

Personality and Demographic Variables: Antecedents of Job Satisfaction Among Selected Employees in the Ghanaian Banking Sector

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Abstract

Different people have varying feelings when they engage in work related behaviours. The study examines how psychosocial variables (such as personality and demographic characteristics) predict job satisfaction among selected employees in the Ghanaian banking sector. The main objectives of the study were to understand the extent to which the five-factor personality traits influence job satisfaction, and to explore the link between some demographic variables and job satisfaction. The study adopted a quantitative research, cross-sectional and explorative research design. A sample of four hundred and eighty-three (483) employees in the banking industry was used in this study. Data analysis reveals a strong relationship between job satisfaction and three of the five-factor personality traits: neuroticism, agreeableness and conscientiousness. The study also reveals that, age as a demographic variable predicts job satisfaction of banking staff. There are different dimensions of influence that personality traits could have on organisational attitudes such as job satisfaction especially when measured among staff with varying backgrounds. This study reveals that it will be useful for organisations to devote time and resources in dealing with the unique sensitivities of employees, and ensuring that the right people with the requisite attributes are placed in appropriate positions to enhance increased satisfaction on the job which has the tendency of predicting overall productivity.

1.1. Introduction

1.1.1 Background of study

Individual differences in attitudes, abilities and other competences will always be issues of concern to employers. The focus of most employers have mostly been on strategies to identify what makes people work, and how they engage in work behaviours as a way of being effective and efficient. In the process, one important variable that is often encountered is personality and its role in work behaviours and attitudes such as job satisfaction. The benefits of such observations reflect the extent to which affective reactions toward a person's job have been found to influence their work-related motivation, behaviour, and retention (Boswell, Shipp, Payne & Culbertson, 2009). This study seeks to explore the link between personality traits and job satisfaction and how they together influence the behaviours and attitudes of employees in the banking industry in Ghana.

Job satisfaction is a work-related attitude that has received considerable attention by researchers and organisational behaviour experts over the years, yet it still remains relevant in today's world of work. For instance, as early as the 1970s, well over three thousand (3,000) published studies on job satisfaction were found (Locke, 1976). The importance of this concept perhaps can be a reflection of how it is conceptualized by different writers. Job satisfaction is commonly viewed as a pleasurable or positive emotional state based on one's appraisal of job or job experiences (Locke, 1976). Others see it as a positive feeling that people have about aspects of the work environments (Smith *et al.*, 1969). Mohanty (2008) sees the concept as a general attitude, an attitude which is the result of many specific attitudes in three major areas such as situational factors (or specific job factors), individual characteristics/traits, and group and social relationship outside the job. Research on the dispositional source of job satisfaction has had a spotty history in job satisfaction research. In the past two decades, an expanding literature has accumulated, giving general support to the argument that job satisfaction is, in part, dispositionally based (House, Shane, & Herold, 1996). Being a work-related attitude, its usefulness in managing human behaviour in organisations cannot be downplayed. For instance it has been found that the positive feelings that individual employees may have towards what they do for a living (such as working in a bank), may make remarkable difference in their feeling towards life in general. Similarly, it would be a dreaded experience for workers who are dissatisfied but have to go to work grudgingly, fearing conflicts and frustration that await them in the organisation.

Moreover, in work environment, personality, the kind of person an employee is, and their reaction tendencies and disposition have been observed to have some influence on work behaviours. In the discipline of psychology, personality generally refers to the pattern of relatively permanent traits, dispositions or characteristics within the individual that give some measure of consistency to the person's behaviour. Eysenck

(1952) was one of the many individuals who see personality as a perceptual attitude of how an individual looks at the world. Eysenck (1952) proposed that personality is best understood in terms of a hierarchical organisation. The underlying building blocks for personality can be represented by a small number of basic dimensions or types such as psychoticism, neuroticism and extraversion. Costa and McCrae (1992) further defined the concept through the creation of the Five-Factor Model which includes extraversion, agreeableness, conscientiousness, neuroticism and openness to experience. Since then, these traits have been used as the basis for creating personality trait measurements (Goldberg, 1992; John, Donahue, & Kentle, 1991; John, Naumann, & Soto, 2008; Saucier, 1994). These have become the basis for profiling individual employees for organisations, and for utilizing the concept of personality in dealing with interpersonal relational issues in social settings.

It is important to note that the role of demographic variables in predicting job satisfaction has been a major concern and attempts have been made to isolate specific ones for study by experts. Among others, education level has been considered to have some relationship with job satisfaction (Bjork *et al.*, 2007; Okpara, 2004); marital status (Mroczek & Spiro, 2005), age (Okpara, Squillace, & Erondu, 2005), gender (James & James, 1980) and organisational tenure (James & Jones, 1980) have all been found to be related to job satisfaction across different time horizons. The current study explores the extent to which these three concepts: job satisfaction, personality and demographic variables are related and how they combine to influence work behaviours of employees in the banking sector.

1.1.2 Statement of the problem

In Ghana, the service sector has been observed to have remained the largest contributor to the Gross Domestic Product (GDP) with a share of 50.0% of the total GDP in 2012 (Bank of Ghana Statistical Bulletin, 2013). In the same year, the banking sector was adjudged the second highest in the subsector with a growth of 23.0% (Bank of Ghana Statistical Bulletin, 2013). Ghana has in the past few years witnessed an impressive growth in the banking sector. There are currently 29 banks operating in the country out of which about 10 were established between 2005 and 2014 (Bank of Ghana, 2015). It is expected that more banks will join the fray in the next few years. Given that the sector continues to expand and record significant growth, there is the need for these banks to create an amiable work environment that is satisfying to staff due to the fact that the growth of the sector has the potential of creating an incentive for banking staff to move from one bank to the other in search for better employment conditions. In response to these obvious realities, management usually considers factors such as wage incentives, work environment, length of working hours, and behaviour of supervisors, security, scope for promotion and recognition of merit as responsible for satisfaction (Mohanty, 2008) leaving out the influence of dispositional traits as well as demographic factors. Further, a number of studies abound on how to create an amiable work environment that is satisfying to staff with the view to retaining talent (Mansor *et al.*, 2012). Most of these studies are, to a large extent western, and do very little on establishing the relationship between personality and satisfaction due to (perhaps) the technical nature of doing a study using personality as a psychological variable.

1.1.3 Objectives of the study

The research has the objective of finding out the relationship that exists between psychosocial variables and job satisfaction. Specifically, the study seeks to:

- i. investigate the relationship between personality traits (defined by the five-factor model) and job satisfaction among banking staff in Ghana
- ii. critically explore the link between selected demographic variables (job tenure, age, marital status, gender and level of education) and job satisfaction among banking staff.

Knowledge of the outcome on the role of psychosocial variables in job satisfaction will help management of organisations to know how to improve job satisfaction and in selecting individuals with characteristics identified to play significant role in job satisfaction, thereby improving productivity. The study also aims at adding to the literature on the dispositional approach to the study of job satisfaction in the areas of industrial-organisational psychology, human resource management and associated organisational studies.

1.2. Theoretical Framework

1.2.1 Job satisfaction

Several methods have been proposed by scholars to improve upon the understanding of job satisfaction. Judge and Hulin (1993), for instance, have suggested that work attitudes such as job satisfaction is dispositional in nature; that is, they are stable, positive or negative dispositions learned through experience (Griffin & Bateman, 1986; Staw *et al.*, 1986), based on a person's genetic inheritance. If this was the case, job satisfaction might be considered more a personality characteristic than attitudinal, and an attempt to improve satisfaction by only manipulating the characteristics of the job is unlikely to yield the desired results. However, several scholars have provided evidence of significant dispositional determinants on job satisfaction (Bruk-Lee *et al.*, 2009; Judge *et al.*, 2002; Spagnoli & Caetano, 2012; Staw & Cohen-Charash, 2005).

1.2.2 Personality

For some time now, the Five Factor Model of personality (neuroticism, extroversion, openness, agreeableness, and conscientiousness) has emerged as a unifying framework for understanding the complete domain of normal personality (Digman, 1990; McCrae, 1992). Personality trait can be described in terms of five basic factors such as extraversion, agreeableness, conscientiousness, neuroticism and openness to experience (Costa & McCrae, 1992).

Extraversion explains individuals who are sociable, energetic, socially confident and cheerful. They tend to be talkative and assertive, getting energy from groups and being in the spotlight. Extraverts are predisposed to experience positive emotions (Costa & McCrae, 1992), and positive emotionality likely generalizes to job satisfaction, as demonstrated by Connolly and Viswesvaran's (2000) meta-analysis of positive affectivity-job satisfaction relationships.

Agreeableness personality trait describes differences in an individual's style of interacting with others. Individuals with this trait are mostly generous, helpful, friendly, pleasant and easy to be around with. These social people usually have strong relationships with others and are well able to get other people on their side to help achieve both personal and professional goals. Organ and Lingle (1995) concluded that agreeableness is related to individuals experiencing satisfaction at work, particularly in the context of work relationships.

Conscientiousness is the other trait characterized by organisation, discipline, excellent performance and dedication especially in the workplace. This personality trait helps individuals to achieve their life goals by keeping them focused on the details. DeNeve and Cooper (1998) confirmed that there is a positive relationship between conscientiousness and job satisfaction.

Openness to experience is another personality trait. Honest, available, curious and willing to try new things are the hallmarks of this trait. Individuals with this trait tend to be insightful and imaginative which go far helping them to set and achieve life and professional goals. Axtell *et al.*, (2002) considered openness as the ability to accept the exposure of change and concluded that openness is positively correlated with job satisfaction.

Next is neuroticism which explains individuals who worry excessively and seem emotionally unstable and anxious; they are more likely to struggle with depression and sadness, and may easily get distracted from their goals. Iverson and Erwin (1997) state that neurotics tend to prefer less direct coping, which are less effective in reducing stress. Thus neurotic individuals usually are less satisfied with their jobs than those who are emotionally stable.

1.2.3 Review of Related Studies

Psychologists, organisational behaviour and specialists and other researchers have for years been attempting to provide evidence of significant dispositional determinants on job satisfaction. For instance, Judge *et al.* (2002) and Bruk-Lee *et al.* (2009) conducted two important meta-analyses with results showing that some of the five-factor traits are associated with job satisfaction. Specifically, Judge *et al.* (2002) found that conscientiousness ($\rho=0.26$), neuroticism ($\rho=0.29$); agreeableness ($\rho=0.17$) and extroversion ($\rho=0.25$) were correlated to job satisfaction. However, openness to experience showed a weak correlation to job satisfaction. Further, the study found an 80 per cent credibility interval including Zero for conscientiousness and agreeableness. This suggests that the relationship between conscientiousness and agreeableness and job satisfaction is not fully generalized across studies (Spagnoli & Caetano, 2012).

Similarly, in examining the relationship between the five-factor personality traits and job satisfaction, Spagnoli and Caetano (2012) show in their study that conscientiousness and extroversion were significantly and positively related to job satisfaction. The significant positive relationship between conscientiousness and job satisfaction for instance stems from the fact that individuals high in conscientiousness are very involved in the job and perform their work better than the less conscientious (Furnham & Fudge, 2008; Poropat, 2009).

In exploring the role of individual differences in job satisfaction among Indonesians and Malaysians, Azalea *et al.*, (2009) found out that personality traits of agreeableness and openness determine job satisfaction level. In another development, Tseng (2006) conducted a study on communication factors which promote employee's job satisfaction in Taiwan High-Tech Industry, to investigate the relationship between communication satisfaction, job satisfaction and the Big Five personality traits. The study found a positive relationship between extraversion trait and job satisfaction in general. A positive relationship also exists between agreeableness trait, openness to experience and job satisfaction with coworkers respectively. Further, the study revealed a positive relationship between conscientiousness and job satisfaction. The study, however, found no correlation between neuroticism and job satisfaction.

A number of studies have explored demographic factors as predictors of organisational attitudes including employees' level of job satisfaction (Altınok, 2011; Azalea *et al.*, 2009; Chen & Francesco, 2000; Khan *et al.*, 2012; Linz, 2003; Omar & Mastor, 2009; Okpara, 2004; Okpara, *et al.*, 2005; Sattar *et al.*, 2010). A review of these studies reveals mixed results. That is, whilst some of them report significant relationship between job satisfaction and demographic variables (Asadi, *et al.*, 2008; Bjork, *et al.*, 2007; Chen & Francesco, 2000; Linz, 2003; Malik, *et al.*, 2010; Mroczek & Spiro 2005; Sattar, *et al.*, 2010), others have reported no

significant relationship (Andrews, 1990; Griffin, 1984; Scott, Nestor & Leary, 2000; Swortzel & Taylor, 2005). Demographic factors usually discussed include gender, designation, tenure, marital status, age, education, and experience. This study besides examining the predictive power of personality traits on job satisfaction examines the predictive power of five (5) demographic factors on job satisfaction of banking staff. These factors are education, age, gender, marital status and tenure.

Okpara *et al.*, (2005) for instance, reported that workers with significantly higher educational levels are more satisfied than their less educated counterparts. The study explained that individuals with higher educational qualifications may not have many complaints about work-related issues and are more concerned with the quality of the work they performance and productivity of their output. In a related study, Okpara (2004) reported that older managers and those with longer organizational tenure in the work place have higher levels of job satisfaction than younger workers and those with short organizational tenure. Okpara (2004) also found that younger employees tend to have less education. Thus, individuals who are older, consequently more tenured and usually with higher education are more likely to be more satisfied with their job than those who are younger, less tenured and with less education.

Another variable that has been found to influence job satisfaction is organisational tenure. Some three decades ago, James and James (1980) considers it as a covariate of age. Thus they observed that individuals who invest more on their job through higher level of job involvement and compliance with conventional work norms and in older age range, were more likely to be satisfied with their jobs. The argument is that since individuals in the older age range usually have longer organisational tenure, it can be asserted therefore that workers with longer organisational tenure tend to be more satisfied with their job than those with shorter organisational tenure. In a different setting, Sarker, Crossman and Chinmeteeputuck (2003) noted that organisational tenure is significantly associated with overall job satisfaction. Thus, job satisfaction is constant for the first decade of the organisational tenure and would begin to rise after that period. Further, the results indicate that employee age is not significantly associated with overall job satisfaction level. In contrast, Griffin (1984) and Andrews (1990) found no relationship between job satisfaction and employees' years of experience.

Studies in different developing countries as well proved that workers who are relatively old have higher job satisfaction level than their younger counterparts (Kaya, 1995; Janson and Martin, 1982). However, a study by Cano and Miller (1992b) revealed that agricultural education teachers' age, total years of teaching, years in current position, and level of education were not significantly related to overall job satisfaction. Scott, Swortzel and Taylor (2005) found no relationship between job satisfaction and the demographic variables – age, marital status and education. With regards to gender, Nestor and Leary (2000) found no relationship between gender and job satisfaction. Perhaps the level public education going on about gender equality, and the recent levels of education about the need to be hardworking could be the influential factor in this.

Literature reviewed so far indicates that there are no conclusive findings on the role of socio-demographic variables on employees' feeling of satisfaction. These studies show that different demographic factors play different roles in diverse settings. It is therefore important to continue research into the effect of personality factors as well as demographic variables on job satisfaction so as to contribute to the current debate.

1.2. 4. Statement of Hypotheses

- i. Employees' personality traits of extraversion, neuroticism, agreeableness, conscientiousness and openness to experience will correlate significantly with job satisfaction.
- ii. Employees' education, age, marital status, gender and tenure will correlate significantly with job satisfaction.

2.0 Method

2.1 Participants

The study population was defined as employees working in government owned, private owned and jointly owned banking institutions located across Ghana, with similar organisational and hierarchical structure. The utilization of a uniform organisational structure enhanced the internal validity of the study, as empirical research suggests that organisational characteristics relate to work attitudinal constructs of which job satisfaction is one (Brown, 1996; Jans, 1985).

The stratified random sampling technique was used to select 550 participants, out of which 483 full-time workers from six financial institutions successfully completed and submitted their responses. This represents about 88% response rate. Participants were between the ages of 25 and 60 years old, who work with any of the selected banks for at least a year in various portfolios like salesmanship, granting of loans, overseeing investments and operational responsibilities. The stratified random technique was used to ensure the possibility of having a representation of respondents from all banking institutions selected for the study.

Out of the total number of respondents, 82.3% were between the ages of 25 and 45 whilst 8.8 % were between the ages of 46 and 60. The sample also consisted of 58% males. Regarding marital status of respondents, 68.5% were single while 30.5% were married. It also emerged that majority of the respondents (represented by

84%) had attained tertiary level of education, that is, either a university degree or postgraduate qualification. About 16% represent those who had attained lower level of education, that is, either Senior High School, Advance/Ordinary Level or a diploma certificate. Regarding tenure of respondents, it emerged that majority of the respondents (represented by 86.5%) have been working for less than 6 years whilst 13.5% worked for more than 6 years.

2.2 Instruments

A three-part standardized data collection instrument was used. Section “A” gathered demographic information of respondents which included age, gender, marital status, tenure and level of education.

Section “B” consisted a standardized items on job satisfaction scale designed by Brayfield and Rothe (1951). With a reliability coefficient of 0.87, the scale consists of 18 items with five response dimensions: *strongly disagree*, *disagree*, *undecided*, *agree* and *strongly agree* which are scored 1 to 5 respectively. The scale contains 9 positively- and 9 negatively- worded statements. Examples of these items include: “*My job is like a hobby*”, “*I definitely dislike my job*” and “*I am disappointed that I ever took this job*”.

Section “C” consisted of The Big Five Inventory (BFI) designed by John, Donahue, and Kentle, (1991). This is a 44-item questionnaire measuring the Big Five personality traits: extraversion, agreeableness, conscientiousness, neuroticism and openness to experience, with five alternative responses: *disagree strongly*, *disagree a little*, *neither agree nor disagree*, *agree a little* and *agree strongly*. This scale was chosen as a result of its impressive psychometric properties, i.e. Cronbach’s alpha (α) values of 0.85 for extraversion, 0.69 for agreeableness, 0.83 for conscientiousness, 0.75 for neuroticism and 0.71 for openness to experience. This scale contains sixteen (16) negatively-worded items and twenty-eight (28) positively-worded items.

2.3 Procedure

With the assistance of the human resource departments in the respective banks, respondents were given the data collection instruments to fill. They indicated the extent to which they agreed (or disagreed) with the questionnaire items. Prior to filling the questionnaire, the items were thoroughly explained to the respondents individually. They were also given the option, if they so wish, opt out of the study at any time, without any consequences. Out of a total of five hundred and fifty (550) questionnaires sent, four hundred and eighty-three (483) valid responses were returned and coded for data analysis giving a response rate of 88%.

3.0 Results

Data analysis was carried out using Statistical Product and Services Solution (SPSS) version 20. Descriptive and inferential statistics were used to analyze data collected. Specifically, the descriptive statistics were used to understand the subjects’ socio-demographic characteristics. The Pearson’s Product Moment Correlation was used to establish the strength of relationship as well as the direction of relationship between the independent variables (personality traits and selected demographic variables) and the dependent variable (job satisfaction).

3.1 Estimating the relationship between employees’ personality traits and their levels of job satisfaction

Table 1: Summary of Person’s correlations results estimating the relationship between personality traits and job satisfaction

Variables:	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness
Person Corr.	.042	.726*	.681*	-.711*	.095
Sig. Value	.276	.001	.009	.008	.089

*. Correlation is significant at the .01 level (1-tailed), N=483

The Correlation Analysis shown above (in Table 1) explains the existence of significance as well as the strength of relationship between the independent variable (personality traits) and dependent variable (job satisfaction level). The result revealed that three of the independent variables (neuroticism, agreeableness and conscientiousness) correlated significantly with job satisfaction, the dependent variable. Specifically, the results reveals that the personality trait of agreeableness had a significant positive relationship with job satisfaction ($r=.726$, $p<.01$) indicating that, the higher an employee’s score on the agreeableness scale, the more likely it is for that employee to be satisfied with his/her job. Similarly, the personality trait of conscientiousness had a significant positive relationship with job satisfaction ($r=.681$, $p<.01$). The personality trait of neuroticism also had a significant (negative) relationship with job satisfaction ($r=-.711$, $p<.01$). However, openness and extraversion had weak positive relationship with job satisfaction given $r=.095$ and $r=.042$ respectively. Analyses reveals partially supported hypothesis, which states that “employees’ personality traits of extraversion, neuroticism, agreeableness, conscientiousness and openness to experience will correlate significantly with job satisfaction”. Partially because out of the five factors, two of the traits were not significant in terms of their relationship with job satisfaction.

3.2 Estimating the relationship between selected demographic variables (education, age, marital status, gender and tenure) and employees' level of job satisfaction.

Table 2: Summary of Person's correlations results estimating the relationship between selected demographic variables and job satisfaction

Variables:	Age	Gender	Marital Status	Education	Tenure
Person Corr.	.832*	-.107	-.068	-.039	.008
Sig. Value	.031	.065	.169	.289	.455

*. Correlation is significant at the 0.05 level, $N=483$

Results presented above in Table 2 indicate that out of all the demographic variables considered in this study, only one (age) correlates significantly with job satisfaction. Specifically, age correlates positively and significantly with job satisfaction ($r=.832$, $p<.05$). Gender ($r=-.107$), marital status ($r=-.068$) and education ($r=-.039$) were all insignificant at 0.05 alpha level. Tenure as well, had a very weak correlation with job satisfaction ($r=.008$). Therefore the hypothesis that "employees' education, age, gender and tenure will correlate significantly with job satisfaction" was not supported fully.

4.0 Discussion of Results

The study sought to examine the role of psychosocial variables in job satisfaction among selected banks in Ghana. Specifically, the research had the objective of investigating whether a relationship exists between personality traits (defined by the five-factor model) and job satisfaction among banking staff in Ghana. The study also sought to explore the link between selected demographic variables (job tenure, gender, age and level of education) and job satisfaction among banking staff. Consequently, two (2) hypotheses were formulated and tested.

4.1 Personality traits and Job satisfaction

The first hypothesis which stated that "employees' personality traits of extraversion, neuroticism, agreeableness, conscientiousness and openness to experience will correlate significantly with job satisfaction" was not fully supported. However, three of the personality traits (neuroticism, agreeableness and conscientiousness) correlated significantly with job satisfaction. This means that workers who are high on agreeableness, are most likely to be more satisfied with their jobs than their counterparts who are low on this trait. Similarly, highly conscientious individuals are more satisfied than those that are low on conscientiousness. These results are somewhat consistent with the meta-analysis conducted by Judge *et al.* (2002) and Bruk-Lee *et al.* (2009) who found among other things that agreeableness and conscientiousness are associated with job satisfaction. Similarly, Spagnoli and Caetano (2012) showed in their study that conscientiousness was significantly related to job satisfaction. In a related study, Tseng (2006) found a positive relationship between conscientiousness and job satisfaction. The same study by Tseng (2006) revealed that a positive relationship existed between agreeableness trait and job satisfaction. Azalea *et al.*, (2009) as well, found a significant positive relationship between agreeableness and job satisfaction. In explaining what might have accounted for the positive significant relationship between agreeableness and conscientiousness, it is suggested that, given the environment in which banking staff operate, individuals high on conscientiousness for instance are likely to approach their work with diligence and excellence, are disciplined and dedicated. As a result, they are likely to receive positive feedback and are liked than others, contributing to their feeling of satisfaction about the work than their other counterparts. As evidenced in the observation by Furnham *et al.* (2002), conscientiousness is related positively to intrinsic and extrinsic job satisfaction; therefore, conscientiousness is most highly related to overall job satisfaction than any other personality traits.

The personality trait of neuroticism correlated negatively with job satisfaction, indicating that individuals high on neuroticism are more likely to be less satisfied with their jobs than those who are low on the neuroticism. This finding seems contradictory to the study by Tseng (2006) and Furnham *et al.* (2002), who found no significant relationship between neuroticism and job satisfaction. Generally, neuroticism personality trait is related to the experience of negative life events. These individuals are likely to struggle with depression and sadness, and may easily get distracted from their goals. Within the collectivist culture in Ghana, it is expected that these individuals might be pulled along within their various teams. However, if individuals who are high on neuroticism show no sign of getting along with the group, they are easily left behind, igniting the feeling of rejection, alienation and ultimately, dissatisfaction. This is likely to be the case given the competitive terrain players in the banking industry work in.

On the other hand, although the personality traits of extraversion and openness correlated positively with job satisfaction, the relationship was not significant. The results contradict the findings by Tseng (2006), who established a significant positive relationship between the personality traits of extraversion, openness and job satisfaction

4.2 Demographic variables and job satisfaction

In examining the relationship between some selected demographic variables and job satisfaction, it was hypothesized that “employees’ education, age, gender and tenure will correlate significantly with job satisfaction”. This hypothesis was not fully supported. Results presented indicate that of all the demographic variables under consideration, only age was found to correlate significantly with job satisfaction. The positive significant relationship between age and job satisfaction means that older people are more likely to be satisfied with their jobs than their younger counterparts. A number of previous studies support this finding including Okpara (2004), Kaya, (1995), Janson and Martin (1982). However, there are those who have observed different situations, seeing no significant relationship between age and job satisfaction (Cano & Miller, 1992b; Sarker, Crossman & Chinmeteeptuck, 2003; Scott, Swortzel & Taylor, 2005). The collectivist societies in Ghana accords much respect to older folks. As a result, in the banking sector where the level of education of most staff is relatively high (mostly at the tertiary level), most functions rally around older folks who are seen to have much experience coupled with the respect accorded them by their younger folks, the workplace is likely to be seen as an environment that provides the needed satisfaction to these older folks leading to high levels of satisfaction than their younger counterparts.

The study found no relationship between the other demographic variables examined in this study (education, marital status, gender and tenure) and job satisfaction. Studies reviewed on these demographic variables revealed mixed results. Whilst some of these studies report of significant relationship between job satisfaction and demographic variables (Sattar, et. al., 2010; Malik, *et al.*, 2010; Asadi, *et al.*, 2008; Bjork, *et al.*, 2007; Mroczek & Spiro 2005; Linz, 2003; Chen & Francesco; 2000), others have reported no significant relationship (Griffin, 1984; Andrews, 1990; Scott, Nestor & Leary, 2000; Swortzel & Taylor, 2005). It is, however, pertinent to examine the environment within which these findings occur. For instance, in this study majority of the respondents (represented by 84%) had attained higher level of education, that is, either a university degree or graduate qualification, with 16% representing those who had attained lower level of education, that is, lower than a Bachelor’s degree. Thus, it is clear that the sample was skewed towards the educated employees. Perhaps highly educated employees and their counterparts with low level of education evaluate their levels of satisfaction by looking at similar factors other than one’s academic attainment, accounting for the insignificant difference between education level and job satisfaction of employees.

Regarding tenure of respondents, it emerged that majority of the respondents (represented by 86.5% of the total respondents) have been working for less than 6 years whilst 13.5% worked for more than 6 years. Thus, most of the respondents being studied share common characteristics. Once again, the skewed nature of the sample towards low tenured employees perhaps accounted for the lack of relationship between employee tenure and job satisfaction.

Consistent with findings by others (Nestor & Leary, 2000; Swortzel & Taylor, 2005), there was no significant relationship between the two other demographic variables - marital status and gender and job satisfaction. In explaining the weak relationship between gender and job satisfaction, it is observed that in most African societies and for that matter Ghana, more women now occupy traditionally male dominated roles. It is therefore not surprising that the sample for this research had 42% female banking staff. It is plausible to assume that both male and female Ghanaian banking staff express almost the same level of job satisfaction. More research is, however, needed on gender difference in job satisfaction in the Ghanaian context.

4.3 Limitations and Recommendations for Future Research

It should be noted that there were some limitations of the present study. The satisfaction level of employees in terms of their personality traits, job tenure, age, gender, marital status and education could have been affected by other cultural variables and organization-specific situations. For instance, the policies of the institutions (example as in recognition of promotion awarded to educational qualification and performance of individuals), or the nature of the work place or job in question all could affect the extent to which employees can be satisfied with their jobs. The effects of these variables were not considered within the scope of the study. Moreover, the study, in examining the extent to which various personality traits and demographic factors are related to job satisfaction only used an overall or composite measure of job satisfaction. Future studies should investigate the relationship between the Big Five and specific aspects of job satisfaction, such as pay satisfaction, satisfaction with relationship, and other relevant aspects of one’s job. It is also suggested that qualitative research could be carried out to explore in depth any other factors that affect the job satisfaction of Ghanaian banking staff. The results may provide banking and other related organizations and workers with an effective reference for recruiting, training and managing staff.

In spite of the limitations, the present study reveals interesting observations in the sense that the results are indicative of multiple links between personality traits and the level of job satisfaction of Ghanaian banking professionals, each of which warrants replication as well as further explanation of why and how these results occur.

4.4 Summary and Conclusion

The purpose of this study was to examine and document the relationship between psychosocial variables (personality traits and demographic variables) and job satisfaction of Ghanaian banking employees. To understand the extent to which personality traits relate employees' job satisfaction, the Five-Factor Model (consisting of extraversion, agreeableness, conscientiousness, neuroticism and openness to experience) was adopted. The findings of the present study indicated that conscientiousness, agreeableness and neuroticism were significantly linked to job satisfaction. Establishing a strong link between some personality traits and job satisfaction provides enough platform to inform recruitment and selection decisions as well as staff development programmes. Organisations must also create an amiable environment to nurture talents and to get the best out of its staff. It is expected that organisations in Ghana will place premium on personality assessments, a practice that is nearly non-existent in most organisations in Ghana. Of all the five (5) demographic variables studied, only age was found to have a significant positive relationship with job satisfaction. Thus, there was no relationship between education, marital status, gender, tenure and job satisfaction.

From the ongoing discussions, it is obvious that organisations tend to benefit if they spend more time in dealing with the unique sensitivities of employees, arranging working environment and placing individual employees on particular positions that will effortlessly induce satisfaction from the individual about the job they do. This will most likely help indirectly contribute to productivity, fulfilling some of the principles of industrial and organizational psychology, that, a satisfied worker is most likely going to be motivated to continue increasing in terms of productivity, commitment and effective human relations.

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