JOB SATISFACTION AMONG STAFF OF THE UNIVERSITY OF EDUCATION, WINNEBA: THE CASE STUDY OF THE COLLEGE OF TECHNOLOGY EDUCATION, KUMASI

ABSTRACT

The purpose of this study was to determine the levels of job satisfaction among staff of the University of Education, Winneba, Kumasi Campus (UEW-K). Survey design was used for the study and instruments used were questionnaire and interviews. The population consisted of two hundred and ninety eight (298) staff (teaching and non-teaching) of the UEW-K campus as at March, 2015, made up of sixty eight (68) senior members, eighty (80) senior staff and one hundred and fifty (150) junior staff. Stratified Random Sampling was used to select 200 staff comprising 55 senior members, 60 senior staff and 85 junior staff for the study. The Minnesota Satisfaction Questionnaire (MSQ) and structured interview were largely used. Cross tabulation was used to compare satisfaction levels amongst groups of workers in the University. The major findings of the study were that staff of UEW-K was largely satisfied intrinsically than extrinsically. The overall level of Job satisfaction (intrinsic and extrinsic) among the university staff was 69%. Majority of staff were males but females were more satisfied than their male counterparts. It was recommended that the College should raise more funds and complement the salary being paid by Government in the form of annual bonuses.

Keywords: University of Education, Job satisfaction, Satisfiers, Dissatisfiers, Intrinsic, Extrinsic.
Introduction

Locke, (1976) defined job satisfaction, as a delightful feeling about the status of one’s progress and success through multiple evaluations of its characteristic. In more simplified terms, job satisfaction is how an employee feels about his or her job. This could be intrinsic or extrinsic. Intrinsic satisfaction involves performing an activity because it is personally rewarding for its own sake rather than the desire for some external rewards. On the other hand extrinsic satisfaction occurs when one performs an activity to earn a reward such as pay and promotion. Job satisfaction among employees is one of the most complex areas facing managers in recent times. Over the years, employees particularly complain so much about not having job satisfaction at their workplace. This phenomenon is prevalent at all levels of organizations, be it private or public, profit or non-profit. Job satisfaction is a complex variable which is influenced by situational factors of the job as well as the dispositional characteristics of the individual (Sharma and Ghosh, 2006). It can be described by either a one dimensional concept of global job satisfaction or a multifaceted construct capturing different aspects of job satisfaction that can vary independently, (Khaleque, 1984).

Job satisfaction is a worker’s sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one’s efforts. Job satisfaction further implies enthusiasm and happiness with one’s work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007).

Bilimoria et al. examined how a sample of 248 male and female professors at a Midwestern private research university construct their academic job satisfaction. They indicated that both women and men perceive that their job satisfaction is influenced by the institutional leadership and mentoring they receive.
Generally, job satisfaction plays an important role in the maintenance of employees’ health and well-being. It also promotes productivity, efficiency, effective relationships, punctuality and reduces staff turnover that is the rate at which staff leave the institution for other establishments, (Vroom, 1964). Developing economies such as Ghana always experience the agitation of workers for better salaries, favourable conditions of service, provision of logistics and improved working environments. An employee who works under bad working conditions is always frustrated, dissatisfied and unhappy for the entire period he/she remains in the organisation and is likely to perform poorly. Sociologists for example, speak of alienation i.e. (feeling of not belonging to and being part of) regarding the work to describe the level of frustration employee go through when they are deprived of job satisfaction.

In order to generate such organizational commitment of the employees, knowledge about what motivates, satisfies and sustains them are of paramount importance. Asegid, Balechew and Yimam (2014) have pointed out that any attempt to improve job satisfaction and productivity should focus, among others, on the following:

a. Organizational policies and practices (e.g. compensation, promotion, job security, training and development, staff welfare etc);

b. Communication and interpersonal relationship (i.e. people they work with including supervisors and co-workers);

c. The work itself (i.e. the job content and context);

d. Recognition and Appreciation,

e. Motivation (extrinsic and intrinsic)

In the light of the above considerations management must recognise employees as a group to please, much as they attempt to please other groups such as customers or clients and investors.
Statement of the problem

Even though there is ample evidence that mechanization and computerization of productivity and business organisation have increased considerably over the years, and most businesses have resorted to capital intensive techniques (where most tasks are performed by machines, robots, etc.) rather than labour intensive (where the company depends largely on human resource), it is an indisputable fact that machines and computers cannot function without the efforts of human beings.

Like other organisations, the University of Education, Winneba, Kumasi exists to provide essential services to the Ghanaian public through the systematic achievement of its vision and mission. Undoubtedly, these objectives cannot be achieved without the active involvement of employees particularly Junior and senior staff as well as senior members. But it seems that not much is known about the level of job satisfaction among this category of employees and it is thus considered necessary to undertake a study to find out the level of satisfaction among workers at the University of Education, Winneba, Kumasi campus.

Purpose of the study

Generally, the study seeks to examine the levels of job satisfaction among workers at the University of Education, Winneba, Kumasi campus.

Objectives of the study

Specifically the following objectives guided the study:

a) To examine the level of intrinsic job satisfaction among staff of UEW-Kumasi
b) To identify which aspects of their work they are satisfied or dissatisfied with.

c) To explore means of improving the dissatisfied aspects.

Research Questions

The study attempted to address these pertinent issues;
a) What levels of intrinsic job satisfaction do staff at UEW-K experience?

b) What levels of extrinsic job satisfaction do staff at UEW-K experience?

c) Do demographic factors (such as age, qualification, rank, etc) affect the levels of job satisfaction?

Literature Review

The concept of job satisfaction

Job satisfaction and occupational success are major factors in personal satisfaction, self-respect, self-esteem and self-development. To the worker, job satisfaction brings a pleasurable emotional state that often leads to a positive work attitude. A satisfied worker is more likely to be creative, flexible, innovative and loyal, (Harris, 1992). The frustration of one's job results in job dissatisfaction. Smith, Kendall and Hulin (1969) see job satisfaction as a sentimental response that a worker experiences in relation to one's job. It is viewed as a result or consequence of the worker's experience on the job in relation to his own values, that is his/her response to what benefits he/she wants or expects from it.

According to Walker, (1998), Job satisfaction can be intrinsic - when workers are only interested in the type of work they do, the tasks that make up the job, or extrinsic - when workers are interested in the rewards such as work conditions, pay, relationship with colleagues, supervision, etc. Also, Smith, Kendall and Hulin (1969) stated that, Job satisfaction affects attitude towards work and employee behaviourism and has positive effects on the efficient and effective attitudes of organizational goals whilst dissatisfaction can lead to negative effect and cost on the organization.

Theoretical framework of Job Satisfaction

Job satisfaction is under the influence of a series of factors.

Figure A below shows the determinants of job satisfaction and dissatisfaction.
According to Aziri (2011) when talking about factors of job satisfaction the fact that those factors can also cause job dissatisfaction must be kept in mind. Therefore, the issue is of whether job satisfaction and job dissatisfaction are two opposite phenomena.

Herzberg’s Two Factor Theory is probably the most often cited viewpoint. The main idea of job satisfaction is that employees in their work environments are under the influence of factors that cause job satisfaction and factors that cause job dissatisfaction. Table 1 shows the Herzberg Two-factor theory (Herzberg et al., 1959).

<table>
<thead>
<tr>
<th>Hygiene Factors</th>
<th>Motivators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company policies</td>
<td>Achievements</td>
</tr>
<tr>
<td>Supervision</td>
<td>Recognition</td>
</tr>
<tr>
<td>Interpersonal relations</td>
<td>Work itself</td>
</tr>
<tr>
<td>Work conditions</td>
<td>Responsibility</td>
</tr>
</tbody>
</table>

Figure A: Determinants of satisfaction and dissatisfaction (Rue and Byars 2003)
In the study of these factors the Herzberg’s group employed a critical incidents technique. They asked the employee to describe a situation considered extremely good or bad about the job. This theory able differentiates between satisfiers and dissatisfiers into “intrinsic” and “extrinsic” factors or “motivators” and “hygiene” factors respectively. Thus, according to the theory, the satisfiers also labeled “motivators” or “intrinsic” factors are related to the nature of the work itself and the rewards that follow directly from the performance of that work. The most potent of these are those characteristics that foster the individual’s needs for self-actualization in his work. These work-related intrinsic factors are achievement, recognition, work itself, responsibility, advancement and growth.

On the other hand, the dissatisfaction (“extrinsic” or “hygiene”) factors are associated with the individuals’ relationship to the context or environment in which he does his work. Examples of extrinsic factors are company policy and administration, supervision – (that is technical incompetence and/or human relations), working conditions, interpersonal relations with supervisors, salary, and lack of recognition and achievement, fringe benefits, job security, etc.

To sum up, good feelings on the part of the workers were classified as satisfiers while factors relating to the opposite feelings were considered as dis-satisfiers (Herzberg, 1983). Herzberg’s theory of motivation explains that simply providing security, status, comfortable conditions and attractive salaries may not necessarily increase job satisfaction but rather reduce job dissatisfaction. According to Herzberg, what motivates people towards high job satisfaction is the nature of the work itself, recognition, responsibility, advancement and growth.
satisfaction is a sense of personal growth, personal worth, recognition, responsibility and recognized advancement at work. In other words, personal values are crucial to whether someone experiences job satisfaction at work or not. It is important therefore that Human Resource Managers or employers pay attention to employee-recognition policies and strategies.

**Demographic factors and job satisfaction**

Saari and Judge (2004) also suggested the following variables for measuring job satisfaction: age, educational qualification, number of years worked in organization, other sources of income, gender, and marital status. They noted among others that:

a) there is little evidence that a satisfied worker actually works harder – so increased productivity per se will not imply ‘satisfaction’ on the part of the workforce, they may be motivated by fear, work methods may have been improved, etc;

b) there is, however, support for the idea that satisfied workers tend to be loyal, and stay in the organization,

c) labour turnover (the rate at which people leave an organization) may therefore be an indication of dissatisfaction in the workforce – although there is a certain amount of ‘natural’ loss (through retirement) in any case, as well as loss due to relocation, redundancy,

d) Absenteeism may also be an indication of dissatisfaction, or possibly of genuine physical or emotional distress;

e) There is also evidence that satisfaction correlates with mental health – so that symptoms of stress, psychological failure, etc. maybe a signal to management that all is not well.

**Empirical Framework**
Toker (2011), in his article titled “job satisfaction of academic staff: an empirical study of Turkey, the MSQ short form was used to evaluate the academicians’ job satisfaction and the result showed a moderately high-level of overall job satisfaction with a mean score of 3.64. From the mean scores, under the intrinsic factor of job satisfaction, social status, social service, and ability utilization items had the highest level of satisfaction mean scores. Compensation, supervision-technical, and supervision-human relations within the extrinsic factor had the lowest level of satisfaction mean scores. Consequently, the research revealed that the academicians’ job satisfaction should come from intrinsic factors of the worker. At the same time, academicians would be expected to be extrinsically motivated by factors such as salary, fringe benefits, and administrative features.

Toker (2011) emphasized that the findings of this study indicate that there are significant differences between the overall job satisfaction and academic titles. Professors have a higher level of job satisfaction as compared to instructors and research assistants. Similarly, Hickson and Oshagbemi (1999) found that job satisfaction increase with rank. Oshagbemi (2003) investigated that academic rank is positively and very strongly correlated with the overall job satisfaction. Enders and Teichler (1997) determined that compared to the professorial ranks at universities, middle-ranking and junior staff are slightly less-satisfied with their jobs.

Robbins (2001) found that extrinsic and intrinsic satisfaction had a significant impact on the organizational commitment.

Fletcher (Kvist, Mantynen, Partenen, Miettinen, Turnen and Vetuilainen-Julkunen (2012) indicated that tertiary education services provide interesting and challenging work in which workers can apply a wide range of skills and expertise and that their motivation is enhanced by societal feedback.
Swarnalatha and Sureshkrishna (2014) examined the management practices by introducing employee empowerment, teamwork, employee compensation, management leadership into a research model for studying employee job satisfaction among the employees of automotive industries in India. The research was conducted among 234 employees of automotive industries in India and the result of this study showed that the job satisfaction level of employees important and management need to take attention to enhance employee job satisfaction levels.

Research Methodology

Research Design - This study used the descriptive design. This method of data collection is by asking the respondents questions. The two ways of gathering data in survey design are questionnaires and interviews, (Agyedu et al, 1999).

Population - The population for the study consisted of two hundred and ninety eight (298) staff (teaching and non-teaching) of the UEW-K campus as at March, 2015, made up of sixty eight (68) senior members, eighty (80) senior staff and one hundred and fifty (150) junior staff.

The Sampling Method - Stratified Random Sampling was used for the study. This was because the population was heterogeneous in terms of duties, characteristics, status but has definite strata or classes which are homogenous (Agyedu et. al., 1999). The sample chosen for the study was two hundred (200) staff comprising fifty-five (55) senior members, sixty (60) senior staff and eighty five (85) junior staff.

Instruments - The instrument used for the data collection were questionnaires and interview schedule administered through personal contact. Out of the 200 questionnaires administered, 190 were retrieved for the study.

Questionnaires - The questionnaire items were the standard short form of the Minnesota Satisfaction Questionnaire (MSQ) (Cook et. al. 1981) formulated at the University of Minnesota and was based on
how workers feel about conditions at the workplace. The MSQ comprised a five-point likert-scale question items to gather information about respondents’ levels of intrinsic and extrinsic satisfaction.

Interviews – In order to gain more insight into the study, five senior members in administration were interviewed to ascertain the general opinions of respondents in respect of job satisfaction.

Data Analysis- The responses were coded and captured on a spread-sheet using MS excel. The data were ranked on a 1 – 5 scale, ranging from very dissatisfied to very satisfied. The data were summarized and presented in tables, charts and graphs. Cross tabulation was used to compare the satisfaction levels among work groups.

Findings of the Study

Research Question1: What levels of intrinsic job satisfaction do staff at UEW-K experience?

The study identified two basic types of job satisfaction, intrinsic and extrinsic satisfaction. The variables used for the study was related to Herzberg’s two factor theory as the intrinsic were known as“satisfiers” whilst the extrinsic variables related to “dissatisfiers”. Herzberg stated that an organization should try to improve on the “dissatisfiers” if it wants to improve productivity. The study indicated that staff of COLTEK were more satisfied with the intrinsic factors (satisfiers) than the extrinsic factors (dis-satisfiers) as depicted in the Tables 2:

Table 2 – Intrinsic Satisfaction Variables

<table>
<thead>
<tr>
<th>Intrinsic Satisfaction Variables</th>
<th>Number of Respondents</th>
<th>Satisfied or Very Satisfied</th>
<th>Dissatisfied or Very Dissatisfied</th>
<th>Cannot Decide</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volume of Work</td>
<td>190</td>
<td>160 (84%)</td>
<td>17 ((9%)</td>
<td>13 (7%)</td>
</tr>
<tr>
<td>Independence</td>
<td>190</td>
<td>148 (77%)</td>
<td>20 (11%)</td>
<td>22 (12%)</td>
</tr>
<tr>
<td>Variety of Work</td>
<td>190</td>
<td>137 (72%)</td>
<td>28 (15%)</td>
<td>25 (13%)</td>
</tr>
</tbody>
</table>
Table 2 above shows that, intrinsic satisfaction variables include twelve items. The study indicated that work load depicts a high level of satisfaction among the staff of COLTEK with 84% satisfaction derived by the staff. Most of the factor loadings were .60, indicating a good correlation between the items and the factor grouping representing adequate satisfactory values among the employees. This supports the results by Toker (2011) story that staff in academic institutions more intrinsically satisfied than extrinsically.

**Research Question 2: What levels of extrinsic job satisfaction do staff at UEW-K experience?**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Count</th>
<th>Satisfaction 1</th>
<th>Satisfaction 2</th>
<th>Satisfaction 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prestige/Social Status</td>
<td>190</td>
<td>139 (73%)</td>
<td>23 (12%)</td>
<td>28 (15%)</td>
</tr>
<tr>
<td>Supervision</td>
<td>190</td>
<td>124 (65%)</td>
<td>45 (45%)</td>
<td>21 (11%)</td>
</tr>
<tr>
<td>Competence</td>
<td>190</td>
<td>137 (72%)</td>
<td>30 (16%)</td>
<td>23 (12%)</td>
</tr>
<tr>
<td>Creativity</td>
<td>190</td>
<td>132 (70%)</td>
<td>28 (15%)</td>
<td>30 (16%)</td>
</tr>
<tr>
<td>Job Security</td>
<td>190</td>
<td>130 (68%)</td>
<td>31 (16%)</td>
<td>29 (15%)</td>
</tr>
<tr>
<td>Assistance (Social Service)</td>
<td>190</td>
<td>140 (74%)</td>
<td>20 (11%)</td>
<td>36 (19%)</td>
</tr>
<tr>
<td>Ability Utilization</td>
<td>190</td>
<td>130 (68%)</td>
<td>38 (20%)</td>
<td>22 (12%)</td>
</tr>
<tr>
<td>Policy Implementation</td>
<td>190</td>
<td>66 (35%)</td>
<td>74 (39%)</td>
<td>50 (26%)</td>
</tr>
<tr>
<td>Authority</td>
<td>190</td>
<td>134 (71%)</td>
<td>20 (11%)</td>
<td>36 (19%)</td>
</tr>
</tbody>
</table>

Source: Field work, 2015
Table 3 – Extrinsic Satisfaction Variables

<table>
<thead>
<tr>
<th>Intrinsic Satisfaction Variables</th>
<th>Number of Respondents</th>
<th>Satisfied or Very Satisfied</th>
<th>Dissatisfied or Very Dissatisfied</th>
<th>Cannot Decide</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay</td>
<td>190</td>
<td>69 (36%)</td>
<td>99 (52%)</td>
<td>22 (12%)</td>
</tr>
<tr>
<td>Advancement</td>
<td>190</td>
<td>106 (56%)</td>
<td>60 (32%)</td>
<td>24 (12%)</td>
</tr>
<tr>
<td>Decision-making</td>
<td>190</td>
<td>126 (66%)</td>
<td>49 (26%)</td>
<td>15 (8%)</td>
</tr>
<tr>
<td>Methods of Operation</td>
<td>190</td>
<td>113 (60%)</td>
<td>56 (30%)</td>
<td>21 (11%)</td>
</tr>
<tr>
<td>Working Conditions/Environment</td>
<td>190</td>
<td>62 (33%)</td>
<td>99 (52%)</td>
<td>29 (11%)</td>
</tr>
<tr>
<td>Working Relationships</td>
<td>190</td>
<td>131 (69%)</td>
<td>21 (11%)</td>
<td>38 (20%)</td>
</tr>
<tr>
<td>Recognition</td>
<td>190</td>
<td>96 (51%)</td>
<td>61 (32%)</td>
<td>33 (17%)</td>
</tr>
<tr>
<td>Feeling of Accomplishment</td>
<td>190</td>
<td>126 (66%)</td>
<td>30 (16%)</td>
<td>34 (18%)</td>
</tr>
</tbody>
</table>

Source: Field work, 2015

Table 3 clearly shows that working relationships scored the highest score of 69% portraying that the employees of the university are highly satisfied with its performance as compared to all the others. The results clearly indicated that pay is not the only determinant of employees’ job satisfaction but methods of operation, working conditions and recognition also play an important role.

Research Question 3: Do demographic factors (such as gender, age, qualification, length of service, rank, etc.) affect the levels of job satisfaction?

Gender distribution of respondents

According to the study, male respondents were 116 (61%) while female respondents were 74 (39%). This is shown in figure 1
Figure 1. A pie chart showing the gender distribution of respondents.

Source: Researcher’s findings

The result confirmed the notion that UEW-K is dominated by male staff than female. The study compared the satisfaction levels of male and female and the findings are shown in Figure 2 below:

Figure 2. Job Satisfaction among genders

Source: Researcher’s findings

Figure 2 shows that female respondents had high level of job satisfaction (75%) than male respondents (66%). The findings was in support of Shamail, et.al., (2004) who included
‘gender’ in the variables that determine workers level of job satisfaction. The researcher agrees with the result because it was noted during the study that the female staff had worked in the University for a longer period than male staff and this was due to job satisfaction.

**Age distribution of respondents**

Figure 3 shows that 105 (55%) of respondents were 35 years or younger while 83 (45%) were 36 years and above. The research went further to determine satisfaction levels among staff of different age groups.

![Figure 3 Satisfaction level among age groups](image)

Source: Researchers findings

According to figure 3 the level of job satisfaction increases as age increases up to a certain point and drops again when the worker is approaching his/her retiring age. Staff who were 25 years and below had 53% (8.8 + 44.1) level of satisfaction followed by 73% (9.9 + 63.4) for those of 26 – 36 years then again to 76% (7.1 + 69) for those of 36 – 45 years after which job satisfaction dropped to 67% (18.6 +48.8) for the staff of 45 years and above who were approaching their retiring age of 60 years.
Conversely, dissatisfaction decreases as age increases up to a point and rises again. The dissatisfaction level for staff of 25 years and below was 44% (23.5 + 20.6), this dropped to 27% (19.7 + 7), then 24% (14.3 + 9.5) and rose to 33% (25.6 + 7) for staff of 46 years and above. The study did not agree with Shamail et. al. that ‘age’ determines a person’s level of job satisfaction but rather if a person’s expectations are met.

**Years of Service at UEW-K**

The study revealed that 76 (40%) respondents had worked between 6 – 10 years. One third of them had worked in the University for 1 – 5 years. Only 7% had served for 16 years or more.

![Years of Service at UEW-K](chart.png)

**Figure 4** Job Satisfaction among length of service

Source: Researchers findings

Figure 4 indicates that the length of service of a person does not determine the level of job satisfaction. Those who had worked from 1 – 5 were 70% (10.0 + 65.0) satisfied. Satisfaction then stabilized at 60% for those who had worked for 6 – 15 years. For those who had worked for 16 – 20 years, their satisfaction level was 83% (50.0 + 33.3) which reduced drastically to 25% for those who had worked for 21 – 25 years. These people were most dissatisfied 62% (25.0 + 37.5).
Position/Rank of Respondents

The respondents were made up of 79 (42%) junior staff, 6 (32%) senior staff and 50 (26%) senior members. The job satisfaction levels among people of different positions are shown in Figure 5.

Figure 5. Satisfaction level among senior members, senior staff and junior staff

Source: Researcher’s findings

According to figure 5 senior staff were the most satisfied and very satisfied (83%) followed by senior members (64%) and lastly the junior staff (62%). The study also indicated that junior staff were most dissatisfied 37% (21.5 + 15.2). The study collaborated the work of Shamail et. al. that the higher one’s qualification the more satisfied the one is likely to be. The researcher agrees with the proposition because a worker’s status determines the level of his/her salary and the benefits he/she enjoys that enhances job satisfaction.

Qualification of respondents
Majority (91; 48%) of the respondents were degree holders while 53 (28%) possessed GCE ‘O’ level while 33 (17%) were GCE Advanced level holders. The difference among their levels of job satisfaction is shown in Figure 6.

Figure 6: Job Satisfaction among levels of qualifications

Source: Researcher’s findings

According to figure 6 a person’s qualification determines a worker’s the level of job satisfaction. The satisfaction level for staff who had ‘O’ level certificate was 59% (9.4 + 50.9), this rose to 70% (12.1 + 57.6) and further to 72% (12.1 + 60.4) for ‘A’ level and degree holders respectively. The satisfaction level of holders of the former middle school leaving certificate appeared to be highest 76% (7.7 + 69.2) and it was due to the fact that they were content with whatever they had since the certificate was no more acceptable for further studies or employment.

Interview results

The researcher interviewed 5 Heads of department to ascertain their job satisfaction as follows:
Whether staff get access to career advancement opportunities

All the 5 Heads of department interviewed gave almost the same responses, that the university grants study leave with pay to deserving staff and organizes periodic training and development programmes (even though not very regular) to workers both locally and abroad when the need arises. Four of the Heads of department were satisfied while one of them was dissatisfied because of favouritism which is sometimes associated with granting of study leave to workers.

How workers efforts are valued and recognized

In recognition of hard work, the Heads of department said the university had instituted the “Best Worker” award for deserving staff who distinguish themselves in the performance of their duties. The award is given each year during congregations and this has motivated staff over the years. All the Heads of department supported the idea and suggested that the number of beneficiaries’ should be increased. The researcher agrees with the responses since more deserving staff would benefit from the award scheme.

Whether staff are satisfied with the provision of resources

Concerning the availability of logistics, the Heads of departments were all in agreement that, this had been a major challenge since the establishment of the University. Accommodation for students and staff, lack of adequate lecture halls, inadequate staff; especially lecturers, provision of teaching and learning materials etc. were the forces which militate against the progress of UEW-K. The five Heads of department were very dissatisfied with the situation.

Whether workers are satisfied with the nature of supervision at the University

In response, 3 of the Heads of department said they were satisfied because, sections and units perform their roles as expected. The remaining 2 said they were dissatisfied because some of the supervisors are harsh, difficult to cope with and do not allow any independent work. The
researcher did not agree with the allegation made by the 2 Heads of department because the University is noted for allowing much independence at the workplace.

**How often do workers agitate for better salaries and conditions of service**

The interview also revealed that salaries and conditions of service had been the main causes of strike action by workers. Staff go on strike almost every year to demand for better salaries and condition of service a situation which is very dissatisfied and retards the progress of the University. The 5 Heads of department attributed job satisfaction/dissatisfaction to salary levels alone, but the study emphasized that there are other determinants of job satisfaction apart from money.

**Workers participation in decision making at the University**

The study showed that the University was being managed by committees and this gave staff the opportunity to participate in decision making. Because the staff were involved in the formulation of policies they always ensured that the policies were implemented. The Heads of department expressed their satisfaction about the situation but suggested that junior staff should be represented on some of the committees since the committees were dominated by senior members and senior staff.

**Satisfaction with the flow of communication at the University**

Communication is the pivot around which every organisation revolves, all the 5 Heads of department said they were satisfied because of the availability of effective channel of communication which have been made known to all staff of the University. Meetings, workshops, seminars, circulation of memos, letters, intercom facility and the availability of the campus FM stations were some of the means of communication which were said to be very effective. The researcher agrees with the response because throughout the study no one complained of any communication problem.
Possibility of delay in job accomplishment by staff

All the 5 Heads of department said ‘yes’ but 3 of them attributed the delay partly to the limited resources and partly to the lackadaisical attitude of some workers while the remaining 2 said it was due to lateness and absenteeism. The researcher agrees with all the responses considering the fact that lateness, absenteeism and lackadaisical attitude are the order of the day for Ghanaian workers no matter how satisfied they are with their jobs.

Identification of employees’ morale in general

Four of the Heads of department said workers morale was very high and have contributed immensely to the growth of the University. One of them said the morale was low due to poor salary and conditions of service. This meant that worker were satisfied with their jobs contrary to the usual complain about low salary.

Additional Information

The Heads of department were of the view that the University should try and increase teaching and learning facilities as well as improve salary levels of workers. The researcher supports their view since it will help increase job satisfaction of University workers and consequently increase productivity.

The study supported the view of Hall, (1994), and Luthan, (1998) that Job Satisfaction is inherent and cannot be seen (intrinsic) and that people spend most time at work for about 30-45 years and if they are dissatisfied, they would be frustrated and unhappy throughout those years.

Conclusions

The study revealed that, staff of the university were more satisfied with intrinsic factors with highest job satisfaction level of 84% than extrinsic factors 69%. Rank and qualification determine a person’s level of job satisfaction. Thus the higher a worker position the higher
his/her level of job satisfaction. In the same vein, the higher the worker’s qualification, the higher his/her level of job satisfaction.

After determining the satisfaction level for all the variables mentioned above, the researcher sought the overall job satisfaction of respondents so far as working at the University was concerned. This result is shown in Figure 7.

Figure 7: Pie chart showing the overall levels of satisfaction

<table>
<thead>
<tr>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>39 (21%)</td>
</tr>
<tr>
<td>19 (10%)</td>
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<tr>
<td>110 (58%)</td>
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<tr>
<td>21 (11%)</td>
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Source: Researcher’s findings

Figure 7 shows that 131 (110 + 21) out of the 190 respondents, constituting 69% had high level of job satisfaction while 58 of the respondents (31%) were dissatisfied. The outcome disagreed with the usual complain and perception of lack of job satisfaction by workers at the College of Technology Education, Kumasi, (COLTEK). The College rather provides favourable working conditions as indicated by Herzberg et al. 1999 and this accounted for high level of job satisfaction experienced by staff. This is also consistent with the findings of Fletcher (Kvist, Mantynen, Partenen, Miettinen, Turnen and Vetuilainen-Julkunen (2012) who indicated that tertiary education services provide interesting and challenging work in which workers can apply a wide range of skills and expertise and that their motivation is enhanced by societal feedback.
However, the 31% dissatisfied workers would have a negative impact on productivity and that requires a major step to be taken by management of COLTEK to ensure their sustenance and improved productivity. The researchers were of the view that the University should improve on the variables which showed much dissatisfaction to ensure that COLTEK achieve maximum output.

The study showed that Pay, Supervision, and Recognition within the extrinsic factors had the lowest level of satisfaction mean scores. However COLTEK staff expect to be extrinsically motivated to enable them put in their maximum best (Herzberg et. al., 1999).

**Recommendations and Managerial Implications**

Depending on the results of the study the following were recommended:

1. That COLTEK Management should ensure that staff have positive attitudes regarding their jobs, they are regular and punctual at work, more concerned about the given targets, work speedily, minimise errors and omissions, loyal and commitment to the job, dependable, less absenteeism as a result of high job satisfaction determined by the study.

2. The study showed that COLTEK staff have low level of extrinsic job satisfaction. It is therefore recommended that extrinsic rewards (pay, supervision, recognition, etc.) should be improved. The survey showed that only 56% has indicated that they are highly satisfied with the opportunities for promotions. In other words, 44% of respondents are not satisfied with this reward. Therefore, the revision of internal promotional schemes will most probably improve the degree of job satisfaction. COLTEK should develop succession plans to provide prospects for career development of employees.
3. According to the study major source of job satisfaction of most employees is related to job content factors or volume of work. COLTEK should undertake job redesign to give more responsibility and challenging jobs to workers.

4. Even though the study revealed that 69% COLTEK staff were satisfied with interpersonal relationships, there is still room for improvement. It is therefore recommended that COLTEK should develop an organizational culture for organizing regular durbars, seminars, mentor-mentee relationships, open-door strategies that will enhance free flow of information and interpersonal relationships.

References


