

1 **JOB SATISFACTION AMONG STAFF OF THE UNIVERSITY OF EDUCATION,**  
2 **WINNEBA: THE CASE STUDY OF THE COLLEGE OF TECHNOLOGY**  
3 **EDUCATION, KUMASI**  
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7 **ABSTRACT**

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

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25 **Keywords:** University of Education, Job satisfaction, Satisfiers, Dissatisfiers, Intrinsic,  
26 Extrinsic.  
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### 33 **Introduction**

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

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

54 [Bilimoria](#) et al. examined how a sample of 248 male and female professors at a Midwestern  
55 private research university construct their academic job satisfaction. They indicated that both  
56 women and men perceive that their job satisfaction is influenced by the institutional  
57 leadership and mentoring they receive.

58 Generally, job satisfaction plays an important role in the maintenance of employees' health  
59 and well-being. It also promotes productivity, efficiency, effective relationships, punctuality  
60 and reduces staff turnover that is the rate at which staff leave the institution for other  
61 establishments, (Vroom, 1964). Developing economies such as Ghana always experience the  
62 agitation of workers for better salaries, favourable conditions of service, provision of logistics  
63 and improved working environments. An employee who works under bad working conditions  
64 is always frustrated, dissatisfied and unhappy for the entire period he/she remains in the  
65 organisation and is likely to perform poorly. Sociologists for example, speak of alienation i.e.  
66 (feeling of not belonging to and being part of) regarding the work to describe the level of  
67 frustration employee go through when they are deprived of job satisfaction.

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

- 72 a. Organizational policies and practices (e.g. compensation, promotion, job security,  
73 training and development, staff welfare etc);
- 74 b. Communication and interpersonal relationship (i.e. people they work with including  
75 supervisors and co-workers);
- 76 c. The work itself (i.e. the job content and context);
- 77 d. Recognition and Appreciation,
- 78 e. Motivation (extrinsic and intrinsic)

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

82 **Statement of the problem**

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

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

96 **Purpose of the study**

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

99 **Objectives of the study**

100 Specifically the following objectives guided the study:

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

104 **Research Questions**

105 The study attempted to address these pertinent issues;

- 106 a) What levels of intrinsic job satisfaction do staff at UEW-K experience?  
107 b) What levels of extrinsic job satisfaction do staff at UEW-K experience?  
108 c) Do demographic factors (such as age, qualification, rank, etc) affect the levels of job  
109 satisfaction?

110

## 111 **Literature Review**

### 112 *The concept of job satisfaction*

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

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

### 128 *Theoretical framework of Job Satisfaction*

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

130 Figure A below shows the determinants of job satisfaction and dissatisfaction.

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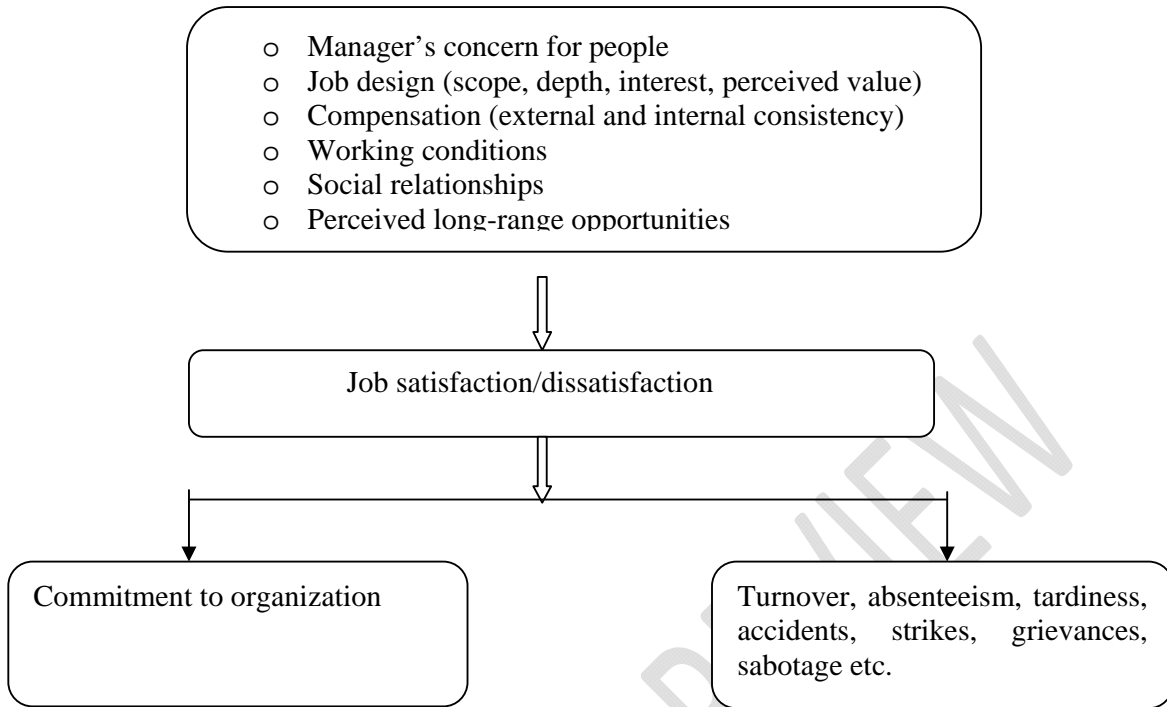


Figure A: Determinants of satisfaction and dissatisfaction (Rue and Byars 2003)

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 view point. 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 1 Herzberg Two-factor theory (Herzberg et al, 1959)

Hygiene Factors	Motivators
Company policies	Achievements
Supervision	Recognition
Interpersonal relations	Work itself
Work conditions	Responsibility

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Salary	Advancement
Status	Growth
Job security	

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166 In the study of these factors the Herzberg's group employed a critical incidents technique.  
167 They asked the employee to describe a situation considered extremely good or bad about the  
168 job. This theory able differentiates between satisfiers and dissatisfiers into "intrinsic" and  
169 "extrinsic" factors or "motivators" and "hygiene" factors respectively. Thus, according to the  
170 theory, the satisfiers also labeled "motivators" or "intrinsic" factors are related to the nature  
171 of the work itself and the rewards that follow directly from the performance of that work.  
172 The most potent of these are those characteristics that foster the individual's needs for self-  
173 actualization in his work. These work-related intrinsic factors are achievement, recognition,  
174 work itself, responsibility, advancement and growth.

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

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183 To sum up, good feelings on the part of the workers were classified as satisfiers while factors  
184 relating to the opposite feelings were considered as dis-satisfiers (Herzberg, 1983).  
185 Herzberg's theory of motivation explains that simply providing security, status, comfortable  
186 conditions and attractive salaries may not necessarily increase job satisfaction but rather  
187 reduce job dissatisfaction. According to Herzberg, what motivates people towards high job

188 satisfaction is a sense of personal growth, personal worth, recognition, responsibility and  
189 recognized advancement at work. In other words, personal values are crucial to whether  
190 someone experiences job satisfaction at work or not. It is important therefore that Human  
191 Resource Managers or employers pay attention to employee-recognition policies and  
192 strategies.

### 193 *Demographic factors and job satisfaction*

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

- 197 a) there is little evidence that a satisfied worker actually works harder – so increased  
198 productivity per se will not imply ‘satisfaction’ on the part of the workforce, they may  
199 be motivated by fear, work methods may have been improved, etc;
- 200 b) there is, however, support for the idea that satisfied workers tend to be loyal, and stay  
201 in the organization,
- 202 c) labour turnover (the rate at which people leave an organization) may therefore be an  
203 indication of dissatisfaction in the workforce – although there is a certain amount of  
204 ‘natural’ loss (through retirement) in any case, as well as loss due to relocation,  
205 redundancy,
- 206 d) Absenteeism may also be an indication of dissatisfaction, or possibly of genuine  
207 physical or emotional distress;
- 208 e) There is also evidence that satisfaction correlates with mental health – so that  
209 symptoms of stress, psychological failure, etc. maybe a signal to management that all  
210 is not well.

211

### 212 *Empirical Framework*



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

223

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

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

233

234 Fletcher (Kvist, Mantynen, Partenen, Miettinen, Turnen and Vetuilainen-Julkunen (2012)  
235 indicated that tertiary education services provide interesting and challenging work in which  
236 workers can apply a wide range of skills and expertise and that their motivation is enhanced  
237 by societal feedback.

238 Swarnalatha and Sureshkrishna (2014) examined the management practices by introducing  
239 employee empowerment, teamwork, employee compensation, management leadership into a  
240 research model for studying employee job satisfaction among the employees of automotive  
241 industries in India. The research was conducted among 234 employees of automotive  
242 industries in India and the result of this study showed that the job satisfaction level of  
243 employees important and management need to take attention to enhance employee job  
244 satisfaction levels.

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## 246 **Research Methodology**

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

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

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

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

261 **Questionnaires** -The questionnaire items were the standard short form of the Minnesota Satisfaction  
262 Questionnaire (MSQ) (Cook et. al. 1981) formulated at the University of Minnesota and was based on

263 how workers feel about conditions at the workplace. The MSQ comprised a five-point likert-scale  
 264 question items to gather information about respondents' levels of intrinsic and extrinsic satisfaction.

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

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

271 **Findings of the Study**

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

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

280

281 **Table 2 – Intrinsic Satisfaction Variables**

<b>Summary of Intrinsic Satisfaction Variables</b>					
Intrinsic Variables	Satisfaction	Number of Respondents	of Satisfied or Very Satisfied	or Dissatisfied	Dissatisfied or Very Cannot Decide
Volume of Work		190	160 (84%)	17 ((9%)	13 (7%)
Independence		190	148 (77%)	20 (11%)	22 (12%)
Variety of Work		190	137 (72%)	28 (15%)	25 (13%)

Prestige/Social Status	190	139 (73%)	23 (12%)	28 (15%)
Supervision	190	124 (65%)	45 (45%)	21 (11%)
Competence	190	137 (72%)	30 (16%)	23 (12%)
Creativity	190	132 (70%)	28 (15%)	30 (16%)
Job Security	190	130 (68%)	31 (16%)	29 (15%)
Assistance (Social Service)	190	140 (74%)	20 (11%)	36 (19%)
Ability Utilization	190	130 (68%)	38 (20%)	22 (12%)
Policy Implementation	190	66 (35%)	74 (39%)	50 (26%)
Authority	190	134 (71%)	20 (11%)	36 (19%)

282 Source: Field work, 2015

283 Table 2 above shows that, intrinsic satisfaction variables include twelve items. The study  
 284 indicated that work load depicts a high level of satisfaction among the staff of COLTEK with  
 285 84% satisfaction derived by the staff. Most of the factor loadings were .0.60, indicating a  
 286 good correlation between the items and the factor grouping representing adequate satisfactory  
 287 values among the employees. This supports the results by Toker (2011) story that staff in  
 288 academic institutions more intrinsically satisfied than extrinsically.

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

291 The level of extrinsic satisfaction is shown in table 3:

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297 **Table 3 – Extrinsic Satisfaction Variables**

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

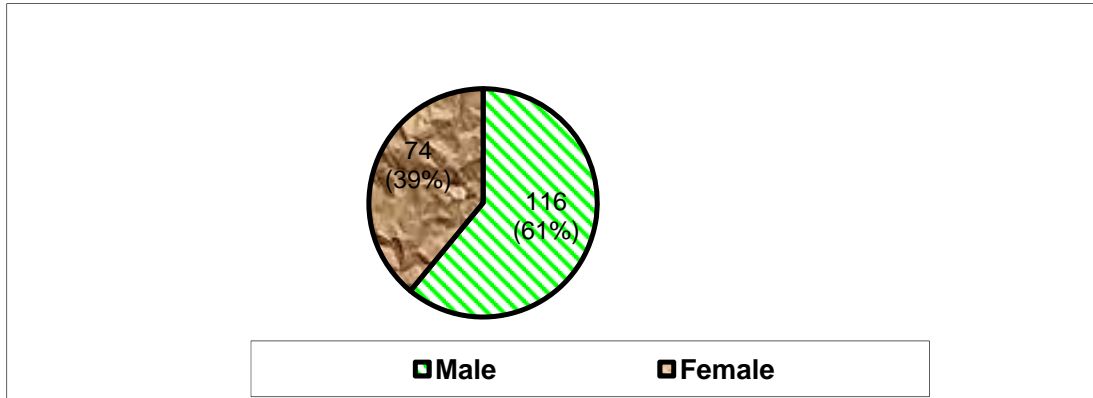
298 Source: Field work, 2015

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

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

306 **Gender distribution of respondents**

307 According to the study, male respondents were 116 (61%) while female respondents were 74  
 308 (39%). This is shown in figure 1



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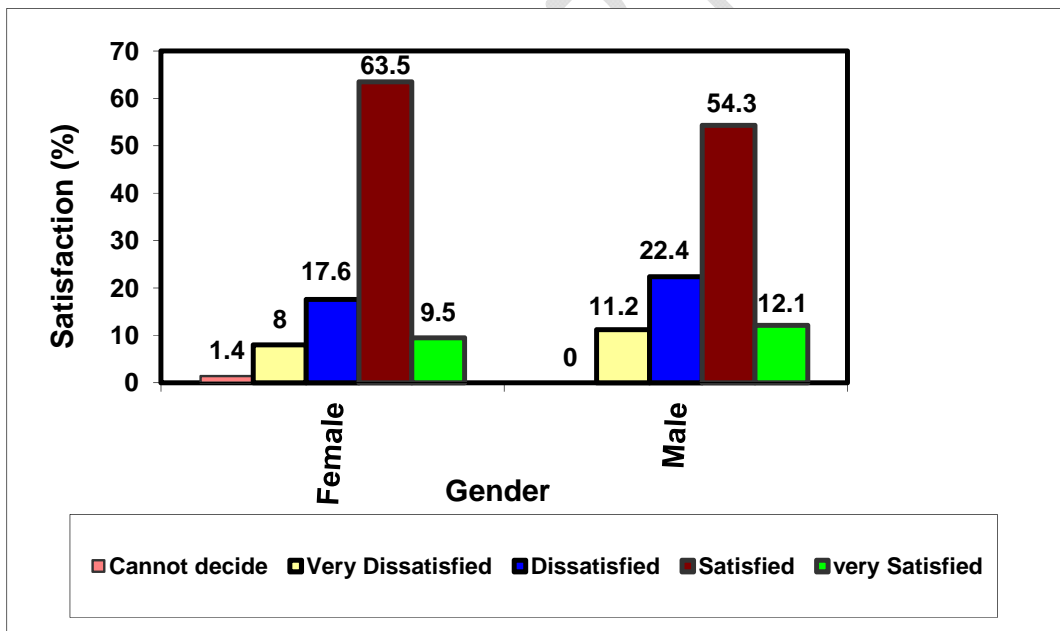
310 Figure 1. A pie chart showing the gender distribution of respondents.

311 Source: Researcher's findings

312 The result confirmed the notion that UEW-K is dominated by male staff than female. The

313 study compared the satisfaction levels of male and female and the findings are shown in

314 Figure 2 below:



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317 Figure 2 Job Satisfaction among genders

318 Source: Researcher's findings

319 Figure 2 shows that female respondents had high level of job satisfaction (75%) than male

320 respondents (66%). The findings was in support of Shamail, et.al., (2004) who included

321 'gender' in the variables that determine workers level of job satisfaction. The researcher  
 322 agrees with the result because it was noted during the study that the female staff had worked  
 323 in the University for a longer period than male staff and this was due to job satisfaction.

324 **Age distribution of respondents**

325 Figure 3 shows that 105 (55%) of respondents were 35 years or younger while 83 (45%) were  
 326 36 years and above. The research went further to determine satisfaction levels among staff of  
 327 different age groups.



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329 Figure 3 Satisfaction level among age groups

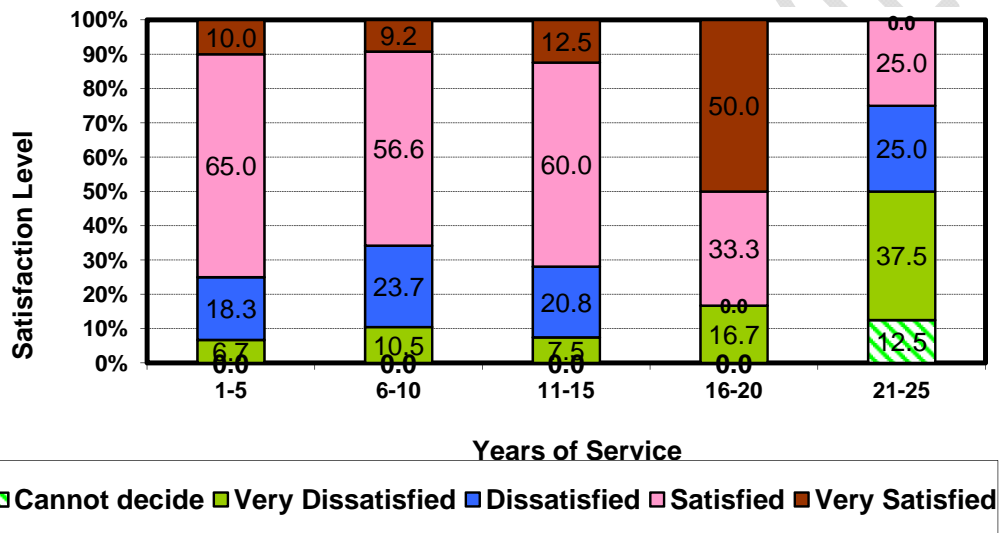
330 Source: Researchers findings

331 According to figure 3 the level of job satisfaction increases as age increases up to a certain  
 332 point and drops again when the worker is approaching his/her retiring age. Staff who were 25  
 333 years and below had 53% (8.8 + 44.1) level of satisfaction followed by 73% ( 9.9 + 63.4) for  
 334 those of 26 – 36 years then again to 76% (7.1 + 69) for those of 36 – 45 years after which job  
 335 satisfaction dropped to 67% (18.6 +48.8) for the staff of 45 years and above who were  
 336 approaching their retiring age of 60 years.

337 Conversely, dissatisfaction decreases as age increases up to a point and rises again. The  
 338 dissatisfaction level for staff of 25years and below was 44% (23.5 + 20.6), this dropped to  
 339 27% (19.7 +7), then 24% (14.3 + 9.5) and rose to 33% (25.6 + 7) for staff of 46 years and  
 340 above. The study did not agree with Shamail et. al. that ‘age’ determines a person’s level of  
 341 job satisfaction but rather if a person’s expectations are met.

342 **Years of Service at UEW-K**

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



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346 Figure 4 Job Satisfaction among length of service

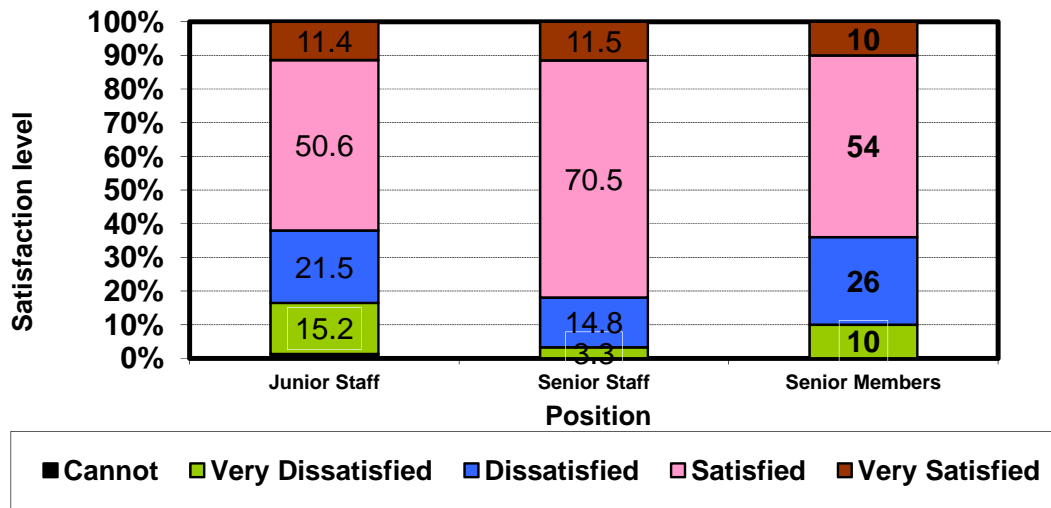
347 Source: Researchers findings

348 Figure 4 indicates that the length of service of a person does not determine the level of job  
 349 satisfaction. Those who had worked from 1 – 5 were 70% (10.0 + 65.0) satisfied. Satisfaction  
 350 then stabilized at 60% for those who had worked for 6 – 15 years. For those who had worked  
 351 for 16 – 20 years, their satisfaction level was 83% (50.0 + 33.3) which reduced drastically to  
 352 25% for those who had worked for 21 – 25 years. These people were most dissatisfied 62%  
 353 (25.0 + 37.5).



354 **Position/Rank of Respondents**

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



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

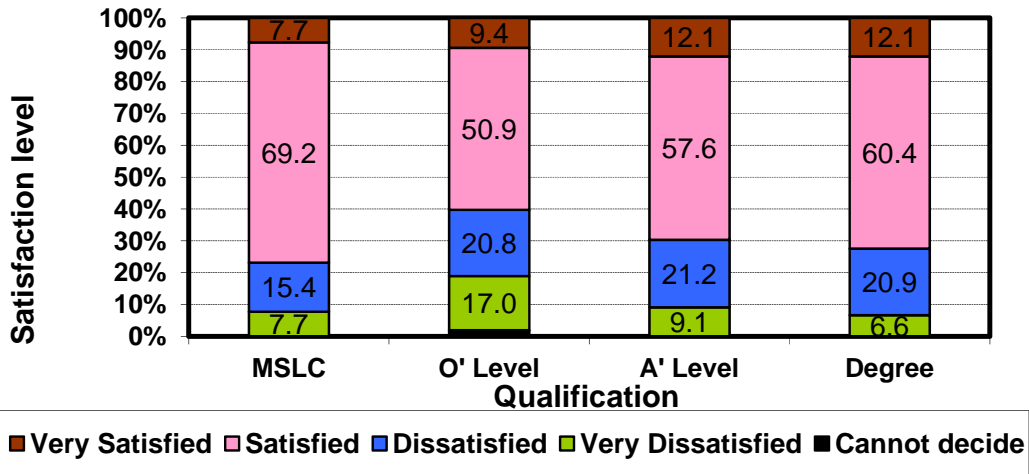
360 Source: Researcher's findings

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

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368 **Qualification of respondents**

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



372

373 Figure 6 Job Satisfaction among levels of qualifications

374 Source: Researcher's findings

375 According to figure 6 a person's qualification determines a worker's the level of job  
 376 satisfaction. The satisfaction level for staff who had 'O' level certificate was 59% (9.4 +  
 377 50.9), this rose to 70% (12.1 + 57.6) and further to 72% (12.1 + 60.4) for 'A' level and  
 378 degree holders respectively . The satisfaction level of holders of the former middle school  
 379 leaving certificate appeared to be highest 76% (7.7 + 69.2) and it was due to the fact that they  
 380 were content with whatever they had since the certificate was no more acceptable for further  
 381 studies or employment.

382 **Interview results**

383 The researcher interviewed 5 Heads of department to ascertain their job satisfaction as  
 384 follows:

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387 ***Whether staff get access to career advancement opportunities***

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

394 ***How workers efforts are valued and recognized***

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

401 ***Whether staff are satisfied with the provision of resources***

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

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

408 In response, 3 of the Heads of department said they were satisfied because, sections and units  
409 perform their roles as expected. The remaining 2 said they were dissatisfied because some of  
410 the supervisors are harsh, difficult to cope with and do not allow any independent work. The

411 researcher did not agree with the allegation made by the 2 Heads of department because the  
412 University is noted for allowing much independence at the workplace.

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

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

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

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

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

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

435 ***Possibility of delay in job accomplishment by staff***

436 All the 5 Heads of department said ‘yes’ but 3 of them attributed the delay partly to the  
437 limited resources and partly to the lackadaisical attitude of some workers while the remaining  
438 2 said it was due to lateness and absenteeism. The researcher agrees with all the responses  
439 considering the fact that lateness, absenteeism and lackadaisical attitude are the order of the  
440 day for Ghanaian workers no matter how satisfied they are with their jobs.

441 ***Identification of employees’ morale in general***

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

446 ***Additional Information***

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

451 The study supported the view of Hall, (1994), and Luthan, (1998) that Job Satisfaction is  
452 inherent and cannot be seen (intrinsic) and that people spend most time at work for about 30-  
453 45 years and if they are dissatisfied, they would be frustrated and unhappy throughout those  
454 years.

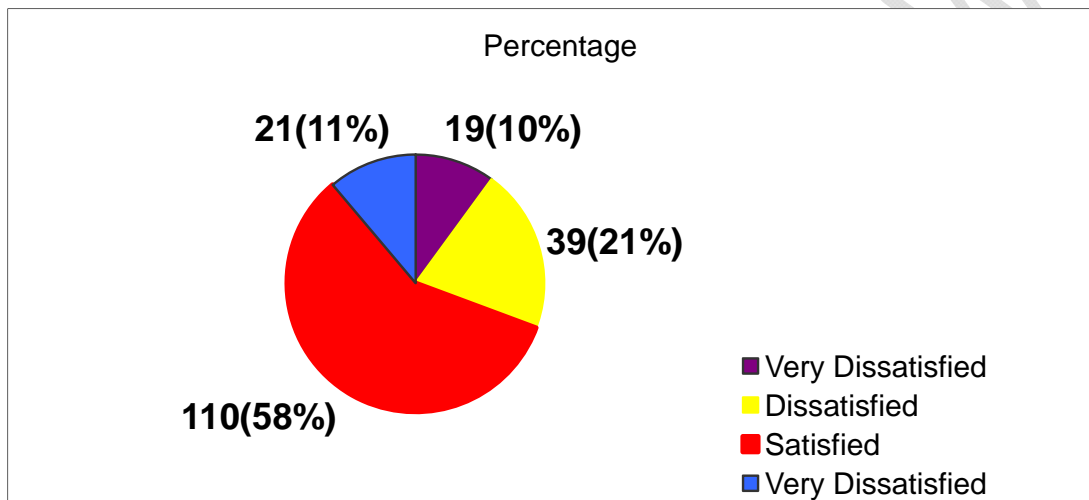
455 **Conclusions**

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

459 his/her level of job satisfaction. In the same vein, the higher the worker's qualification, the  
460 higher his/her level of job satisfaction.

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

464 Figure 7: Pie chart showing the overall levels of satisfaction



465

466 Source: Researcher's findings

467 Figure 7 shows that 131 (110 + 21) out of the 190 respondents, constituting 69% had high  
468 level of job satisfaction while 58 of the respondents (31%) were dissatisfied. The outcome  
469 disagreed with the usual complain and perception of lack of job satisfaction by workers at the  
470 College of Technology Education, Kumasi, (COLTEK). The College rather provides  
471 favourable working conditions as indicated by Herzberg et al. 1999 and this accounted for  
472 high level of job satisfaction experienced by staff. This is also consistent with the findings of  
473 Fletcher (Kvist, Mantynen, Partenen, Miettinen, Turnen and Vetuilainen-Julkunen (2012) who  
474 indicated that tertiary education services provide interesting and challenging work in which workers  
475 can apply a wide range of skills and expertise and that their motivation is enhanced by societal  
476 feedback.

477 However, the 31% dissatisfied workers would have a negative impact on productivity and  
478 that requires a major step to be taken by management of COLTEK to ensure their sustenance  
479 and improved productivity. The researchers were of the view that the University should  
480 improve on the variables which showed much dissatisfaction to ensure that COLTEK achieve  
481 maximum output.

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

485

#### 486 **Recommendations and Managerial Implications**

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

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

492 2. The study showed that COLTEK staff have low level of extrinsic job satisfaction. It is  
493 therefore recommended that extrinsic rewards (pay, supervision, recognition, etc.) should be  
494 improved. The survey showed that only 56% has indicated that they are highly satisfied with  
495 the opportunities for promotions. In other words, 44% of respondents are not satisfied with  
496 this reward. Therefore, the revision of internal promotional schemes will most probably  
497 improve the degree of job satisfaction. COLTEK should develop succession plans to provide  
498 prospects for career development of employees.

499

500 3. According to the study major source of job satisfaction of most employees is related  
501 to job content factors or volume of work. COLTEK should undertake job redesign to given  
502 more responsibility and challenging jobs to workers.

503

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

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