

ABSTRACT

Organisational Effectiveness in a Tertiary Level Institution: A Case Study of A Tertiary Level College in the Caribbean

Cleopatra Mellanson

The purpose of the research was to investigate the organisational hierarchy, the decision-making approach, the principal's leadership style and organisational culture and the impact of each on staff and student satisfaction at a tertiary level college in the Caribbean. The research also investigated the perception of external constituents, graduates and the business sector of the extent to which the college prepares students for the workplace.

The research was designed to answer five research questions and to test five hypotheses. Survey research was applied using the triangulative methods of interviews, questionnaires, observation along with the review of documents of the college.

The results showed that generally staff and students were satisfied with their jobs and attendance at the college respectively. However, the level of satisfaction for staff was greater than that of students. The business sector and graduates of the college who were interviewed were also generally satisfied with the preparation for employment. The hypotheses tested were: 1) there is a significant relationship between institutional culture and measures of staff satisfaction, 2) there is a significant relationship between institutional culture and measures of student

satisfaction, 3) there is a significant relationship between decision-making and measures of staff satisfaction, 4) there is a significant relationship between the principal's leadership style and measures of staff satisfaction, and 5) there is a significant relationship between the principal's leadership style and measures of student satisfaction. Each of the hypotheses were supported by the findings of the study.

Key Words: College, Satisfaction, Culture, Leadership, Structure