions**

<b>Variable</b>	<b>Mean</b>	<b>Mean Difference</b>	<b>T-Stat</b>	<b>Significance Level</b>
Hours worked each work	4.1250	.12500	.751	.458
Location of work	4.1667	.16667	.708	.484
Amount of paid vacation time/ sick leave offered	3.3438	-.65625	-2.732	.010

Significance Level: 0.05

Test Value: 4

From table above, hours worked and locations of work were seen to have positive mean differences of 0.125 and 0.167 and hence are seen to lead to job satisfaction among caregivers in orphanages. Vacation or leave was however seen to have a negative mean difference and was also significantly different from a test value of 4 at a significance level of 0.05. Hence vacation or leave does not lead to job satisfaction among caregivers.

**Table 4.6 One sample t- test for pay and promotion potential**

<b>Variable</b>	<b>Mean</b>	<b>Mean Difference</b>	<b>T-Stat</b>	<b>Significance Level</b>
Salary	1.7812	-2.21875	-12.457	.000
Opportunities for promotion	2.5000	-1.50000	-5.665	.000
Benefits(Health/ life insurance)	2.8065	-1.19355	-3.625	.001
Job security	4.2333	.23333	1.126	.269
Recognition for work accomplished	3.4062	-.59375	-2.420	.022

Significance Level: 0.05

Test Value: 4

From the table above, job security was the only factor seen to have a positive mean difference of 0.233 and hence affects job satisfaction of caregivers. However other factors such as opportunities for promotion, benefits, job security and recognition for work accomplished have negative mean differences and are significantly different from the test value of 4 at a significant level of 0.05 and therefore do not lead to job satisfaction among caregivers.

**Table 4.7 One sample t- test for work relationships**

<b>Variable</b>	<b>Mean</b>	<b>Mean Difference</b>	<b>T-Stat</b>	<b>Significance Level</b>
Relationship with coworkers	4.2258	.22581	1.270	.214
Relationship with supervisors	4.5333	.53333	4.000	.000
Relationship with children	4.8065	.80645	8.272	.000

Significance Level: 0.05

Test Value: 4

From above, relationship with coworkers, supervisors and children were found to have positive mean differences of 0.22581, 0.5333 and 0.80645

respectively from the test value of 4 at a significant level of 0.05 thus meaning that these factors do affect and lead to extreme job satisfaction.

**Table 4.8 One sample t- test for use of skills and abilities**

<b>Variable</b>	<b>Mean</b>	<b>Mean Difference</b>	<b>T-Stat</b>	<b>Significance Level</b>
Opportunity to use one's skills and talents	2.5185	-1.48148	-5.121	.000
Opportunity to learn new skills	2.8710	-1.12903	-4.622	.000
Support for additional training and education	3.0968	-.90323	-3.724	.001

Significance Level: 0.05

Test Value: 4

The table above indicates that factors such as opportunity to use one's skills and talents, opportunity to learn new skills and support for additional training and education have negative mean differences of -1.481, -1.129 and -0.903 and are significantly different from the test value of 4 at a significant level of 0.05 and hence do not lead to job satisfaction.

**Table 4.9 One sample t- test for work activities**

<b>Variable</b>	<b>Mean</b>	<b>Mean Difference</b>	<b>T-Stat</b>	<b>Significance Level</b>
Variety of job responsibilities	2.5862	-1.41379	-5.753	.000
Degree of independence associated with your work roles	2.9000	-1.10000	-5.216	.000
Adequate opportunities for periodic changes in duties	2.5455	-1.45455	-4.358	.000

Significance Level: 0.05

Test Value: 4

The table above indicates that work activities such as variety of job responsibilities, degree of independence associated with work roles and

adequate opportunities for periodic changes have negative mean differences of -1.413, -1.10 and -1.454 respectively and are significantly different from the test value of 4 at a significant level of 0.05 and hence do not lead to job satisfaction.

### **Other relevant findings**

#### *Motivation for working as caregivers*

When asked why the participants chose the care giving profession, most of the caregivers specifically 30 respondents cited that they deeply love children and are extremely passionate about them. Some of these caregivers had been victims of wars or some form of disaster so had developed interest for orphaned children. Some had also been in the teaching profession and hence had developed the interest while working with children. One respondent chose the profession because she was impressed the organization's concept while one other believed that it is the will of God for her life.

#### *Specific activities that keep caregivers excited*

Out of the (32) respondents, (21) responses centered on activities with the children. The mothers at the home recognized that the activities that often kept excited about their jobs was watching the babies crawl, walk, enroll in school and more importantly seeing them become independent and responsible adults. Some believed it was the greatest gift ever. These same respondents recalled exciting moments such as sharing stories with the children, playing games, helping their children make good grades or even the

mere display of unique characteristics and behaviors of each child as factors that bring them so much joy. (2) other respondents said that their salary kept them excited about their jobs as they always looked forward to the end of the month. (1) respondent was excited about the events that are organized at the workplace such as Christmas parties, excursions and trips. Another respondent found the training that was provided by management as exciting while one other was only excited when placed on the morning shifts because she believed the night shifts were very stressful.

*A particular time when caregivers felt happy, achieved or part of the orphanage team.*

Interestingly this finding was very surprising as the major factor that most of the caregivers could recall surrounding a circumstance that they felt happy or achieved had to do with the children. (20) caregivers referred to instances that the children passed their exams or gained admission to college/university and they were perhaps recognized for it. (1) respondent's happiest moment was when she taught her child how to read while another's happiness was when her child started class 1. Some participants' happiest moments had to do with the health of the child, some people felt happy or achieved after helping a malnourished child 3.5kg when doctors thought it was impossible, one respondent when a child began to walk and another when one child recovered from coma. (4) of the caregivers felt happy when they were either promoted to senior staff what is often referred to as senior child care officer or called to interview for this position. (3) of the caregivers

recalled that they felt happy during the Christmas season as they received a lot of gifts from the pastors, individuals and organizations. (2) others' most memorable moment was when they joined the children in teams to play, one felt happy when she received her salary because she had not been paid in months, one felt achieved when a stubborn child became respectful and one other could recall no moment at all when she felt happy, achieved or part of the orphanage team.

*A particular time on the job when caregivers felt unhappy due to poor working conditions or lack of motivation to be at work*

It was revealed that the major factor that made caregivers at work unhappy had to do with the children. (16) caregivers reported that they often felt sad when their children fell sick, got injured, did not perform well in school, misbehaved or even worse passed away. (3) reported that they felt sad when they did not have certain facilities such as a washing machine or a refrigerator in their respective houses.(3) other caregivers reported that they only time they felt sad was when Investigator Anas Amereyaw released the videos of abuse at the home to the public. The mothers complained bitterly as they felt that no one appreciated their work. (1) caregiver complained of poor supervision, as another complained of the fact that her opinions were never sought when decisions are being made hence this makes her feel not part of the organization. (1) caregiver also reported that she felt sad when her request to send one of her troublesome children to the boarding house

was rejected and another also complained of coworkers reporting every little issue to management.

**CHAPTER FIVE**  
**CONCLUSION AND RECOMMENDATION**

## **5.1 Conclusion**

The main aim of this study was to explore the extent to which caregivers at the SOS Children's Village (Tema) and Osu Children's Home are satisfied with their jobs. The study has met this objective by asserting that to a large extent, caregivers at SOS Children's Home and Osu Children's Home are not satisfied with their jobs. Factors identified causing dissatisfaction or low levels of motivation at the orphanage homes were mainly pay and promotion potential, use of skills and abilities and work activities. The absence of these factors created no motivation for the caregivers to deliver the best care services hence to motivate caregivers special attention must be paid to them. The specific factors causing low motivation include opportunities for promotion, recognition for work done, opportunity to use one's skills and talents, opportunity to learn new skills, support for additional training and education, variety of job responsibilities, degree of independence associated with work and adequate opportunities for periodic changes in duty. Amount of paid vacation time/ sick leave offered, benefits and job security were identified as factors causing dissatisfaction.

These findings do not however propose that the caregivers do not experience any form of satisfaction at all. Questions asked to find out a particular moment when caregivers felt happy on the job showed that majority felt happy when they engaged in activities with the children. Moreover, most of the caregivers chose the childcare profession because they love and are passionate about children. This serves as an advantage for the management of the childcare institutional homes because once factors that cause

frustration and lead to dissatisfaction are controlled and eliminated, the caregivers will work industriously and fruitfully. An addition to the body of knowledge regarding job satisfaction of caregivers is that caregivers look beyond conditions and benefits from their jobs but also the progress of the children mentally, physically, academically, spiritually and socially.

Factors identified at the childcare institutional homesto increase or cause job satisfaction were mainly general working conditions and work relationships. Under general working conditions, hours worked each day and location of work were the key attributes of job satisfaction whereas under work relationships, relationship with children, coworkers and supervisors were elements contributing to job satisfaction. An interesting finding is that all these factors that increase job satisfaction at the orphanage homes are all hygiene factors which Herzberg describes in his two factor theory that the presence of such factors does not necessarily motivate individuals but their absence will cause dissatisfaction. Hence in the case of the caregivers, the presence of favorable working conditions and work relationships creates some sort of satisfaction but not motivation.

## **5.2 Recommendation**

Having established that, to a large extent, caregivers are not satisfied with their jobs and seeing that this situation does not augur well for the employees, the institution as well as the children. Management must design a more effective human resource planning program for recruitment and

selection process, training and development, performance management and compensation and benefits. For recruitment and selection process, the human resource team must consistently choose applicants based on credible competencies such as passion for interacting with children, high level of tolerance, ability to pay attention to little details and the like, so that the caregivers team is actually made of people who are enthusiastic about their jobs and not people who ended up choosing the profession because they had no other option.

Training and development programs must seek to teach the caregivers about the institution's history, culture and the reason for its existence so that caregivers become aware of the key roles they play in an institution. This can be achieved through an orientation program. The training and development program must also increase the competencies of the caregivers with respect to their profession to make them better caregivers. In the survey conducted, some of the caregivers mentioned that they would greatly appreciate the opportunity to further their studies as majority of them completed at the junior and secondary school level. Some even suggested in-service training so that they will not be too far away from their place of work. This will go along way to address the caregivers' issue of low level of motivation with the opportunity to use one's skill and talent. Given that the orphanage home does not provide much opportunity for promotion, improving the skills and competencies of the caregivers will prepare them for other senior job roles in the institution.

An effective compensation and benefits program must be designed with the knowledge of packages that caregivers are more likely to value. A survey can reveal the particular benefits that certain classes of people (caregivers) will be likely to value. Such a program will address the issue of dissatisfaction associated with benefits and sick time/ paid vacation time. Given that majority of the caregivers were extremely dissatisfied with their salaries, management can take the opportunity here to look at ways in which a little increment of salaries could be applied. Better performance management measures will also direct and motivate caregivers to maximize their effort so as to achieve the best results. If the caregivers are made aware that their performance will be measured annually by factors such as how well their children are performing in school or how well they interact with other children and these measures are tied to a reward system. It is more likely that caregivers will choose behaviors that will result to a better outcome. A well- designed performance management system will recognize caregivers who are delivering better care services than their counterparts and give credit where it is due. I also recommend that further research on this topic should be carried out among a larger number of participants from various other childcare institutional homes and this should be done periodically so as to obtain a deeper insight and understanding of job satisfaction of caregivers in Ghana.

An interesting finding was that majority of the caregivers were not happy with their working conditions; working conditions has to do with the context or place in which the actual work is carried out. Management should have

frequent interactions with the caregivers in order to find out how to make their work better as this is in the best interest of both parties. From interacting with the caregivers some of the ways of improving their working conditions are as follows; reduce the number of children assigned to caregivers so that they can better pay attention to each child, increase the number of staff to reduce the workload, provide the necessary facilities such as housing, water storage facilities, washing machine, refrigerators and the like so that work can be carried out more efficiently.

## **BIBLIOGRAPHY**

Apt N.A, Blavo E., Wilson S. (1998). Children in Need. University of Ghana.

Berridge D. (1999) Child Welfare in England: Problems, promises and prospects. *International Journal of Social Welfare*, 8, 288-296

Blau G. (1999). Testing the Longitudinal Impact of Work Variables and Performance Appraisal Satisfaction on Subsequent Overall Job Satisfaction. *Human Relations*, Vol 52 No 8.

- Browne K. (2009). *The Risk of Harm to Young Children in Institutional Home*. United Kingdom.
- Colburn, J. (2010) "Orphanages of Accra: A Comparative Case Study on Orphan Care and Social Work Practices". *ISP Collection*. Paper 850
- Creswell, J.W. (2003). *Research Design Qualitative, Quantitative and Mixed Methods Approaches*. (2<sup>nd</sup> ed.). Thousand Oaks, CA: Sage Publishing Inc.
- Del Valle, J.F., & Casas F. (2002). Child residential care in the Spanish social protection system. *International Journal of Child and Family Welfare*, 3, 112- 128.
- Del Valle J.F., Lopez M., & Bravo A.(2007). Job Stress and Burnout in Residential Child Care Workers in Spain. Universidad de Oviedo, Espana.
- Ghana Orphan Slideshow. Research and Development Division (Ghana Health Service, ABBA RPC) <http://www.slideshare.net/ABBArpc/ghana-orphan-slideshow>
- Davis-Blake, A. & Pfeffer, J.(1989) Just a mirage: The search for dispositional effects in organizational research. *Academy of Management Review*, 14, 385- 400.
- Greenberg J. (1996). *Managing behavior in organizations*. Prentice Hall, New Jersey.
- Gudbrandsson, Bragi, (2006). *Rights of Children at Risk and in Care*. Provisional Edition, prepared for the Conference of European Ministers Responsible for Family Affairs, Lisbon.
- Hary G.E, Woods D. & Wall T.D(2003). The impact of psychological distress on absence from work. *Journal of Applied Psychology*, 88, 306-314.
- Locke E.(1976) The nature and causes of job satisfaction. In Dunnette, M. (Ed.) *Handbook of industrial and organizational psychology*. Chicago: Rand McNally, Chap. 30 pp. 1297- 1349.
- Martin J. (2005). *Organizational Behaviour and Management*. South Western Centage Learning, London.

- Sinclair I. & Gibbs I. (1998). *Children's homes. A study in diversity*, Chichester, Wiley.
- UNICEF (2009). *Progress for Children: A Report Card on Child Protection*, No. 8, p.19.
- Van der Ploeg J.D., & Scholte E.M. (1998). Job satisfaction in residential care. *International Journal of Child and Family Welfare*, 3(3), 228-241.
- Van Ijzendoorn, Marinus H., MaartjeLuijk and FemmieJuffer, 'IQ of children growing up in children's homes', *Merrill Palmer Quarterly*, Vol. 54, No. 3;
- Williamson J. & Greenberg A.(2010). Families, Not Orphanages. Better Care Network.  
<http://www.crin.org/docs/Families%20Not%20Orphanages.pdf>
- Ward H. & Skuse T. (2001). Performance targets and stability of placements for children long looked after away from home. *Children and Society*, 15, 333-346.
- Whipp R., Kirkpatrick I., Kitchener M., & Owen D.(1998). *The external management of children's homes by Local Authorities*. Cardiff Business School.
- Whittaker J.K., & Maluccio A.N.,(2002). Issues for program design and outcome Evaluation in Residential Group Child care. In Vecchiato, T., Maluccio, A.N. & Canali, C. (eds): *Evaluation in Child and Family Services. Comparative Client and Program Perspectives*, New York, Aldine de Gruyter.
- Zeitz, G.(1990) Age and work satisfaction in a government agency: A situational perspective. *Human Relations*, 43, 419- 438.



## **Appendix A**

### **Ashesi University College**

Questionnaire No.....

My name is Sophia Aryeetey, a final year student of Ashesi University. I am currently working on my dissertation to enable me graduate in June 2011, kindly assist me by filling out this survey. This questionnaire is to help in obtaining information for a Study on Job Satisfaction. Your identity is protected and you are only identified by the number on this questionnaire. Your responses will not affect your position in any way. I believe this will take you less than 10 minutes of your time. Thank you for your participation.

Please fill in the questionnaire by crossing the box in front of your most appropriate option like this.

---

1. What is your job title?

Please specify.....

2. How long have you held this position?.....

3. How long have you worked with this organization?

- |  |  |
|--|--|
| <input type="checkbox"/> Less than 1 year      | <input type="checkbox"/> Between 1 and 5 years |
| <input type="checkbox"/> Between 6 and 10years | <input type="checkbox"/> More than 10 years    |

4. What positions have you previously held in this organization?

Please specify (if any).....

---

**With particular reference to your job at the orphanage, kindly share your thoughts and expressions about the following.**

5. Do you always look forward to coming to work?

- |                                     |                                       |  |
|-------------------------------------|---------------------------------------|--|
| <input type="checkbox"/> Not at all | <input type="checkbox"/> Not too sure | <input type="checkbox"/> Yes           |
| <input type="checkbox"/> No         | <input type="checkbox"/> sometimes    | <input type="checkbox"/> Yes very much |

6. Do you believe that you have enough available resources to carry out your role as a caregiver?

- |                                     |                                       |  |
|-------------------------------------|---------------------------------------|--|
| <input type="checkbox"/> Not at all | <input type="checkbox"/> Not too sure | <input type="checkbox"/> Yes           |
| <input type="checkbox"/> No         | <input type="checkbox"/> sometimes    | <input type="checkbox"/> Yes very much |

7. Do you want to be working for this orphanage in the next two years?

- |                                     |                                       |  |
|-------------------------------------|---------------------------------------|--|
| <input type="checkbox"/> Not at all | <input type="checkbox"/> Not too sure | <input type="checkbox"/> Yes           |
| <input type="checkbox"/> No         | <input type="checkbox"/> Sometimes    | <input type="checkbox"/> Yes very much |

8. What motivated you to become a caregiver at this institution?

.....  
.....  
.....

9. Are you constantly excited about the activities you undertake when at work?

- |                                     |                                       |  |
|-------------------------------------|---------------------------------------|--|
| <input type="checkbox"/> Not at all | <input type="checkbox"/> Not too sure | <input type="checkbox"/> Yes           |
| <input type="checkbox"/> No         | <input type="checkbox"/> sometimes    | <input type="checkbox"/> Yes very much |

10. If Yes, what specific activities/ aspects of the job keeps you excited?

.....  
.....

11. Are you happy with your current working conditions?

- Not at all                       Not too sure                       Yes  
 No                                       Sometimes                       Yes very much

12. If you could change anything about the working conditions at the orphanage, what are you likely to change?

.....  
.....

13. Do you find your role as a caregiver extremely stressful and would rather opt for another profession

- Not at all                       Not too sure                       Yes  
 No                                       Sometimes                       Yes very much

14. Are you currently seeking for other job opportunities?

- Not at all                       Not too sure                       Yes  
 No                                       Sometimes                       Yes very much

15. Given the following, which one word/ phrase would you use to describe your profession?

- Rewarding/ Fulfilling       Stressful                       Just another job  
 Good Job                       Too demanding

16. Using the scale shown below, rate the level of satisfaction you associate with the following aspects of your job.

1	2	3	4	5
Least		Somewhat		Extremely
Satisfactory		Satisfactory		Satisfactory

	1	2	3	4	5
<b>General Working Conditions</b>					
Hours worked each work					
Location of work					
Amount of paid vacation time/ sick leave offered					
<b>Pay and Promotion Potential</b>					
Salary					
Opportunities for promotion					
Benefits(Health/ life insurance)					
Job security					
Recognition for work accomplished					
<b>Work Relationships</b>					
Relationship with coworkers					
Relationship with supervisors					
Relationship with children					
<b>Use of skills and abilities</b>					
Opportunity to use your skills and talents					
Opportunity to learn new skills					
Support for additional training and education					
<b>Work Activities</b>					
Variety of job responsibilities					
Degree of independence associated with your work roles					
Adequate opportunities for periodic changes in duties					

17. Briefly talk about a particular time on the job when you really felt happy, achieved or a part of the orphanage team.

.....

.....

.....

.....

.....

18. Briefly talk about a particular time on the job when you felt unhappy due to poor working conditions or lack of motivation to be at work

.....

.....

.....

.....  
.....  

---

**19. Gender**

- Male  Female

**20. Please indicate your highest level of education**

- Senior Secondary School Level  Junior Secondary School Level  
 Bachelor's Degree  Master's Level/ Doctorate Degree

Other:.....

**21. Age**

- Below 20  Between 20 and 26  
 Between 27 and 33  Between 34 and 40  
 Between 41 and 47  Between 48 and 54  
 Above 54

**22. Please indicate the number of children you take care of.**

.....

*Thank you for your time!*