

# Gender and Age Differences in Job Satisfaction among Junior and Senior Staff in the University of Cape Coast, Ghana

MARY OWUSU OBIMPEH  
School of Physical Sciences, University of Cape Coast, Ghana  
[antsaba@yahoo.co.uk](mailto:antsaba@yahoo.co.uk)

## Abstract

This study is an attempt to examine the positive relationship between age and gender on job satisfaction. The Gender of a person and the Age of an individual has some link with the job satisfaction of a member of staff. Management theorists including Sheppard and Herrick (1972) attest to this. This research aims at ascertaining how gender and age differences affect the individual's satisfaction on the job as far as junior and senior staff in the University of Cape Coast are concerned. The study involved an accessible population size of 100 staff which comprised 47 senior staff and 53 junior staff. The short form of the Minnesota questionnaire was used. The findings from the study depicted among others the following: that both male and female staff were satisfied with their present professional status. It is clear from this, that attaining a higher professional status through upgrading oneself will bring its concomitant financial benefits. It is therefore recommended that junior and senior staff should be urged to improve upon themselves academically. As remuneration no doubt affects the job satisfaction of workers, the study elucidated the fact that male and female staff were dissatisfied with remuneration. It is therefore recommended that this aspect of job satisfaction is reviewed periodically based on inflationary trends and more so to reflect the current cost of living in the country. In the area of welfare package for staff, it was recognized that male workers were more dissatisfied than their female counterparts. The study also indicated that females were more satisfied than males in the area of academic qualification depicting that they did not have the urge to attain higher academic qualifications probably because of the assumption that a highly educated woman may not get a husband to marry which is a purely gendered attitude. The researcher being a female does not want to assume that females are afraid of attaining higher academic laurels, hence it is suggested that public universities should institute measures to make attaining higher academic qualification more attractive to female staff.

**Keywords:** Gender, Age Differences, Job satisfaction, Extrinsic and Intrinsic areas of job satisfaction.

## 1. Introduction

In Ghanaian Universities today, both male and female staff, young and old, engage in one business or the other to make ends meet depicting dissatisfaction in a way. It is evident that this invariably affects work output. It is very critical that workers who are the very fabric of any organization must be satisfied on the job in order to deliver. Preliminary research suggests that Age and Gender may account for job satisfaction discrepancies. However, we will want to ascertain whether age difference affects job satisfaction. Do older serving staff exhibit higher job satisfaction than younger serving staff? Do female staff experience higher job satisfaction than male staff? If this is so, the relationship may alter the University of Cape Coast in Ghana's recruitment strategies by rendering young job seekers more attractive vis a vis older job seekers. In like manner, the University's recruitment strategies as far as male and female staff are concerned will have to be reviewed.

According to Mohammed Zia Ur Rehman et al (2010) in their paper "effect of job satisfaction, moderating role of age difference, an empirical evidence from Pakistan" noted that job satisfaction was more related to extrinsic rewards for employees than intrinsic rewards. The age difference had moderating effect on job satisfaction as it increases with rise in age. He mentioned that among the most accepted or widely used definitions of job satisfaction is the one given by Locke (1969). Here he defines job satisfaction as a positive emotional feeling, as a result of one's evaluation towards his job and his experience by comparing between what he expects from his job and what he actually gets from it.

(Kallebers,1977) asserts that for the relationship between job satisfaction and age, older workers are more satisfied with their jobs than younger workers. Kallerbers and Loscocco (1983) further urged that job satisfaction increased with proportional rise in age as older staff have good jobs. It was concluded that the level of intrinsic rewards appear to increase up to around age forty (40) and again after age sixty-one (61), during the forty-one (41) to sixty (60) age periods, but the age intrinsic reward relating becomes relatively flat. Janet (1987) maintains that for job intrinsic rewards, workers with a supervisory role tend to have a higher level of job satisfaction while those in the subordinate roles indicate lower job satisfaction. Janet (1987) in her research, found that job satisfaction for both men and women was likely to be affected by comparing the present financial position of the worker to the past position. Looking at gender differences, Lallerberg and Loscocco 1983 aver that there is a significant difference in job satisfaction levels between women and men. Meanwhile, Donald and Aborkah (1987) saw that men reported a higher level of job satisfaction than their female counterparts. In view of this,

the literature survey in this area has not been consistent. but with increase in extrinsic rewards as well.

Job satisfaction increases not only with age rise

Job satisfaction is a crucial area for it has some bearing to life satisfaction in general terms as purported by R. D. Smither 1994. Ostroff (1992) and R. D. Smither (1994) in their research bring to the fore that an employee's satisfaction has an impact on his performance in the organization he works. Donald A. Laird (1975) purports that when staff are involved in the planning of their own work they feel more in control of their destiny. In addition R. M. Fulmer (1983) asserts that satisfaction is the unique motivator that makes human beings work harder for less pay. General work conditions in Ghana today are not so enticing, as such junior and senior staff in the University of Cape Coast, Ghana have embraced the single spine salary structure regardless of its concomitant effects only because the basic salary of the junior and senior staff will no doubt be increased and this will affect the staff's net salary and that is more important to any average Ghanaian. The frequent increase in the price of petrol directly affects prices of goods and inflationary levels in the end. There is no doubt that cost of living has been rising by the day.

## 2. Statement of the Problem

Over the past two decades, social research has not looked at Gender and Age differences as two variables in themselves affecting job satisfaction.

There have been attempts to make workers satisfied - In 1997, the Government of Ghana initiated an effort to make workers satisfied by bridging the salary disparity gap between the salaries of civil servants and those in the public sector. Ascertaining whether male and female staff are satisfied or dissatisfied on the job is of critical importance in any institution that values its human capital. In like manner, finding out whether young or older serving staff are dissatisfied with particular aspects of the job is crucial as it will inform management to take vital decisions.

In a nut shell, the Ghanaian economic situation together with inadequate decentralization and low pace of academic achievement among staff especially junior staff brings about the significant or insignificant difference in job satisfaction between junior and senior staff. A careful study of the job satisfaction levels in Ghanaian Universities indicates that junior and senior staff irrespective of gender have a negative perception about their conditions of service, their remuneration and work environment. In effect issues to be handled professionally are treated unprofessionally. This no doubt leads to ineffectiveness and lack of efficiency. This research is an attempt to ascertain whether this assumption is a truism.

## 3. Purpose of the study

1. The primary purpose of this research is to ascertain how male and female staff perceive their jobs in terms of satisfaction. In like manner, the study will unravel how older and younger serving staff perceive their jobs in terms of satisfaction.

## 4. Objectives of the study

In specific terms this study is designed to:

1. Find out whether the level of job satisfaction of male staff differs from their female colleagues.
2. Explore whether the level of job satisfaction of young serving staff differs from their old serving counterparts.

## 5. Research Questions

In view of the above the study seeks to answer the following questions;

1. Is there a significant difference between the age of junior and senior staff in relation to their satisfaction on the job.
2. How male and female staff perceive their job in terms of the satisfaction they get from it.

## 6. Significance of the study

The study will be relevant to Heads of Teaching Departments and non Teaching Departments, Centres, Colleges and Institutes within the University setting as well as the Division of Human Resource in Universities in Ghana and abroad. In addition it will also equip government and all other agencies and organizations together with policy makers with vital information on the state of job satisfaction of University junior and senior staff in the country with regards to age and gender differences

## 7. Review of related Literature

### 7.1 Theories of Job Satisfaction

There are theories to explain job satisfaction. For example, there is the need fulfillment theory which purports that all individuals have differing needs which include needs that concern self actualization, motivators,

achievement, affiliation and power. Fulfilling these needs leads to job satisfaction. According to Smither (1994) the empirical basis for these theories is scanty and not widely used. There is the expectancy theory which asserts that satisfaction is the result of what workers expect to get from their efforts vis a vis what they actually get. Some researchers have questioned this theory.

Another theory is the social information processing theory. The theory indicates that satisfaction or dissatisfaction results from comparing oneself with other workers. Proponents of the theory who include Berger and Luckman (1967) and Schutz (1967) interpreted that it is through a process of comparisons that an individual can know how he or she is doing. Here, the importance of the social environment in shaping individual behaviour is emphasized.

There is also the opponent-process theory by Landy (1978). This discusses the role which the central nervous system plays when an individual experiences an intensively positive emotional state. In a case like that a negative emotion comes into play to bring the positive under control in other words to establish homeostasis or a state of balance. Smither (1994) explains that this theory has not really been tested. There is also the genetic theory which considers disposition factors as the major determinant of satisfaction. In any case, research has revealed that genetics are only part of job satisfactions and that environmental factors cannot be ignored.

### *7.2 Job Satisfaction and Its Constituents*

Morale was the term used to describe job satisfaction until after the 1950's according to Organ and Bateman (1991).

Although job satisfaction is an intriguing area of study, it is a complex phenomenon involving factors like working conditions, supervision, individual motivation and the work itself as noted by R. D. Smither (1994). There are several definitions of job satisfaction. For example Organ and Bateman (1991) define it as the constellation of a person's attitudes toward or about the job.

Torrington and Hull (1991) define it as the extent to which one's job is pleasurable or unpleasurable.

In my opinion, job satisfaction is the extent to which an individual will not want to leave his job but stay and give off his best.

According to Organ and Bateman casual observation and scientific study provide compelling evidence that job satisfaction is an important component of overall psychological adjustment. (There is a correlation between job satisfaction and psychological health).

To Palmore (1969) people who like their work are likely to live longer. According to Organ and Bateman ,assessment and feelings have some correlation but the correlation is neither invariable nor absolute. Three books, Work in America (1973), Where have all the job gone (1972) and the Job revolution (1972) agree that job satisfaction was decreasing and that the major cause was "sterile" work that gave few people the chance to grow psychologically and become fulfilled.

Studies by Gallup (1949-1970) show that job satisfaction remained stable over the years since 1949. Also from Organ and Bateman (1991) the quit rate among employees surveyed by government agencies increased steadily in the 1960's. Within the manual working class, job satisfaction is higher among skilled labour according to Galenson Lipset (1960). Organ and Bateman (1991) indicate that sex differences in job satisfaction show less consistency. But Sheppard and Herrick's (1972) in a survey discovered that females are less satisfied than males, especially young women are less likely to be satisfied with just any form of employment. Herzberg (1955) found in a review that there was some consistent trend in job attitude according to age and length of service. According to him, people in their teens or early twenties work with enthusiasm but this wanes in the late twenties or early thirties.

Herzberg (1996) found that factors known as hygiene factors led to dissatisfaction and they include company policy, administrative supervision, technical aspects, salary, interpersonal relations, supervision and working conditions, working conditions a hygiene factor are not attractive in our universities today. For example most workers (junior staff) live in remote places and this affects punctuality and productivity.

### *7.3 Job Satisfaction and Productivity*

S. P. Robbins (1992) indicates that Managers should be concerned with their employees' job satisfaction for three (3) reasons.

1. There may be a link between satisfaction and productivity.
2. Satisfaction appears to be negatively related with absenteeism and turnover.
3. Managers have the human duty to ensure that their employees have jobs that are challenging, intrinsically rewarding and satisfying.

With the first point R. D. Smither (1994) p. 242 indicates that "satisfaction and productivity is not as straightforward as once assumed". According to Smither (1994) the belief that satisfied workers would give off their best is cow sociology as postulated by Gray and Starke (1984). The reason being that content cows will produce more milk (p. 242).Smither (1994) is of the view that dissatisfied employees can be highly productive while satisfied employees can be highly unproductive. It is incumbent upon the management of any organization to ensure that the work environment is conducive to bring about a high level of job satisfaction.

#### 7.4 Increasing Job Satisfaction

Smither (1994) after analyzing some research, notes that salary means different things to different people hence it is not the most important motivator for many workers. Also job enlargement where jobs are combined or restructured to make workers have opportunities to learn about other jobs in the workplace increases the quality of production though not the amount. In addition, job enrichment helps to increase job satisfaction, here when jobs are restructured so that they are challenging, Smither (1994) believes they experience high levels of satisfaction.

Smither (1994) acknowledges that many employers have done well to respond to the challenge of increasing job satisfaction by offering special packages to their employees. For example in employer sponsored child care and flexible compensation systems. Reminiscent of this is during the 1970's when the University of Cape Coast, Ghana had buses to take staff children to and from school as the researcher who was born during this period still remembers one of the bus drivers called "skido". Although things have changed such benefits for staff are crucial and must not be overlooked if employee job satisfaction must be increased.

#### 7.5 Personal Determinants of Job Satisfaction

##### *Job Satisfaction and Age*

It appears that research has been equivocal and there has been consistent proof that age exerts some influence on the job satisfaction as purported by (Chambers, 1999; Cranmer, 1993; Robbins, 2001; Staw, 1995; Tolbert and Moen 1989). From research, older workers tend to experience high levels of job satisfaction as purported by Belcastro and Koeske, 1996 et al. The reason for this may be due to better adjustment at work, better conditions and greater rewards at work as indicated by Birdi, Warr and Oswald (1985). Blood et al (2002) is also of the view that older workers were more likely to report higher levels of job satisfaction than younger workers.

In the same light, Siv, Spector, Cooper and Donald (2001) saw that age was positively related to job satisfaction and the mental well-being in a sample of managers.

According to Blood et al, (2002) job satisfaction increases with age and work experience. It can be deduced that older workers are more at home and can tolerate authority and can learn to lower expectations for their jobs. Blood et al, (2002) affirm that older employees may have jobs that use their skills better, work under better job conditions, benefit from advancements and promotions, as well as appreciate fringe benefits more than younger, less experienced employees.

From a review of literature on age, Rhodes (1983) came to an emphatic conclusion that overall job satisfaction is related to age. This is because older workers depict great satisfaction with their jobs than younger employees, although this relationship is not very clear. Some researchers suggest a linear relationship (Weaver, 1980, Mottaz, 1987), other research conducted talk about a U Shaped relationship. (Karmar, Carlson and Brymer 1989; Staw, 1995). From the above mentioned facts, Clark (1996) attributes this to the point that younger staff may feel satisfied because they do not have much experience about the labour market against which to judge their own work. In alternative terms, older workers or staff may not have high aspirations as they realise that they face limited alternative choices as they grow older.

##### *7.6 Job Satisfaction and Gender*

A careful analysis of the literature in terms of the relationship between gender and job satisfaction shows some inconsistency. According to some studies, women have higher job satisfaction while other studies indicate that men are more satisfied. In the same vein, other studies find no significant difference between male and female (Mortimer, Finch and Maruyama, 1988).

Souza-Poza (2003) indicates that women's satisfaction has declined greatly in the past decade while men's job satisfaction has remained fairly constant.

According to Coward, Hogan et al (1995 cited in Jinnett and Alexander, 1999), female staff demonstrated higher levels of job satisfaction than their male counterparts in most work environments. It is interesting to note that a number of research work involving different population substantiate this view. (Lambert et al, 2001; Loscocco 1990; Max Macmillan, 1999).

Al-Masahan (2003) however mentions that male staff in comparison to female staff report higher levels of job satisfaction. The reason attributed to this was that men have better chances in terms of employment and opportunities to advance in their jobs at a more rapid pace than females.

Again Miller and Wheeler (1992 cited in Lim, Teo and Thayer, 1998) aver that women were inclined to have low job satisfaction because they normally hold positions at lower levels in the organizational structure where salary and promotional chances were less attractive. It is worth mentioning that from the numerous studies conducted on different work environments, there were no significant gender differences in job satisfaction, irrespective of the fact that females on the average have inferior jobs in terms of salary, status, level of authority and opportunities for promotion (Hull, 199; Jones Johnson and Johnson, 2000, Rout, 1999).

There is the issue of the paradox of the contented working women (Tolbert and Moen, 1998). This is explained as; men and women attach value to different aspects of job. Apart from placing a great emphasis on co-worker relations, women are also more inclined to place much emphasis on jobs that offers them with a sense of

accomplishment (Tolbert and Moen, 1998). Besides this, females may compare themselves only with other women or with women who are at home than with all other workers (Hull, 1999).

### 7.7 Employee satisfaction

There have been concerns that the single spine salary structure was implemented without scientific evaluation as said by the Executive Director of IMANI Ghana, Franklin Cudjoe. He asserts that one of the causes of labour agitations in the country is the short fall of the Single Spine Salary Structure.

The term single spine refers to the role where all public sector workers no matter their specialized field and the public organization they belong to must be placed on one common salary structure. The Single Spine Salary Structure policy essentially involves placing all public sector employees listed in Article 190 of the 1992 constitution on one unified salary structure known as the (Single Spine Salary Structure).

The Government of Ghana intended to make workers satisfied with the Single Spine Salary Structure. However, it is reported that the Single Spine Salary Structure increased Government wage bill from about GH¢2 billion to more than GH¢7 billion by the end of 2012. Several worker groups have embarked on strikes owing to wage discrepancies. He said to okay FM that Government's inability to create jobs for the youth has left majority of workers discontent and as such they engage in social vices. It was realized from the presidential retreat at Peduase in the Eastern Region of Ghana that a total of GH¢3.5 billion was spent on wages and salaries from January to May 2013 representing 4 percent above the budgeted target of GH¢2.9 billion.

Other concerns indicate that a complete scrap of the Single Spine Salary Structure will be a recipe for disaster as said by Dr. Joe Abbey a renowned economist. He believes that there are fundamental issues that need to be dealt with for example knowing the number of workers on the pay roll of some of the state institutions of subvented agencies.

Apart from the Single Spine Salary Structure, there have been hikes in utility tariffs and Ghana Medical Association Secretary Dr. Frank Serebour told XYZ news that the psychological impact it will have on Ghanaians will be huge and so to prevent health consequences, he suggested the Government reviews it downwards. The Public Utility Regulatory Commission (PURC) announced tariff increments of 78.9 percent for electricity and 52 percent for water and this took effect from October, 2013. Dr. Serebour argued that the tariff adjustment was "too high and its anticipated psychological impact on Ghanaians was not healthy". According to him, the adjustments do not match the recent 10 percent increment in the base pay of public sector workers and so could spark a wave of socio-psychological consequences. The Ghana Trade Union Congress (TUC) gave the Government 10 days to suspend the recent tariffs adjustment otherwise the Trade Union Congress will resort to using industrial means to impress upon Government to give workers some relief if nothing is done about the 10 days ultimatum.

From the above, it is clearly depicted that the Ghanaian macroeconomic situation has no doubt developed in terms of technology over the years, however, our only role is the supply of raw materials or physical labour as purported by Daniel E. M. Acheampong (1994). Ghanaian workers are eking out existence in the face of unfair prices of commodities which are largely imported from abroad. In the Ghanaian context, the salaries of the average worker is negligible in the face of harsh economic realities. According to D. E. M. Acheampong (1994) our budgetary stipulations run into billions of cedis, yet the average income of all Ghanaians might just be about 180 Ghanaian cedis for a month.

Currently, the cedi value is depreciating everyday as averred by A. Kofoya-Tetteh (1994). It makes it crucial for at least periodic review of salaries. Owing to the fact that people are not earning commensurate salaries for the work they do. This results in constant embezzlement and corruption which is pointed out by D. E. M. Acheampong (1994). Apart from the above factors, the bureaucratic structure also poses a problem due to an excessive centralization of decision making among senior staff and this stifles the prompt execution of certain activities. Besides, junior staff lack sufficient discretionary authority to take some decisions as major decisions affecting junior staff must be handled by senior staff. It boils down to the fact that, centralization of decision making authority in the senior staff rank suppresses initiative and enthusiasm of junior staff in the University. It is observed from the study that the University finds it difficult to provide accommodation which is a basic need of a worker so workers are not motivated if they have to think about exorbitant rent charges.

Although the University sees promotion as a form of advancement and is willing to promote deserving staff, staff probably do not find the environmental conditions within which individuals are trained attractive considering the economic hardships. In other words, the cost involved in training is high and so most staff cannot go through it to advance and get promoted.

## 8. Methodology

### 8.1 Research design

The study sought to ascertain the present state of job satisfaction in relation to age and gender differences and so was descriptive in nature.

The first section of the questionnaire covered demographic data such that information about the University, the

highest working experience and the percentage status was elicited.

The second part dealt with issues related to the level of job satisfaction. These issues brought to the fore whether workers were satisfied with present salary and welfare conditions among other things.

The third aspect was to elicit data on the workers expectancy level of basic needs for example whether increase in allowances should be 100 percent, below it or was not necessary.

#### 8.2 Population

This research was conducted among staff in the University of Cape Coast, Ghana. The population involved junior and senior staff in the University of Cape Coast. The researcher adopted the random sampling method to select fifty (50) junior staff and fifty (50) senior staff in the University of Cape Coast. In the final analysis 47 senior staff and 53 junior staff responded.

#### 8.3 Instrumentation

The instrument used for the research was the likert type questionnaire to ensure that staff give objective information regarding the way the variables of gender and age differences affect the workers state of job satisfaction

#### 8.4 Data analysis

Staff of the University of Cape Coast, precisely junior and senior staff views of job satisfaction were sought in relation to their age and gender using descriptive statistics. The researcher used the SPSS version 1.6 to statistically analyze the data.

### 9. Analysis and Discussion

This section highlights the empirical evidence on job satisfaction among junior and senior staff in the University of Cape Coast using the likert scale questionnaire, a short form of the Minnesota satisfaction questionnaire with particular importance to the age and gender variables.

**Table 1: DISTRIBUTION OF STAFF GENDER BY DEPARTMENTS**

GENDER	RESPONDENTS									
	Registry	Social Science	Science	Education	Arts	Total	No.	%	No.	%
Male	16	16	6	7	11	11	11	11	51	51
Female	4	4	14	14	9	9	9	9	49	49
Total	20	20	20	20	20	20	20	20	100	100

From the above table it can be inferred that there is equitable distribution of respondents as far as gender is concerned. This fair distribution helps the researcher identify which gender has a higher or lower job satisfaction.

**Table 2:DISTRIBUTION OF AGE RANGE OF STAFF BY GENDER**

Age	Gender					
	Male	Female	Total	No.	%	No.
Below 35	23	23	52	52	52	52
Above 36	28	20	48	48	48	48
Total	51	49	100	100	100	100

From the table it is vivid that the young staff sampled in the University of Cape Coast outnumber the older serving staff although by some small margin. This will enable the researcher identify whether the young serving or older serving group enjoy higher or lower job satisfaction.

**Table 3:DISTRIBUTION OF AGE RANGE OF STAFF BY RANK**

AGE	RANK					
	Senior Staff	Junior Staff	Total	No.	%	No.
Below 35	19	33	52	52	52	52
Above 36	28	20	48	48	48	48
Total	47	53	100	100	100	100

This table clearly depicts that more than half of the respondents population are junior staff and almost one out of every two are young. It is also clear that most senior staff have advanced in terms of age. This will help the researcher to determine whether junior staff who are young and form a greater percentage of the staff population are more satisfied than senior staff who are few and older.

#### 9.2 Objective 1

This section deals with the first objective of this research study, which is to ascertain whether the level of job satisfaction of male staff differs from their female counterparts.

The discussion and tables below facilitates the analysis of data.

**Table 4: Distribution of Gender Of Respondents By Present Professional Status**

GENDER	PRESENT PROFESSIONAL STATUS					
	Satisfied		Dissatisfied		Total	
	No.	%	No.	%	No.	%
Male	32	32	19	19	51	51
Female	32	32	17	17	49	49
Total	64	64	36	36	100	100

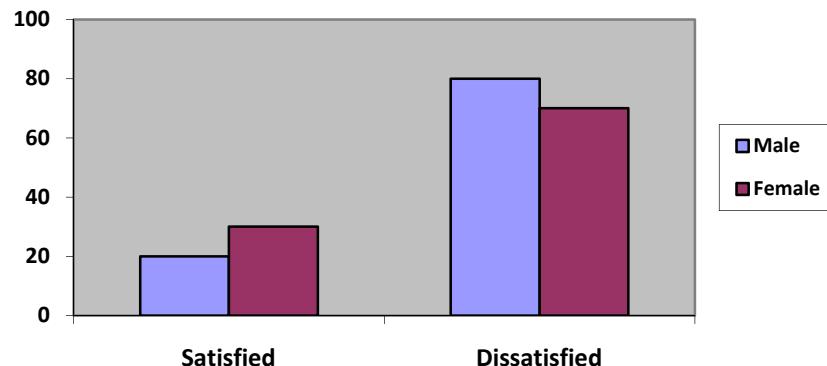
Here it is evident that three (3) out of five (5) male or female are satisfied with their present professional status. Although staff are conscientized not to be complacent at their place of work, attempts should be made to create opportunities for personal development and advancement.

**Table 5: Distribution of Gender of Respondents by Salary or Other Remuneration**

Gender	Salary of other remuneration					
	Satisfied		Dissatisfied		Total	
	No.	%	No.	%	No.	%
Male	12	12	39	39	51	51
Female	8	8	41	41	49	49
Total	20	20	80	80	100	100

Concerning distribution of gender of respondents by salary or other remuneration, it could be found that both male and female staff were dissatisfied in terms of remuneration. In fact four (4) out of every five (5) people were dissatisfied. There is every indication from this that remuneration no doubt affects the job satisfaction of workers. The salary structure of workers should be a major concern to Unionized Force (TEWU) and (FUSSAG).

**Graph 1: Distribution of Gender of Respondents by Welfare Package for Workers Sex of respondent**



Here neither male nor female staff were satisfied with the welfare package for workers. However, male workers were more dissatisfied. This is probably because men are expected to be the bread winners in homes. Maslow's basic needs which must be provided for humans to perform is evident in the picture created.

**Table 6: Distribution of Gender Of Respondents By Academic Qualification**

Gender	Academic Qualification					
	Satisfied		Dissatisfied		Total	
	No.	%	No.	%	No.	%
Male	29	29	22	22	51	51
Female	30	30	19	19	49	49
Total	59	59	41	41	100	100

With regards to the distribution of gender of respondents by academic qualification, it was detected that females were more satisfied than males. One may be tempted to assume that females are afraid of obtaining a higher education for fear that they may not get husbands. This is an ancient belief and so management of the University should disabuse the minds of female staff with respect to this wrong notion.

It is suggested that several opportunities should be created for staff especially female staff to advance. The reason is the benefits of academic advancement were numerous for example L'Hommedieu (1984) indicated that women experienced financial fears at the time of divorce".(Elinor lottinville and Abraham Scherman 1988 p.166).

**Table 7: Distribution of Gender of Respondents by Present Work Load**

<b>GENDER</b>	<b>PRESENT WORK LOAD</b>					
	Satisfied		Dissatisfied		Total	
	No.	%	No.	%	No.	%
Male	43	43	8	8	51	51
Female	35	35	14	14	49	49
Total	78	78	22	22	100	100

In the area of distribution of gender of respondents by present work load, it can be said that as far as gender is concerned, there is job satisfaction in terms of present work load.

**Table 8: Distribution of Gender of Respondents by Competence of Supervisors**

<b>GENDER</b>	<b>COMPETENCE OF SUPERVISORS</b>					
	Satisfied		Dissatisfied		Total	
	No.	%	No.	%	No.	%
Male	49	49	2	2	51	51
Female	44	44	5	5	49	49
Total	93	93	7	7	100	100

In the case of distribution of gender of respondents by competence of supervisors, there was a significant positive relationship between gender and competence of supervisors 49% of males were satisfied while 44% of females were also satisfied.

It must be mentioned that with the above it substantiates Crosby's (1982) assertion that women place more emphasis on interpersonal relationship and this is shown in how out of every five (5) women, four (4) are satisfied with competence of supervisors.

**TABLE 9: Distribution of Gender of Respondents by Rate of Promotion**

<b>GENDER</b>	<b>RATE OF PROMOTION</b>					
	Satisfied		Dissatisfied		Total	
	No.	%	No.	%	No.	%
Male	21	21	30	30	51	51
Female	21	21	28	28	49	49
Total	42	42	58	58	100	100

In the area of distribution of gender of respondents by rate of promotion out of every five (5) male or female, three (3) are dissatisfied with the rate of promotion. The picture here suggests that staff are not making efforts to upgrade themselves and thus are not being promoted thereby causing this dissatisfaction rate. There is therefore the need to develop a positive attitude towards participating in advancement programmes. It must be stressed that slightly less than half of the respondent population who are satisfied could be senior staff. Therefore as male and female staff upgrade themselves, senior and junior staff should also upgrade themselves.

**Table 10: Distribution of Gender of Respondents by Respect from Colleagues**

<b>GENDER</b>	<b>RESPECT FROM COLLEAGUES</b>					
	Satisfied		Dissatisfied		Total	
	No.	%	No.	%	No.	%
Male	49	49	2	2	51	51
Female	47	47	2	2	49	49
Total	96	96	4	4	100	100

With respect to the distribution of gender of respondents by respect from colleagues, it was found that respect from colleagues affect the job satisfaction of gender in a positive manner. It should be ensured that this aspect of satisfaction is sustained in order to motivate workers.

### 9.3 OBJECTIVE 2

The second objective was to explore whether the level of job satisfaction of young serving staff differs from their older serving counterparts. To find out the accuracy of this objective, variables depicting the job satisfaction level such as respect from colleagues, rate of promotion were cross tabulated with age as the relevant dependent variable.

**Table 11: Distribution of Age Range of Staff by Respect from Colleagues**

<b>Age</b>	<b>RESPECT FROM COLLEAGUES</b>					
	Satisfied		Dissatisfied		Total	
	No.	%	No.	%	No.	%
Below 35	50	50	2	2	52	52
Above 36	46	46	2	2	48	48
Total	96	96	4	4	100	100

In the case of distribution of age range of staff by respect from colleagues there was enough evidence that staff irrespective of age were satisfied with respect from colleagues. Here four (4) out of every five (5) staff who were below thirty-five (35) or above thirty-six (36) were all satisfied.

There is enough evidence that irrespective of age or gender or rank, staff were satisfied with respect from colleagues. The Division of Human Resource of the University should ensure that this positive relationship is strengthened.

**Table 12: Distribution of Age Range of Staff by Rate of Promotion**

<b>AGE</b>	<b>RATE OF PROMOTION</b>					
	Satisfied		Dissatisfied		Total	
	No.	%	No.	%	No.	%
Below 35	22	22	30	30	52	52
Above 36	20	20	28	28	48	48
Total	42	42	58	58	100	100

With reference to the distribution of age range of staff by rate of promotion, young serving staff were found to be more dissatisfied than older serving staff. This emerging trend could be attributed to the fact that young serving staff needed promotion to attain higher professional status so as to meet up with the responsibilities of the home environment and society at large.

Another inference could be that older serving staff were relatively satisfied for they might have settled down in life. However, once both groups are all dissatisfied there should be measures to streamline the professional advancement agenda for junior and senior staff in the University of Cape Coast, Ghana.

**Table 13: Distribution of Age Range of Staff by Competence of Supervisors**

<b>Age</b>	<b>RESPECT FROM COLLEAGUES</b>					
	Satisfied		Dissatisfied		Total	
	No.	%	No.	%	No.	%
Below 35	48	48	4	4	52	52
Above 36	45	45	3	3	48	48
Total	93	93	7	7	100	100

In discussing the distribution of age range of staff by competence of supervisor, there was clear evidence that this is a satisfactory area. The reason is only one (1) out of ten (10) were dissatisfied with this aspect. Staff below thirty-five (35) years of age were slightly more satisfied than the older serving staff. Efforts should be made to maintain this aspect of satisfaction among older and junior serving staff.

**Table 14: Distribution of Age Range of Staff by Present Work Load**

<b>AGE</b>	<b>PRESENT WORK LOAD</b>					
	Satisfied		Dissatisfied		Total	
	No.	%	No.	%	No.	%
Below 35	37	37	15	15	52	52
Above 36	41	41	7	7	48	48
Total	78	78	22	22	100	100

In considering the distribution of age range by present work load, it was indicated that older serving staff were more satisfied with present work load than younger serving staff.

In specific terms, two (2) out of every five (5) younger serving staff were satisfied while three (3) out of every five (5) older staff were satisfied in terms of present work load. Once we can deduce that young staff are comparatively more zealous and in their prime they have the zeal to contribute a lot to the organization, they can in effect increase productivity. Thus, this area is not a major priority area of great concern.

**Table 15: Distribution of Age Range of Staff by Academic Qualification**

<b>AGE</b>	<b>ACADEMIC QUALIFICATION</b>					
	Satisfied		Dissatisfied		Total	
	No.	%	No.	%	No.	%
Below 35	30	30	22	22	52	52
Above 36	29	29	19	19	48	48
Total	59	59	41	41	100	100

In dilating on the distribution of Age range of staff by academic qualification, it is very interesting to reckon that slightly more than half the population of respondents were satisfied with academic qualification whiles almost half of the population are dissatisfied. Thus, although staff are dissatisfied with academic qualification, most staff are also satisfied with it.

The margin of satisfaction is not an issue to boast about if we look at the nation's status as a developing country. We invariably need high calibre personnel to manage affairs. To ensure job satisfaction, in this area, it implies that staff development programmes, training programmes on the job should be part and parcel of our work plans. In this direction, the Training and Development Section must be commended for its efforts in this area.

**Table 16: Distribution of Age Range of Staff by Welfare Package for Workers**

<b>AGE</b>	<b>WELFARE PACKAGE FOR WORKERS</b>					
	Satisfied		Dissatisfied		Total	
	No.	%	No.	%	No.	%
Below 35	15	15	37	37	52	52
Above 36	10	10	38	38	48	48
Total	25	25	75	75	100	100

The issue of the distribution of age range of staff by welfare package for workers was also considered. The statistics showed clearly whether young or old staff were not satisfied with the welfare package. Four (4) out of every five (5) staff were dissatisfied with this aspect. When the welfare package for both young and older serving staff is reviewed critically by the various welfare associations of the various Faculties and Schools, it will help and on the larger scale this calls for the University of Cape Coast welfare section to consider this trend seriously and make recommendations for management to consider.

**Table 17: Distribution of Age Range of Staff By Salary/Other Remuneration**

<b>AGE</b>	<b>SALARY OR OTHER REMUNERATION</b>					
	Satisfied		Dissatisfied		Total	
	No.	%	No.	%	No.	%
Below 35	10	10	42	42	52	52
Above 36	10	10	38	38	48	48
Total	20	20	80	80	100	100

The distribution depicts that young serving staff are more dissatisfied in terms of remuneration than older serving staff. Considering the rising cost of living in Ghana today and current salary levels, it is not surprising that young staff trying to establish themselves will be dissatisfied with remuneration which is not commensurate to cost of living. Thus, it is suggested that salary structures are reviewed so that young staff who are hired at a cost are attracted to stay and give off their best.

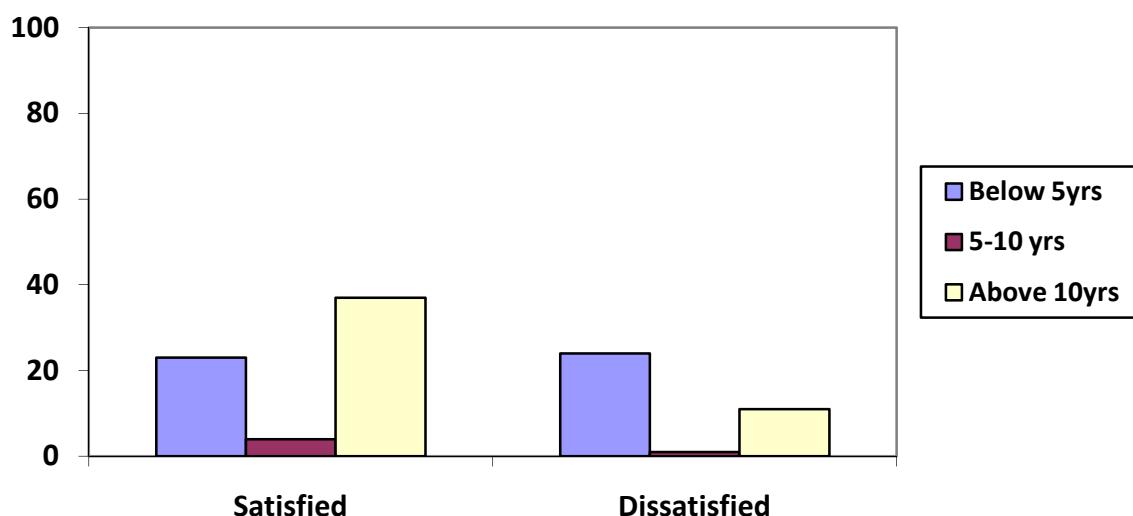
**Table 18: Distribution of Age Range of Staff by Present Professional Status**

<b>AGE</b>	<b>PRESENT PROFESSIONAL STATUS</b>					
	Satisfied		Dissatisfied		Total	
	No.	%	No.	%	No.	%
Below 35	50	50	2	2	52	52
Above 36	46	46	2	2	48	48
Total	96	96	4	4	100	100

In terms of the distribution of Age range of staff by present professional status, one gathers that regardless of the age range, staff were satisfied with their present professional status. Although more than half the staff who were young were satisfied with present professional status, about two (2) out of five (5) young staff were also dissatisfied. This at least gives the impression that some young staff are willing to upgrade themselves. In effect staff should be given the opportunity to upgrade themselves professionally.

**Table 19: Distribution of Length of Service in UCC by Present Professional Status**

<b>LENGTH OF SERVICE</b>	<b>PRESENT PROFESSIONAL STATUS</b>					
	Satisfied		Dissatisfied		Total	
	No.	%	No.	%	No.	%
Below 5 years	23	23	24	24	47	47
5-10 years	4	4	1	1	5	5
11 and Above	37	37	11	11	48	18
Total	64	64	36	36	100	100



**Graph 2:** Distribution of Length of Service in UCC by Present Professional Status

It was identified that staff who had served the University for more than eleven (11) years are more satisfied with their present professional status. The reason that could be alluded to this could be that such staff are older and so do not see the need to upgrade themselves professionally. However, after eleven (11) years of service staff should be interested in attaining some higher professional status. Hence attempts should be made to change this attitude.

**Table 20: Distribution of Length of Service in UCC by Salary/Other Remuneration**

LENGTH OF SERVICE	PRESENT PROFESSIONAL STATUS					
	Satisfied		Dissatisfied		Total	
	No.	%	No.	%	No.	%
Below 5 years	8	8	39	39	47	47
5-10 years	-	-	5	5	5	5
11 and Above	12	12	36	36	48	18
Total	20	20	80	80	100	100

Distribution of length of service in University of Cape Coast by salary/other remuneration. Here irrespective of the length of service, staff are dissatisfied with remuneration. For instance two (2) out of every three (3) staff who have worked for less than five (5) years and above are showing traits of dissatisfaction. Thus there should be unrelenting efforts to improve on staff remuneration.

**Table 21: Distribution of Length of Service by Welfare Package for Workers**

LENGTH OF SERVICE	WELFARE PACKAGE FOR WORKERS					
	Satisfied		Dissatisfied		Total	
	No.	%	No.	%	No.	%
Below 5 years	12	12	35	35	47	47
5-10 years	1	1	4	4	5	5
11 and Above	12	12	36	36	48	18
Total	25	25	80	80	100	100

Here, staff who have served for only five (5) years are dissatisfied and those who have served for over ten (10) years are also dissatisfied. There is no doubt that strenuous efforts should be made to change this picture.

**Table 21: Distribution of Length of Service by Academic Qualification**

LENGTH OF SERVICE	ACADEMIC QUALIFICATION				Total	%
	Satisfied No.	%	Dissatisfied No.	%		
Below 5 years	28	28	19	19	47	47
5-10 years	3	3	2	2	5	5
11 and Above	28	28	20	20	48	18
Total	59	59	41	41	100	100

There is evidence from the above table that 3 out of every 5 staff who have worked for below 5 years and above are satisfied. However, almost half of the respondent population that is 41% of those below 5 years and above 11 years are dissatisfied so in actual fact staff express the need for more qualification and this goes to point to the fact that staff are not experiencing job satisfaction as far as academic qualification is concerned.

#### **10. Conclusion and implications of the findings for University Administrators and Policy makers.**

The research sought to ascertain whether there was a link between gender and age differences in relation to the workers level of satisfaction.

It was vivid that university staff basically were satisfied with their present professional status and in this area, University management and policy makers need to create more avenues for staff to pursue further training instead of being complacent. In addition, respect from colleagues was another area workers were comfortable with and so this good relationship should be fostered. Staff showed that competence of supervisors was also a satisfaction area. In respect of this, University management need to ensure that when staff desire to pursue further studies all efforts should be made to give them the necessary support and create avenues for those who need such training but do not have as it were the financial resources to do so.

The study also clearly depicted some dissatisfaction areas as being rate of promotion. Here, it must be mentioned that staff should be constantly conscientized on the need for advancement and when this is done alongside the organization of refresher courses it will help a great deal.

In the case of welfare package being an area of dissatisfaction, it is suggested that University management need to revise the welfare package for staff periodically because needs change with time. For example giving a deep freezer to someone who is retiring may not be beneficial or valued in this time and age because the person may have one already. In the case of remuneration, it must be said that upgrading oneself is key and ensuring that one meets the requirement for promotion should emphasized. Infact, it should also be a two way affair. This is to say the employer must show keen interest in the employees career progression in order to enjoy increased remuneration.

It is expected that these findings will clearly depict the current state of university staff satisfaction as far as age and gender are concerned such that University Management, policy makers and all stake holders can improve the current state of satisfaction.

#### **11. Recommendations**

Improving job satisfaction among junior and senior staff in the University of Cape Coast with regards to gender and age differences. It is critical to note that to attain an optimum degree of job satisfaction there should be appreciable levels of both extrinsic and intrinsic satisfaction.

##### *11.1 Extrinsic Satisfaction*

Concerning extrinsic satisfaction, it is highly essential that the extrinsic components which workers were dissatisfied with such as rate of promotion, welfare package and remuneration should be improved to a great extent in order to improve on workers job satisfaction. The Division of Human Resource and the Finance Directorate in the University of Cape Coast have a role to play in this area.

##### *11.2 Improving The Remuneration Issue*

In this case it is recommended that salary reviews should be undertaken frequently in relation to the rising cost of living. When salary levels cannot be commensurate to standard of living, it will lead to a high degree of corruption as purported by Daniel E. M. Acheampong (1994 p.5) In order to prevent such a situation, unionized labour fronts of the Universities together with the Trade Union's Congress should aim at reviewing the workman's compensation law.

##### *11.3 Improving Welfare Package*

One can recall with feelings of nostalgia in the days when transport was available to convey staff members children to and from school. Though times have changed it is expected that to conform with good human resource management practise by ensuring that staff recruited are cared for in terms of their welfare needs so that they can give off their best to the organization. The Division of Human Resource in the University of Cape

Coast, the government and all stakeholders are encouraged to help improve the welfare package of workers in the Universities.

#### *11.4 Rate of Promotion*

With respect to the rate of promotion, there are indications that staff are dissatisfied in this area because of an attitude of complacency of not being so willing to upgrade oneself. There is the general Ghanaian slogan that: not what you are but where you are as mentioned by S. Frempong Manso (1997). Apart from this, another reason could be because the environment within which Ghanaian nationals train in Ghana are not that attractive to influence staff attitudes towards advancement in terms of knowledge and skills. If we look at our masters programmes in Ghana, one will find that the practical component is down played and the theoretical aspect rather emphasized.

It is therefore recommended that the University should create the general awareness for staff to see the need to upgrade themselves because this is the major way staff could be promoted and by this remuneration level will be raised and staff can move along with the global world and feel part.

#### *11.5 Academic qualification*

Academic qualification is yet another aspect which staff are dissatisfied with hence, it is essential that staff are educated on the need to embark on training programmes so as to improve staff job satisfaction on the whole.

#### *11.6 Present Professional Status*

Staff are satisfied with their professional status indicating they do not see the need to pursue higher academic laurels, hence it is critical that government policies are geared towards improving sponsorship facilities given to University staff.

#### *11.7 Improving Intrinsic Satisfaction*

It is essential that University administrators make every effort to engage the staff in job tasks that require some originality and creativity. The reason is that when special attention is given to such aspects of the job it helps to enhance some of the extrinsic aspects of the job like remuneration. This no doubt is in line with Herzberg (1966) assertion that when motivators like recognition and responsibility are present in the job, the individual will experience job satisfaction.

## **12. Limitations of the study**

Owing to the fact that the research used the questionnaire as a tool for collecting data, some answers could be subjective.

The study could not identify the real reasons why male staff were dissatisfied in terms of welfare package and so this area could be a ground for further research.

## **BIBLIOGRAPHY**

- Acheampong, D. E. M. (1994, April 16). "The Ghanaian salary structure and workers". *Daily Graphic*, p.5.
- Adjei, M. K. (1995, April 7). "The stress on tertiary institutions". *Daily Graphic*.
- Adu, K. (1994). "Effective financial control system in Ghanaian universities". In Yeboah, K. F. (ed.), *Effective management of resources in higher education institutions* (pp. 31-33). Cape Coast: University of Cape Coast.
- Alao, I. A. (1997). "Job satisfaction among university cataloguers in Nigeria". *World Libraries*, 7(2), 68-77.
- Appiah-Agyei, C. (2000). "TUC on low wage levels". *West Africa*, 4207, 17.
- Arhin, P. (1994). "Recruitment and retention of staff in universities: Issues and problems". In Yeboah, K. F. (ed.), *Effective management of resources in higher education institutions* (pp. 1-11). Cape Coast: University of Cape Coast.
- Asante, K. B. (2000, May 15). "We can do something about brain drain now". *Daily Graphic*, p.7.
- Beach, D. S. (1980). *Personnel: The management of people at work* (4<sup>th</sup> ed.). New York: Macmillan Publishing Co.
- Blunt, P. and Popoola, O. (1990). *Personnel management in Africa*. London: Longman Publishers.
- Budu, J. M. (1994). "The computer as a tool for resource management in institutions of higher education institutions". In Yeboah K. F. (ed.), *Effective management of resources in higher education institutions* (pp.34-39). Cape Coast: University of Cape Coast.
- Clifford, J. M. (1985). "The relative importance of intrinsic and extrinsic rewards as determinants of work satisfaction", *Social Quart*, 26(3), 365-385.
- Clifford, P. M., Gerasimos, A. G. (1997). "The relationship between job satisfaction and performance. The case of Local Government Finance Officers in Ohio Public". *Prod. Manage. Rev*, 21(2), 170 – 191.
- Crider, A. B., Goethals, G. R., Robert, D., Kavanaugh, R. D., & Solomon, P. R. (1993). *Psychology* (4<sup>th</sup> ed.). New York: Harper Collins College Publishers.
- Donald H., Brush M. K., Moch A. P. (1987). "Individual demographic differences and job satisfaction", *Journal of Occupational Behaviour*, 8(2), 139-155

- Fossum, J. A. (1982). *Labour relations development: Structure, process*. Michigan: Business Publications Inc.
- Fulmer, R. M. (1983). *Practical human relations*. Homewood: Irwin Inc.
- Galenson, W., & Lipset, S. M. (1960). Labour and trade unionism. New York: John Wiley and Sons Inc.
- Kalleberg A. L., Karyn, A., & Loscocco, C. (1983). "Aging, values, and rewards: explaining age differences in job satisfaction". *American Sociological Review*, 48(1), 78 – 90.
- Kalleberg, A. L. (1997). "What do engineers want"? Work values, job rewards, and job satisfaction". *Am. Sociol. Rev.* 42 124 – 143.
- Kalleberg, Arne L., Larry, J. Griffin. (1980). "Class, occupation, and inequality in job rewards". *American Sociological Review*, 85(4), 731 – 768.
- Kofoya-Tetteh, A. (1994, July 9). "Take Home Pay-Echoes from the Gyamphoh report". *The Mirror*, p. 8.
- Laird, A. D., Laird, D. A., & Laird, E. (1975). *Psychology: Human relations and motivation* ( 5<sup>th</sup> ed.). New York: McGraw-Hill Book Co.
- Locke, E. A. (1969). "What is job satisfaction"? *Organizational Behaviour and Human Performance*, 4, 309– 336.
- Locke, E. A. (1976). The nature and causes of job satisfaction, In Dunnette M. P. (ed.), *Handbook of industrial and organisational psychology* (pp. 1297 – 1350). Chicago IL: Rand McNally.
- Manso, S. F. (1997, March 22). "Motivation and job satisfaction: ingredients for productivity", *Ghanaian Times*.
- Milkovich, G. T., & Boudreau, J. W. (1991). *Human resource management* ( 6<sup>th</sup> ed.). Boston: Irwin Inc.
- Oldcorn, R. (1989). *Management* (2<sup>nd</sup> ed.). London: Macmillan publishers.
- Organ, D. W., & Bateman, T. S. (1991). *Organizational behavioural* (4<sup>th</sup> ed.). Boston: Irwin Inc.
- Robbins, S. P. (1992). *Essentials of organizational behavior* (3<sup>rd</sup> ed.). New Jersey: Prentice-Hall Inc.
- Scherman, A. & Lottinville, E. (1988). "Job satisfaction of married, divorced and single working women in a medical setting". *The career development quarterly*, 37, 167-172.
- Semler, R. (1994, January-February). "Why my former employees still work for me". *Harvard Business Review*, p.65.
- Smither, R. D. ( 1994). *The psychology of work and human performance* (2<sup>nd</sup> ed.). New York: Harper Collins College Publishers.
- Sprinthal, A. N., & Sprinthal, C. R. (1994). *Educational psychology; A development approach* (5<sup>th</sup> ed.). New York: McGraw-Hill Inc.
- Stahl, O. G. (1971). *Public personnel administration* (6<sup>th</sup> ed.). New York: Harper and Row publishers.
- Torrington, D., & Hall, L. (1991). *Personnel management: A new approach* (2<sup>nd</sup> ed.). New Jersey: Prentice-Hall Inc.
- University of Cape Coast (2000). *30th Congregation basic statistics*. Cape Coast: University of Cape Coast Printing Press.
- University of Cape Coast, Calendar. (1995-1999). Cape Coast, Ghana
- University of Cape Coast. (1997). University of Cape Coast Gazette special. *Cape Coast Publications Unit*, 32(45).
- University of Cape Coast. (1998). Administrative manual. Cape Coast.
- University of Cape Coast. (1998). Unified conditions of service for unionized staff of the universities in Ghana. Cape Coast.
- University of Cape Coast. (1998). Unified conditions of service for senior staff of the universities in Ghana. Cape Coast.

The IISTE is a pioneer in the Open-Access hosting service and academic event management. The aim of the firm is Accelerating Global Knowledge Sharing.

More information about the firm can be found on the homepage:  
<http://www.iiste.org>

## CALL FOR JOURNAL PAPERS

There are more than 30 peer-reviewed academic journals hosted under the hosting platform.

**Prospective authors of journals can find the submission instruction on the following page:** <http://www.iiste.org/journals/> All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Paper version of the journals is also available upon request of readers and authors.

## MORE RESOURCES

Book publication information: <http://www.iiste.org/book/>

## IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library , NewJour, Google Scholar

