

The Impact of Job Satisfaction on Employee's Performance (A Case of Accra Technical University)

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Abstract: In almost all cases, essence of job satisfaction is very crucial to the long-term growth of any social system and for that matter business organization across the globe. In well-managed organizations, employees are seen as the root source of quality and productivity gains. Essentially, such organizations do not only depend on capital investment, but also views employees, as the fundamental source of improvement so as to operate effectively. The aim of the study was to examine the impact of job satisfaction on employee's performance among staffs of Accra Technical University - suggesting ways it might help the organization in improving the job satisfaction level among the employees. Using the mixed methods design, a total of eighty participants were selected based on convenience sampling technique. With regards to the quantitative approach, self-administered questionnaires were administered to a total of sixty-nine (69) staff in order to obtain data on job satisfaction and employee performance. For the qualitative data, the sample also included eleven (11) Heads of departments who were interviewed on their perception and attitudes of their employees towards their job. Findings revealed that, job satisfaction is one major source of quality and productivity gains in Accra Technical University. Staffs were generally satisfied with competitiveness of salaries; benefits associated with job and information systems in the organization. However, employees were not satisfied with work dynamics relating to pay and monetary rewards, policies regarding promotion, safety and security measures, working conditions, recognition and praise, work related stress and coworker support. Also, the relationship between job satisfaction and employee performance was statistically significant implying that highly satisfied staffs perform significantly better with regards to performance or output. Findings are discussed in the light of Herzberg's two-factor theory, Adams equity theory and other related literature in the field. Implications of findings are also duly discussed.

Keywords: Coworker, Satisfactions, Employee, Determinants

1. Introduction

The relevance of job satisfaction: Job satisfaction is very crucial to the long-term growth of any social system and for that matter business organization across the globe. This is because; they probably rank alongside professional knowledge, center competencies, resources and strategies as the valuable determinants of organizational success. Nonetheless, the aforementioned factors can only occur when one feels satisfied with his or her work. In other words,

professional knowledge, skills and competencies can be seen only when one is taking on and mastering challenging tasks directed at educational success and performance [1].

Most studies have demonstrated an unusually large impact of job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. In the light of this, management of people at work is an integral part of the management process. To understand the critical importance of people in the organization is to recognize that the human

element and the organization are synonymous. A well-managed organization usually sees an average worker as the root source of quality and productivity gains. Such organizations do not look to capital investment, but to employees, as the fundamental source of improvement so as to operate effectively.

1.1. Background of the Study

Organizations are social systems where human resources are the most important factors utilized for effectiveness, efficiency and organizational performance. Job satisfaction or employee satisfaction has been defined in many different ways. It is simply how content an individual is with his or her job [2]. In other words, it depicts whether or not employees like the job or individual aspects or facets of jobs, such as nature of work or supervision. Others believe it is not so simplistic as this definition suggests and instead that multidimensional psychological responses to one's job are involved [3]. Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job (affective job satisfaction) or cognitions about the job [4]. Effective job performance is the attainment of specific results or outcomes required by the job through those specific actions while maintaining or being consistent with policies, procedures and conditions of the organizational environment [5]. The analysis of organizational performance is a crucial step in the organizational assessment process. Organizations cannot succeed without their employee's efforts and commitment, which are all connected to job satisfaction. Employees' satisfaction with their jobs and commitment to their organizations has been viewed as major determinants of organizational performance.

Job satisfaction and employees performance are critical in obtaining organizational aims, goals, and objectives, which is in the heart of every organization that wishes to exist and excel. Concerns about employees' job satisfaction and organizational performance are just as, or even more, critical in the knowledge-based sector, such as the production industry as they are in other business sector. [6]. One of the biggest preludes to the study of job satisfaction was the Hawthorne studies. These studies (1924-1933) primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of various conditions (most notably illumination) on worker's productivity. The research analyzed the outcome from different kinds of variable in productivity (factors as incentive amount, number of working hours, intensity of lighting, method of payment, co-workers and manager substitution). Hawthorne study indicated that economic gains or incentives was not the only influence to the employee behavior but also variables such as employee morale, dynamics of group worker, the supervision method, relationship between workers, the behavioral principles of motivation [7]. Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job, and an attitude towards one's job. Job satisfaction describes how content employees are with their job [8]. The happier people are

within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement, and job enrichment.

It is said that satisfied employees are productive employees therefore, any kind of grievance relating to organizational or personal to a greater extent has influence on the job. Every organization is given higher priority to keep their employees. Job satisfaction may impact employee productivity at some work places. If an employee is happy with how they are being treated and the rate of pay they are receiving then they are more likely to be more productive and take time to do their job more accurately.

Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups. Job satisfaction is a very important attribute, which frequently measured by organizations. The most common way of measurement is the use of the rating scales where employees report their reactions to their jobs. Questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities, the work itself and co-workers. One of the oldest beliefs in the business world is that "a happy worker is a productive worker" groundbreaking analysis recently concluded that there is a moderate relationship between job satisfaction and job performance that is in other words, happy workers are more productive workers to some extent [9].

Organizations in Ghana have also realized the need to improve job satisfaction and also increase organizational performance. Employees through unionizations have caused for grievances of job satisfaction to be heard and some have been achieved through collective bargaining with superior management of their respective organizations. A typical example is the issue of pay increase by health care practitioners such as Doctors and Nurses in Ghana [10].

This study seeks to analyze and focus on the various views of the impact of job satisfaction on employees' performance and to what extent or degree are they correlated. Also, the study will investigate the various determinants or factors affecting job satisfaction and obtaining organizational performance. The notion that job satisfaction and job dissatisfaction represent meaningfully distinct constructs is typically associated with the work of Frederick Herzberg, who argued that workplaces are characterized by two sets of characteristics: hygiene factors such as security, salary, and company procedures, low levels of which cause dissatisfaction because basic physiological needs are frustrated, and satisfiers such as achievement and recognition, low levels of which prevent job satisfaction because growth needs are frustrated.

1.2. Problem Statement

When an employee is able to feel satisfaction with his/her job, they feel more empowered to affect the way the job is done. The employee makes procedural changes that not only benefit them in the short term, but will also benefit the

company in the long term through increased productivity of future employees in that particular position. Although the above assertion is true, little or no attention is given by management to this key area, may be management is totally ignorant or unaware of the impact this worrying situation is having on the total output of employees within the organization. It is true that employee feels a sense of responsibility in making their job more productive, and that creates a significant sense of satisfaction that will carry on to future employees and help to keep the company productive. However, the inability on the part of management to understand and critically review the role that job satisfaction plays in the performance of an employee at a given time, is running to a grinding halt the whole job and working machinery with people becoming dissatisfied and discouraged at all times.

2. Job Satisfaction and Performance

The concept of job satisfaction has been developed in many ways by many different researchers and practitioners. One of the most widely used definitions in organizational research is that of [11], who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304). Others have defined it as simply how content an individual is with his or her job; whether he or she likes the job or not [2] identified 14 common facets of job satisfaction; appreciation, communication, coworkers, fringe benefits, job conditions, nature of the work, organization, personal growth, policies and procedures, promotion opportunities, recognition, security, and supervision.

Job satisfaction can also be seen within the broader context of the range of issues that affect an individual's experience of work, or their quality of working life. Job satisfaction can be understood in terms of its relationships with other key factors, such as general well being, stress at work, control at work, home-work interface, and working conditions [12]. According [13], job satisfaction is a complex concept and difficult to measure objectively. A wide range of variables relating to individual, social, cultural, organizational and environmental factors, affects the level of job satisfaction.

In the labor market there is demand of highly skilled, trained and qualified employees. The output and productivity is measured in terms the performance of its workforce [14] was found that better performance of the workforce is the result of level of job satisfaction [1, 15]. According to [16] have investigated the important employee performance indicators at the hiring stage. They concluded that level of job satisfaction and motivation affects the employee's productivity. The high performer demand attractive packages from the employers. And now it becomes predicament for the human resource experts to retain the performer [17]. The low level of job satisfaction adversely affects the employee commitment and sequentially affects the achievement of organizational objectives and performance.

A survey conducted by [18], which involved several multinational companies, sustains that employee satisfaction as well as decreased turnover are major contributors of long-term shareholder returns. Conversely, employee dissatisfaction resulting from poor workplace environments can also lead to a decrease in productivity leading to poor organizational performance [19].

The researcher stated further that when employees are dissatisfied, their physical and mental health is negatively affected [20]. Consequently, organizational performance will also deteriorate as more production time will be lost because dissatisfied employees are likely to take more leave [21, 22]; therefore, if steps are taken to improve employee satisfaction, overall success of the organization is enhanced and the results can be reflected through happier employees, enhanced workforce productivity, reduced workdays and higher profits. The researchers stated further that this also typifies the importance of people in organizations, since people are the promoters of excellent organizational performance.

Other researchers uphold that employee satisfaction is influenced by the interaction of a family of factors such as recognition, communication, co-workers, fringe benefits, working conditions, the nature of the work itself, the nature of the organization itself, organizational systems, policies and procedures, compensation, personal development, promotion, appreciation, security, and supervision [1, 19].

2.1. *Impact of Rewards/Pay on Job Satisfaction and Performance*

Job satisfaction is an outcome of different factors like pay, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions [12]. Out of these factors pay is very important factor. According to [11] found that there is positive relationship between equity based compensation and performance. It was further concluded that compensation plays vital role in human capital-intensive firms to attract and retain expert workforce. Furthermore the compensation has significantly impact on the level of job satisfaction of employees. It was also found that flexible compensation has no effect on the level of job satisfaction [13]. Another study regarding the job satisfaction level of public sector managers was conducted and it was concluded that the income is the major determinant of job satisfaction [13]. In addition, investigation about relationship among job satisfaction and pay was conducted and it was also found that job satisfaction is affected by the pay.

In addition, the study investigated the retention strategies adopted by Zenith Bank in Nigeria in achieving employee performance with the use of primary and secondary data from 2000-2005 and used analytical techniques in the testing of the relationships between the variables [14]. The empirical findings revealed that for banks to be more profitable they should adopt effective employee-retention strategies, which can increase the employees' continuous intentions to stay in the work. Some of the employee-retention strategies identified to improve organizational performance were employee participation in decision

making, good bank reputation, improved and regular salary and good employee treatment. From the findings it can therefore be suggested that organizations, which are not able to implement effective employee-retention strategies, are likely to have employees who are not satisfied and this would affect performance.

Recently to explore how the different performance related pay influenced employee turnover. It also examined whether profit sharing has any significant influence on turnover when compared with other forms of related performance related pay [14]. By using a longitudinal dataset of individuals, they employed panel data and standard probits models and found significant negative relationship between the combined measure of performance related pay and employee turnover. When the individual measures of performance pay were assessed they found significant negative relationship between profit sharing and employee turnover. Although the empirical results is consistent with one limitation which could affect the results was how the estimation of those who earned little and those who earned more were all combined as a single measure for performance related pay [14].

2.2. Impact of Promotion on Job Satisfaction and Employee Performance

The study examined the determinants of job satisfaction and found this to be influenced by promotion opportunities in organizations [18]. Quite recently, concluded that there is positive relationship between promotion practices and perceived performance of employee [18]. This implies that if organizations want to accelerate performance of employees in the organization, fair promotional opportunities should be given to employees.

The argument made is that people are motivated to achieve certain goals and will be satisfied if they achieve these goals through improved performance and working conditions or job characteristics [18]. This suggests that performance improvement can be achieved by giving people the opportunity to perform, ensuring that they have the knowledge and skill required to perform, and rewarding them by financial or non-financial means when they do perform.

2.3. Impact of Job Safety and Security on Job Satisfaction and Performance

Previous and recent empirical literature has indicated that different form of job safety and security and has different influences on job satisfaction and performance. For instance, it was identified that job dissatisfaction is the outcome of insecurity among employees [18]. Important factors like low job security, working conditions and the nature of work, low wages and lack of promotion, low job autonomy have adverse effect on the level of job satisfaction of employees [16]. According to the during, the study of Japanese workers that employment arrangement like lifetime employment and seniority system, job security leads to high commitment [5]. The research on the job insecurity was

conducted and it was found that job performance and organizational commitment are negatively correlated with job insecurity [14].

In Pakistan, a research was conducted on "impact of job satisfaction on employee performance" on medical institutions [10]. What motivated the conduction of this research was the perception that there was a general inclination that in government hospitals, the patients are not properly treated by the doctors. The purpose of the research by Khan et al was to identify the contributing factors and how these factors influence the level of job satisfaction among the workforce of the medical institutions in Pakistan and its effects on performance. Data was drawn from a sample of 200 doctors, nurses, administrative and accounts staff working in medical institutions with questionnaires. The data collected were analyzed using SPSS package and the findings revealed that facets identified to be job safety and security, pay, promotion, working conditions, relationship with supervisors, job autonomy, relationship with co-workers, nature of the job to affect the job satisfaction and performance.

2.4. Impact of Working Conditions on Job Satisfaction and Performance

Empirical literature conducted in different work environments revealed that work environment is an important determinant of job satisfaction of employees [2]. However, these studies found some variations in the working conditions of employees in different work environments. On the other hand, it was found that job satisfaction is adversely affected by the factors such as lack of promotion, lack of working conditions, low job security and low level of autonomy. In addition, the studies by [14] provided similar results and concluded that the working conditions including work comfort ability, good working space, and ventilation to impact on employee satisfaction and performance.

Another study was conducted on Islamabad, Lahore and Karachi and the investigation was on factors influencing employees' satisfaction and performance and the role needed to be played by managers to retain employees [14]. The study provided evidence of factors such as good working conditions, working environment, rewards and salary and fairness to be major contributing factors of employees' satisfaction and performance. The empirical results found lack of these factors adversely affect employee satisfaction and their ability to contribute to the performance of the organization. The findings also revealed these contributing factors to have significant negative influence on employee turnover and it can be suggested that HR managers should develop and adopt best organizational practices to develop, motivate and sustain their employees.

2.5. Impact of Relationship with Co-workers on Job Satisfaction and Performance

A lot of determinants have been identified to affect job satisfaction and performance. These were found to include; the

level of salary, promotion, appraisal system, climate management, and relation with co-workers are the vital factors.

It implies that it is essential to recognize the significance of these factors to boost the satisfaction level in the workforce. Another study found the factors like pay, promotion and satisfaction with co-workers that influence the employee feeling towards job satisfaction [15]. The findings by the above studies are not different from a previous research by [15] who found that working as a team in organizations improves co-worker relationships and have significant impact on the satisfaction level of employees as it affects their performance. The results imply that employee performance can be improved with interaction among employees.

2.6. Impact of Nature of Work on Job Satisfaction and Performance

The nature of work on job satisfaction and performance has also been researched. For instance, the study by [17] identified different nature of work to have some many dimensions including promotion opportunities, pay, task clarity, association with co-workers and supervisors to have significant relationship job satisfaction and this in turn enhances employee performance. The overall results imply that nature of work itself has positive correlation with job satisfaction of employee.

In addition, the study by [19] was on the “impact of job satisfaction on employee performance, a challenge for HR managers in changing environment”. Although the impact of job satisfaction on employee performance have been widely researched, yet the study by [20] identified that this issue has become a challenge for HR Managers in challenging environments. The study found the nature of the job including job enlargement, job enrichment, job re-engineering, employee involvement, empowerment and autonomous work position to have impact on employee performance. The study found significant relationship between job satisfaction and employee performance but made some suggestions for managers. For instance, it suggested that every organization, which wants to succeed, should see its average worker as the root source of quality and productivity gains. It also suggested that the happier the employees are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation or aptitude, although it is clearly linked.

In Slovenia, front-line employees working in the tourism sector were investigated. This was by [21] and was specifically focused on “Herzberg’s two factor theory of work motivation: the case of tourism employees”. The study relied on the two factors of Herzberg-two factor theory; “growth factors that motivate, and hygiene factors that do not motivate, yet their absence causes work dissatisfaction”. The study revealed growth factors identified to be responsibility and recognition programs to have significant influence on employee work motivation. On the other hand, it found hygiene factors identified to be salary not to have any influence on employee work motivation. The findings

provided practical implication that managers in the tourism industry should focus their attention on growth factors as an initiative to improve employee motivation through responsibility and recognition programs.

2.7. Impact of Relationship with Supervisors on Job Satisfaction and Performance

The productivity and performance of subordinates can be improved with managerial actions and supervision. The recognition of the achievements by the supervisors leads toward job satisfaction and is useful in enhancing employee performance [20]. They further indicated that the recognition of the subordinate attainment by the supervisors enhances their job satisfaction level and also useful for solving the day to day problems. [22] conducted the study of IT managers and found that job satisfaction among managers can be increased with the help of supervision. It was differently found that social relation, supervisor’s relationship has little influence on job satisfaction at workplace.

3. Methodology

3.1. Research Design and Approach

This study adopts both quantitative and qualitative research approaches. The quantitative would allow the use of questionnaire to obtain primary data through a survey for assessment of scientific relationship between variables, while the qualitative would allow the collection of primary data through interviews for in-depth understanding of a situation [21]. As informed by the rationale for employing qualitative (semi-structured interviews) and quantitative approach (self-administered structured questionnaire) is contingent on the objective of the study, and the nature of the research questions [22].

3.2. Target Population

The teaching and non-teaching staff of Accra Technical University in the various departments forms the target population. The institution has 15 departments and the population would be the employees from five (5) departments and the Senior and Junior staff in the Administration. The choice of focusing on Accra Technical University and its various departments is in relation to the objective of the study. The institution has an estimated population of 1500 employees from various ethnic groups and regions from Ghana. This makes it more representative and appropriate for the study.

3.3. Sampling Technique and Size

The criterion for the selection of the employees was based on employees, who have working experience of at least 3 years. The rationale was to select employees who have worked with the institution for a while and have experienced the different motivational practices of the institution. Another reason for selecting for using this criterion was to select

employees who are in the position to provide credible information based on the research objectives. The sampling technique was also used in selecting eleven (11) Departmental Heads of the institution to provide deeper understanding on issues of attitudes of employees towards their work, and their views on employee's perception towards the institution.

Table 1 below shows the categories and the breakdown of the number of participants involved in the sampling.

Table 1. Job Position of Participants.

Position	Percent	No. of employees
Lab Technician	3.8	3
Administrative Assistant	25.0	20
Library Assistant	3.8	3
Research Assistant	1.3	1
Production Assistant	1.3	1
Accountant	2.5	2
Industrial Liaison	1.3	1
Public Relation Assistant	1.3	1
Audit	5.0	4
Development Assistant	2.5	2
Security	1.3	1
Messenger	3.8	3
Driver	7.5	6
Office Assistant	1.3	1
Clerk	1.3	1
Senior Procurement Assistant	2.5	2
Not Indicated	35	28
TOTAL	100	80

Source: Research Data, January 2018.

Table 1 represents the current job positions of the respondents for the study. From the table 3.8% work as Laboratory Technicians, 25.0% are Administrative Assistants, 3.8% in the library, 1.3% are Research Assistants, 1.3% in the Production section, 2.5% are Accountants, 1.3% Industrial Liaisons, 1.3 % in the Public Relations section, 5% in the Audit section, 2.5% are Development Assistants, 1.3% are Security Officers, 3.8% are Messengers, 7.5% are drivers, 1.3% office Assistants, 1.3% serve as Clerks and 2.5% work in the Procurement section. However, 35% of participants failed to indicate their current positions in the organization. This indeed reveals that, holistic data were obtained since employees in the various departments of the institution were included.

3.4. Research Instruments

As informed [21] by this study has employed self-administered questionnaire - a structured (closed-ended) and semi-structured interviews as two important research instruments. The rationale for using the quantitative instrument is to scientific evaluate the data collected from the employees of the institution, while qualitative data is to establish in-depth understanding of the situation from selected Heads of Department [21]. These instruments were used to collect quantitative data (through survey) and qualitative data (through semi-structured interviews).

3.4.1. Qualitative Data Collection Procedure

In obtaining qualitative data, this study employed semi-structured interviews as the instrument for obtaining primary data from eleven (11) Academic Heads of Department of the institution and according to [21] this is to provide understanding of the social world and observations on issues. In this study, the objective of the semi-structured interviews is to enable the interviewees (Academic Heads of Department) to have deeper understanding and respond to issues to determine the attitudes of employees towards their work, and their views on employee's perception towards the institution. In addition, to have a deeper understanding on their suggestions on measures that can be employed to improve job satisfaction among the employees in the institution. The interview is face-to-face and the responses were written in the form of short notes.

3.4.2. Quantitative Data Collection Procedure

The structured questionnaire is self-administered to all the selected employees from the different departments of the institution. The questionnaire was designed to contain issues relating to motivational factors affecting job satisfaction and employee performance. These involved multiple statements on pay and monetary rewards, promotion, job safety and security, working conditions, co-worker support, nature of work, supervisor's support, job satisfaction and employee performance on a 5-point Likert scale from the highest 5 = strongly agree to the lowest 1 = strongly disagree. As informed [22] by, the choice of this design enables the numerical scales to be easily evaluated and assessed when using statistical data analysis.

3.5. Data Analysis

The scientific computer software package, SPSS version 18 was used for the data analysis. According to [21], data collected from the survey and semi-structured interview are subjected to statistical analysis henceforth was beneficial for the study. The study employed statistical methods such as frequency distribution, descriptive statistics, content analysis and Pearson's correlation analysis through the application of SPSS (computer software). The rationale for the use of these statistical methods is to achieve the research objectives.

3.6. Profile of Accra Polytechnic (Accra Technical University)

3.6.1. Mission Statement

The mission statement of Accra Technical Univeristy is to provide life-transforming opportunities and experiences for students through teaching, practical training, entrepreneurial skills development and research in the fields of Applied Sciences, Engineering, Technology, Applied Arts and Business for the benefit of society.

3.6.2. Vision Statement

To be centre of excellence for Teaching, Practical Training, Learning and Research.

3.6.3. Objectives

- 1) To provide 1st class practical-oriented Tertiary Education in the fields of Applied Science, Engineering, Technology, Applied Arts, Manufacturing, Social Sciences and Business.
- 2) To improve competency levels of graduates for the job market.
- 3) Prepare graduates for further professional development.
- 4) Provide opportunities for HND graduates for academic progression within the Polytechnic system.
- 5) Improve the examination and certificate of students.
- 6) Enhance the culture of academic excellence.
- 7) Provide quality support-service to our students.
- 8) Reduce cost and increase efficiency in the printing of teaching, learning and research materials.

3.6.4. Core Values

The core values of Truth, Excellence and Service are the principal ideals which determine who we are as an institution. They are the three pillars of the institution and permeate every process and activity and are infused in the character of students, faculty, and staff of Accra Polytechnic.

Truth

To be sincere in action, character, and utterance;

Excellence

To exhibit a superior quality in everything we do; and

Service

To be responsive to the needs of our stakeholders and make a positive impact in the society.

3.7. Overview of Accra Polytechnic (Accra Technical University)

Accra Polytechnic (Accra Technical University) is the first Polytechnic to be established in Ghana in 1949 as a Technical School and commissioned in 1957 as Accra Technical Institute. In 1963, the institute was renamed Accra Polytechnic, by the orders of the then Ghana's President, Dr. Kwame Nkrumah.

By the Polytechnic Law of 1992, (PNDC 321), which became fully operative in the 1993/1994 academic year, Accra Polytechnic was elevated to a Tertiary Status. The institution was then placed under the Higher Education Council with autonomy to award Higher National Diploma (through the National Board for Professional and Technician Examinations (NABPTEX)).

With the passage of the PNDC Law 321, the Polytechnic upgraded its programmes and facilities to provide middle-level manpower to revolutionize and feed the growing Ghanaian industries. Notwithstanding the difficulties that characterized the sudden change over from Secondary to a Tertiary status, Accra Polytechnic made tremendous progress in its review and expansion of curricula to suit contemporary needs. Accra Polytechnic began to offer Higher National Diploma (HND) programmes in Mechanical Engineering, Electrical/Electronic Engineering, Building Technology, Civil Engineering, Furniture Design and Production, Secretaryship and Management Studies, Accountancy,

Marketing, Purchasing and Supply, Hotel Catering and Institutional Management, Fashion Design and Textiles, Mathematics and Statistics and Science Laboratory Technology. The technician courses offered by the Polytechnic were maintained.

In 2007, the Polytechnic Act (Act 745) was promulgated and it repealed PNDC Law 321 of 1992. This Act granted the Polytechnics autonomy to award the Higher National Diplomas (HND), Diplomas and other Certificates accredited by the National Accreditation Board (NAB), and award Degrees subject to the conditions that the Council of that Polytechnic may determine. Accra Polytechnic presently offers four (4) Degree Programmes and fifteen (15) HND Programmes. These programmes are run in three schools. As a Tertiary Institution, Accra Polytechnic is governed by a Council established under the Polytechnic Act 2007 (Act 745). (<http://www.apoly.edu.gh/content/history>) 7th July, 2014. It was renamed as Accra Technical University in 2014.

3.7.1. Boundaries

Accra Technical University (Accra Polytechnic) is situated in the Central Business District of Accra, making it a succinct and unique depiction of an 'Inner-City' Polytechnic. Located in the midst of other high profiled corporate businesses and institutions, the 'Inner-City' Polytechnic is opposite corporate MOVENPICK and NOVOTEL hotels whilst sharing its northern flange with the TRADE UNION CONGRESS (TUC) and the CITY CAMPUS of the University of Ghana. The western gate of the Polytechnic is surrounded by the Central Police Station of Accra, the Ghana Cocoa Board and the Airtel and MTN Mobile Communication operators. It also shares its southern boundary with the Assembly Press. The Polytechnic is a 4 km drive from the KOTOKA International Airport with easy accessibility from all directions in Accra and a guarantee to diverse services and transport preferences to all over the country.

3.7.2. Enrolment Statistics

The location confers on the Premier Polytechnic many advantages. Accra Polytechnic (Accra Technical University) is a first choice for many professionals who wish to share knowledge and skills. It therefore attracts well qualified seasoned staff as well as students from all over the country including students from neighboring countries. Currently, the institution has a student population of about twelve thousand, three hundred (12,300).

3.7.3. Programmes of Study

The academic activities of the institution are performed by three (3) Schools, namely, School of Engineering, School of Applied Sciences and Arts and the School of Business and Management Studies. The three (3) Schools supervise fifteen (15) departments under their domain. The programmes offered are as follows:

- 1) School of Engineering;
 - a) HND Mechanical Engineering;
 - b) HND Electrical/Electronics Engineering;

- c) HND Civil Engineering;
- d) HND Building Technology;
- e) HND Furniture Design and Production;
- f) B. Tech. Automobile Engineering (commencing in February, 2014);
- g) B. Tech. Building Technology (commencing in February, 2014);
- h) B. Tech. Civil Engineering (commencing in February, 2014);
- 2) School of Applied Sciences and Arts;
 - a) B. Tech. Science Laboratory Technology;
 - b) B. Tech. Fashion Design and Textiles;
 - c) HND Science Laboratory Technology;
 - d) HND Hotel Catering and Institutional Management;
 - e) HND Mathematics and Statistics;
 - f) HND Fashion Design and Textiles;
 - g) HND Computer Science Studies;
- 3) School of Business and Management Studies;
 - a) HND Accountancy;
 - b) HND Marketing;
 - c) HND Secretaryship and Management Studies;
 - d) HND Bilingual Secretaryship and Management Studies;
 - e) HND Purchasing and Supply;
 - f) Department of Languages and Liberal Studies (services other departments and offers short courses in language proficiency).

3.8. SWOT Analysis

SWOT analysis stands for the Strength, Weaknesses, Opportunities and the Threats. It is a strategic management process tool use for conducting the situation analysis of an organization. The next chapter presents the internal analysis of Accra Technical University.

4. Background of Respondents

Table 2. Gender.

Gender	Frequency	Percent
Male	41	51.3
Female	39	48.8
Total	80	100

Source: Research Data, January 2018.

From table 2 above, 51.3% of the respondents were males while 48.8% were females.

Table 3. Age of Respondents.

Age	Frequency	Percent
20-25 years	4	5.0
26-30 years	29	36.3
31-35 years	24	30
36- 40 years	16	20
41- 45 years	2	2.5
Above 46 years	5	6.3
Total	80	100

Source: Research Data, January 2018.

According to table 3, 5.0% of the respondents fall within the age range of 20-25 years, 36.3% within 26-30 years, 30% within 31- 35 years, 20% within 36-40 years, 2.5% within 41- 45 years and 6.3% above 46 years. This means most of the respondents have more years to serve Accra Technical University.

Table 4. Education Level of Respondents.

Education Level	Frequency	Per cent
SSCE/WASSCE	12	15
A' Level	4	5
DBS	3	3.8
HND	20	25
First Degree	36	45
Second degree	5	6.3
Total	80	100.0

Source: Research Data, January 2018.

From table 4, 15% of the respondents hold an SSCE/WASSCE certificate, 5% A' Level, 3.8% DBS, 25% HND, 45% First degree and 6.3 % Second degree. This means that most employees of Accra Polytechnic fall within the tertiary education level with regards to academic qualifications.

Table 5. Number of Years of Working.

Length of Service (Yrs.)	Frequency	Percent	Cumulative Per cent
Less than 3 years	18	22.5	22.5
3-5	28	35	57.5
6-9	22	27.5	85.0
10 and above	12	15	100
Total	80	100	100

Source: Research Data, January 2018.

In other to build credibility in the responses among staff of Accra Technical University included in the research, a question was asked to find out the number of years they have been working with the institution. From table 5, 18% of the respondents have less than three years of work experience, 28% have 3-5 years of experience, and 22% have served the organization for 6-9 years and 12% for more than 10 years. This means majority of the respondents have worked in the institution for 5 years and above. This testifies that most of the respondents have had a long-term experience of the different motivational practices of the institution.

5. Employees Evaluation of Dynamics of Job Satisfaction

5.1. Pay and Monetary Rewards

Pay and monetary rewards to staff is very essential in facilitating maximum performance so as to attain stated goals of organizations. In most organizations, employees are the valuable assets. This is because, motivated workforce help firms to attain its missions and goals for which it was established. It is therefore imperative to adequately reward

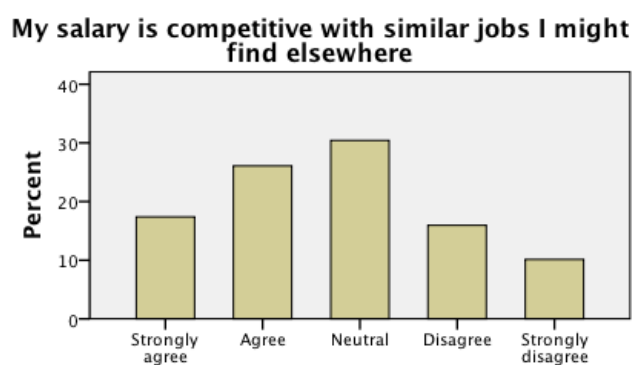
them based on their work input. According to the findings of the study, the pay and monetary rewards of most staff of Accra Technical University is not contingent on their work input.



Source: Research Date, January 2018

Figure 1. Pay and monetary rewards.

From the above, most employees of Accra Technical University are not remunerated based on work input. This is because 29% of the respondents disagreed with the view that, their pay and monetary rewards are reasonable based on their work input. This means that employees' satisfaction depends on the match between efforts devoted towards work and the remuneration received. This finding is consistent to that [18]. These researchers found a positive relationship between equity based compensation, employee satisfaction and performance. This means that compensation plays a salient role in human capital development in organizations hence could be utilized as a strategy to increase employee satisfaction and performance.



Source: Research Date, January 2018

Figure 2. Competitiveness of salary in relation to similar jobs.

According to figure 2, 26.1% of the respondents cumulatively believe their salary is competitive with similar jobs they might find elsewhere. 13.8% disagreed with that view. This means that salaries received by staff at Accra Technical University is quite similar to what they would get in similar organizations. This has implication for attraction and retention of expert workforce. According to [9]

investigated the retention strategies adopted by Zenith Bank in Nigeria in achieving employee performance and found that; strategies such as adequate wages and salaries are effective retention strategies that increase levels of satisfaction, performance and in the long run, increase employee's continuous intentions to stay in the work. This is consistent with findings of current study. This means that organizations, which are not able to utilize employee retention strategies, are likely to have workforces who are not satisfied and this would affect performance.

Table 6. Comparativeness of Benefits to other Organizations.

Response	Frequency	Per cent	Cumulative per cent
Strongly Agree	13	18.8	18.8
Agree	22	31.9	50.7
Neutral	22	31.9	82.6
Disagree	4	5.8	88.4
Strongly disagree	8	11.6	100
Total	69	100	100

Source: Research Date, January 2018.

Table 6 also shows that, benefits associated with the jobs and various positions held by the staff of Accra Technical University are comparable to other employees in similar organizations. 31.9% agreed with that view whereas only 5% disagreed. This means that concerns over personal development makes employees compare the benefits associated with their current job in relation to that which accrues with colleagues who work in similar organizations hence affecting their ratings of satisfaction and intentions to stay and continue working with the organization.

Opportunity for promotion plays a key role in levels of satisfaction of employees to their various jobs. It specifies the extent to which organizations commit to the rapid advancement of its employees. Outcome of the study revealed that, opportunity for advancement plays a very key role in educational institutions such as the Accra Technical University. This could be seen from the responses of the study population in table 7 below.

Table 7. Satisfaction of promotional programs.

Response	Frequency	Per cent	Cumulative per cent
Strongly Agree	2	2.9	2.9
Agree	142	20.3	23.2
Neutral	27	39.1	62.3
Disagree	20	29.0	91.3
Strongly disagree	6	8.7	100
Total	69	100	100

Source: Research Data, January 2018.

According to table 7, only 2.9% attested to the fact that, they are satisfied with the promotional activities in Accra Technical University; 29% disagreed. This means staff of Accra Technical University is not satisfied with the promotional systems in the institution. In 2003, Nguyen commenced studies to examine the determinants of job satisfaction among employees in Lancaster and found that opportunities for promotion was the highest determinant of

satisfaction which accounted for the highest variance compared to other determinants. The methods demonstrated a significant positive relationship between promotion practices and perceived performance of employees [17]. These findings are not consistent to that obtained in current study.

Table 8. Fairness of policies for promotion and advancement.

Response	Frequency	Per cent	Cumulative per cent
Strongly Agree	6	8.7	2.9
Agree	14	20.3	23.2
Neutral	21	30.4	62.3
Disagree	22	31.9	91.3
Strongly disagree	6	8.7	100
Total	69	100	

Source: Research Date, January 2018.

The table 8 above reveals that, policies regarding opportunity for advancement and promotion in Accra Technical University are perceived as unfair. This is because, 31.9% of participants disagreed with the assertion that the institution's policies for promotion and advancement are always fair. [18] observed that people are motivated to achieve certain goals and will be satisfied if they are given equal opportunity to achieve these goals. This suggests that giving people the opportunity for advancement, ensuring that they have the knowledge and skill required to perform, and rewarding them by financial or non-financial means when they do perform can achieve performance improvement.

5.2. Satisfaction with Job Safety and Security Measures

Ensuring safety and security at the work place also determines employee's level of satisfaction in any organization. A safe working condition promotes health and well being of employees and also guards' organizations from costs such as compensation for injuries and waste of resources. Outcome of the study depict that, participants are not satisfied with the safety and security-related issues in the organization. This can be seen from table 9, below.

Table 9. Satisfaction with job safety and security measures.

Response	Frequency	Per cent	Cumulative per cent
Strongly Agree	10	14.5	14.5
Agree	14	20.3	34.8
Neutral	20	29.0	63.8
Disagree	19	27.5	91.3
Strongly disagree	6	8.7	100
Total	69	100	100

Source: Research Date, January 2018.

From the table 9 above, 27.5% of participants disagreed with the statement "Satisfied with the job safety and security provided by my organization. This attests to the fact that they are not satisfied with the current safety and security measures provided by the institution. According to [18] revealed that many forms of job safety and security such as provision of safety clothing, medical facilities and properly maintained tools and equipment have different influences on job satisfaction. When such conditions are not facilitated,

employees become dissatisfied.

Table 9, reveals that, 34.8% of the respondents made it clear that, they are not satisfied condition within which their daily activities are carried. This clearly means that participants' expectation of ideal conditions within which they carry normal job responsibilities. It could also mean the environment within which they work is not favorable or does not facilitate execution of their expected roles. [10] examined the impact of working conditions on satisfaction among employees in a medical institution and found that facets identified to be job safety and security, pay, promotion, working conditions, relationship with supervisors, job autonomy, relationship with co-workers, nature of the job, comfortability, good working space and ventilation to influences job satisfaction and performance. This outcome is similar to that obtained in current study.

Table 10. Satisfaction with the working conditions in relation to job responsibilities.

Response	Frequency	Per cent	Cumulative per cent
Strongly Agree	7	10.1	10.1
Agree	16	23.2	33.3
Neutral	14	20.3	53.6
Disagree	24	34.8	88.4
Strongly disagree	8	11.6	100
Total	69	100	100

Source: Research Date, January 2018.

In order to effectively perform responsibilities, there is the need to obtain all materials necessary to facilitate it. In this way, achievement of expected performance cements the fact that right tools and equipment are combined in the most effective way to achieve stated targets or standards. According to the findings of the study, resources needed to do job effectively are not adequately supplied to the staff. This is based on the responses of staff members in the institution as represented by table 11 below.

Table 11. Resources needed for Successful performance.

Response	Frequency	Percent	Cumulative Percent
Strongly agree	6	8.7	8.7
Agree	18	26.1	34.8
Neutral	8	11.6	46.4
Disagree	23	33.3	79.7
Strongly disagree	14	20.3	100
Total	69	100.0	100.0

Source: Research Date, January 2018.

5.3. Resources Needed for Successful Performance

According to Table 11, 33.3% disagree that Accra Technical University provides its workforce with the necessary resources needed to do their job well, 20.3% of the respondents strongly disagreed cumulatively that the institution is providing necessary resources for employees to do their job well in order to meet standards. [16] found that, important factors like low job security, working conditions and the nature of work, low wages and lack of promotion, low job autonomy have adverse affect on the level of job

satisfaction of employees. This aligns with outcome of current study. It is no doubt that, effective communication and information systems facilitate successful task completion and contribute to overall satisfaction of employees with regards to their job.

5.4. Availability and Accessibility of Information Systems

Table 12. Availability and accessibility of Information Systems.

Response	Frequency	Percent	Cumulative Percent
Strongly agree	4	5.8	5.8
Agree	27	39.1	44.9
Neutral	24	34.8	79.7
Disagree	9	13.0	92.8
Strongly disagree	5	7.2	100
Total	69	100.0	100.0

Source: Research Date, January 2018.

According to Table 12, 39.1% of the respondents agree that information systems are in place and are easily accessible to get job done. 5.8% strongly agree 13 % disagree; 7.2 %strongly disagree and the remaining took a neutral stance on this view. This suggests that management of the institution should develop and adopt best means of improving information systems in the institution.

Table 13. Satisfaction with co-worker support.

Response	Frequency	Percent	Cumulative Percent
Strongly agree	2	2.9	2.9
Agree	3	4.3	7.2
Neutral	13	18.8	26.1
Disagree	39	56.5	82.6
Strongly disagree	12	17.4	100.0
Total	69	100.0	100

Source: Research Date, January 2018.

As a social entity, the existence and importance of coworkers cannot be downplayed in contemporary organizations. A highly supportive co-worker relationship builds a solid work force in numbers- some of which are highly committed to help others perform their job successfully. A strong organization is one whose workforce encourages each other to learn from mistakes. This is a great asset that every organization desires. Dynamics of interaction between supervisors and superiors, as well as relationship among colleagues also contribute to the extent of satisfaction among employees in organizations. From table 13, staff members in Accra Technical University are not satisfied with the co-worker support they receive at the workplace. This is because, 56.5% which forms the majority of the respondents upholds the fact that, they are not satisfied with the dynamics of support they receive from their colleagues at the workplace. This could mean that, interactions and relationships between employees and supervisors as well as relationships among colleagues are not encouraging. [15] examined the relative strength of factors that influence job satisfaction among employees in a manufacturing firm and found that satisfaction with co-workers had the highest impact on satisfaction levels of employees. This means that,

building a strong ally among employee is one salient technique of increasing satisfaction among employees.

5.5. Extent of Stress Attributable to Job

Stress is an inevitable aspect of job. As individuals continuously undertake daily responsibilities at the workplace, they are not immune to the stressful conditions associated with their current job positions. However, when the characteristics of the job are such that it lays unbearable amounts of stress to the employee, then there is the need to redesign job. This is because, the employee is bound to make errors at the work place and the quality of work output is lowered. Ultimately, rapid exposure to stress at the workplace can affect the psychological wellbeing of the employee. For this reason, issues of work-stress relationship are of prime importance in most organizations. Data obtained from participants revealed that, their jobs exert a considerable amount of stress in their life. This is based on the responses gathered from the field as indicated below.

Table 14. Extent of stress attributable to job.

Response	Frequency	Percent	Cumulative Percent
Strongly agree	9	13.0	13.0
Agree	7	10.1	23.2
Neutral	13	18.8	42.0
Disagree	25	36.2	78.3
Strongly disagree	15	21.7	100.0
Total	69	100.0	100.0

Source: Research Date, January 2018.

From the table above 14, 36.2% of respondents disagree with the statement that their job does not cause unreasonable amount of stress in their lives. 21.7% strongly disagreed. Only 18.8% agreed while the remaining were neutral in their response on this issue. This attests to the fact that staffs of Accra Technical University are under considerable amounts of stress as a result of the jobs. [12] found that job satisfaction significantly relates with other key factors, such as general well being, stress at work, control at work, homework interface, and working conditions. This clearly indicates that work-stress management is one key factor that organizations can harness in order to improve employee satisfaction and performance.

5.6. Recognition for Successful Job Performance

Employee motivation is one central issue of concern when it comes to satisfaction. It is the driving force behind behaviors. It determines the extent to which employees initiate, sustain and direct efforts towards the attainment of stated objectives in a given organization. It is facilitated either through extrinsic (external rewards) or through intrinsic (internal rewards). Quite often than not, managers are tempted to believe that employees are only rewarded through monetary rewards or incentives hence overlook the role of more basic forms such as mere praise admonition and

recognition which greatly works just as any other form of motivation. Outcome of the study revealed that, participants are not granted due praise and recognition for performing good job. This is based on the responses obtained as indicated below.

Table 15. Recognition for Successful Job Performance.

Response	Frequency	Percent	Cumulative Percent
Agree	2	2.9	2.9
Neutral	21	30.4	33.3
Disagree	37	53.6	87.0
Strongly disagree	9	13.0	100.0
	69	100.0	100

Source: Research Date, January 2018.

From the table above 15, 53.6% of participants representing majority of responses, disagree with the assertion that their supervisors give them praise and recognition when they do a good job. 13.0 % strongly disagree with the statement whereas only 2.9% agreed with the statement. This gives credence to the fact that, there is more room for improvement with regards to given due praise and recognition for successful job performance among staff of Accra Technical University. According to [16] tested Herzberg's two factor theory of work motivation and revealed that factors identified with recognition and acknowledgement of successful job performance programs have significant influence on employee's ratings of satisfaction. This aligns with findings of this study.

5.7. Relationship Between Job Satisfaction and Employee Performance

Indeed, job satisfaction is an outcome of different factors like pay, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions among others. When employees are dissatisfied, both physical and psychological health is negatively affected. Consequently, organizational performance will also deteriorate as more production time will be lost because dissatisfied employees are likely to take more leave therefore, if steps are taken to improve employee satisfaction, overall success of the organization is enhanced and the results can be reflected through happier employees, enhanced workforce productivity, reduced workdays and higher profits. The study examined the strength and direction of the relationship between job satisfaction and employee performance. This is presented below.

Table 16. Table of Pearson correlation of job satisfaction and Employee Performance.

	Mean	SD	r	p
Job satisfaction	55.86	11.86	.588*	.000
Employee Performance	24.33	3.45		

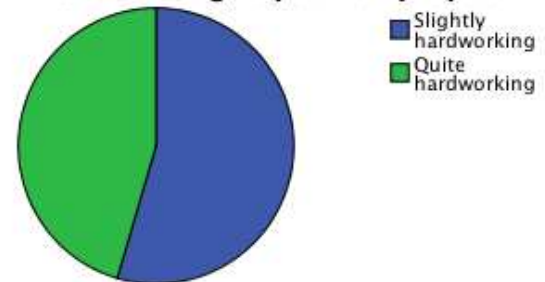
Table 16 also reveals that, a significant positive correlation exist between job satisfaction and employee performance of staff at Accra Technical University ($r = .588$, $n = 69$ $p < .05$). A positive correlation indicates that as job satisfaction scores increase, performance of employees increased as well. The

relationship was statistically significant at the .05 level implying that a positive moderate relationship exists between job satisfaction and employee performance. Essentially, it means that, the more staffs at Accra Technical University become satisfied with their job, the more their performance increases. This finding is consistent to the works [15] and [21] found that, if employees satisfaction increase, overall success of the institution is enhanced and the results are clearly reflected through happier employees, enhanced productivity and higher profits.

5.8. Supervisors Evaluation of Staffs' Attitude Towards Work

In addition, Departmental Heads of Accra Technical University were surveyed to provide deeper understanding on issues regarding attitudes of employees towards their work, and their views on employee's perception towards the institution. This is presented below.

How hardworking is your employee?

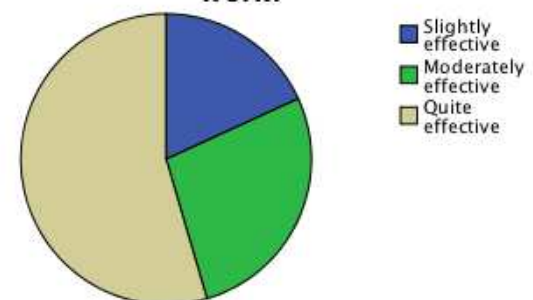


Source: Research Date, January 2018

Figure 3. How hardworking is your Employee.

From the figure above 54.5 % of respondents rated employees as slightly hardworking with the remaining 45.5% rating them as quite hardworking. This means that Heads of department of Accra Technical University perceive staff to be hardworking.

Overall, how effective is your employee at work?



Source: Research Date, January 2018

Figure 4. How effective is your Employee.

Figure 4 depicts that, 54.5% of supervisors rated employees as quite effective performers of the roles and responsibilities assigned to them.

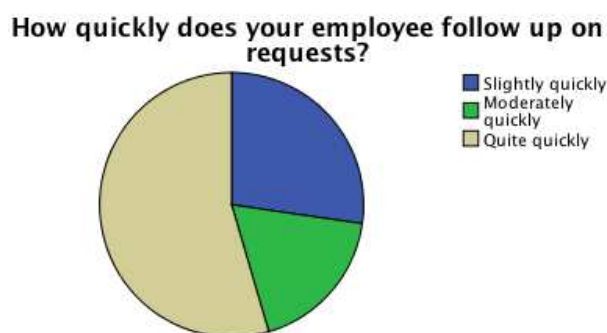
Employee relationship with each other is also important in

helping achieve stated objectives. From the study, 54.5% of supervisors rated employee relationship as moderate. This means that, from the point of view of Heads of department of Accra Technical University, employee relationship with one another is good.



Source: Research Date, January 2018

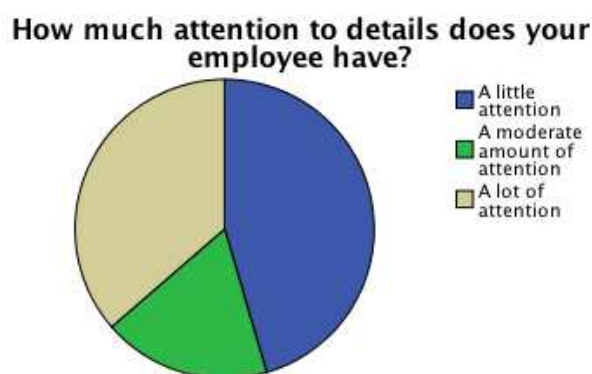
Figure 5. How your Employee work with other Employee.



Source: Research Date, January 2018

Figure 6. How quickly does an Employee follow up on a request.

In most situations, for the employee-supervisor relationship to be cordial, supervisors expect employees to follow requests and laid down procedures in order to successfully accomplish tasks. From the diagram above, 54.5% of the responses indicated that their employees quite quickly follow up on requests.

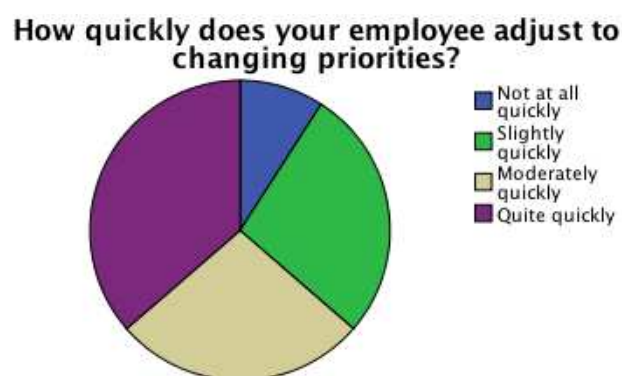


Source: Research Date, January 2018

Figure 7. How much attention does your Employee have to details.

Paying attention to details is one communication technique that helps employees become effective. From the findings of

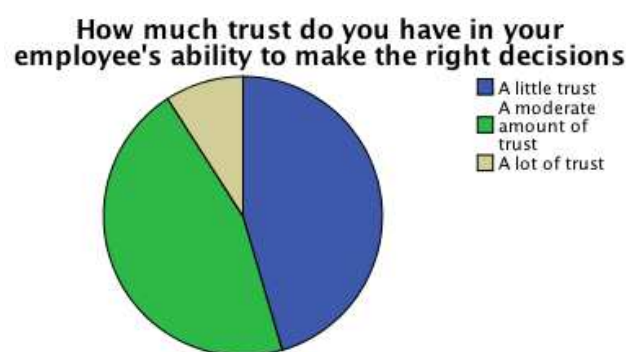
the study, 45.5% of supervisors indicated that employees pay little attention to details when they are instructed. This means that Heads of department of Accra Technical University are not pleased with the way their employee's pay attention to details when instructed.



Source: Research Date, January 2018

Figure 8. How quickly does Employee adjust to changing.

Adjusting to changing priorities is important in this modern organization. From the findings of the study, 36% of the supervisors indicated that employees quite quickly follow and adjust to changing priorities in the institution.



Source: Research Date, January 2018

Figure 9. Trusting of Employee's ability to make the right decisions.

Trust is a key issue to highlight when it comes to cordial employee-supervisor relationship. It determines the extent to which supervisors assign critical roles to superiors in attempt to facilitate advancement. From the study, 45.5% of supervisors attested to the fact that they have quite a little or a moderate trust in their employee's ability to make right decisions.

6. Conclusion

6.1. Summary of Findings

Current study examined the impact of job satisfaction on employee's performance among staffs of Accra Technical University suggesting ways it might help the organization in improving the job satisfaction level among the employees. The study employed the mixed methods design with a total of eighty participants who were selected based on convenience.

For the quantitative data, self-administered questionnaires measuring job satisfaction and employee performance were given to sixty-nine (69) staff. In addition, the qualitative data was obtained from eleven (11) Heads of departments who were interviewed on their perception and attitudes of their employees towards their job.

Two major objectives were set up to guide the research. The first was to empirically examine the impact of job satisfaction on employee performance and to suggest ways this might help the organization in improving the job satisfaction level among the employees. In the light of this, outcome of the study revealed a statistically significant relationship between job satisfaction and employee performance was statistically significant implying that highly satisfied staffs perform significantly better with regards to performance or output. This indeed suggests that Polytechnics need to develop or come up with strategies to improve levels of satisfaction of its staff.

The second objective was to reveal level of employee satisfaction and factors that make the employees desirable in Accra Technical University with respect to company policies, working conditions and other factors, employees' perception towards the organization, and their attitudes towards their work.

Outcome of the study showed that, job satisfaction is one major source of quality and productivity gains among staffs in Accra Technical University. Staffs were generally satisfied with competitiveness of salaries; benefits associated with job and information systems in the organization. However, employees were not satisfied with work dynamics relating to pay and monetary rewards, policies regarding promotion, safety and security measures, working conditions, recognition and praise, work related stress and coworker support.

Satisfaction at the workplace is very relevant to the achievement of the objectives and the aspirations of every establishment. Job satisfaction is one major source of quality and productivity gains in most organizations. For any organization that wishes to exist and excel, satisfaction and performance at the workplace are critical in achieving organizational objectives. This study primarily examined the impact of job satisfaction on employee performance among staffs of Accra Technical University. It also sought to identify the determinants of satisfaction as well as recommendations to improve employee satisfaction and performance at the institution.

According to the primary data gathered and analyzed, job satisfaction is very keen to the improvement in employee performance. From the findings, staffs of Accra Technical University are not satisfied with many aspects or dynamics of satisfaction. With regards to employees' evaluation of dynamics of job satisfaction, ratings from respondents revealed that, their salaries are competitive or quite similar to what their colleagues in other institutions receive; the benefits that accompany their jobs are similar to that of colleagues in other organizations; they are also pleased with the availability and accessibility of information systems in the institution.

However, pay and monetary rewards are not based on their

work input; they are not satisfied with promotional programs; policies regarding promotion and advancement are deemed unfair; they are also not pleased with the safety and security measures and working conditions; resources needed for successful performance are also not facilitated. Ratings of satisfaction with coworker support revealed that most staffs of Accra Technical University are not pleased, their jobs cause unreasonable amounts of stress, they are not accorded the due recognition and acknowledgement for successful performance.

In addition to the above, the relationship between job satisfaction and employee satisfaction (as indicated by the Pearson Product moment correlation coefficient) was found to be statistically significant indicating that job satisfaction predicts job performance.

The essence of employee-supervisor relationship is also critical in achieving organizational objectives. In view of this, 11 heads of departments of Accra Technical University were interviewed to evaluate employee's attitude towards work. Responses from the interview showed that, staffs of Accra Technical University are hardworking and effective. They also relate well with fellow colleagues, quickly follow up on requests, quickly adjust to changing priorities and are trustworthy. However, they do not fully pay attention to details when instructed.

Lastly, based on the evaluations of the eleven (11) heads of department on the employee's attitude towards work, they suggested that in order to improve levels of satisfaction and performance of staffs of Accra Technical University, management of the institution should adequately reward superior performance demonstrated by employees, set clear objectives and targets, orient new employees and retrain old staff in order to upgrade them and also include all employees in any decision taken at the institution.

6.2. Conclusion

Indeed, satisfied workforce has positive attitudes towards their jobs. This is because, such workers are motivated to attend work on time, mindful of targets, work with enthusiasm, commit less errors, highly committed and loyal to his/her job, work with minimal supervision, creative, willing to take up challenging tasks, pay heed to rules and regulations and has an undoubted resolution to remain and or retain current job. As a result of this, such positive attitudes exhibited increase not only the quantity of the employees output but also the quality or standard of it as well. According to the findings, staff members of Accra Technical University are dissatisfied with many aspects or components of job satisfaction. Majority of the responses of respondents attested to the existence of dissatisfaction with regards to remuneration, opportunity and fairness of promotion and advancement programs. Safety and security measures as well as resources needed for successful task completion is also inadequate.

Henceforth, if job satisfaction is a true indicator of improved performance, then institutions' in Ghana should be more concerned about the satisfaction of their employees as

they undertake their routine activities so as to increase chance of higher output since the relationship between job satisfaction and employee performance is positive and statistically significant. Thus considerable levels of attention should be given to this concept so as to foster improved performance in institutions.

Nonetheless, in Ghana, management in most institutions is more focused on extrinsic rewards anytime issues relating to employees satisfaction is highlighted. This is reflected in national awards such as best teacher awards where extrinsic or material rewards in the form of cash prizes or other equipment are used as the main means of rewarding superior performance. It is no doubt this approach is one of the best techniques of improving performance, overreliance on it might make it an ineffective approach since employees are not only motivated through external rewards. In this study, it was found that, intrinsically rewarding factors such as praise and recognition for successful performance affect employees' evaluation and levels of performance. The survey data revealed that, only 2.9% of participants were accorded due recognition and admonition for successful job performance. It is therefore suggested that both intrinsic and extrinsic approaches should be utilized so get the optimum satisfaction and performance from employees in institutions such as the Accra Technical University.

Added to the facts above, in every educational establishment such as that of Accra Technical University, most staffs envision career development and advancement from their profession. Highly satisfied employees also derive satisfaction with their jobs when opportunities for development and advancement are deemed feasible. In the light of this, Universities can benefit by re-arranging and improving strategies for career development of employees.

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