

An Investigation into Job Satisfaction and Dissatisfaction among Workers in Local and International Non-Governmental Organization in Sierra Leone

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Abstract. Job satisfaction has been linked to higher productivity and lower turnover in the workplace. Workers who are satisfied with their jobs are more inclined to increase output. To develop strategies that address staff welfare concerns, managers must possess the expertise to discern the factors and processes internal and external to employee satisfaction. The study examined job satisfaction and dissatisfaction among workers of non-governmental organizations (NGOs) in Bo, southern Sierra Leone. Embedded mixed methods research design was used to gather qualitative data through interviews and quantitative data using survey questionnaires. Twenty-one Help Salone and Caritas Sierra Leone staff selected randomly from cluster groups participated in the study. Employees were satisfied with the human resource policies and benefits of their organizations as well as communications and feedback from managers. They were also very satisfied with their healthcare facilities, staff participation and annual leave conditions. Most workers were pleased to perform their daily tasks and, in the process, remain effective and efficient. However, some staff were barely motivated and very few were satisfied with the remunerations they received, considering their job responsibilities. Managers could redesign and modify their administrative, financial and human resource policies to address job dissatisfaction nuisances in the workplace. Making available policies and guidelines, improving motivation, making remuneration commensurate with workload and conducting general and refresher training for staff would lower turnover, foster productivity and promise sustainability. Therefore, managers of NGOs in Sierra Leone should be reminded from time to time that ensuring lower turnover through best practice could save their organizations the huge cost needed to replace competent workers with high propensity to leave in search of greener pastures.

Keywords. Employee; Help Salone; human resource; job satisfaction and dissatisfaction; non-governmental organization

1. Introduction

The extent to which employees like their jobs has been researched extensively in industrial and organizational psychology (Spector, 1997). Publications ranging from articles to books on job satisfaction have increased tremendously in a short period of time. A review of psychology and business databases reveals that tens of thousands of publications on job satisfaction are available, which is beneficial to the field of industrial psychology though the scope of research has become overwhelming to both researchers and practitioners. This is more evident and supported than in the theories of job satisfaction; Maslow's needs hierarchy theory and Herzberg's motivator-hygiene theory.

Job satisfaction and dissatisfaction are widely used variables in organizational behavior, primarily influencing attitudinal responses of employees to their organizations. Managers need to understand the factors and processes that are internal and external to the individual employee in an organization, which affect behavior and performance. They must prioritize staff welfare and satisfaction issues. It is important to note that a worker's environment would affect his work causing satisfaction or dissatisfaction. If a worker is motivated by the employer to work, or if the staff works under an atmosphere that is conducive and feels satisfied, the best of that employee would be utilized. Apparently, the opposite would be realized if that staff is not satisfied with his job.

The research aimed at broadening management's insights of the key role job satisfaction and dissatisfaction play in the overall performance of employees and enabling managers to specifically develop strategies to deal with job dissatisfaction problems by modifying their administrative, finance, human resource policies and improving employee retention.

After Freetown, which is the capital city of Sierra Leone in West Africa, Bo is the second largest city in the country and the largest in the provinces as well as serves as a major regional headquarter. The city of Bo is also a leading educational, transportation, commercial and cultural epicenter of Sierra Leone. Many Non-Governmental Organizations (NGOs) operate in Bo City because it is a hub and plays host to the head offices of most local NGOs and regional offices for international NGOs. Help Salone and Caritas Sierra Leone have offices and operations in all regional headquarter towns as Bo, having a large number of staff capacity and broad range of activities.

Findings of this study could inform managers and workers regarding the causes of job satisfaction and ways to address dissatisfaction issues on the job. Help Salone and Caritas Sierra Leone in Bo possess typical features of NGOs in Sierra Leone in general. formatter will need to create these components, incorporating the applicable criteria that follow.

The article was organized as follows: Abstract - This section is the summary of the research, which includes precise statements of the problem or issue investigated, the methodology was used, some of the key findings of the study, conclusion and recommendation; Introduction - This section provides a background on the problem that will help the reader to understand why the research was performed and what makes it an interesting and important study. It also includes the conceptual and theoretical framework and a review of current literature that identified the gap in the study. The introduction also includes the problem statement, purpose and objectives of the study and research questions; Methodology - This section entails the procedure of the study, including the study design and the rationale for choosing it, the methods used to collect and analyze data, limitations to the methods and how such research biases are mitigated; Findings of the Study - This section presents the data collected using tables and figures with contextual analysis of the findings; Discussion and Conclusion - This section interprets the findings of the study by discussing the most important conclusions first and comparing the results to other results/literature, describing limitations and discussing the implications of the findings and how they could be applied; Recommendations - This section provides suggestions for what should be done to address the problem or issue and improve the methodology consistent with the findings and conclusions of the study.

1.1 Theoretical and Conceptual Framework

Many likely influences affect how favorably an individual appraises his or her job which is also important for the organization to retain valued employees. For this reason and through years of extensive research, psychologists have identified theories that help to measure the level of job satisfaction of employees. The following theories formed the basis for this study: Maslow's needs hierarchy theory and Herzberg's motivator-hygiene theory are important contributors to the job satisfaction paradigm.

Maslow's needs hierarchy theory placed human needs on a five-level hierarchy of physiological, safety, belongingness/love, esteem and self-actualization needs (Maslow, 1943; Green, 2000; Cherry, 2020). It explains human motivation and job satisfaction in a work setting wherein financial compensation and healthcare are some of the benefits that meet the physiological needs of employees. Employees are expected to express their safety needs based on their feelings in terms of job security and how physically safe they are in the work environment. These conditions will make the employee feel satisfied, belonged, valued and appreciated which would lead to a positive relationship with colleagues and supervisors/managers in the workplace (Shipton, West, Parkes & Dawson, 2006; Warr, 2007). In this theory, workers seek to self-actualize who they are, what they want to do and who they want to become and these views support the objectives of the study.

Herzberg's motivator-hygiene theory postulates that job satisfaction and dissatisfaction are two separate entities. On the one hand, motivating factors, such as pay, benefits, recognition and achievement must be met to satisfy employees. Hygiene factors, including working conditions, job security, interaction with colleagues, quality of management, organizational policies and structures would make employees dissatisfied if they are deplorable (Maidani, 1991; Ismail & Zakaria, 2009).

1.2 Literature Review

Herzberg Mausner & Snyderman (1959) developed a hypothesis that satisfaction and dissatisfaction could not be reliably measured on the same continuum and that factors leading to positive attitudes and those leading to negative attitudes will differ. They found that Maslow's theory of personal growth and self actualization became the keys to understanding the good feelings in these sequences. Certain trends were found in the characteristics of high and low sequences. Only a small number of factors were responsible for good feelings about the job. All of these factors were related to the intrinsic factors of the job and were predominately long lasting. When good feelings about the job were short lasting, they stemmed from specific achievements and recognition about those achievements as opposed to the job itself. The high sequence events provide contrast to the low sequence events. It was found that a great many things can be a source of dissatisfaction, but only certain factors can contribute to satisfaction.

The job characteristics model (JCM) argues that jobs that contain intrinsically motivating characteristics will lead to higher levels of job satisfaction (Hackman & Oldman, 1976). Five core job characteristics define an intrinsically motivating job: (1) task identity- degree to which one can see one's work from the beginning to the end; (2) task significant-degree to which one's work is seen as important and significant; (3) skill variety –extend to which job allows one to do different tasks; (4) autonomy –degree to which one has control over how to conduct one's job; and (5) feedback- degree to which the work itself provides feedback for how one is performing the job. According the theory, jobs that are enriched to provide these ore characteristics are likely to be more satisfying and motivating than job that do not provide these characteristics more significantly, it is proposed that the core job characteristics leads to three critical psychological state-experienced meaningfulness of the work, responsibility for outcomes, and knowledge of results-which, in turn, leads to outcomes such as job satisfaction.

The outcomes of job Satisfaction evidence indicates that job satisfaction is strongly and consistently related to subjective well-being. There are significant relationships between job satisfaction and life satisfaction. Researchers have speculated that there are three possible from of this relationship: (1) spill over

job experiences spill over onto life experiences, and vice versa; (2) segmentation wherein job and life experiences little to do with one another; and (3) compensation wherein an individual seeks to compensate for a dissatisfying job by seeking fulfillment and happiness in his or her non work life, and vice versa. Jugde and Watanbe (1994) argued that these different models may exist for different individuals and can be classified into the three groups.

Job satisfaction is also related to an impressive array of workplace behaviors. These include: (1) attendance at work (Smith, 1977; Sott and Taylor, 1985); (2) turnover decisions (Carsten & Spector, 1987; Hom, Katerberg, & Hulin, 1979); (3) decisions to retire (Hanisch & Hulin, 1991 Schmitt & McCune, 1981); (4) psychological withdrawal behaviors (Roznowski, Miller & Rosses, 1992); (5) Prosocial organizational citizenship behaviors (Bateman & Organ, 1983); (6) For votes, (Getman, Goldberg, Herman, 1976; Schrisheim, 1978; Zalesny, 1985); (7) prevote unionization activity (Hammer & Smiht, 1978); (8) job performance (Gudge, Thoreson, Bono, & Patton, 2001); and (9) Workplace Incivility (Mount, Ilies, & Johnson, 2006).

Regardless of the many studies over the years, job satisfaction has been difficult to define because even the definition on what job represents is confounded. According to Aziri (2011), "Job satisfaction is any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job" (p. 77). It is influenced primarily by internal factors even though various external factors contribute to how employees feel. Today, managers face serious challenges dealing with this complex phenomenon of job satisfaction and dissatisfaction regarding the management of employees. Job satisfaction has a huge impact on the motivation of employees, which in turn impacts productivity and performance (Aziri, 2011).

Job satisfaction could be associated with the behaviour of individuals at work and many employees perceive it as a sense of achievement and success on the job (Davis & Nestrom, 1985). It has been linked to productivity and personal well-being. When employees enjoy their jobs, it means they are satisfied performing their responsibilities and would like doing it well and possibly being rewarded for their efforts. Consequently, job satisfaction leads to recognition, income, promotion and achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007). Statt (2004) posited that job satisfaction is the degree to which employees are happy with the rewards they receive for the job they do. Job satisfaction is an attitude that could be linked with a personal feeling of achievement (Mullins, 2005). Therefore, individual attitudes can take various forms from the type of job, the other workers, management and remuneration (George & Jones, 2008).

In Sierra Leone, job satisfaction still lacks the attention it deserves from managers of a number of NGOs that are operational in the country. For many decades, NGOs have contributed significantly to the socio-economic development of the country. "Increased awareness of the vital role of NGOs has continued to attract local, private and public donations as well as international donor funding for implementing specific activities throughout the country" (Statistics Sierra Leone, 2014). In a country with limited resources or funds, NGOs have been instrumental in supporting various projects aimed at providing basic services for Sierra Leoneans and supporting development in the country. They have made remarkable strides in assisting Sierra Leone to meet and sustain her development aspirations even in the midst of unnerving challenges. "They have helped to facilitate achievements in basic human development as measured by the United Nations Human Development Index (HDI)" and many of them in Sierra Leone are strong advocates for human rights, social justice, gender equality and freedom (Statistics Sierra Leone, 2014, p. 1).

Therefore, the job satisfaction of NGO employees must be considered if these organizations are to ensure their employees are effective and productive (Nazir, Khan, Shah & Zaman, 2013). Only limited studies have been conducted on the job satisfaction and dissatisfaction of NGO workers in Sierra Leone. Therefore, there is a lack of data on the job satisfaction level of the country's NGO employees thereby creating a major gap in the development efforts of the country, especially on the operations of NGOs. Little or no research has been done juxtaposing local and international NGOs in Sierra Leone, especially in Bo City. This study will enrich knowledge on the job satisfaction and dissatisfaction among workers in local and international NGOs. The study will contribute to the knowledge of managers to redesign and modify the administration, finance and human resource policies thereby addressing job satisfaction concerns of employees, leading to staff retention. Therefore, the study examined the human resource policies of NGOs to ascertain their role in creating and promoting staff welfare.

1.3 Purpose of the Study

The purpose of the study was to investigate job satisfaction and dissatisfaction among workers in non-governmental organizations in Sierra Leone; A case study of Help Salone and Caritas Sierra Leone in Bo City in the Southern Province of Sierra Leone.

1.4 Objectives of the Study

The objectives of the study were to:

1. Examine the personnel and human resource policies of Help Salone and Caritas Sierra Leone in Bo.
2. Investigate the remunerations, bonuses, motivation, overtime, financial and non-financial compensations and rewards relative to workload across different positions within Help Salone and Caritas Sierra Leone in contrast to other organizations.
3. Determine the levels of authority, responsibility and participation of staff in planning, implementation and decision making in Help Salone and Caritas Sierra Leone.
4. Examine the communications practices of staff and the organizations.

1.5 Research Questions

The research questions of the study were to:

1. Do the personnel and human resource policies of Help Salone and Caritas Sierra Leone in Bo affect the performance of staff?
2. How do remunerations, bonuses, motivation, overtime, financial and non-financial compensations and rewards relative to workload across different positions within Help Salone and Caritas Sierra Leone affect staff performance?
3. What are the levels of authority, responsibility and participation of staff in planning, implementation and decision making in Help Salone and Caritas Sierra Leone and how do they influence staff performance.
4. What are the communications practices of staff and the organizations?

2. Methods

2.1 Research Design

Descriptive survey design and case study approach were used . To determine the required sample, purposive sampling technique - a typical case sampling method was utilized; and the use of questionnaire as data collecting tool to Investigation into Job Satisfaction and Dissatisfaction among Workers in Local and International Non-Governmental Organization in Sierra Leone. The study chose only those elements which were believed to be able to deliver the required data. This design was used to give a right choice to identify characteristics of people, situations or groups and the frequency with which certain phenomena occur and multiple variables and findings can be analyzed to create new theories.

2.2 Study Area

The study was conducted in Bo City, the second largest city in Sierra Leone (after the capital Freetown) and the largest city is in the south eastern province and lies 155 miles (249 km) south east of Freetown. The city serves as the capital and administrative center of Bo district. After Freetown, Bo is the leading educational, transportation, commercial and cultural center of Sierra Leone, with a population of 408, 390 (2004 census).

The reason why the researchers conducted the study in Bo City was that, both case studies: local NGO - HELP SALONE and an international NGO - CARITAS Bo, had the hub of their activities carried out there. The selection of HELP SALONE and CARITAS Bo as a case study was purposive following the financial and time constraints on the side of the researchers, coupled up with the fact that it was also easier for researchers to access data and all the vital information necessary for the study. The nature of activities, staff size and population are key factors considered.

2.3 Population and Sampling

Using the Questionpro sample size calculator online for cluster-randomized trials, the researchers were able to get a sample size of 48 respondents of the total population of the 160 employees of both organizations nationally [Sample size = $Z^2 * (p) * (1-p) / c^2$]

Where:

Z = confidence level (95%)

p = .5

c = Margin of error (.04 = ±4%).

The sample size of 48 respondents was distributed amongst the two case studies in the study area to cover the research as proposed; 12 project-based and 5 Administrative staff from the local NGO -HELP SALONE totalling 17; 23 project-based and 8 Administrative staff from the international NGO -CARITAS BO totalling 31. They were purposefully selected sample size of the study, because they can provide the data required by the instrument based on their respective roles.

These organizations are donor- driven and majority funds are allocated to project activities costs rather than to personnel costs. Hence, the two organizations were selected because they had the largest number of staff compared to other local and International organizations of the organization. Staff who work in rural areas consider themselves to do the lion share of tasks and therefore considered to be the most appropriate sample to use. Also, preference to the sample was considered by the researcher due to inadequate time and finance.

The margin of error is 9.99% with a confidence level of 90%. That means, if the survey was to be repeated over and over, 95% of the time the researcher would get the same results.

2.4 Sources of Data Collection

Data was collected from primary sources in the field through questionnaires. The study used primary source of data because 'it is unvarnished information about the results of an experiment or observation. It was like a witness testifying at a trial. No one has stained or published it by adding his/her own views or bias on it, so it could form the basis of objectives and conclusion. The tool which was used to collect the data was a questionnaire. Primary data refers to the information gathered directly from respondents through using questionnaire or structured interview guides' Kothari (2014).

2.5 Data collection instruments

The study used questionnaires as a data collection instrument; in order to get direct and factual/first hand data from respondents.

2.5.1 Validity and Reliability of the Research Instrument. To ensure validity and reliability of the data to be collected, the study questionnaires were tested in a small sample with the aim of ensuring its effectiveness and accuracy in getting intended data from the field. This helped the researcher to justify and correct the instrument before the actual process of field data collection Creswell, (1994).

2.6 Method of Data Analysis

In this study, the field's data collected was subjected to screening prior to the input and analysis. Screening was done as a data quality control measure to ensure that credible and reliable information is produced from the analysis. Data was analyzed using appropriate statistical measures. Preferably, the Statistical Package for the Social Sciences (SPSS) was used. Given the package's advantages for automatic performance of several tasks such as; cutting, copying, pasting, finding, replacing, etc., to analyze the data into charts, tables, and graphs. Descriptive information was generated and used.

3. Findings

3.1 Demographic analysis of respondents

Analysis on demographic data of the respondents and was intended to establish certain features like; gender, age, marital status, categories of respondents/staff in the organization and educational background.

3.1.1 Sex of respondents. Table: 1 Showing Sex distributions of respondents

Table: 1 Sex distributions of respondents

Sex	Frequency	Percent
Male	37	77.1
Female	11	22.9
Total	48	100.0

Source: Field data.

Table 1 states that a total of 48 respondents were grouped into Male and Female, of which 37(77.1 percent) were Male and 11(22.9 percent) were Female. This implies that there were more male respondents to the research work.

3.1.2 Age of respondents. Table: 1 Showing the distribution of respondents based on age

Table: 2 Distribution of respondents based on Age

Variables	Frequency	Percent
26-33	7	14.6
34-41	23	47.9
42-49	15	31.3
50 and above	3	6.3
Total	48	100.0

Source: Field data.

From table 2 above indicated that, the majority of the respondents were found in the range of 34-41 years this accounted to 23(47.9 %); followed by respondents within the age range of 42-49 years with 15(31.3 %); respondents within 26-33 years range having 7(14.6 %) and respondents within age range of 50 years and above with 3(6.3 percent) .

3.1.3 Marital status of respondents. Table:3 Distribution of respondents, based on marital status.

Table:3 Distribution of respondents, based on marital status.

Variables	Frequency	Percent
Single	40	83.3
Married	5	10.4
Separated	1	2.1
Engaged	2	4.2
Total	48	100.0

Source: Field data.

Table 3 states that of the 48(100 %) research respondents, 40(83.3 %) were single and in the majority, 5(10.4 %) were married , 2(4.2 %) were engaged whilst 1(2.1 %) was separated.

3.1.4 Categories of respondents. Showing Distribution of respondents, by Categories.

Table: 4 Distribution of respondents, by Categories.

Variables	CARITAS BO Frequency	HELP SALONE Frequency	Total	Percentage
Project Based	23	12	35	72.9
Administrative	8	5	13	27.1
Total	31	17	48	100.0

Source: Field data.

With reference to the 48 respondents from table 4.1.4, there are two categories of staff. Out of which 35(72.9 %) respondents were project-based staff, whilst 13(27.1 %) respondents were administrative staff. This implies that the project-based category of staff was the highest number of staff.

3.1.5 Distribution of respondents by organization. Showing Distribution of respondents, by Organization.

Table: 5 Distribution of respondents, by Organization.

Variables	Male	Female	Total	Percent
CARITAS BO	19	12	31	64.6
HELP SALONE	13	4	17	35.4
Total	32	16	48	100.0

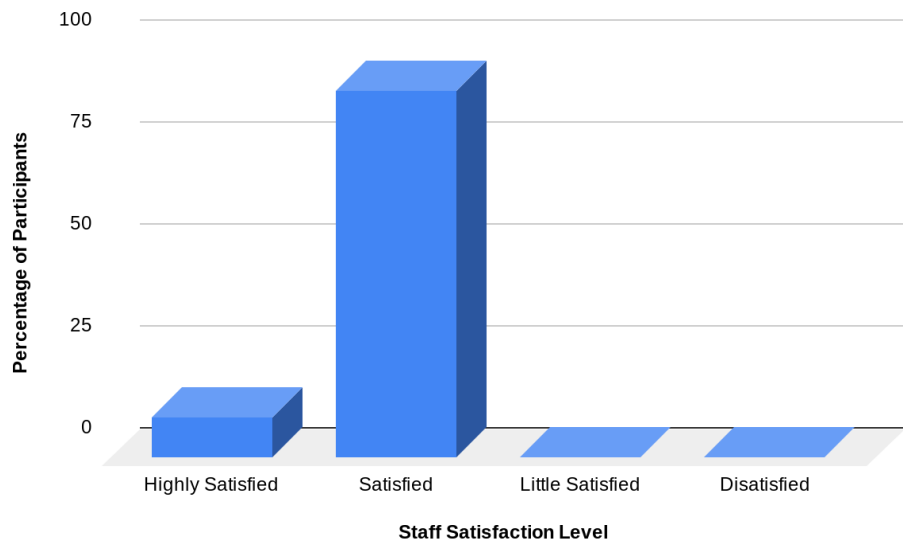
Source: Field data.

From the 48 respondents in table 3.1.5 there were 31(64.6 %) respondents from CARITAS BO, an International NGO and 17(35.4 %) respondents from HELP SALONE , a Local NGO. This implies that INGO recruited more staff with a high number of females.

Analysis On The Research Questions Based On The Objectives Of The Study (Findings For Solutions Of The Research Questions)

Personnel/Human Resource Policy

All of the staff interviewed agreed the personnel/human resource policy of their respective NGOs makes provision for healthcare and lays down clear guidelines on capacity building and protection of staff from indiscriminate suspensions and dismissals. A large majority (90%) of the staff interviewed were unclear about the personnel/human resource policy on discipline, evaluation and promotion of staff and 55% held a similar view on compensation to staff who suffer from loss or injury in active service. Overall, 90% of the Salone and Caritas Sierra Leone staff interviewed were satisfied with the personnel/human resource policies of their respective organizations (see Figure 1).



Source: Field data.

Figure 1: Overall Satisfaction Level of Staff regarding Personnel or Human Resource Policy

Remuneration and Motivation

Of the staff interviewed, a slight majority (55%) were motivated moderately (Table 6). Remunerations across positions in the organizations investigated were rated as average (45%) and adequate (35%).

Table 6: Descriptive Statistics on Remunerations and Motivation of Staff

Item/Question	Response	%
Staff motivation	Moderate	55
	High	25
	Low	20
	Very high	5
Remuneration for the different categories/levels of staff	Average	45
	Adequate	35
	Low	20
	Very low	0
Staff perception about their individual remuneration	Satisfactory	55
	Not satisfactory	45
Remuneration motivate staff performance and commitment	Moderately	55
	Highly	35
	Not at all	10
Provision of bonuses to staff	Yes	75
	No	25

Source: Field data.

Only 55% of staff was satisfied with individual remunerations and many held the view that remunerations only moderately motivate staff performance and commitment. Most (75%) staff interviewed received bonuses (see Table 6). This research has shown that less staff are very highly and highly motivated, only a slight majority of 55% are satisfied with individual remuneration given them, only 35% say they are adequately satisfied with remuneration for the different categories of staff, only 35% are highly satisfied with the extent to which remuneration motivate staff performance and commitment.

Authority, Responsibility and Participation

Sixty percent of the staff interviewed participated extensively in the management of their respective organizations (Table 7). Notably, all of them participated in planning and review meetings.

Table 7: Descriptive Statistics on the Authority, Responsibility and Participation of Staff

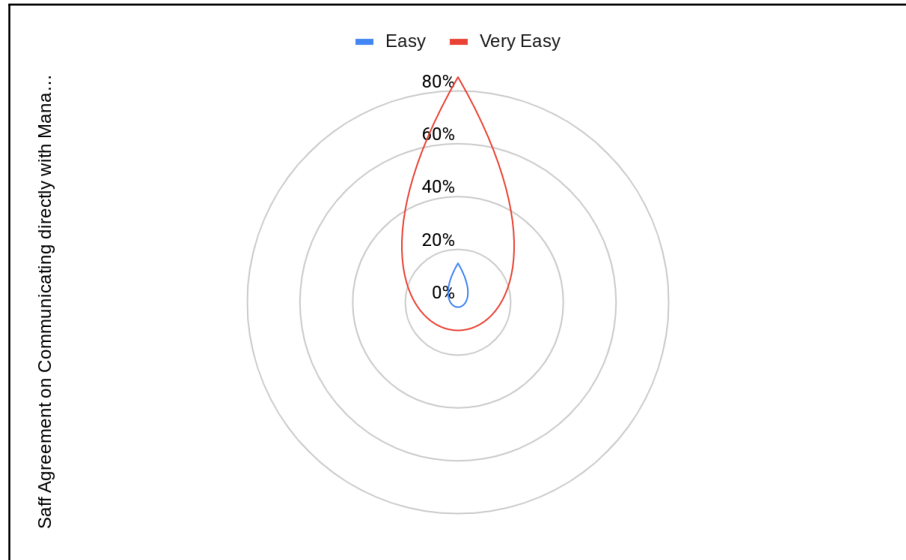
Item	Option	%
Staff participate in the management of their organizations	Lightly	10
	Moderately	30
	Highly	60
Staff participation in meetings at departmental level	Yes	10
	No	90
Staff participate in the decision making	Highly involved	10
	Moderately involved	90
Kinds of decision-making style existing in organization	Collective decision	25
	Top bottom	40
	Decision by small group	35
Satisfaction of staff participation in the management of the organization	Highly satisfied	25
	Satisfied	60
	Lightly satisfied	15

Source: Field data.

However, staff participation in meetings varied at departmental level. A large majority (90%) of the staff never attended management meetings and they were only moderately involved in decision-making. The issue of decision-making styles of organizations generated split responses; top-bottom approach (40%) and decision by small groups (35%). Overall, 60% of the staff interviewed were satisfied with the level of staff participation in the management of the organizations they serve (see Table 7).

Communication within and amongst Staff

All of the staff interviewed said their roles were spelt out clearly and gender issues were taken seriously in the organizations they work. A large majority (85%) of staff agreed that it was very easy to communicate directly with managers and 40% were well informed about the roles and responsibilities of other workers (see Figure 8).



Source: Field data.

Figure 2: Communication with Managers

Most (60%) staff said feedback from their bosses was good and also reported that they were satisfied with the level of appreciation from their bosses for the work they do. Both male and female supervisors were respected in the same way and given free hand to perform their duties (see Table 8).

Table 8: Descriptive Statistics on Communication among Staff

Item	Option	%
Roles of all staff clearly spelt out	Yes	100
	No	0
Staff clear about their roles and responsibilities of	Yes	40
	No	50
	Don't know	10
Feedback received from managers	Good	60
	Fairly good	25
	Not good	15
Appreciation from managers	Satisfied	60
	Fairly Satisfied	20
	Not well Satisfied	12
	Not Satisfied	8
Free hand given to staff to perform their duties	Yes	50
	No	35
	Don't know	15
Male and female supervisors respected the in same way	Yes	100

Source: Field data.

4. Discussion and Conclusion

The human resource policies of Help Salone and Caritas Sierra Leone addressed issues relating to healthcare, capacity building and protection of staff. Regarding healthcare, Caritas Sierra Leone engaged health facilities where staff and their dependents received medical treatments with a ceiling depending on the job status of the staff while staff of Help Salone received monthly medical allowances. Maslow's needs hierarchy theory underscores the importance of healthcare and financial compensation to the physiological needs of workers primarily for survival, such as food, shelter, water and sleep. The human body cannot function without these life-sustaining, physiological needs (Maslow, 1943; Maslow, 1954; Kremer & Hammond, 2013; Wills, 2014; Savickas & Savickas, 2017; Freeman; 2019; Deckers, 2018; Cherry, 2020).

Further findings revealed that a majority of participants appeared less knowledgeable about the human resource policies of Help Salone and Caritas Sierra Leone dealing with discipline, evaluation, promotion and compensation to workers for loss or injury in active service. These elements are central and often foundational to staff motivation. Capturing the loyalty of more workers in an effort to direct their energies toward the goals of the organization is an enormous task but absolutely necessary for achieving increased and sustainable results. The goals of organizations are often long ranged and general in nature, involving profit and growth whereas employees usually focus on short time horizons to meet their needs in working conditions, especially wages. Drawing a connection between these sets of goals is challenging and effective relationships rest on employees' trust that the goals of their organizations are connected. But developing trust often requires overcoming years of bad experience and the belief that organization exploit people. Many employees must have been disappointed or burned by some job-related experience, which may have been beyond the company's control. Their subsequent alienation can subvert the efforts of managers and personnel officers to build morale and ensure discipline.

The fight for a motivated workforce is an uphill battle, especially when most staff lack a clear understanding of the policies regarding discipline, evaluation, promotion and compensation. It is rosy idealism to think that every employee is going to turn on and perform with unwavering devotion to a company and its objectives. Apparently, short-term economic interests are in clear conflict because employees see their share of the pie as being cut smaller to serve up larger profits to owners. Therefore, the employee's awareness and knowledge of the human resource policy on discipline, evaluation, promotion and compensation could serve as a source of encouragement and make them see themselves connected to the set goals of their organizations. They are not only motivated but there will be an effective relationship between staff, manager and organization as a whole (Yang, 2003; Cheng, 2009; Cherry, 2018; Render, 2019).

It is worth noting that a majority of Help Salone and Caritas Sierra Leone staff expressed satisfaction over the overall personnel/human resource policies of their respective organizations. According to Maurer (2017), employees identified five factors as leading contributors to job satisfaction, including: respectful treatment of all employees at all levels; compensation/pay; trust between employees and senior management; job security; and opportunities to use their skills and abilities at work. The payoff of focusing on them contributes to employee retention as well as increased performance, productivity, employee morale and quality of work in addition to decline in both turnover and employee-related problems, making it well worth the time and financial investment. The bottom line is that when staff express satisfaction with the overall personnel/human resource policies of their respective organizations, organizations will retain talented and motivated employees who truly want to be a part of the company and who are focused on contributing to the organization's overall success.

As important as it is to understand the reasons that drive employees to leave an organization, it is just as important to understand why valuable employees stay. Studies have suggested that employees become embedded in their jobs and their communities and as they participate in their professional and community life, they develop a web of connections and relationships, both on and off the job (Flowers & Hughes, 1973; Sommer, 2000; Griffeth & Hom 2001). Leaving a job would require severing or rearranging these social and value networks. The more embedded employees are in an organization, the more likely they are to stay. Organizations can increase employee engagement by providing and attaching them to mentors, designing team-based projects, fostering team cohesiveness,

encouraging employee referrals and providing clear socialization and communication about the company's values and culture as well as offering financial incentives based on tenure or unique incentives through personnel/human resource policies of their respective organizations that may not be common elsewhere (Chuang & Liao, 2010; Abrahamyan, Mirzoyan & Santos, 2014).

Regarding remuneration and motivation, only a slight majority of the participants perceived staff to be motivated moderately. Meanwhile, remunerations across positions were reported to be average and only a handful of staff were satisfied with their remunerations. Even though many staff received bonuses, fewer were motivated. Financial compensation or remuneration is a mainspring of motivation, which motivates employees that further leads to increased productivity (Chi & Han, 2008). Organizations behave directly or indirectly like profit maximization entities that put their efforts to enhance employee performance by motivating them and in turn increasing the productivity level (Yermack, 2004).

Incentive contracts designed to encourage extrinsic motivation are held to be indispensable. Similarly, linking incentives to performance motivates employees to increase their effort and performance. Another form of motivation is intrinsic motivation, which captures the aspects of doing work for its own sake. It provides psychological benefits of well-being, accomplishment, increasing responsibility, self-actualization and is self-sustaining. Many argue that money is a poor motivator and can actually impede intrinsic motivation by reducing creativity and innovation. Actually, the specific focus on extrinsic motivation may distract attention from the task. This is referred to as the hidden cost of rewards (Lepper & Greene, 1978) which is a view that has been incorporated in the crowding theory (Frey & Jegen, 2001). When an activity is intrinsically appealing, the positive effects can be undermined if extrinsic rewards are also linked to the activity and crowd out intrinsic motivation that can in turn reduce performance.

On the other hand, a pay-for-performance system influences job satisfaction while self-determination theory remains silent on whether extrinsic motivation will decrease, if intrinsic motivation increases (Stringer, Didham & Theivananthampillai, 2011). The findings imply that job satisfaction can be rated moderately satisfactory. Stringer, Didham and Theivananthampillai (2011) stated that, "Pay satisfaction had the strongest association with job satisfaction. The practical implications of this for managers are to pay their front-line employees well and job satisfaction will be high" (page #).

"Decisions are the lifeblood of organizations, and meetings are where important business decisions often happen" In a recent study, 6-in-10 executives said they spend at least half their time mostly in meetings making decisions that are ineffective. Fewer respondents claimed that decisions made by their organizations were high-quality and well-timed (De Smet, Jost & Weiss, 2019). Delegating a decision making to someone does not mean the person cannot consult with others for guidance. Perhaps, it does not require an entire committee to perform the task. On balance, a decision only matters if it can be implemented. The broader challenge is making sure that everyone has a stake in the outcome. Evidently, poor role clarity can stifle productivity and cause frustration when decisions involve complicated business activities that cut across organizational boundaries. De Smet, Jost and Weiss, 2019 reported that,

At a global pharmaceutical company, for example, a pricing decision for a new product became a political, energy-sapping affair because several leaders believed they each had decision-making authority in overlapping parts of the pricing process. Further confusing matters, the ultimate pricing decision was made by a committee where no single member had clear authority to decide. (para. 19)

Certain categories of staff are marginalized and, therefore, their voices are not heard because management limited itself to a top-bottom approach in decision-making. On the occasion that NGOs use the decision by small groups approach, there is tendency that management had already taken a decision to mandate the small groups and one would always notice representation of that management either by the supervisor or manager of that small group who might have influence over decisions taken at that stage. This supports the finding that most staff were largely satisfied with the management of their respective organizations.

Staff roles were spelt out clearly and gender issues were taken seriously while most participants agreed that it was very easy to communicate directly with managers and feedback from them were helpful. In addition, managers

appreciated the workers for the work they do. The findings further revealed that both male and female supervisors were respected in the same way and they had free hand to perform their duties. These findings are a plus for the NGOs and management should maintain the practice. One way to judge confidence is by an individual's behavior, especially verbal behavior. Many have argued that the growing trend of assigning work to teams may be especially congenial to women, but it may also create complications for performance evaluation. When ideas are generated and work is accomplished in the privacy of the team, the outcome of the team's effort may become associated with the person most vocal about reporting results.

A manager who is aware of those dynamics might devise any number of ways to ensure everyone's ideas are heard and credited. Although no single solution will fit all contexts, managers who understand the dynamics of linguistic style can develop more adaptive and flexible approaches to running or participating in meetings, mentoring or advancing the careers of others, evaluating performance, and so on. Talk is the lifeblood of managerial work and understanding that different people have different ways of saying what they mean will make it possible to take advantage of the talents of people with a broad range of linguistic styles. "As the workplace becomes more culturally diverse and business becomes more global, managers will need to become even better at reading interactions and more flexible in adjusting their own styles to the people with whom they interact" (Tannen, 1995, para. 69). The implication of this finding is that the organizations will thrive and staff will feel satisfied and hence motivated to perform their tasks well.

Many participants felt unsecured in their jobs and claimed that their salaries were neither paid regularly nor commensurate with their responsibilities. Precisely, most staff were not satisfied with their salary scales and annual leave plans. Managers should note that the major motivating factor for job satisfaction is compensation and it should be relatively proportional to workload. However, "It is difficult to overstate the extent to which most managers and the people who advise them—believe in the redemptive power of rewards" (Stewart, Appelbaum, Leiby, Amabile, McAdams, Kozlowski, Baker III, Wolters & Beer, 1993, para. 1). Even though the belief that people will do a better job when promised some incentives is pervasive, there are many opposing views. Studies have indicated that rewards could undermine the very procedures they intend to improve and that "The failure of any given incentive program is due less to a glitch in that program than to the inadequacy of the psychological assumptions that ground all such plans" (Kohn, 1993, para. 2). Even forward-thinking people today who promote team-work, participation and capacity building encourage the use of rewards to create changes. However, society and people are dynamic and, therefore, systems change with time but the behaviorist doctrine hardly changes. "Just because too little money can irritate and demotivate does not mean that more and more money will bring about increased satisfaction, much less increased motivation" (Furnham, 2014, p. 214). Some managers insist that rewards must be available to get a job done but they could provide persuasive explanations for behavioral manipulation. Fear, obligation and guilt form the basis for manipulative behavior because, using rewards, you are being coerced into doing something you have no intention of doing. It is pointless to offer a reward to an unmotivated worker. Therefore, staff compensation should be well planned and competitive individual differences play a significant role in the satisfaction of workers of the job.

5. RECOMMENDATIONS

Participants made the following suggestions for enhancing job satisfaction and minimizing job dissatisfaction:

NGOs should cascade personnel/human resource related policies and guidelines to all staff for reference purposes and for staff to be knowledgeable about the obligations and procedures required to claim entitlements. Sharing a strategic plan with staff helps them be on the same page with their employers or managers when it comes to goals for the organization. This gives workers something to strive for and creates a sense of community among all levels of workers thereby boosting their morale.

NGOs should conduct orientation and refresher sessions on personnel related policies and guidelines for all staff, providing new employees with a warm welcome and accurate information about the company and organizational policies. This action will also ensure a smooth transition into the employee's new job and foster compliance.

NGOs should ensure high staff motivation through financial and non-financial compensations together with work conditions for best performance. Apart from monetary and future security needs, an individual also has psychological, social and emotional needs. Satisfying these needs also plays an important role in their motivation. There should be a direct relationship between efforts and rewards and financial reward should be substantial in value and must be in parity with others. People do work for money, but they work even more for meaning in their lives. In fact, they work to have fun.

NGOs should encourage the participation of staff in decision making and improve decision-making styles. Participation in the decision-making process gives each employee the opportunity to voice their opinions and share their knowledge with others. While this act improves the relationship between manager and employee, it also encourages a strong sense of teamwork among workers.

NGOs should spell out clearly and inform staff about their organizational structures relating to the roles and responsibilities of workers. A job description defines a person's role and accountability as it allows staff to clarify expectations with employer and boss. Providing the staff information on organizational structure considering information flows between levels within the company.

NGOs should make remunerations commensurate with staff workload. A pay for performance system links an employee's pay to some measure of individual and/or pay organizational performance, usually through a formal performance appraisal. Consequently, performance standards and measures and the application of those standards and measures matter greatly to both the agency and the employee.

NGOs should organize training for new staff to build their capacity and readiness for their new responsibilities and also provide in-service training opportunities. Transferring or modifying knowledge, skills and attitudes through learning experience, maintaining levels of competence and responding to the changing demands, new approaches and technologies are critical for organizational growth.

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