

**JOB SATISFACTION AMONG STAFF OF THE COLLEGE OF TECHNOLOGY
EDUCATION, KUMASI (COLTEK) OF THE UNIVERSITY OF EDUCATION, WINNEBA**

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ABSTRACT

The purpose of the study was to determine the levels of job satisfaction among staff of the College of Technology Education, Kumasi (COLTEK) of the University of Education, Winneba. Descriptive research design was used for the study and questionnaire was used for data collection. The population consisted of 420 staff (teaching and non-teaching) of COLTEK as at 2018, made up of 131 senior members, 120 senior staff and 169 junior staff. Stratified random sampling was used to select 201 staff comprising 65 senior members, 55 senior staff and 81 junior staff for the study. The Minnesota Satisfaction Questionnaire (MSQ) was 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 COLTEK were satisfied more intrinsically than extrinsically. The overall level of job satisfaction (intrinsic and extrinsic) among COLTEK staff was 69%. Majority of staff were males but females were more satisfied than their male counterparts. It was recommended that the College should generate more funds and complement the salary being paid by Government in the form of annual bonuses.

Keywords: University of Education, Winneba, College of Technology Education, Kumasi (COLTEK), Job Satisfaction, Satisfiers, Dissatisfiers, Intrinsic, Extrinsic.

Introduction

The world has, over the decades, moved from being product and manufacturing-intensive to being service-oriented. With the growth of soft powers and service economies, countries and organizations realize the focus they have to place on human resources. A satisfied employee is not just a retained employee but an ambassador for the brand, internally and externally. He/She can help dispel the apprehensions of others and can defend the company in various fora. Happy employees are more loyal to the company and its objectives, they go the extra mile to achieve goals and take pride in their jobs, their teams and their achievements, Bathena, 2018

For the first time in several years, the number of employees worldwide who say they are satisfied with their current job took a big jump, rising from 81% in 2013 to 88% in 2016, according to the Employee Job Satisfaction and Engagement Report by the Society for Human Resource Management (SHRM). Most organisations strive for employee satisfaction, but not all attain this goal. That is why it is important for human resources professionals to know more about the factors that can increase employee satisfaction, and how it fits into a company's overall success. Factors ensuring job satisfaction are basically divided into two groups, namely: intrinsic and extrinsic job satisfaction factors. Intrinsic factors refer to the attitude of the individual towards her/his job while the extrinsic factors refer to the factors related to the working environment, Bektas (2017). 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 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 further implies enthusiasm and happiness with one's work. It is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to feeling of fulfillment (Kaliski, 2007). Bilimoria, Perry and Taylor (2006) examined the job satisfaction of 248 professors at Midwestern private research university and indicated that both women and men perceive that their job satisfaction is influenced by the institutional leadership and mentoring they receive.

Developing economies such as Ghana always experience 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. 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) in their publication in Nursing Research and Practice Volume 2 page 26 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

The College of Technology Education, Kumasi (COLTEK) of the University of Education, Winneba has been in existence for the past two decades. Throughout its existence, COLTEK has, as usual, utilized its human resource capacities (staff) to fulfill its mandate of producing professional graduate teachers in the various educational institutions in the country. It is observed that throughout the year, the staff at COLTEK are particularly engaged in their various professional activities such as teaching, supervision of thesis and project works, mentoring, marking of scripts and the performance of other administrative and managerial responsibilities.

What makes working at COLTEK a bit difficult is the consecutive mounting of various modes of academic programmes including the regular, sandwich, distance sessions and it appears that until more staff are recruited to take up the ever increasing workload of the College, staff at post would have to continue working under conditions of high workload to achieve the objectives of the institution. Various researchers have delved into the issue of job satisfaction among workers in various organizations. One is therefore wondering whether the staff at COLTEK derive any satisfaction from working in such an institution where the work load keeps on increasing. Various studies on job satisfaction and its effects on productivity have not given any attention to COLTEK.

For example, Dartey-Baah (2011) focuses on the application of Frederick Herzberg's two-factor theory in assessing and understanding employee motivation at work. Ayisha, Safura and Tetteh (2017) also concentrated on an empirical study of job satisfaction of University staff in Ghana including COLTEK. It is therefore necessary to devote some attention to job satisfaction among staff in COLTEK given its peculiarity as described above.

Purpose of the Study

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 and extrinsic job satisfaction among staff of COLTEK.
- b) To identify which aspects of their work they are satisfied or dissatisfied with.
- c) To identify whether demographic factors such as age, qualification, rank affect the levels of job satisfaction.
- d) To determine the overall level of job satisfaction of COLTEK staff.

Research Questions

The study attempted to address these pertinent issues:

- a) What levels of intrinsic job satisfaction do staff at COLTEK experience?
- b) What levels of extrinsic job satisfaction do staff at COLTEK experience?
- c) Do demographic factors (such as age, qualification, rank, etc) affect the levels of job satisfaction?
- d) What is the overall job satisfaction level of COTEK staff?

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 shows the determinants of job satisfaction and dissatisfaction.

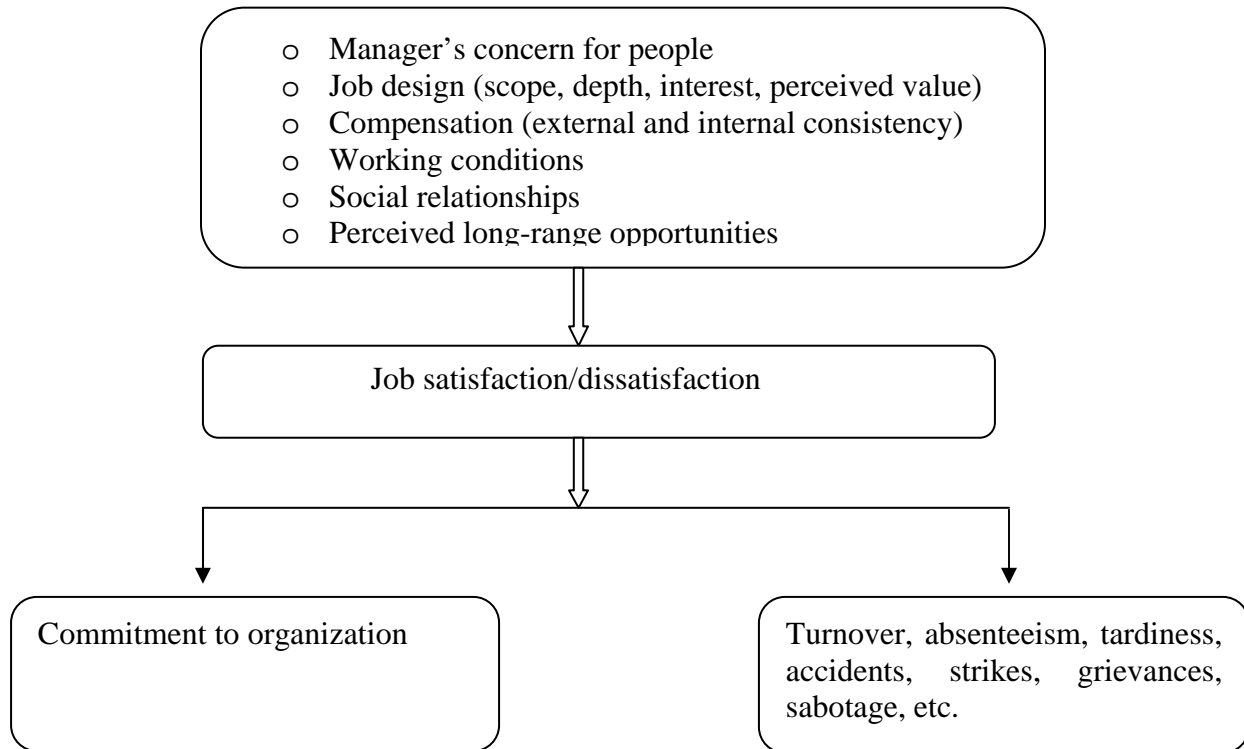


Figure A: Determinants of satisfaction and dissatisfaction (Rue & Byars, 2003)

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 that 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
Salary	Advancement
Status	Growth
Job security	

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 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 extrinsic or hygiene factors are associated with the individual's relationship to the context or environment in which he/she does his/her work. Examples of extrinsic factors are company policy and administration, supervision, working conditions, interpersonal relationship with supervisors, salary, recognition, 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 dissatisfiers (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 a sense of personal growth, personal worth, recognition, responsibility and recognized advancement at work. It is important therefore that Human Resource Managers or employers pay attention to job satisfaction policies and strategies that will ensure retention of staff.

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 organisation;
- 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 or 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.

Shamail, et. al. (2004) also suggested the following variables for measuring Job satisfaction: age, educational qualification, number of years in organization, other source of income, gender, and marital status.

Empirical Framework

Toker (2011), in his article titled “job satisfaction of academic staff: an empirical study of Turkey”, the short form of the Minnesota Satisfaction Questionnaire (MSQ) 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 indicated that there were 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 (2003) found that job satisfaction increase with rank. Hickson and 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 et.al, (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. Similarly, 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 the study showed that the job satisfaction level of employees is important and management needs to pay attention to enhance employees job satisfaction levels.

Research Methodology

Research Design

The study adopted descriptive research design using the quantitative approach. A descriptive research is usually aimed at presenting detailed information of a situation through the collection of relevant and comprehensive data to answer research questions in order to draw meaningful conclusions. The justification for this research design in the study lies in the fact that the researchers sought to find out the level or the extent of job satisfaction among staff of COLTEK. The use of quantitative approach in this study was to enable the researchers to reach as many respondents as possible, to increase the generalisability of the findings of the study.

Population - The population for the study consisted of 420 staff (teaching and non-teaching) of COLTEK made up of 131 senior members, 120 senior staff and 169 junior staff (Human Resource Report, 2018).

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 such as senior members, senior staff and junior staff, (Nicholas, 2018). Out of the 420 population, 201 were selected to participate in the study. The justification for the selection of the 201 participants was based on Krech and Morgan's (1970) sample size determination table for research activities. For all the groups to be fairly represented, respondents were randomly picked utilizing the proportional technique. By Krech and Morgan's sample size determination table, virtually half of the population of 420 were to be selected. Consequently, out of the 131 senior members, 65 were selected as respondents, out of the 120 senior staff, 55 were also selected. In the same vein, out of 169 junior staff 81 were selected totaling 201.

Data Collection – The instrument used for the data collection were questionnaire administered through personal contact. Out of the 201 questionnaires administered, 190 were returned.

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.

Ethical consideration

Respondents were told that they had the right to withdraw from the study anytime they considered appropriate. All the respondents willingly participated. Protection of confidential data and anonymity of respondents were highly observed.

Data Analysis- The responses were coded and captured on a spread-sheet using MS ex9+cel. The data were ranked on a 1 – 5 scale, ranging from very dissatisfied to very satisfied. The data were summarised and presented in tables, charts and graphs. Cross tabulation was used to compare the satisfaction levels among work groups and Factor analysis was used to describe variability among job satisfaction values among employees.

Findings of the Study

Research Question1: What levels of intrinsic job satisfaction do staff at COLTEK experience?

The variables used for the study were related to Herzberg's two factor theory as the intrinsic were known as “**satisfiers**” whilst the extrinsic variables related to “**dissatisfiers**”. Herzberg (1959) 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) as depicted in the Tables 2:

Table 2: – Intrinsic satisfaction variables

Summary of Intrinsic Satisfaction Variables				
<i>Intrinsic satisfaction Variables</i>	<i>Number of respondents</i>	<i>Satisfied or very satisfied</i>	<i>Dissatisfied or very dissatisfied</i>	<i>Cannot decide</i>
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%)

Source: Field work

Table 2 shows that intrinsic satisfaction variables include twelve items. The study indicated that work load depicts a high level of satisfaction among staff of COLTEK with 84% of respondents being satisfied. Most of the factor loadings were 0.60, 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) that staff in academic institutions are more intrinsically satisfied than extrinsically.

Research Question 2: What levels of extrinsic job satisfaction do staff at COLTEK experience?

The level of extrinsic satisfaction is shown in Table 3

Table 3: Extrinsic satisfaction variables

Summary of Extrinsic Satisfaction Variables				
<i>Intrinsic Satisfaction Variables</i>	<i>Number of respondents</i>	<i>Satisfied or very satisfied</i>	<i>Dissatisfied or very dissatisfied</i>	<i>Cannot decide</i>
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%)

Source: Field work

Table 3 shows that working relationships scored the highest score with 69% of respondents portraying that they were more satisfied with working relationships as compared to the others. The results 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?

According to the study, male respondents were 116 (61%) while female respondents were 74 (39%) as shown in Figure 1.

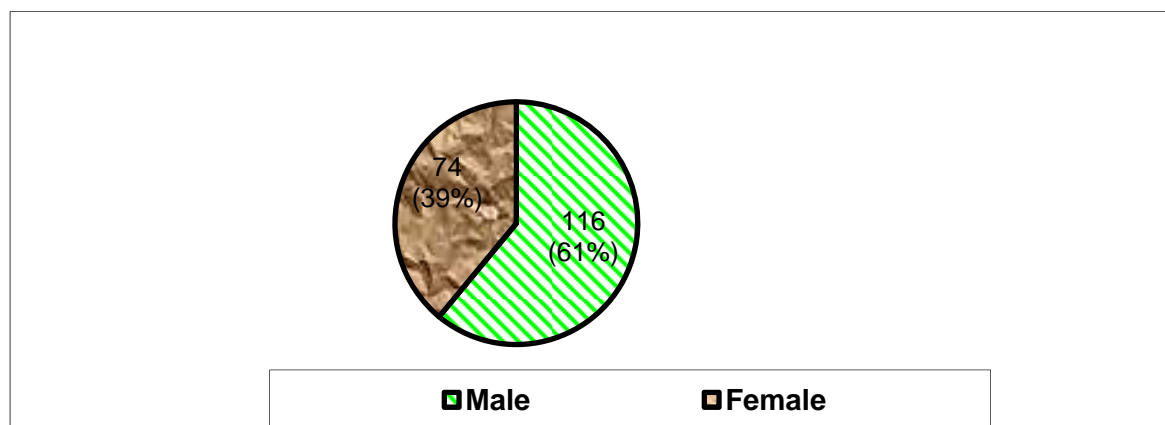


Figure 1. Pie chart showing gender distribution of respondents.

Source: Field work

The result confirmed the notion that the staff of COLTEK is dominated by males. The study compared the satisfaction levels of males and females and the findings are shown in Figure 2.

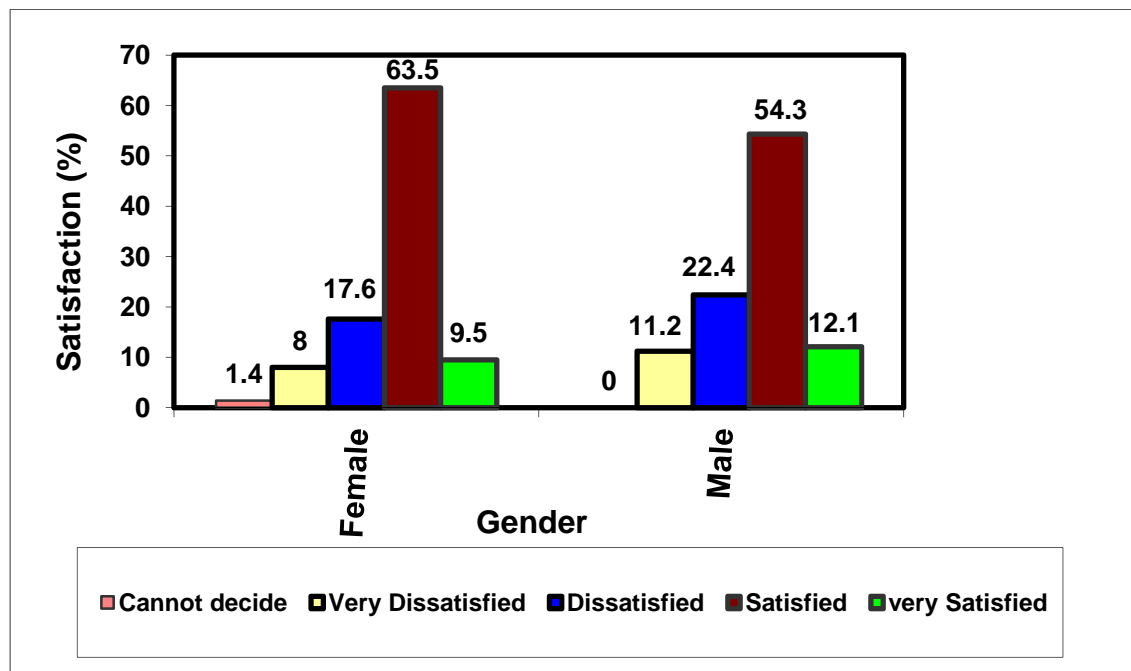


Figure 2: Job satisfaction between gender.

Source: Field work

Figure 2 shows that female respondents had high level of job satisfaction (75%) than male respondents (66%). The findings support that of Shamail, et.al., (2004) who included ‘gender’ in the variables that determine workers level of job satisfaction and found that females were more satisfied with their jobs than males.

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

Source: Field work

From 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 rise 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 drops to 24% (14.3 + 9.5) and rose to 33% (25.6 + 7) for staff of 46 years and above. The findings do not agree with Shamail et. al that ‘age’ determines a person’s level of job satisfaction.

Length of Service at COLTEK

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. Data on respondents’ job satisfaction in relation to their length of service at COLTEK is presented in Table 4.

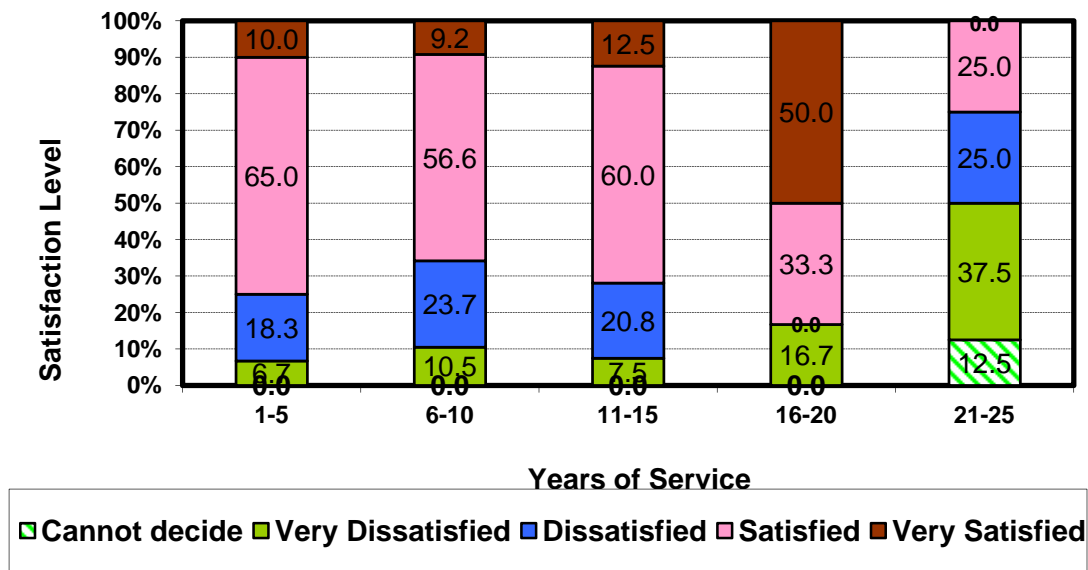


Figure 4: Job Satisfaction among length of service

Source: Field work

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 stabilised 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 and their dissatisfaction level was 62% (25.0 + 37.5).

Position/Rank of Respondents

The study compared Job satisfaction levels among senior members, senior staff and junior staff, the result is shown in Figure 5.

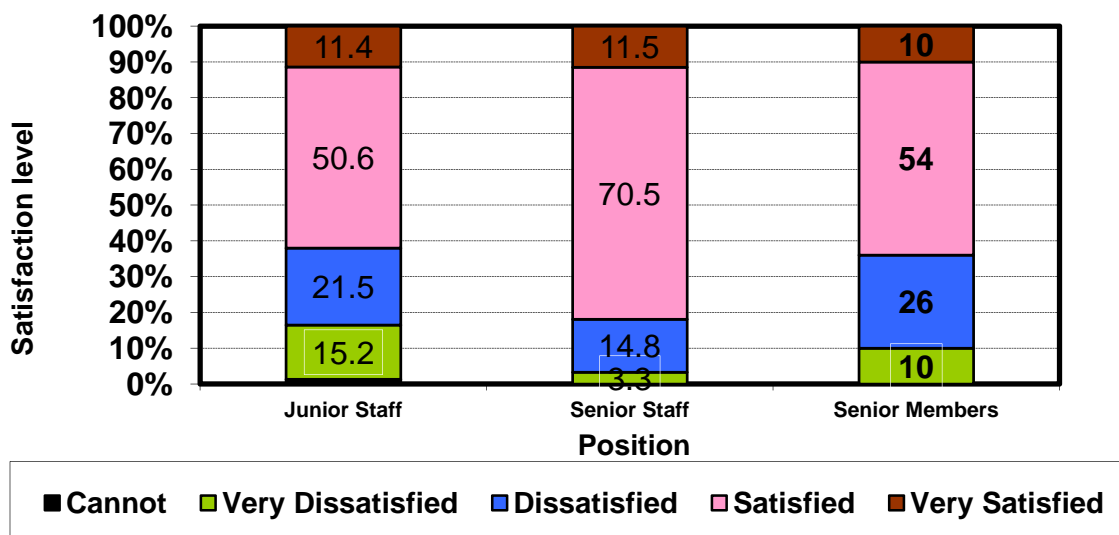


Figure 5: Satisfaction level among senior members, senior staff and junior staff

Source: Field work

Figure 5, senior staff were the most satisfied and very satisfied (83%) followed by senior members (64%) and lastly the junior staff (62%). The findings also indicated that junior staff were most dissatisfied 37% (21.5 + 15.2). The study do not agree with the study of Shamail et al, who reported that the higher one's qualification the more satisfied the one is likely to be. Senior members had higher qualification than senior staff but the latter were more satisfied than the former.

Qualification of respondents

Majority (91; 48%) of the respondents were degree holders, 53 (28%) possessed SSCE/WASSCE/ GCE 'O' level and 33 (17%) were GCE Advanced level holders. The differences among their levels of job satisfaction are shown in Figure 6.

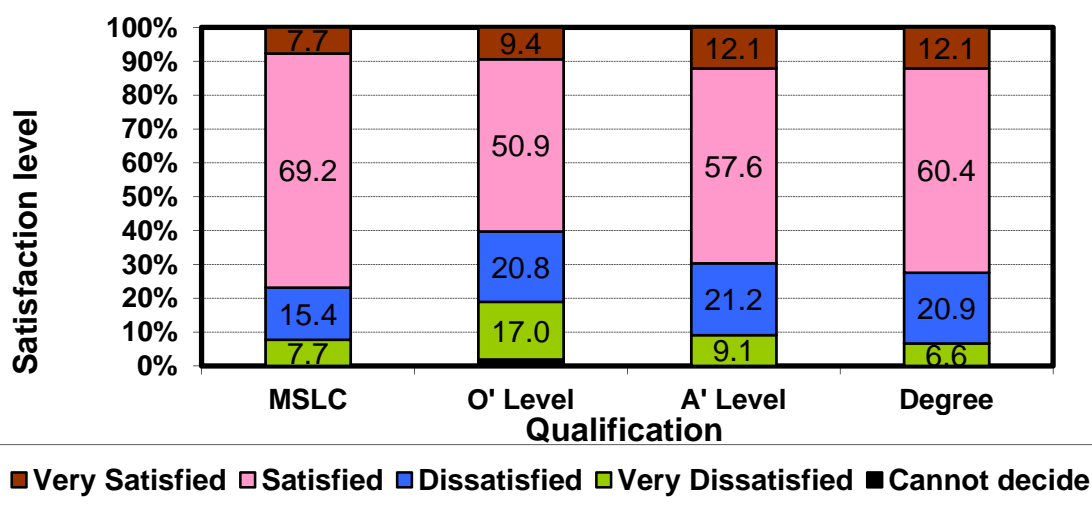


Figure 6: Job Satisfaction among levels of qualifications

Source: Field work

From Figure 6, a person's qualification determines his/her level of job satisfaction. The satisfaction level of holders of 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 their job since the certificate was no more acceptable for further studies or employment. 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.

Conclusions

The study revealed that, staff of COLTEK 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's rank 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.

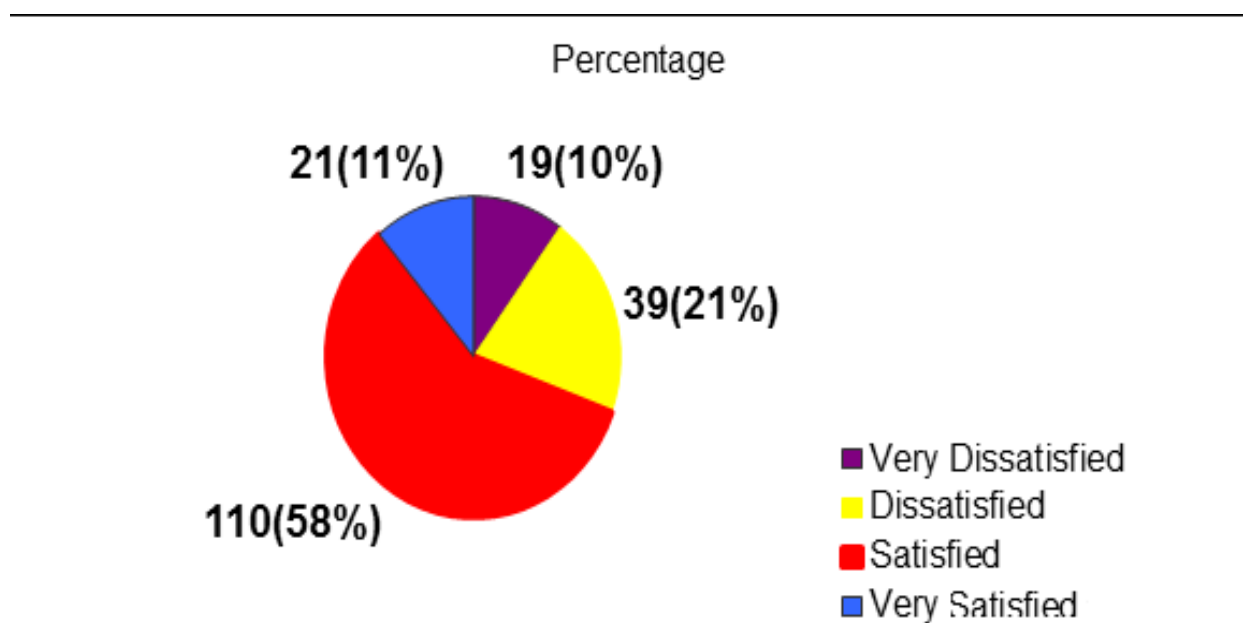


Figure 7: Pie chart showing the overall levels of satisfaction

Source: Field work

Figure 7 shows that 131 (110 + 21) out of the 190 respondents, constituting 69% had high level of job satisfaction while 58 (31%) were dissatisfied. The outcome is contrary to with the perception staff had low level of job satisfaction 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. This is also consistent with the findings of Fletcher et..al (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 retention and improve productivity.

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

Based 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 to minimise errors and omissions, loyal and committed to the job, dependable, less absenteeism as a result of high job satisfaction as established 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 study showed that only 56% indicated that they were highly satisfied with the opportunities for promotions. In other words, 44% of respondents were not satisfied. Therefore, the revision of internal promotion procedures would improve 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 assign more responsibility and challenging jobs to workers.
4. Even though the study revealed that 69% COLTEK staff were satisfied with interpersonal relationships, there is room for improvement. It is therefore recommended that COLTEK should develop an organisational culture for organising regular durbars, seminars, mentor-mentee relationships, open-door strategies that will enhance free flow of information and interpersonal relationships.
5. It was recommended that the College should generate more funds and complement the salary being paid by Government in the form of annual bonuses.

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