



Assessing the effects of job satisfaction on staff performance of selected staff in the banking industry of Ghana

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Abstract

The study investigates the effects of job satisfaction on performance of selected staff in the banking industry of Ghana. The descriptive design was employed. The target population was the staff of three commercial banks in Accra (Stanbic Bank, GCB Bank and Ecobank). A total of 110 respondents were conveniently selected to participate in the study and data analysis was carried out with the use of Statistical Package for Social Science version 2.0. Among the findings were that, organizational characteristics, job characteristics, and dispositional characteristics formed the determinants of job satisfaction. Also, organizational characteristics, job characteristics, and dispositional characteristics were found to have significant positive relationship with staff performance. However, organizational characteristics has the highest adjusted R square of 0.45%, followed by job characteristics, adjusted R square of 0.35% before dispositional characteristics, adjusted R square of 0.25%. Managerial implications and directions for future studies are discussed.

Keywords: Job satisfaction, staff performance, banks, Ghana

Introduction

In the ever-competitive business environment coupled with the sophisticated needs of consumers, organizations strive hard to ensure that employee's give off their best to enhance productivity and efficiency at the work place. It argued that the lack of motivation to work could lead to deficiency at work environment (Ofosu-Boateng, 2020) ^[15]. A spirit of cooperation, commitment and sense of satisfaction within the workplace is crucial to maintain the stability and quality of employees' productivity (Bamgbose & Ladipo, 2017) ^[3]. In order to make employees satisfied and committed to their jobs, a robust and effective motivation is crucially needed at the various departments in an organization. There is a common knowledge globally that; organizations strive on performances of individual employees in achieving their set objectives and goals. To this end, Kusnilawati & Santoso (2022) ^[11] stated that the satisfaction of employees in an organization is paramount to the performance of the organization as far as recent competitive environment for businesses are concerned. Studies have shown that there is no concrete definition for job satisfaction, however the most commonly used definition is the one by Petcu, Sobolevski-David, Anica-Popa, Curea, Motofei & Popescu (2020). According to Petcu *et al.* (20), job satisfaction is the positive emotional state resulting from the appraisal of one's job. Notwithstanding, the characteristic of the job, a sense of satisfaction may vary across different types of job. That is to say that the interpretation of job satisfaction should include factors such as working condition, salary, rewards, supervision and attitudes of colleague workers influencing job satisfaction (Prysmakova & Vandenabeele, 2020) ^[20]. For instance, Simatwa (2019) defined job satisfaction as a function which is positively related to the degree to which individual needs are fulfilled in the job place. Nanjamari (2020) also defined job satisfaction to represent or include emotional soundness or clarity and commitments that employees have towards their work. This study adopt the definition by Nanjamari and thus by the same defines job satisfaction as the emotional or physical soundness or clarity

and commitments that employees have towards their work. Herzberg (2018) defined performance at work as the commitment and attitude to work that makes above par or above average. Dhanshetti, Paliwal & Meshram (2021) ^[6] on the other hand explained performance as the returns to output or returns to work. Since it is, rather the workers at the work place that usually makes the required performance possible, it is important to always make sure the employees are satisfied (Odunlade, 2020). It is very important for workers to be satisfied in order to perform. Meanwhile work performance on the other hand secures the continuity of growth. It is at this end that Odunlade (2020) stated that the opportunity cost of job satisfaction is retrogression, absenteeism, low productivity, high employee turnover and other organizational difficulties. In this regard, there have been lots of studies in this area to really determine the link between job satisfaction and performance. Though job satisfaction is a construct that is easily defined, the definition cut across the spectrum of factors.

However, studies by Indermun *et al.* (2020) have maintained that research on employee satisfaction and performance has been inconclusive and elusive. This is attributed to the measurement of both constructs. In the study of Cook (2018); Odunlade (2020) even some studies have tendered to show the likelihood that job satisfaction and performance simultaneously cause each other. For instance, Nanjamari (2017) maintained that factors of job satisfaction such as remuneration and mentorship have a positive effect on performance and productivity. However, some researchers believe that employee satisfaction has little direct influence on business performance and vice versa. It is however, the motivation of this study to empirically test the two constructs (job satisfaction and job performance) and to know how they are actually related.

Another bone of contention in the literature also has to do with the measurement of job satisfaction and job performance. While some researchers use only one factor, other use a combination of variables to represent the satisfaction and performance. Again, it the trust of this study

to use one variable case and multiple case variables to shed light on which measurement of performance and satisfaction gives more results that are definitive. It is against this backdrop of rather inconclusive views relating to job satisfaction and performance that the current study seeks to empirically assess the effect job satisfaction on the performance of some selected staff in the banking industry in Accra.

Significance of the Study

The study seeks to investigate the effects of job satisfaction on staff performance of selected banks in Ghana. The outcomes of study will expose bank managers to those factors which enhance job satisfaction and the corresponding increase in staff performance. It is also hoped that, the outcomes of the study will add up to literature, and form basis for further research. Policy makers and managers stand to benefit greatly from the study by helping them in their decision regarding employee welfare. The study may consequently guide various labour Union executives with fair views of attitude of satisfied and dissatisfied workforce at the workplace and consequently, guide them in their negotiations for better condition of service.

Objectives of the Study

Specifically, the study sought to

1. Examine the factors of job satisfaction that enhance staff performance.

Theoretical review

The incentive theory

Incentive theory of motivation suggests that human motivation is connected to rewards. One example of a reward that is directly linked to business is the motivation to work in exchange for the reward of a paycheck (Hassan *et al.* 2020). Additionally, the theory is expanded to take reinforcement into account, in other words after the cycle of work and pay is repeated a number of times the motivation will be stronger (Lee *et al.*, 2020). In principle, a reward would be given after a desired action occurred assuming that because of this the behavior would be repeated. This would associate positive meaning to the behavior (Penconek *et al.*, 2021). Repetition of this action and reward cycle would, according to the theory result in the concept of reinforcement and form a habit. Incentive theory can be further divided into two sub-categories: intrinsic incentive motivation theory and extrinsic incentive motivation theory (Li, 2019). In intrinsic incentive motivation theory, motivation is theorized to come from one's own self. In extrinsic incentive motivation theory, motivation is theorized to come from an external source or person (Li, 2019). The incentive theory of motivation is supported directly by the work of B.F. Skinner, where he stresses the importance of external influence. Skinner suggests that if a person's actions are received positively by others, that those actions are likely to be repeated. The opposite is also proposed that negative reception will likely lead to that behavior not occurring again (Skinner, 1978). Li (2019) found the link between motivation and pay to be very strong. The overall concept of the incentive theory of motivation appears to provide a good theoretical framework with which to create a concise human motivation strategy for businesses.

Conceptual review

Job satisfaction

Job satisfaction simply explains attitude of employees toward their job. In other words, it describes the level of happiness of employees in fulfilling their desires and needs at the work (Anwar, 2017). Hence, it is the pleasurable feelings that result from an employee perception of achieving the desire level of needs. Job satisfaction as an intangible variable could be expressed or observed via emotional feelings. In other words, it hinges on the inward expression and attitude of individual employee with respect to a particular job. For instance, an employee satisfaction is high if the job provides expected psychological or physiological needs. However, satisfaction is said to be low if the job does not fulfill the psychological or physiological needs (Anwar, 2017). Maksatbekova (2019) posits that job satisfaction plays significant role in both personal interests and organisation success and therefore valuable to study for multiple reasons. In recognizing the role of job satisfaction phenomena, experts are of the view that it can interrupt labour behaviour and influence work productivity and therefore worth to be studied Maksatbekova (2019). This is in line with the belief that happier workers are more productive

Determinants of job satisfaction

Jex (2020) researchers have considered three approaches to explain the development of job satisfaction namely job characteristics, social information processing (organizational characteristics) and dispositional (worker characteristics).

Job characteristics

The job characteristics approach assumes that the nature of individual's work or the characteristics of organisation is a predominant determinant of job satisfaction (Jex, 2020). According to Hackman & Oldham (2021), job characteristic is facet of a job that causes a rise in level of motivation, satisfaction and performance. They suggest five features of a job for which all jobs have in common including skill variety, task identity, task significance, autonomy and feedback. Again, they define four personal work outcomes such as internal work motivation, growth satisfaction, general satisfaction and work effectiveness. These job features have been fused together with the most common aspect of job satisfaction assessment which includes promotional opportunities, supervision, work itself and co-worker relations (Smith *et al.*, 2018).

Organizational characteristics

Jex (2020), states that job satisfaction level of an employee is determined by his or her relation with other co-workers. All things being equal, if employees perceive that their co-workers are positive and satisfied, they will automatically be affected, however, if they are negative and dissatisfied then they are likely to become dissatisfied as well. Jex and Spector (2018) proved that social-information has a prevailing impact on job satisfaction and organizations. They believe that newly engaged workers could morally be corrupted during their socialization process at the workplace.

Dispositional (work characteristics)

Work characteristics suggests that some people are inclined to be satisfied or dissatisfied with their job regardless of the nature of it or the organisational environment. Again, some people are genetically positive in disposition while others are inherently negative in disposition. For instance, Arvey (2019) conducted a study to support the genetic makeup component to job satisfaction in their study of monozygotic or identical twins not reared together. They concluded that identical twins even reared at a distance from each other or not in the same environment still tend to have quiet significant correlated level of satisfaction.

Employee performance

Employee performance as proposed by scholars, it is based on the type of reward system in place within organizations (Bari, Arif & Shoaib, 2019) ^[4]. A study by Anitha (2020) ^[2] suggested that employee performance is an indicator of financial or other outcomes of the employee that has a direct connection with the performance of the organization as well as its achievement. Hence, people in management such as top, middle, and lower management contributes significantly in performance (Xanthopoulou *et al*, 2019) ^[19]. Employers found that it is difficult to understand the behavior of employees and how to attract, retain and motivate them for a longer period in the organization as their behavior keeps on changing. In an organizational context of performance, employee performance is defined as the degree to which an organizational member contributes to achieving the goals of the organization. Employee performance is vital to an organization as they play as an imperative mechanism that contributed to the success of an organization

Job characteristics and performance relationship

A general principle in the study of the outcome of job characteristics on staff performance is job satisfaction in that individual assesses job satisfaction by comparing benefits they are currently receiving from their jobs with what they believe they should receive Amalia & Mardiansyah (2023) ^[1]. Therefore, satisfaction will be achieved if individual's expectation from the job is fulfilled. Contrary, dissatisfaction sets in if expectations are far exceeding what is being received. According to this affects performance (CAI, Lysova, Bossink, Khapova & Wang, 2019) ^[5]. Variation in satisfaction is as a result of individual differences and expectation levels. Therefore, in keeping with this, individuals would compare aspect of a job such as skill level, promotional opportunities, seniority, supervision, work recognition, salaries and incentives, autonomy, nature of work, to determining their level of satisfaction which has a greater impact of performance. The result of Karlita, Surati & Suryatni (2020) ^[10] showed that job characteristics and job satisfaction had a significant positive effect on the staff performance

H1: There will be a significant positive relationship between job characteristics and staff performance

Organization characteristics and performance relationship

Every employee wants to work in organizations with sound characteristics such as instrumental communication, friendly atmosphere, formalization, input into decision making and

promotional opportunity (Lambert & Paoline, 20018) ^[12], According to Lambert & Paoline (20018) ^[12], organizations with sound characteristics are more likely to enhance staff motivation and job satisfaction which can influence staff performance (Yunus, Adam & Sofyan, 2020). Similarly, Jin, Sun, Jiang, Wang, & Wen (2018) ^[8] found out that organization's characteristics such as agency formalization, supervisory support, and coworker integration reduced role ambiguity and/or conflict which can lead to staff motivation and increases staff performance (Ogbogu, 2017) ^[13]. Generally, research on social information processing theory supports that social environment does have an effect on employee's attitudes and behaviours (Aamodt, 2019). Inferring from the literature, the study hypothesized as follows:

H2: There will be a significant positive relationship between organization characteristics and staff performance

Dispositional (work characteristics) and performance relationship

Work characteristics theory (WCT) suggests that jobs offering high levels of autonomy, challenge, and opportunities for social interaction satisfy employees' underlying psychological needs, translating into high levels of satisfaction with the job and motivating employees to perform their jobs well (Humphrey, Nahrgang, & Morgeson, 2007). Research has shown that satisfaction to some extent is based on disposition (Judge & Larsen, 2017) ^[9] in the study of Peiró, Bayona, Caballer & Di Fabio. (2020), work characteristics were partially found to partially mediate the relationships between job performance. However, the study of Ofosu-Boateng *et al*. (2018), work characteristics were found to significantly impact staff performance. Inferring from the literature, the study hypothesized that

H3: There will be a significant positive relationship between dispositional (work characteristics) and staff performance

Empirical review

Amalia & Mardiansyah (2023) ^[1] carried out a study entitled: Model of Jo Motivation, Compensation and Career Development on Job Satisfaction of Employees at Sahid Sudirman Residence Apartment. The Google form was used to gather data from 175 respondents. These were employees who work in the Sahid Sudirman residence apartment and have worked for 3 years. The results of the study prove that work motivation has a significant positive effect on employee job satisfaction, compensation has a significant positive effect on employee satisfaction, career development has a significant positive effect on employee satisfaction which subsequently leads to staff performance. Similarly, in the study of Putri & Adnyani (2021) on the Effect of Reward System, Job Motivation, and Job Satisfaction on Employee Retention, 87 employees of Omsa Medic Jimbaran was sampled. The data collection method used was questionnaire. The data analysis technique used is the validity test, reliability, classical assumptions, multiple linear regression, F test and t test and the coefficient of determination. The study showed that the reward system has a significant positive effect on employee retention, work motivation has a significant positive effect on employee

retention, job satisfaction has a significant positive effect on employee retention and performance.

Conceptual framework

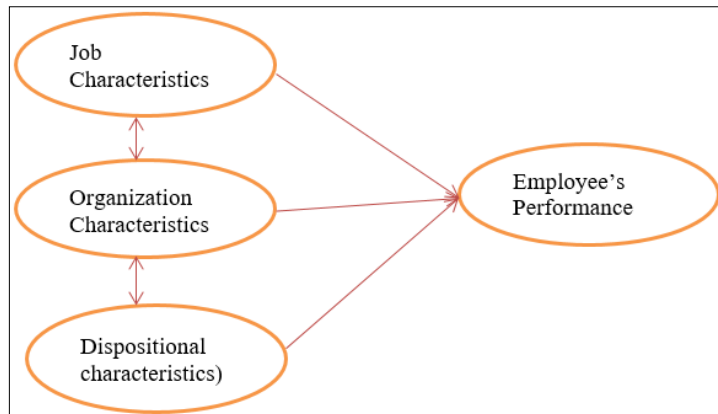


Fig 1: Conceptual framework

Author’s construct, 2024

Methodology

The design of the study is descriptive in nature. A descriptive design explains relationships between variables (Brickman & Roy, 1998). It also allows data to be presented in the form of tables, frequency, and percentages. Since the study sought to establish the relationship between the independent variables (job characteristics, organization characteristics, dispositional characteristics source credibility, source attractiveness and source expertise) and the dependent variable (employee’s performance) and also presents data in tables, frequency and percentages, the chosen design is considered appropriate.

The target population was staff of three commercial banks in Accra (Stanbic Bank, GCB Bank and Ecobank). The total staff strength of these banks at a preliminary check at their branches stood at 115 as at April, 2023. Out of the population of 115, 110 respondents participated in the study representing 95.6%. According to Cochran (1963), a sample size of 100 and above is appropriate for a survey.

Field survey was used to elicit data from respondents. Questionnaire was the main instruments for the data collection. The questionnaires administration took approximately six (6) weeks and each respondent spent about 10 minutes in responding to the questionnaire.

The Statistical Package for Social Sciences (SPSS) version 21 was used to carry out the data analysis and the findings presented in tables for easy reading and interpretation.

To ensure validity, the questionnaire was pre-tested using 12 respondents from the service industry in Accra, Ghana. The Cronbach Alpha (α) was used to ascertain the internal consistency of the responses received

The purpose of the study was well explained and participants’ anonymity was ensured assured. The study was conducted in an atmosphere free from duress as participant participated at their own will

Demographic information

The study ascertained demographic information of respondents. The demographic information obtained include the gender, educational level, age bracket, and the number of years which staff have been with their various banks.

To test the stated hypotheses, i.e. the relationship between job characteristics, organization characteristics, dispositional characteristics (as independent variables) and employee’s performance (dependent variable), a construct is formulated as shown in figure 1.

Based on the result obtained, 67(60.91%) of the respondents were females and 43 (39.09%) were males. In terms of the highest educational level of the customers, 32 (29.09%) indicated that they have pre-tertiary educational qualification, 47 (42.73%) has tertiary educational qualification, and 31 (28.18%) of the respondents have post graduate degrees. These results showed that majority of the bank staff have tertiary educational qualification.

In terms of age bracket of respondents, 10 (9.1%) of the respondents have at most 26 years of age, 35 (31.8%) had 27-32 years, 30(27.3%) had 33-38 years, 25(22.7%) had 39-44 years and 10(9.1%) had 45 and above,

Regarding the number of years which staff have been with their banks, the study found that 17 (15.45%) have been with the bank for at most two years, 28 (25.45%) have been with the bank for 3 to 4 years, 27 (24.55%) have been with the bank for 5 to 6 years, 20 (18.18%) of the customers have been with the bank for 7 to 8 years, 10 (9.09%) for 9 to 10 years, and 8 (7.27%) for more than 10 years. Table 1 presents the results.

Table 1: Demographic characteristics of respondents

| Variable | Category | Frequency | Percentage |
|------------------------|--------------------|-----------|------------|
| Gender | Female | 67 | 60.91% |
| | Male | 43 | 39.09% |
| Educational Level | Pre-tertiary | 32 | 29.09% |
| | Tertiary | 47 | 42.73% |
| | Post graduate | 31 | 28.18% |
| Age Bracket | At Most 26 years | 10 | 9.10% |
| | 27 – 32 years | 35 | 31.80% |
| | 33 – 38 years | 30 | 27.30% |
| | 39 – 44 years | 25 | 22.70% |
| | 45 years and more | 10 | 9.10% |
| Years of being a staff | At most 2 years | 17 | 15.45% |
| | 3 – 4 years | 28 | 25.45% |
| | 5 – 6 years | 27 | 24.55% |
| | 7 – 8 years | 20 | 18.18% |
| | 9 – 10 years | 10 | 9.09% |
| | More than 10 years | 8 | 7.27% |

Source: Field Survey, 2024

Inferring from Table 1 above, majority of the bank staff surveyed was females (60.91%), most of the staff have

tertiary education qualification (42.73%), the average age (modal age) was 33 to 38 years (27.30%), and the majority of the bank staff (25.45%) had being with the bank for more than three years. This implies that the staff has appreciable level of knowledge regarding the subject.

Objective one: Factors of job satisfaction that enhance staff performance

Reliability statistics

In measuring internal consistency, the Cronbach’s Alpha has been identified as the appropriate tool for the measurement. The coefficient alpha values between 0.6 and 0.7 indicate fair reliability (Sauder *et al.*, 2007). However, according to Burns & Grove (2010), a Cronbach’s Alpha coefficient of 0.7 or above is regarded adequate to determine reliability in most social science research situations. Since all the study’s reliability values are above 0.7, it can be regarded adequate. Table 2 presents the results.

Table 2: Reliability statistics

| Variables | Alpha |
|--------------------------------|-------|
| Organizational characteristics | 0.888 |
| Job characteristics | 0.878 |
| Dispositional characteristics | 0.776 |

Source: Field Survey, 2024

Table 3: Mean Ranking of the Factors of job satisfaction that enhance staff performance

| Factors | Mean | Ranked Mean | Standard Deviation | N |
|--------------------------------|------|-------------|--------------------|-----|
| Organizational characteristics | 1.48 | 3.2462 | 1.246 | 110 |
| Job characteristics | 1.44 | 3.6682 | 1.486 | 110 |
| Dispositional characteristics | 1.42 | 3.8878 | 1.886 | 110 |

Source: Field Survey, 2024

Table 3 shows ranking of the factors of job satisfaction that enhance staff performance the table demonstrates the

Table 2: Relationship between job characteristics and staff performance

| Hypothesis | Independent variable | Dependent variable | Adjusted R Square | Coefficient of independent variable | Intercept | Model | T Stats | Results |
|------------|----------------------|--------------------|-------------------|-------------------------------------|-----------|--------------|---------|----------|
| 1 | job characteristics | Staff performance | 0.35 | 0.42 | 1.84 | Y=0.82x+1.64 | 12.74 | Accepted |

Hypothesis 2: There will be a significant relationship between organization characteristics and staff Performance.

The statistics shows an adjusted R square of 0.45% which explains that organization characteristics will influence staff performance by 45% while about 55% reaming is the contribution of other factors. Also, the coefficient of 0.47 implies that if organization characteristics are increased by 1 unit, staff performance will have a corresponding increase of 47%. More so, the intercept has additive influence but the

Table 3: Relationship between organization characteristics and staff Performance

| Hypothesis | Independent variable | Dependent variable | Adjusted R Square | Coefficient of independent variable | Intercept | Model | T Stats | Results |
|------------|------------------------------|--------------------|-------------------|-------------------------------------|-----------|--------------|---------|----------|
| 1 | organization characteristics | Job Performance | 0.45 | 0.47 | 1.88 | Y=0.64x+1.84 | 14.44 | Accepted |

ranking of the parameters in the scale of 1 to 3 where 1 presents the most important, 2 presents important and 3 represents fairly important. The results from table 3 showed that the organization characteristics are ranked first with a mean ranked of 1.48 and a standard deviation of 1.246. job characteristics are ranked second with a mean ranked of 1.44 and a standard deviation of 1.486 and finally, dispositional characteristics are ranked third with a mean ranked of 1.42 and a standard deviation of 1.886.

Model Hypothesis

According to Saha (2021) [18], correlation helps to identify the strength and direction relative between two or more variables Correlation also helps to show the relationships between two or more variables. The correlation analysis was carried in order to make the result scientific

Hypothesis 1: There will be a significant positive relationship between job characteristics and staff performance

The statistics shows an adjusted R square of 0.35% which explains that job characteristics will influence staff performance by 35% while about 65% reaming is attributed to other variables. Also the coefficient of 0.42 implies that if job characteristics are increased by 1 unit, staff performance will have a corresponding increase of 42%. More so, the intercept has additive influence but the influence is considered meaningful only when the relationship is significant. The significance can be tested by the t-statistics results. The t-statistics result of the model is 12.74. A significant t-statistics should be above 1.96 and below -1.96 and since the t-statistics of the study is above 1.96, it can be concluded that the relationship is significant. We can therefore accept the null hypothesis of the study: there will be a significant positive relationship between job characteristics and staff performance. Table 2 presents the results.

influence is determined by its significance. The significance can be tested by t-statistics results. The t-statistics result of the model is 14.44. A significant t-statistics should be above 1.96 and below -1.96 and since the t-statistics of the study is above 1.96, it can be concluded that the relationship is significant. We can therefore accept the null hypothesis of the study: *There will be a significant relationship between organization characteristics and staff Performance.* Table 3 presents the results.

Hypothesis 3: There will be a significant positive relationship between dispositional (work characteristics) and staff performance

The results of the statistics revealed an adjusted R square of 0.25%. The adjusted R square of 0.25 percent implies that dispositional (work characteristics) have 25% influences on staff performance while about 75 percent influence is attributed to other factors. Also, the coefficient of 0.34 implies that if dispositional (work characteristics) are

increased by 1 unit, staff performance will have a corresponding increase of 34 percent. The intercept has additive influence which must be determined by its significance. The t-statistics is used to test the significance. The t-statistics result of the model is 16.62. A significant t-statistics should be above 1.96 and below -1.96. Since the t-statistics of the study is above 1.96, we can conclude that the relationship is significant. Therefore, the null hypothesis is accepted as we reject the alternative hypothesis of the study. Table 4 presented the results

Table 4: Relationship between dispositional (work characteristics) and staff performance

| Hypothesis | Independent variable | Dependent variable | Adjusted R Square | Coefficient of independent variable | Intercept | Model | T Stats | Results |
|------------|-------------------------------|--------------------|-------------------|-------------------------------------|-----------|----------------|---------|----------|
| 1 | Dispositional characteristics | Staff performance | 0.25 | 0.34 | 2.08 | $Y=0.72x+1.86$ | 16.62 | Accepted |

Conclusion

The purpose of the study was to investigate the effects of internet banking and service quality on customers’ satisfaction of selected financial institutions in Accra, Ghana. The use of explanatory design was employed to examine the relationship between internet banking and service quality and customers’ satisfaction.

The findings of the study showed that the selected financial institutions in Accra, Ghana, have a preponderance of male customers on internet banking than women

From the study, it is apparent that the younger generations are enthused with internet banking services than the aged. This is evident with the age groups 20-29 and 30-39 recording 50% and 35.7% respectively. The age group 40-49 recorded 8.9% whilst the least age group was 50-59 recording 5.3%.

The results of the study revealed that customers on internet banking of selected financial institutions in Accra, Ghana, have attained education with varied certificates. Other certificates holders are the majority representing 42.8%. This was followed by master degree holders representing 32.1%. Bachelor degree holders accounted for 16.4% whilst the least customer group was professional certificate holders representing 8.6%. This was envisage in that internet banking requires some level of education

The findings of the study showed a significant positive relationship between internet banking and customer satisfaction. With an adjusted R square of 0.45 percent, the study concludes that internet banking influences customer satisfaction by 45 percent while about 55 percent remaining is attributed to other variables. The finding is consistent with literature as stated by Marfo-Yiadom & Ansong (2012) that internet banking is fast, time-saving, comfort and easy access, and has the tendency of enhancing good customer service; according to O’Connor & Galvin (2001), this has led to a significant rise in the adoption of internet banking especially among the millennial. Also Ozatac *et al.* (2016) posit that higher quality internet banking service could drive customer satisfaction.

The results of the study also showed a significant relationship between service quality and customer satisfaction. With an adjusted R square of 0.80 percent, the study demonstrates 80 percent influence of service quality on customer satisfaction while about 20 percent remaining is contributed to other variables. As stated by literature, service quality is considered very important because it can lead to higher customer satisfaction, profitability, cost reduction, customer loyalty and retention (Ofosu-Boateng &

Acquaye, 2020) ^[15]. Also, Sureshchandar *et al.*, (2002) intimated that good service quality does not only result in customer satisfaction but also aid organizations to gain a successful competitive edge over competitors.

Further, the study found a significant relationship between internet banking and service quality and customer satisfaction. The evidence of adjusted R square of 0.85 percent suggests 85 percent influences of internet banking and service quality on customer satisfaction while about 15 percent influence is attributed to other variables. Extant literature suggests internet banking could enhance service delivery and as stated by Nhat & Hau (2007), a high service quality will impact significantly on customer satisfaction.

Managerial implications and Direction for Future Studies

Managerial implications

Since job satisfaction is associated with job characteristics, organization characteristics and dispositional characteristics, management should clearly define the tasks and responsibilities of each employee to avoid work conflicts and usurping of duties which leads to tension working environment as these affect performance and output.

Also, the organization’s atmosphere should be created to endanger internal work motivation, growth satisfaction, general satisfaction, friendly atmosphere to enhance work effectiveness and performance

Again, management should assess the personality traits of each employee to be able to understand individuals’ attitudes and behaviors in the workplace. Since literature has shown that satisfaction to some extent is based on disposition which triggers performance, such assessment will be beneficial to management

Direction for future studies

The study’s limitation is of the fact that only three banks were examined therefore, generalizing the findings could be misleading. More so, only 110 respondents participated in the study in Accra. It is therefore suggested that future studies can consider more of the banks with larger sample size to help generalize the findings

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