

Demographic Variables as Antecedents of Job Satisfaction among Faculty Members of Cape Coast Technical University

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Abstract

Demographic variables may have relationship with employee job satisfaction no matter how small the association may be. This was established in this paper that sought to examine the relationship between demographic variables and employee job satisfaction at Cape Coast Technical University in Ghana. The Minnesota Satisfaction Questionnaire was used as the measuring tool. The simple random sampling technique was used to select the respondents based on the Yamene (1967) criterion. The study revealed that faculty members in the institution are generally satisfied with their job. Generally, the study also revealed no significant differences in job satisfaction scores of faculties. It is recommended that when taking decisions, designing and implementing policies in organizations, demographic variables could be taken into consideration in the interest of employers, employees and the organization as a whole. The results of the study are however, limited to the study organization.

Keywords: Employee age; Employee job satisfaction; Gender of employee; Staff rank; Tenure of service;

Introduction

Job satisfaction, a work-related behavioral characteristic, and an all-purpose component of human management, organizational management, industrial psychology and organizational behavior is currently a topical issue though it has received substantial attention by researchers and organizations over the years (Uddin et al., 2016, Hossain & Hossain, 2016). Locke (1976) reports that, by 1976 as many as 3000 published works on job satisfaction had been recorded. The concept of job satisfaction is however rooted in the works of Hoppock (1935) after which various authors have tried to define it (Ellickson & Logsdon, 2002; Greener & Barron, 1995; Robins et al., 2003; Rue & Byars, 1992; Spector, 2008). Hoppock (1935) defined job satisfaction from both psychological and work-environment point of view. Thus an employee is satisfied with the job when one can honestly and frankly express verbally that he/she is satisfied with the job engaged to do. Hoppock (1935) was of the view that both work-related and outside work-related conditions do influence job satisfaction. However Spector (2008) relates job satisfaction with work related factors by explaining the concept with reference to the feelings the employees have about their jobs and other facts relating to work. While Rue and Byars (1992) explain job satisfaction in terms of the state of mind of the individual about the job, Ellickson and Logsdon (2002) defines the concept as the degree to which people enjoy their work.

The opinion of Greenberg and Baron (1995) appears more elaborate, viewing job satisfaction as a response of the employee towards the job in cognitive, affective and evaluative terms. It is for this reason that Robbins (2003) contributes to the meaning of job satisfaction opining that job satisfaction disposes a positive attitude towards work while dissatisfaction portrays otherwise. Hossain and Hossain (2016) however support the view of Hoppock (1935) and regards job satisfaction (of the employee) as the resultant attitude held by the employee as a result of job-related and life-related conditions.

The commitment of employees toward the achievement of organizational goals and objectives depends on the extent to which they are satisfied with their job (Bhatti et al., 2016). Thus satisfied employees will work harder to increase productivity by working effectively to increase customer satisfaction (Trawil & Abdul-Jabbar, 2016). It is in this light that the study of job satisfaction is still relevant. Job satisfaction is nonetheless influenced by various factors including personality and demographic parameters. According to the five factor model, personality factors include neurotism, extroversion, openness, agreeableness and conscientiousness (Costa & McCrae, 1992; Digman, 1990). Demographic parameters are however variegated with the most studied in relation to job satisfaction being gender, designation, tenure, marital status, age, education, experience and monthly income.

The present study considers the relationship between demographic parameters and job satisfaction in Cape Coast Technical University. The study was prompted by an informal unstandardized survey in January 2015 by a group of students which appeared to reveal that faculty members of the institution were dissatisfied thus necessitating a scientific enquiry. Being a polytechnic at the time, with the potential to be upgraded to a university status, the study was more relevant since employee discontentment could result in increased turnover (Bhatti et al, 2016; Nazarudin et al., 2016) the institutions disadvantage. Discontentment could also result in lower productivity and student (customer) dissatisfaction (Tawil & Abdul-Jabbar, 2016). The study was also relevant in filling the gap between studies conducted in different cultural and national institutional settings. Being the first of its kind in the institution, it will reveal the satisfaction levels of faculty members and further serve as a basis for future research in both general and specific contexts. Suggestions that will be developed from the study could have a considerable effect on management and faculty members of the institution.

The study was conducted with the explicit view to answering two basic research questions:

1. What is the level of job satisfaction of faculty members with reference to items in the Minnesota Satisfaction Questionnaires (MSQ)?
2. To what extent is the difference in mean score of job satisfaction with respect to individual demographic variables (gender; age; years in position, work experience, lectureship rank, marital status and number of children)?

Based on the second research question, the following research sub-questions, with reference to the relationship between demographic variables and job satisfaction were further considered. Thus,

- 1) Is there a significant difference in mean job satisfaction scores for male and female faculty members?
- 2) Is there a significant difference in mean job satisfaction scores with reference to years of position held by faculty members?
- 3) Is there a significant difference in mean job satisfaction scores in terms of tenure of faculty members?
- 4) Is there a significant difference in mean job satisfaction scores with reference to rank of faculty members?

- 5) Is there a significant difference in mean job satisfaction scores for married and non-married faculty members?
- 6) Is there a significant difference in mean job satisfaction scores based on number of children of faculty members?

Method

The full time academic staff strength of the university is 102; 88 males and 14 females. Out of the 13 operational academic departments, all are considered, with a target population of 80. Faculty members of assistant lecturers and above were considered. Multistage sampling technique was employed, ensuring that equal chance was given to each member. Thus the lottery method was utilized. Employing the Yamene (1967) formula, 54 subjects were selected to participate in the study. The lottery method was employed to select 6 subjects from each of the selected departments except marketing (7) and Secretaryship and management studies departments (5), both in the school business studies.

The Yamene Formula is given by:

$$n = \frac{N}{1 + Ne^2};$$

where n is the minimum sample size,

N = target population = 80,

e = level of precision = 0.1.

Thus the minimum sample size was given by

$$n = \frac{80}{1 + 80(0.1)^2}$$

= 44.44 (approximately equal to 44 human subjects).

The instrument was composed of two sections, A and B. Section A of the instrument consist of demographic variables while section B was composed of the Minnesota Satisfaction Questionnaire MSQ (1977) short form 6S. The short-form consists of five alternative responses from each question: very dissatisfied with assigned value (1); Not satisfied, (2); Satisfied, (3); Very satisfied, (4); and extremely satisfied, (5). While it takes relatively short time to respond to the questionnaire, it also has high validity rating as well (Weiss et al., 1967). Another reason for choosing this scale was the high reliability and the extent to which measures are isolated from errors and consequently submit to consistencies in output (Peters, 1979; Cronbach, 1951). The most acceptable method employed to measure reliability of a scale is the Cronbach Alpha. Cronbach Alpha values range from 0 to 1 though satisfactory values should be more than 0.7 (Pallant, 2005). For this reason, the Cronbach Alpha was used to assess the internal consistency of the questionnaire. The overall Cronbach alpha value was found to be 0.81 indicating above satisfactory internal consistency. The questionnaire was therefore found to be reliable and suitable for study. Empirical studies suggest that the relationship between demographic parameters and job satisfaction with Cronbach alpha of present studies is within range thus enhancing internal validity.

Out of the 54 questionnaires distributed, 45 usable ones were analyzed at a response rate of 83.3%. SPSS software version 21 was used for the analysis. The first research question was analyzed using the descriptive statistics to determine the levels of the attitudes of job satisfaction and overall job satisfaction. Specifically, means, standard deviations and skewness were employed. The t-test tool was however utilized to analyze the second research question (through the seven subsidiary questions) which focused on the relationship between employee job satisfaction and demographic variables.

Results and discussion

This section displays the results of study, analyses of data and discussion of the results. It is composed of four sections, namely: demographic variables; relationships between demographic variables and job satisfaction; major findings; and limitations of study.

Demographic variables

Figure 1 shows the demographic distribution of the respondents. Out of the sampled 45 faculty members, 44 representing 97.8 percent were male. The mean age was 39 years and 7 months within a range of 28 and 56 years. The minimum of the multimodal age was 34 with 6.7 as the standard deviation. Mean working age was 9 years and 8 months, within the range of 5 and 24 years; the modal working age being 9 years. Ninety-one percent were master degree holders. Ranks in employment were lecturers (77.8 percent), senior lecturers (8.9 percent) and assistant lecturers (13.3 percent). Nine departments in three schools were considered: School of Engineering, School of Business Studies and School of Applied Science and Arts.

The proportions of respondents in terms of departments include 11.0 percent from Marketing Department; 11.0 percent from Secretaryship and Management Studies Department; and 11.0 percent from Accountancy Department. The others are Building Technology Department, 11.0 percent; Electrical Engineering Department, 8.9 percent; and Mechanical Engineering Department, 13.1 percent. The rest are Statistics Department, 8.9 percent; Liberal Studies Department, 11.0 percent; and Tourism Department, 13.1 percent. In terms of faculties, 33.3 percent of respondents from each school participated. About 71.1 percent of respondents were married; 2.2 percent single; and 4.4 percent divorced. The remaining 22.2 percent were in a relationship. In terms of number of children of respondents, about 53 percent had between 1 and 3 children while the remainder had between 4 and 6, after omitting outliers.

Figure 1: Demographic profile of respondents

Parameter	Frequency	Percent
Gender		
Male	44	97.8
Female	1	2.2
Age (years)		
Less than 31	1	2.2
31 – 40	28	62.2
41– 50	11	24.4
More than 50	5	11.2
Tenure in position (years)		
1-3	20	44.4
4-6	23	51.2
7-9	2	4.4
Work experience in university (years)		
Less than 6	8	17.8
6-10	19	42.2
11-15	14	31.1
16-20	3	6.7
More than 20	1	2.2
Qualifications		
Bachelor	6	13.3
Master	38	84.5
Doctorate	1	2.2

Rank		
Assistant Lecturer	6	13.3
Lecturer	35	77.8
Senior Lecturer	4	8.9
Department		
Accountancy	5	11.0
Building Technology	5	11.0
Electrical Engineering	4	8.9
Liberal Studies	5	11.0
Marketing	5	11.0
Mechanical Engineering	6	13.1
Secretaryship and Management Studies	5	11.0
Statistics	4	8.9
Tourism	6	13.1
School		
Business studies	15	33.3
Engineering	15	33.3
School of applied science and arts	15	33.4
Marital status		
Married	32	71.1
Single	3	6.7
In a relationship	10	22.2
Number of children		
1 - 3	24	53.3
4 - 6	21	46.7

Source: Study data, 2015

Job satisfaction level of faculty members

This section presents data, analysis and discussion on the responses of faculty members in relation to their job satisfaction levels using the Minnesota satisfaction questionnaire (MSQ) form 6S. Details of the responses are available in Table 2. Twenty questions were posed in accordance with the MSQ employee satisfaction model. The study revealed that majority of faculty members was somewhat satisfied of being able to keep busy on the job all the time. It is rather gratifying to note that a magnanimous proportion (33.3 percent) was satisfied of being able to keep busy all the time. About 13 percent were very satisfied on the item while the minority of the respondents was extremely satisfied on the assertion. It is not rather satisfying that 48.9 percent of followers were somewhat satisfied with being given the chance to keep busy on the job all the time. If about 18 percent were generally satisfied and 4.4 percent extremely satisfied this could be rather gratifying. There is, however, room for improvement. In order to improve on employee job satisfaction, members need to be regularly engaged. Engagement should be more interesting with consultations and consensus with subordinates as to what an employee could do best. A mean score of 2.64 (CD = 0.83) is an indication that generally, faculty members are not satisfied on the job as far as the item is concerned.

Table 2: Mean (M), standard deviation (SD) and skewness (Sk) of respondents satisfaction levels based on Likert scale 1-5.

Attributes	Mean (M)	Standard deviation (SD)	Skewness (Sk)
Being able to keep the job	2.64	0.83	-0.764
The chance to work alone on the job	2.84	0.89	0.775
The chance to do different things from time to time	2.87	0.885	-0.092
The chance to be somebody in the community	1.844	1.021	1.236
The way my boss handles his/her workers	2.889	1.153	0.225
The competence of my boss in making decisions	3.02	1.22	0.035
Being able to do things that do not go against my conscience	3.13	1.14	-0.278
The way my boos provide for steady employment	3.00	1.02	0.134
The chance to do things for other people	2.80	1.14	0.123
The chance to tell people what to do	2.98	1.16	0.229
The chance to do something that makes use of my abilities	2.89	1.13	-0.067
The way organizational policies are put into practice	3.07	1.21	-0.053
My pay and the amount of work I do	2.73	1.07	0.680
The chance of advancement of the job	2.44	1.03	0.413
The freedom to try my own methods of doing the job	2.84	1.19	0.40
The working conditions	2.78	1.17	0.095
The way my coworkers get along with each other	2.68	1.13	0.261
The praise I get for doing a good job	2.6	1.29	0.254
The feeling of the accomplishment I get from a job	2.53	1.27	0.117
The chance to try my own methods of doing my job	2.78	1.19	0.095
Mean	2.77	1.1	0.19

Source: Study data, 2015

Relationships between demographic variables and job satisfaction

The relationships between demographic variables and job satisfaction were analyzed employing the t-test statistical tool to aid answer research question 2 through the sub research questions. Thus the question “is there a significant difference in job satisfaction scores of faculty member in terms of gender, age, work experience, years in position, rank, marital status and number of children” guided this part of the research questions. In all seven cases respondents were divided into two groups to ascertain the effect of demographic variable on job satisfaction. In terms of age, the median mark, 37 years was used as the boundary, with those lower than 37 considered lower age group and those 37 and above considered the higher age group. The results showed that the lower age group was more satisfied than the higher age group with mean score 2.779 and 2.728 respectively. With effect size(the strength of association) being 0.001 (refer Table 3), the relationship between age and job satisfaction can be described as small, applying the Cohen (1988) criterion. The two tail sig value was also found to be 0.79. This implies that, there is no significant difference in mean job satisfaction scores for lower age (M=2.77; SD=0.5) and higher age (M= 2.73; SD=0.69 t(45)=0.265; $\rho=0.79$) groups though lower age faculty members were more likely to be satisfied than their higher age group counterparts (refer Table 3). The study therefore supports the findings of Sarker (2011) and Scott et al.(2005) and that there is no significant difference between age and job satisfaction.

However, other studies have revealed that there is significant difference in terms of age and job satisfaction (Abdul-Nasiru & Mensah, 2016; Hossain & Hossain, 2016; Okpara, 2004;

Kaya, 1995; Janson & Martin, 1982). Abdul-Nasiru and Mensah (2016) attributed the reason to the collectivist nature of some societies with particular reference to the Ghanaian society where respect is accorded to older folks as those with more experience, yielding enhanced job satisfaction at the workplace. This reason does not apply to the present study but rather otherwise. Higher educational attainment (relatively) of the lower age group which are likely to push them in departmental headship positions could override the level of respect usually accorded to those in higher age group and experienced people in society who lack relatively higher educational attainment. This may bring forth inferiority tendencies among the higher age members consequently leading to lower levels of job satisfaction than the younger colleagues at the work places.

Table 3: Summary of t-test results between demographic variables and job satisfaction

Source:

Variables Characteristics		Age (Years)	Gender	Years in position	Tenure (Years)	Rank	Marital status	Number of children
Mean score	Group 1	2.779(<37)	2.74 (Male)	2.7065(<4)	2.82(<10)	2.8(<senior lecturer)	2.71(married)	2.631(small)
	Group 2	2.728(37 and above)	3.14 (Female)	2.7681(4 and above)	2.66(10 and above)	2.68(senior lecturer and above)	2.8(not married)	2.97(large)
Sig(2-tailed)		0.790	0.539	0.757	0.404	0.551	0.660	0.041
Effect size (Strength of association)		0.001 (Small)	0.009 (Small)	0.002 (Small)	0.016 (Small)	0.008 (Small)	0.005 (Small)	0.007 (Moderate)
t		0.265	-0.62	-0.311	0.835	0.601	-0.443	-1.79
Standard deviation	Group 1	0.57	0.6327	0.67	0.60	0.65	0.66	0.55
	Group 2	0.69	0.6327	0.60	0.66	0.60	0.60	0.71

Computed from study data (2015)

Analyzing the relationship between genders, rank, years in position, tenure, and marital status and job satisfaction, the study revealed no significant difference between the demographic variables and job satisfaction. In terms of gender (refer Table 3) there was no significant difference in scores for males ($M=2.74$; $SD=0.63$) and female ($M=3.14$; $SD=0.62$; $t(45)=-0.62$; $p=0.539$). Abdul-Nasiru and Mensah (2016), Nector and Leary (2000), Andrew (1990), and Griffin (1984) have reported similar findings. Nevertheless, some studies have recorded situations of significant difference in scores of gender and job satisfaction (Hossain & Hossain, 2016; Sarker, 2011; Mroczek & Spiro, 2005; Chen & Francesco, 2003). The effect size (the strength of association) value of the relationship was 0.009 indicating a small effect in difference between the two scores, applying the Cohen (1988) criterion (refer Table 3). This implies that there is a small relationship between gender and job satisfaction as far as faculty members are concerned. This study thus also corroborates with the findings of Abdul-Nasiru and Mensah (2016), Swortzel and Taylor (2005), Nestor and Leary (2000), Andrews (1990), and Griffin (1984) in terms of strength of association.

The ranks of faculty members were divided into two groups as below senior lecturer; and senior lecturer and above. The study showed that there is no significant difference in job satisfaction scores with reference to ranks of respondents though those in the lower rank ($M=2.8$; $SD=0.65$) were more satisfied than those in the higher rank ($M=2.68$; $SD=0.6$;

$t(45)=0.601$; $p=0.551$) group (refer Table 3). With the effect size (the strength of association) being 0.008, the study also showed that the relationship between rank and job satisfaction was small with reference to the strength of association between the two variables (refer Table 3). Referring to the age distribution, it could be observed that, majority of the lower age group were in the lecturership category and this may influence the higher job satisfaction score of those in that bracket. Thus being in the lecturership category and of lower age could be quite motivating since it is only a short distance to move to the next rank of senior lecturer and above.

The number of years which respondents had been in position was also examined in relation to job satisfaction. Number of years was divided into two groups with the median at 4 years: that is, below 4 years and 4 years and above. The results showed that there is no significant difference between job satisfaction scores of those below 4 years ($M=2.71$; $SD=0.67$) and those of 4 years and above ($M=2.77$; $SD=0.6$; $t(45)=-0.31$; $p=0.757$) (refer Table 3). The effect size (the strength of association) was also found to be of small effect (0.002) indicating a small relationship between years in position and job satisfaction (refer Table 3). The study has thus showed that those who have been in position for longer period appear to be more satisfied than those who have served lesser years. Since serving in position attract more remuneration and respect and dignity, those who have held positions for more years are more likely to be better motivated in that respect thus enhancing their job satisfaction levels.

In examining the relationship between tenure (work experience) and job satisfaction, the period was divided into two groups with 10 years as the median mark: the lower group was below 10 years and the upper group 10 years and above. The results indicated no significant difference between the scores of those below 10 years ($M=2.82$; $SD=0.6$) and those 10 years and above ($M=2.66$; $SD=0.66$; $t(45)=0.835$; $p=0.408$) (refer Table 3). The effect size (the strength of association) was (0.016), which is considered a small effect applying the Cohen (1988) criteria. This means that there is a small relationship between tenure and job satisfaction. The study also revealed that those who have lower tenure were more satisfied than their other counterparts. This is reflected in the scores of the two groups where the lower tenure group ($M=2.8$) is more satisfied than their higher tenure group counterparts ($M=2.68$) (refer Table 3). In an environment where age may not be a relevant prerequisite for respect but qualification and rank, length of service may not be a criterion for respect and consequently, lower job satisfaction score of those with long services. In the view of Abdul-Nasiru and Mensah (2016) the collectivist nature of Ghanaian society rather encourages the young to respect the older ones at the work place bringing job satisfaction. However in situations where older ones feel disrespected as a result of inability to progress as they should, frustrations may set in with the consequence of dissatisfaction in relation to their job.

Though the relationship between marital status and job satisfaction was found to be insignificant it was observed that married couples were dissatisfied ($M=2.71$; $SD=0.66$) than unmarried counterparts ($M=2.8$; $SD=0.6$; $t(45)=-0.443$; $p=0.66$) (refer Table 3). The effect size (the strength of association) was also found to be small (0.005) (refer Table 3). This implies that the relationship between marital status and job satisfaction was small. This is consistent with the findings of Abdul-Nasiru and Mensah (2016), Nestor and Leary, and Swartzel and Taylor (2005). Abdul-Nasiru and Mensah (2016) were of the view that the situation where women are now occupying traditionally male dominated jobs, roles and positions may generate approximate satisfaction levels among married and unmarried females who both find themselves at work places with male counterparts. Thus since both married and unmarried members are working and are therefore likely to be able to provide their basic needs, they are also likely to be approximately equally satisfied.

The study further explored whether there is a difference between mean score of job satisfaction of faculty members in terms of number of children (refer Table 3). Two groups were created, small and large: those with between 1 and 3 children and those with between 4

and 6 children respectively. The study revealed that there is a significant difference in scores for those with between 1 and 3 children ($M=2.63$; $SD=0.55$) and those with between 4 and 6 children ($M=2.97$; $SD=0.71$; $t(45)=-1.79$; $p=0.041$). The effect size (the strength of association) value was computed to be 0.07 implying a moderate effect (refer Table 3). The study has thus showed that there is a moderate relationship between the number of children one has and job satisfaction. The Ghanaian societal culture appears to frown over barrenness, infertility and over those with fewer children. Thus those with more children may tend to be more satisfied than the others with less number of children.

Major findings

The following findings were obtained from the study:

- i.** Faculty members of the polytechnic were satisfied with reference to the attributes pertaining to the questions in the Minnesota Satisfaction Questionnaire.
- ii.** The results showed that the lower age group was more satisfied than the higher age group with mean job satisfaction score 2.78 and 2.73 respectively. The relationship between age and job satisfaction can best be described as small. There is no significant difference in mean job satisfaction scores for lower and higher age groups. The answer to the research question is therefore negative.
- iii.** The results showed that females were more satisfied than males with mean job satisfaction score 2.74 and 3.14 respectively with reference to gender. The relationship between gender and job satisfaction can best be described as small. There is no significant difference in mean job satisfaction scores for males and females. The answer to the research question is therefore negative.
- iv.** The results showed that the lower year group was more satisfied than the higher year group with mean job satisfaction score 2.71 and 2.77 respectively in terms of years in position. The relationship between years in position and job satisfaction can be described as small. There is no significant difference in mean job satisfaction scores for lower and higher year groups. Thus the answer to the research question is thus negative.
- v.** The results showed that the lower age group was more satisfied than the higher age group with mean score 2.82 and 2.66 respectively in terms of tenure. The relationship between tenure and job satisfaction can best be described as small. There is no significant difference in mean job satisfaction scores for lower tenure and higher tenure groups. The research question is thus answered in the negative.
- vi.** The results showed that the lower rank group was more satisfied than the higher rank group with mean score 2.8 and 2.68 respectively with reference to rank. The relationship between rank and job satisfaction can best be described as small. There is no significant difference in mean job satisfaction scores for lower and higher rank groups. The research question was therefore answered in the negative.
- vii.** The results showed that married faculty members were more satisfied than unmarried counterparts with mean job satisfaction score 2.71 and 2.80 respectively with reference to marital status. The relationship between marital status and job satisfaction can be described as small. There is no significant difference in mean job satisfaction scores for married and non-married faculty members. The research question was thus answered in the negative.
- viii.** The results showed that the lower number of children group was more satisfied than the higher number of children group with mean score 2.63 and 2.97 respectively. The relationship between number of children and job satisfaction can best be described as moderate. There is significant difference in mean job satisfaction scores for lower number of children and higher number of children groups.

Limitations of study

It is well noting that there were some limitations of the present study. This is because factors such as personality traits, cultural parameters and organization-specific variables could also influence employee job satisfaction as well. For example, organization-specific variables such as institutional policies involving promotions, qualifications, individual performance, workplace-nature and non-specific tasks could impart the levels of job satisfaction though their contributory effects to the dependent variable were not examined. Thus these factors were assumed to be nonexistent. The results of the study are also limited to the study organization, Cape Coast Technical University. It is nevertheless well appreciating that the present study portrays some debatable but interesting findings in a bid to contribute to studies associated the relationship between demographic variables and employee job satisfaction in general and Cape Coast Technical University in particular.

Also worth noting are the findings pertaining to the case under consideration. The contribution of the findings to non-western studies with reference to relationship between demographic variables and job satisfaction would certainly be a reference document to human resource managers and researchers in related disciplines. Further studies could concentrate on inter-relationships between specific dimensions of job satisfaction and other related variables, such as personality traits, cultural parameters and organization-specific influencers. Replicating the current study in other tertiary institutions in Ghana may help identify commonalities or differences inherent with these institutions. This could help in decision-making and policy intervention strategies to develop human resource capacities of tertiary institutions in Ghana.

Conclusion

The study has revealed that demographic variables may have relationship with employee job satisfaction no matter how small it may be. Findings from the study shows that older faculty members; and those who have served for longer period; are less satisfied than younger and less experience counterparts in terms of job satisfaction. Findings also show that the number of children one has may affect job satisfaction level of faculty members. Other demographic variables such as gender; rank and years in position may also influence job satisfaction of members. The study further revealed that the difference in overall job satisfaction scores with reference to gender; age; years in position; tenure; rank; and marital status are small and insignificant except number of children which was moderate and significant. It is recommended that the human resource department and management of the institution should provide means of counseling assistance to help deal with the issue of dissatisfaction among faculty members. Encouraging long serving members to upgrade themselves through training, promotion, steady payments, job security and research finding could also help dissolve the situation.

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