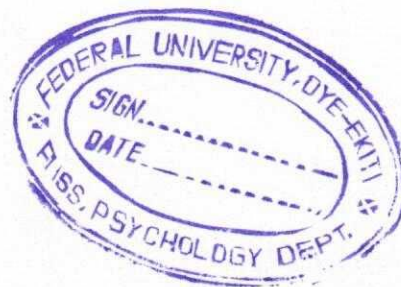


**INFLUENCE OF PERSONALITY TYPES AND GENDER ON JOB
SATISFACTION AMONG OYE-LOCAL GOVERNMENT WORKERS**

BY

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MATRICULATION NUMBER: PSY/11/0207



**A LONG ESSAY SUBMITTED TO THE DEPARTMENT OF PSYCHOLOGY IN
PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF
BACHELOR OF SCIENCES (B.SC) OF PSYCHOLOGY FEDERAL UNIVERSITY
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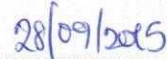
SEPTEMBER, 2015

CERTIFICATION

This is to certify that this work was carried by **OKEKUNLE MAYOWA SAMUEL** (Matriculation Number Psy/11/0207) under supervision of Miss. Oluwakemi Omole of the department of psychology, Federal University Oye-Ekiti.



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DEDICATION

This project is dedicated to Almighty God, the Author and finisher of our faith in him i put my trust and to the family of OKEKUNLE's.

ACKNOWLEDGEMENT

There are some people without their support, assistance and prayer this programme would not have being possible. Every worthy dream must have people who made it a reality. I thank God Almighty for enabling me to overcome problems during the cause of my study, may his name be praised (Amen).

I sincerely appreciate my project supervisor; Miss. Oluwakemi Omole who sincerely supervised this work, God will always be with you. (Amen)

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ABSTRACT

Organisational psychologists have long been interested in the concept of job satisfaction and how it affects the organisational functioning and efficiency. Today's world of competitive business environment is only likely to allow the survival of firms that can compete favourably in the global market; however the role of employee in ensuring a high level of firm competitive advantage cannot be over-emphasised. Satisfied employees are likely to put every required effort to ensure speedy achievement of organisational goals and objectives. This study used a descriptive research design. This design is descriptive because the study makes use of questionnaire in gathering data from the participants on all the variables under investigations and described as they occur in the study population. Data were analyzed using SPSS. Descriptive statistics such as frequency, mean, standard deviation and variance were run to describe the subject information. The reliability analysis of the study instruments were ascertains and reported for future reference. Hypotheses 1 and 2 were tested using t-test for independent samples. Result revealed that who are high in Extroversion, Agreeableness, Introversion, Openness and conscientiousness were not different form workers who are low. The result further showed that Emotional Stability significantly influence job satisfaction. The result indicates that, workers who were high in Emotional stability were different from workers who were low in Emotional stability. The result showed that gender did not significantly influence job satisfaction. The result indicates that, workers who were male were not different from workers who were female as proposed.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Organisational psychologists have long been interested in the concept of job satisfaction and how it affects the organisational functioning and efficiency. Today's world of competitive business environment is only likely to allow the survival of firms that can compete favourably in the global market; however the role of employee in ensuring a high level of firm competitive advantage cannot be over-emphasised. Satisfied employees are likely to put every required effort to ensure speedy achievement of organisational goals and objectives. Satisfaction with one job improves individual commitment to such job and over all contribution to organisational performance source? Therefore the ability of the firm human resources department to effectively manage all aspects of job environment that can easily improve the employee level of satisfaction is very crucial to organisational growth and development.

Job satisfaction is simply how individual employee is content with their job in their work place. It is the degree at which employee shows positive attitude toward their work. From Locke (1976) perspective, job satisfaction can be defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". From this definition, it is observed that there is positive affects which is associated with job satisfaction and this positive emotional state tends to boost the morale of employee to work. Positive affect go a long way in improving the attitude of the employee toward work.

Furthermore, job satisfaction has emotional, cognitive, and behavioural components (Bernstein & Nash, 2008). Bernstein & Nash, (2008) further claimed that the emotional

component refers to feelings regarding the job, such as boredom, anxiety, or excitement. The cognitive component of job satisfaction refers to beliefs regarding one's job, for example, feeling that one's job is mentally demanding and challenging and the behavioural component includes people's actions in relation to their work, which may include being tardy, staying late, or pretending to be ill in order to avoid work (Bernstein & Nash, 2008).

One of the misleading myths sources of Job satisfaction is the notion that pay is the most important factor in improving employee job satisfaction. An employee can have high level of payment or salary and still not satisfies with the job because such job may be boring and uninteresting. The uninteresting aspect of the job have neutralise the joy and happiness that would have come from the high salary. However a low pay job may bring higher level of job satisfaction to the employee if such job is challenging and stimulating. There are numerous factors that must be taken into consideration when determining how satisfied an employee is with his or her job, and it is not always easy to determine which factors are most important to each employee. Job satisfaction is very subjective for each employee and each situation being assessed.

In literature Personality traits has been reported to be related to job satisfaction (Connolly and Viswesvaran's, 2000). Personality can be conceptualized as a way of thinking, feeling and behaving (Gudonis, 2009). There are five dimensions of personality traits according to McCrae and Costa, (1996). The dimension is extroversion, conscientiousness, openness, agreeableness and neuroticism. For instance employee those scores high on traits of extraversion tend to have higher level of job satisfaction (Connolly and Viswesvaran's, 2000). The reason for this findings may be based on the fact that people high in extroversion experience emotional positivity therefore they tend to be happy (Barrick and Mount,1992).

Similarly, various demographic factors have been reported in psychological literature as the major determinants of job satisfaction. This includes gender, length of service and age. Gender for the purpose of this study can be defined as the psychological and emotional characteristics of being male and female. Empirical findings have demonstrated that females tend to have higher levels of job satisfaction than their male counterparts. Kim (2005) in his study reported that when compared to their female counterparts, males experience lower levels of job satisfaction. His study confirmed that gender is an important predictor of job satisfaction. The reason for gender differences in job satisfaction is the fact that men tend to value more emphasized intrinsic rewards, whereas women emphasized extrinsic rewards. The difference in their perception of what should constitute job satisfaction in the workplace is the main reason behind the wide gap in their level of satisfaction in their organisation.

Tenure is also an important determinant of the respondent level of job satisfaction. Tenure for the purpose of this study can be defined as the number of years in which an employee has spent in the organisation. Job tenure has been reported to be a significant predictor of job satisfaction. Shah, Alf and Parkpoom (2003) reported that length of service has a significant positive relationship with job satisfaction. They explained that as people are spending more years in their organisation, the level of psychological attachment with their firm increases and their overall level of job satisfaction increases. Also age, which is the effect of time on physiological human functioning also reported to play a crucial role on the level of employee job satisfaction. Previous studies have reported that as people become older, their level of job satisfaction tends to increase and therefore younger employees enjoy lower levels of job satisfaction.

1.2 Statement of the Problem

As stipulated earlier, job satisfaction is an important construct in the field of organisational behaviour. The construct has been widely researched based on the general observation that it has great impact on the firm efficiency and overall organisational growth and development. The level of individual employee satisfaction goes a long way in determining their overall attitude toward work and their level of commitment (Lanyon & Goodstein, 2004). High level of dissatisfied employee in an organisation may have a detrimental effect on such firm as this may have serious implication on firm competitive power and firm overall performance. Job dissatisfaction can lure employee to engage in various forms of counterproductive work behaviour such as theft, embezzlement, turnover and absenteeism (Kulas, McInnerney, DeMuth, & Jadwinski, 2007).

Personality factors have long been associated with organisational commitment, job performance and turnover intention especially in western world; little studies have been conducted on the relationship between personality traits job satisfaction in this part of the world. Majority of empirical findings on this two psychological construct are western oriented findings which can hardly be applicable to the situation in this part of the world, more research need to be conducted to improve the body of knowledge. In addition research on influence of age and its relationship with job satisfaction have yielded conflicting result.

While some studies have established a significant influence of age on job satisfaction, some studies claim there is a weak correlation between these variables. The study of Shah, Alf and Parkpoom (2003) claims that age has no significant relationship with the employee level of job satisfaction. However the study of Waskiewicz (1999), contradict the result of Shah, Alf and Parkpoom (2003) when he reported that age is not a significant determinant of level of job satisfaction. Various studies have also reported that male and female study participants differed in their level of job satisfaction, as stipulated earlier the problem with

the majority western oriented findings is the fact that their findings cannot be generalised to the situation in this part of the world, the present study will further examine the influence of personality types, gender and age on job satisfaction among Oye local government workers; thus the study is aimed in answered the following research questions;

- i- Will personality types of extroversion and introversion have significant influence on job satisfactions?
- ii- Will there be a significant difference between male and female on job satisfaction?
- iii- Will age have significant influence on job satisfaction?

1.3 Purpose/Objectives of the Study

The following are specific objectives:

- i- To examine the influence of personality types of extroversion and introversion have significant influence on job satisfactions.
- ii- To ascertain the influence of gender on job satisfaction
- iii- To examine the influence of age on job satisfaction

1.4 Significance of the Study

The findings of this study will have both practical and theoretical implication. In terms of theoretical application, the findings of the study will be beneficial for people, human resources management, employer, health practitioners, employer and psychologist by providing them with empirical data that can be useful on the factors affecting employee satisfaction. The findings of the study will add to existing literature and improve knowledge on how various psycho-socials factors such a gender and age affect employee job satisfaction.

The study is expected to improve literature on the relationship between personality characteristics job satisfaction among health workers.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Framework

2.1.1 Socio Emotional selective theory

Socio-emotional selectivity theory developed by Stanford psychologist, (Laura L. Carstensen) is a life-span theory of motivation. The theory maintains that as time horizons shrink, as they typically do with age, people become increasingly selective, investing greater resources in emotionally meaningful goals and activities. According to the theory, motivational shifts also influence cognitive processing. Aging is associated with a relative preference for positive over negative information in attention and memory called the "positivity_effect".

Because they place a high value on emotional satisfaction, older adults often spend more time with familiar individuals with whom they have had rewarding relationships. This selective narrowing of social interaction maximizes positive emotional experiences and minimizes emotional risks as individuals become older. According to this theory, older adults systematically hone their social networks so that available social partners satisfy their emotional needs.

The theory also focuses on the types of goals that individuals are motivated to achieve. Knowledge-related goals aim at knowledge acquisition, career planning, the development of new social relationships and other endeavours that will pay off in the future. Emotion-related goals are aimed at emotion regulation, the pursuit of emotionally gratifying interactions with social partners and other pursuits whose benefits can be realized in the present.

When people perceive their future as open ended, they tend to focus on future-oriented/knowledge-related goals, but when they feel that time is running out, their focus tends to shift towards present-oriented/emotion-related goals. Research on this theory often compares age groups (i.e., young and old adulthood) but the shift in goal priorities is a gradual process that begins in early adulthood. Importantly, the theory contends that the cause of these goal shifts is not age itself, *i.e.*, not the passage of time itself, but rather an age-associated shift in time perspective. This justified shift in perspective is the rational equivalent of the psychological perceptual disorder known as "foreshortened future," in which an individual, usually a young and physically healthy individual, unreasonably believes (either consciously or unconsciously) that his/her time horizons are more limited than they actually are, with the effect that the individual undervalues long-term goals and long-run pleasure and instead disproportionately pursues short-term goals and pleasure, thereby diverting resources from investment for the future and often even actively reduce his/her long-term prospects.

This theory posit that as people get older, they tend to make a shift from goal attainment into emotional state or vice versa such as creating interpersonal relationship with others or want to be self actualise according to Abraham Maslow hierarchy of needs. However, personality could be a contributing factor to either self actualization or interpersonal relationship with others.

2.1.2 Theory of motivation

Frederick Herzberg performed studies to determine which factors in an employee's work environment caused satisfaction or dissatisfaction. He published his findings in the 1959 book *The Motivation to Work*.

The studies included interviews in which employees were asked what pleased and displeased them about their work. Herzberg found that the factors causing job satisfaction (and presumably motivation) were different from that causing job dissatisfaction. He developed the **motivation-hygiene** theory to explain these results. He called the satisfiers *motivators* and the dissatisfiers *hygiene factors*, using the term "hygiene" in the sense that they are considered maintenance factors that are necessary to avoid dissatisfaction but that by themselves do not provide satisfaction.

The following table presents the top six factors causing dissatisfaction and the top six factors causing satisfaction, listed in the order of higher to lower importance.

Factors Affecting Job Attitudes

Leading to Dissatisfaction	Leading to Satisfaction
<ul style="list-style-type: none"> • Company policy • Supervision • Relationship w/Boss • Work conditions • Salary • Relationship w/Peers 	<ul style="list-style-type: none"> • Achievement • Recognition • Work itself • Responsibility • Advancement • Growth

Herzberg reasoned that because the factors causing satisfaction are different from those causing dissatisfaction, the two feelings cannot simply be treated as opposites of one another. The opposite of satisfaction is not dissatisfaction, but rather, *no* satisfaction. Similarly, the opposite of dissatisfaction is *no* dissatisfaction.

While at first glance this distinction between the two opposites may sound like a play on words, Herzberg argued that there are two distinct human needs portrayed. First, there are physiological needs that can be fulfilled by money, for example, to purchase food and shelter. Second, there is the psychological need to achieve and grow, and this need is fulfilled by activities that cause one to grow.

From the above table of results, one observes that the factors that determine whether there is dissatisfaction or no dissatisfaction are not part of the work itself, but rather, are external factors. Herzberg often referred to these hygiene factors as "KITA" factors, where KITA is an acronym for Kick In The A..., the process of providing incentives or a threat of punishment to cause someone to do something. Herzberg argues that these provide only short-run success because the motivator factors that determine whether there is satisfaction or no satisfaction are intrinsic to the job itself, and do not result from carrot and stick incentives.

Therefore this theory posits that people possess job satisfaction through Achievement, Recognition, Work itself, Responsibility, Advancement, and Growth. Herzberg reasoned that because the factors causing satisfaction are different from those causing dissatisfaction, the two feelings cannot simply be treated as opposites of one another. and also personality could be a factor that affect job satisfaction.

2.1.3 Personality theory

The first of the modern personality theories was developed by Sigmund Freud and is known as **psychoanalytic theory**. The psychiatric practice of this theory is called **psychoanalysis**. Freud's ideas were plentiful, profound, and often controversial. His theory about personality has had tremendous influence on societies around the world through many different disciplines. Not only psychology has been influenced and informed by the ideas of

Freud, but also literature, art, philosophy, cultural studies, film theory, and many other academic subjects. Freud's theory represents one of the major intellectual ideas of the modern world. Right or wrong, these ideas have had a lasting and enormous impact.

To understand Freud's theory of personality, we must begin with the concept of the **unconscious**. This is the cornerstone idea in psychoanalytic theory. Freud believed that most behaviour are caused by thoughts, ideas, and wishes that are in a person's brain but are not easily accessible by the conscious part of the mind. In other words, your brain knows things that your mind doesn't. This reservoir of conceptions of which we are unaware is called the unconscious. Psychoanalytic theory proposes that personality characteristics are mostly a reflection of the contents of the unconscious part of the mind.

Freud's first book, *Studies in Hysteria*, was written with his colleague Dr. Joseph Breuer in 1896. The book consists of a series of case studies of people who had physical complaints in the absence of any organic cause, what was then known as **hysteria**. Most doctors at that time believed there was some organic cause for these symptoms and that research would eventually discover it. But Freud and Breuer believed that the cause of hysteria was in the unconscious—in the anxiety-provoking thoughts that lurked there, hidden from awareness.

Therefore, this Psychoanalytic theory proposes that personality characteristics are mostly a reflection of the contents of the unconscious part of the mind which act or function as overt behaviour in the organisation and could affect or promote job satisfaction.

2.2 Reviews of Empirical Studies

2.2.2 Personality type on job satisfaction

Dispositional aspects effecting job satisfaction have recently focused on negative affectivity (NA) (Burke, Brief, & George, 1993; Levin & Stokes, 1989; Clark & Watson, 1991). Clark and Watson (1991) described NA as "the tendency to experience a wide variety of negative and upsetting emotions" and equated NA with Neuroticism, one of the main areas in the five-factor model of personality. Levin and Stokes (1989) reported that in both laboratory and correlation studies NA was significantly associated with lower job satisfaction. Their findings support the logical conclusion that high Neuroticism scores will predict lower ratings of job satisfaction. While an important finding, job satisfaction is likely to be related to a broader spectrum of personality features. This single approach, however, seems to neglect the full gamut of personality as it may influence job satisfaction. A different approach that can contribute to Holland's typology, is the five-factor model, presently regarded as the predominant taxonomy for understanding personality (Digman, 1990; John, 1990). Goldberg (1990) provided the following summary of the five-factor model. These "Big-Five" factors have traditionally been numbered and labelled as follows: (I) Urgency (or Extraversion), (II) Agreeableness, (III) Conscientiousness (or Dependability), (IV) Emotional Stability (vs. Neuroticism), and (V) Culture. Alternatively, Factor V has been interpreted as Intellect (e.g., Digman & Takemoto-Chock, 1981; Peabody & Goldberg, 1989) and as Openness (e.g., McCrae & Costa, 1987). Although the five-factor model has been utilized in studies comparing the Holland typology (Costa, McCrae, & Holland, 1984; Tokar & Swanson, 1995), the analysis of the full five-factor model and job satisfaction has yet to be examined. Studies have addressed only limited portions of the five-factor model and job satisfaction. For example, Organ and Lingl (1995) focused on Agreeableness and Conscientiousness. They reported that Agreeableness was positively related to overall job

satisfaction, but Conscientiousness related negatively to satisfaction (Organ & Lingl, 1995). Sterns, Alexander, Barrett, and Dambrot (1983) considered only Neuroticism and Extraversion and found that Neuroticism was negatively correlated with job satisfaction while Extraversion was negatively correlated with only a few dimensions of job satisfaction. Research by Furnham and Zacherl (1986) supported the negative correlation between Neuroticism and job satisfaction but found that Extraversion was positively correlated with job satisfaction. Although a distinct relationship is emerging between Neuroticism and job satisfaction, the influence of multiple personality factors is still unclear. It has been emphasized by Hogan, Hogan, and Roberts (1996) that singular measures of personality do not capture the full picture of personality as a contributing factor in work place satisfaction. Holland supported this approach by his emphasis on a minimum of three different individual code types in matching specific job areas (Holland, 1973, 1996; Moody, 1983). Given the support for a person-environment interaction in job satisfaction and the encouraging, but limited results examining single dimensions of personality, the time has come to more comprehensively investigate personality as it impacts job satisfaction.

Personality” derived from the Latin term “Persona” which means (1) a mask worn by theatre actors to represent their role and personality in the play; (2) the authentic self, which includes one’s intrinsic motivations, emotions, habits, and ideas (Chan, 1996). Allport (1974) described personality as “a dynamic organization within the individual of those psychological systems that determine his unique adjustments to his environment”. Robbins (2001) viewed personality as “the sum total of ways in which an individual reacts and interacts with others”. Simply put, personality can be defined as a compound of human characteristics and variables. For instance, an employee considered to be “ambitious and smart” by his superior has a personality formed by the compound of these two characteristics. Besides, behavioural

scientists tend to agree that personality remains constant throughout one's life. Hence, it can be said that personality comprises of human characteristics that do not quickly vary and can be used to predict one's short-term behavioral models. Moulton (1999) proposed four types of personality, including "dominance", "inducement", "submission", and "compliance", or commonly known as DISC. D-type people are aggressive, demanding, adventurous, and active. They usually play the roles of reorganizers, project leaders, idea makers, and pioneers. I-type people are talkative, social, and good at communications. They love to be actors, optimists, idea makers, and advocates. S-type people are focused, prudent, stable, sure footed, and organized. They usually play the roles of a stabilizer or a balancing power in an organization. C-type people are accurate, clear-minded, and seekers of perfection. They usually play the role of an internal controller. They are rule followers and critical of others' performance. Super (1982) proposed A/B personalities. Type A personality is characterized by a high level of ambition and a strong will to attain the expected goal. Type B personality is just opposite to Type A personality. Type AB personality is a mix of Type A and Type B personalities. In other words, people with Type B personality may also have some traits of Type A personality.

2.2.3 Gender on job satisfaction

Clark's (1997) seminal study of gender differences in levels of job satisfaction in Britain found females to have greater levels of satisfaction compared to males, despite being in jobs with lower earnings and promotion opportunities compared to males. He posits that this is due to females having lower expectations at work due to "the poorer position in the labour market that that women have held in the past" (1997: 342). Clark suggests that females' higher levels of job satisfaction could be transitory as they improve their labour market performances over time. Clark also investigated female self-selection into

employment to see if only 'happier' females entered the workforce⁵ but found no evidence of sample selection bias. Neither did Clark find any significant gender differences with respect to personal and work characteristics. He does however find that gender differences in job satisfaction disappear for the young, the higher educated, professionals and those in male-dominated workplaces. This indicates that females in the aforementioned groups have expectation levels greater than females as a whole.

Gender has strong impact on the job satisfaction of the employees of the organizations. In Pakistan, our society behaviour shows that males have upper hand on their families as well as in organization they have the superior power .Our society exploits the women entity and they have no power even they cannot speak loudly in the presence of their men. Female employees are usually face many problems in the organizations as compared with male employees due to several challenges and barriers, these barriers include forgoing marriage, motherhood, discrimination prevents the female employees to work in the organizations. Females who are highly qualified, cannot reach administrative rank in the organizations (Li and Leung, 2001). Female employees cannot work for long hours in the organization and cannot move from one place to another. In the organizations female employees get fewer opportunities for promotion that is important to fulfill the expectations of female's employees, (McCuddy *et al.*, 2010). Employees leave the organization just because of long working hours and poor working environment (Kusluvan and kusluvan, 2000). Dissatisfied employees leave their position in the organization as compared to those employees who are satisfied Male and female employees dislike their job in the organization just because of long working hours, job stress, low income, no time for their personal life, shortage of labour, lack of employee motivation and the attitudes between the employees and managers (Pavesic and Brymer, 1990). Okumus et al. (2010) also find out that female employees have not enough time for their friends and family, and for hobbies, face

difficulties for promotion, long working hours and job conditions and not having time for household duties were the problems for female employees. Given the many correlates and consequences of employee's satisfaction in the organization, the purpose of this study is to analyze gender differences with regard to employee satisfaction.

Consequently, a woman's want for progress into a senior level leadership position becomes more difficult because of the dominant "old-style role" assumptions (Schaap 2008). Also, research conducted in the US indicates that, even in America, uneven low number of highly educated females achieve executive prestige in the industry (Li and Leung, 2001). In the hospitality and tourism sectors around the world, and in numerous arrangements, these obstacle and tests discourage female employees from continuing their professional careers in the hospitality industry for fear of intervention with their secretive and societal lives. The organization therefore, provides less occasions for advancement that are satisfactory to meet the potentials of females (McCuddy et al., 2010). Pervious study shows that, the many connections and moments of employee satisfaction in the hospitality sector, investigated the possible gender variances with respect to employee satisfaction. This study is necessary because, as will be comprehensive in the upcoming sectors, there presently be real an extensive range of unpredictable results in the literature with respect to this clash. This modern study controls for a number of demographic variables and also drills-down to survey exact scopes of the employee satisfaction hypothesis in direction to explore new world on the hypothetically and organizationally important theme area. By monitoring for a select quantity of variables, it is expected that varying discoveries on gender differences could be reduced and more comprehensive information can be exposed on gender variances. The existing study is planned to statement employee job satisfaction using data from Pakistani organization. Study shows that, Contracted the major incidence of women in labor force, it is actual significant that we recognize the fundamentals of job satisfaction, mostly using a gendered

perspective (Garcia- Bernal 2005).research shows that, In the hospitality industry, like in many other industries, employees' decision about their labor force involvement depends on job satisfaction. So, analysis of job satisfaction may offer insight into employees' observations of certain sides of the nature of the organization (Clark, 1996). Previously data shows that, there are some unique aspects of managing in the hospitality and tourism sector that make the process of hiring and maintaining employees difficult. These sides, which add to high takings rates, may include: labor intensiveness, weak internal labor markets, 24/7-52weeks a year operation, low status and gender structure (mostly female), and a low level of professional esteem (Burke 2008). Determining the perceptions of employees about their tourism industry is significant for considerate what instruments lead to employees' approaches and actions toward their job (Tuzun, 2009).The tourism industry is an industry its offers a wide variety of jobs with a range of human capital necessities (Szivas 2003). Organizational commitment and job satisfaction can be interpreted to propose that a high quantity of reciprocity exists between the individual and the organization (Ryanet 2011). If employees are satisfied with their jobs, they feel powerfully motivated to reinstate good working situation and may also feel hopeful about the possibilities for development. Previous researchers found that high job satisfaction is evidence by employee loyalty such as good citizenship performance (Rusbult et al., 1988). Essentially, these positive outcomes narrate to satisfied employee's representative high level of organizational pledge (Yang, 2010). That is, Pettijohn (2004) found that job satisfaction is positively related to the customer orientation scores. Their finding supports the disagreement that satisfied employees are either more competent of engaging in escalating customer satisfaction (Pettijohn et al., 2004). Research shows that,, employees who are dissatisfied with their job are more probable to leave their place than those are satisfied (Ghiselli et al., 2001). Such an association between customer satisfaction and employee satisfaction is sometimes term "the satisfaction mirror" in which

the satisfaction of both groups of constituent provide for each other (Noe et al., 2010). Job satisfaction is how content an individual is with his or her job. Previously, Scholars and human resource professionals generally make a discrepancy between affective job satisfaction and intellectual job satisfaction. Affective job satisfaction is the amount of pleasant emotional state of mind individuals have about their jobs overall, and is different to intellectual job satisfaction which is the extent of individuals' satisfaction with particular facets of their jobs, such as pay, pension arrangements, working hours, and numerous other characteristics of their jobs. Researcher said that, Understanding what stimulate job satisfaction is one of the most significant issue for organizations in human resource management. Study said that, Job satisfaction is strong-minded not only by the employees' objective working state of affairs, but also by their subjective perceptions about their job (Mora and Ferrer-i-Carbonell, 2009). Researcher, Locke (1969) defines job satisfaction as an agreeable emotional state ensuing from the employee appraises his/her job as achieving and/or facilitating their own job principles (Locke, 1969). Job satisfaction is based on assessment of circumstances that survive on the job (work load, appropriate supervision) and/or financial outcomes from the job (pay, security). Job satisfaction consists of filtered and processed perceptions; filtered through the individual's system of norms, principles, and prospect (Schneider and Snyder, 1975). Group of researchers, Jung et al. (2007) reported that job satisfaction is connected to employees' prospect and realities. Specifically, aggravated and dissatisfied employees are likely to have a low-level of job satisfaction. These prospect and realities may also vary according to age, education, gender, and cultural setting. These features can be important factors of job satisfaction (Jung et al., 2007). Spector (1997) summarized job satisfaction determinants such as approval, communication, co-workers, tassel benefits, job conditions, environment of the work itself, the nature of the organization itself, an organization's policies and measures, pay, personal growth,

endorsement opportunities, credit, security and management (Spector, 1997). Previously researcher studied the association between gender and job satisfaction examined regularly. As before confirmed, the main inducement of the current study is to address the contradictory findings reported in the literature concerning gender differences regarding job satisfaction. The findings about gender differences related to job satisfaction have been not in agreement from the 1950s to date (Al-Ajmi, 2006). For example, some studies (e.g. Mora and Ferrer-i-Carbonell, 2009) find that males show more satisfaction in their job than females. Yet, other studies (Okpara et al., 2005; Clark, 1997; Kim, 2005; Jung *et al.*, 2007) indicate that females have more satisfaction than males. While yet other studies (Linz, 2003; Koyuncu et al., 2004; Eskildsen et al., 2004; Al-Ajmi, 2006; Frye and Mount, 2007; Ward and Sloane, 2000) find no significant gender differences in job satisfaction. The current study, so, control for a number of demographic variables and also drills-down to observe specific volume of the employee satisfaction build.

2.2.4 Age on job satisfaction

OVER the past four decades, numerous investigators have examined the relationship between age and job satisfaction. The results of this research have been very contradictory, with researchers reporting five different types of relationships: positive linear (e.g., Hulin & Smith, 1965; Hunt & Saul, 1975), negative linear (e.g., Muchinsky, 1978), U-shaped (e.g., Clark, Oswald, & Warr, 1996; Herzberg, Mausner, Peterson, & Capwell, 1957; Warr, 1992), inverted U-shaped or inverted J-shaped (e.g., Saleh & Otis, 1964), and no significant relations (e.g., Ronen, 1978; White & Spector, 1987).

Rhodes (1983), in a comprehensive qualitative literature review, found that the age-job satisfaction relationship was best represented by a positive linear relationship. Although this relationship was revealed in most studies, the strength of the relationship was small, with

correlations falling between .10 and .20 (Warr, 1994). Brush, Moch, and Pooyan (1987) conducted a meta-analysis in an attempt to estimate the population parameter representing the relationship. Results showed a mean correlation coefficient of .22 for the relation between age and job satisfaction.

However, further analysis demonstrated that organization type (e.g., manufacturing, service, government) moderated the association. Individual parameters varied between organization types by as much as .14, which suggests the age-job satisfaction relationship is not stable across organization types. Sterns, Marsh, and McDaniel (1995) conducted a subsequent meta-analysis examining the age-job satisfaction relationship that included a larger number of studies than the previous meta-analytic investigation (48 vs 19 coefficients).

Their results demonstrated that the relationship between age and job satisfaction was positive but very small in magnitude ($p = .07$). In addition, occupation type moderated the age-job satisfaction relationship; coefficients for occupations ranged by .17 (from $-.01$ to $.16$). The outcomes of these two meta-analyses have both an important similarity and a difference between them. First, the results are similar in finding some type of organizational grouping (by organization or occupation type) moderating the age and job satisfaction relationship. Though the categories used as moderators differ by name, both reveal some organizational element influencing the association by a substantial magnitude. Conversely, the results of the two studies contrast each other by finding differing strengths of the relationship. While Brush and colleagues (1987) found a moderate relationship ($p = .22$), Sterns and associates' (1995) results showed a much weaker association ($p = .07$). Although the meta-analyses just described provide important information about the strength of the age and job satisfaction relationship, they are not capable of distinguishing the actual shape of it. Meta-analysis utilizes linear correlation coefficients from past studies as data points; therefore, an analyst is unable to identify any nonlinear relationships. In other words, nonlinear relations could be

evident within data sets, but the meta analysis only explains the proportion of the variance that is linear. Consequently, meta-analytic results may not truly represent the strength of the relationship if nonlinear relations are evident. Thus, both meta-analytic studies reviewed here may not have substantially advanced our knowledge about the strength of the age-job satisfaction relationship as its shape has been left undetermined. In order to fulfill this missing link, recent investigations have attempted to determine the form of the age-job satisfaction relationship (Clark et al, 1996; Kacmar & Ferris, 1989; Warr, 1992). Although these research efforts had the potential to provide vital information concerning both the shape and strength of the relationship, each study had various methodological problems that inherently limit the usefulness of their conclusions. For example, Kacmar and Ferris (1989) found significant nonlinear variance evident for extrinsic satisfaction, but not for intrinsic satisfaction. However, the results of this study may be questioned because of two factors. First, a small sample size ($N = 81$) was used, which increases random sampling error. Second, the participants used were employed in a single occupation within one organization (i.e., nurses from one hospital). Their results therefore may have been influenced by occupation- and organization specific variables. In any case, both factors may have ultimately contributed to biases in their conclusions.

In a similar study, War (1992) examined the relationship between age and occupational well-being. This investigation had the advantage of using a large sample of British adults ($N = 1,686$) who were employed across three occupational levels. The results suggested that there was a U-shaped (i.e., nonlinear) pattern present in the relationship. However, three orthogonal axes usually represent the occupational wellbeing construct, but the study only measured and analyzed two. The "pleasure" axis, which Warr stated "is often tapped through scales of general satisfaction" (p. 39), happened to be the particular dimension not considered in this study. Therefore, it can be argued that the construct of job satisfaction

was not appropriately operationalized. This type of measurement problem undoubtedly limits the viability of the results regarding the nature of the age-job satisfaction relationship. More recently, Clark and colleagues (1996) attempted to determine the shape of the age-job satisfaction relationship using another large sample ($N = 5,192$) of British employees. Results of this investigation indicated that the age-job satisfaction relationship is U-shaped. Although this study used a sample that was characteristic of the working population, a potential problem remains with its measurement of the different facets of job satisfaction. Each facet considered within this investigation was measured via single-item measures. Single-item measures have a tendency to be unreliable, which raises questions concerning how well the facets of job satisfaction were actually measured. Moreover, the construct validity of the facets of job satisfaction could also be questioned as scale unreliability can also affect what specific construct is being measured. In essence, how do we know what or how well an item is measuring a construct if there is no statistical index to gauge it by (e.g., internal consistency estimates or factor loadings)? Overall, it seems that recent attempts to determine the shape of the age-job satisfaction relationship have methodological limitations curtailing the legitimacy of their conclusions. Hence, the actual shape of this relationship has not been established convincingly; therefore, it still remains to be determined through empirical means. The purpose of the present investigation is to determine both the shape and strength of the age-job satisfaction relationship. This investigation used a large, national probability sample of persons employed across representative occupational classes. These sample characteristics alleviated the problems of organization-specific and unknown occupation specific moderators of the age and job satisfaction relationship. In addition, we also sought to explore systematically occupation specific moderators of the age-job satisfaction relationship.

2.3 Research Hypotheses

- i. introversion type will significantly report high in job satisfaction than extroversion, agreeableness, conscientiousness, openness.
- ii People who are high in emotional stability will significantly report job satisfaction than low emotional stability.
- iii. Male will significantly report high on job satisfaction than female.

2.4 Operational Definition of Terms

Personality type: This refers to the psychological classification of different types of individual personality type such as, extroversion, agreeableness, conscientiousness, openness and introversion. It was operationalized with standard personality scale. The scale was developed by Rammstedt and John (2007) which is categorised as high and low.

Gender: this refers to the state of being male or female typically used with reference to social and cultural differences rather than biological ones.

Age: refers to a period of human life, measured by years from birth, usually marked by a certain stage or degree of mental or physical development and involving legal responsibility and capacity.

Job satisfaction: this refers to a pleasurable or positive emotional state resulting from appraisal of one's job or job experience. The scale was developed by Brayfield, A. H., & Rothe, H. F. (1951). High score indicate job satisfaction and low score indicate job dissatisfaction.

CHAPTER THREE

METHOD

3.1 RESEARCH DESIGN

This study will use a descriptive research design. This design is descriptive because the study makes use of questionnaire in gathering data from the participants on all the variables under investigations and described as they occur in the study population.

3.2 RESEARCH SETTING

The research setting is Oye Local Government in Oye-Ekiti, Ekiti State; among the workers. This preference is based on the accessibility to the research participants in adequate amount as specified.

3.3 PARTICIPANTS

The population of study was Oye local government workers. One hundred and fifty (150) participants were purposively sampled including both male and females. The sampling procedure is a purposive and accidental sampling technique. Participants follow the non-probabilistic method.

A total number of 148 respondents were reviewed on this study of which 99 (66.0%) were male and 51 (34.0%) were females. Of the one hundred and forty eight 98 (65.3%) were Christian, 48 (32.0%) were Islam, and others were 4 (2.7%). Also in Marital status, 44 (29.3%) were single and 106 (70.7%) were married. In Ethnicity, Yoruba were 131 (87.3%), Igbo were 11 (7.3%), Hausa were 5 (3.3%) and other was 3 (2.0%). The Age ranged from 22-64year respectively.

3.4 INSTRUMENT

The research tool for data collection is a structured questionnaire divided into sections A-C: Section A of the questionnaire contains items measuring Socio-Demographic information of the participants, such as Gender, Age, Marital status, Religion.

3.4.1 JOB SATISFACTION SCALE

Section B of the questionnaire contains of 5-items measuring job satisfaction. This scale was developed by Brayfield & Rothe (1951). The response categories ranged from strongly agree (SA) to (SD) strongly disagree. This scale has a reliability coefficient of Cronbach's alpha of .48 in this study.

3.4.2 PERSONALITY TYPE SCALE

Section C of the instrument consists of 10-items measuring personality type. This scale was developed by Rammstedt and John (2007). The Authors reported reliability coefficients of .89, .86, .82, .74 and .79 respectively. The response categories ranged from strongly agree (SA) to (SD) strongly disagree. This scale has a reliability coefficient of Cronbach's alpha of .63 in this study.

3.5 PROCEDURES

The questionnaire was administered among the consenting staffs of oye local government workers Oye-Ekiti which had two (2) sections. One hundred and fifty (150) questionnaires was distributed, but one hundred and forty eight (148) were returned. It was sorted and coded for the data analysis.

3.6 STATISTICAL ANALYSIS

Data were analyzed using SPSS. Descriptive statistics such as Frequency, Mean, Standard Deviation and Variance will run to describe the subject' information. The reliability analysis of the study instruments were ascertain and reported for future reference. Hypotheses 1 and 2 were tested using t-test for independent samples.

CHAPTER FOUR

RESULTS

4.1 Hypothesis One

Hypothesis one stated that introversion type of personality will significantly report high in job satisfaction than other type of personality. This hypothesis was tested using t-test for independent samples. The results are present in Table 4.1

Table 4.1a: T-test showing influence of personality type on job satisfaction

DV	Extrovert /introvert	N	Mean	SD	df	t	p
Job satisfaction	Extrovert	72	10.5694	2.73643	148	-1.54	> .05
	Introvert	78	11.3333	3.30551			

Result in Table 4.1 indicates that Extrovert and Introvert did not have significant influence on job satisfaction ($t = -1.54$, $df = 148$; $p > .05$). However, the result showed that worker with Extrovert mean ($X = 10.57$) were not significantly different from workers with Introverted type of personality ($X = 11.33$). This result shows that Extrovert and introvert had no significant influence on job satisfaction. Therefore this hypothesis was rejected.

Table 4.1b: T-test showing influence of personality type on job satisfaction

DV	Openness	N	Mean	SD	df	t	p
Job satisfaction	High	76	11.0526	3.44826	148	.035	> .05
	Low	74	10.8784	2.62210			

The result in Table 4.1b showed that openness did not significantly influence job satisfaction. ($t = .035$, $df = 148$; $p > .05$). The result indicates that, workers who were high in openness ($X = 11.05$) were not different from workers who were low in openness ($X = 10.88$).

Table 4.1c: T-test showing influence of personality type on job satisfaction

DV	Agreeableness	N	Mean	SD	df	t	P
Job satisfaction	High	59	10.9322	2.49043	148	-0.11	> .05
	Low	91	10.9890	3.39115			

The result in Table 4.1c showed that agreeableness did not significantly influence job satisfaction. ($t = -0.11$, $df = 148$; $p > .05$). The result indicates that, workers who were high in Agreeableness ($X=10.93$) were not different from workers who were low in agreeableness ($X=10.99$).

Table 4.1d: T-test showing influence of personality type on job satisfaction

DV	Conscientiousness	N	Mean	SD	Df	T	P
Job satisfaction	High	59	10.6441	3.15006	148	-1.04	> .05
	Low	91	11.1758	2.99849			

The result in Table 4.1b showed that Conscientiousness did not significantly influence job satisfaction. ($t = -1.04$, $df = 148$; $p > .05$). The result indicates that, workers who were high in Conscientiousness ($X=10.64$) were not different from workers who were low in Conscientiousness ($X=11.18$).

Table 4.1e: T-test showing influence of personality type on job satisfaction

DV	Emotional Stability	N	Mean	SD	df	t	P
Job satisfaction	High	72	11.8194	3.66685	148	3.39	<.05
	Low	78	10.1795	2.09974			

The result in Table 4.1e showed that Emotional Stability significantly influence job satisfaction. ($t=3.39$, $df = 148$; $p < .05$). The result indicates that, workers who were high in Emotional stability ($X=11.82$) were different from workers who were low in Emotional stability ($X=10.18$).

4.2 Hypothesis Two

Hypothesis two stated that Male will significantly report high on job satisfaction than female. This hypothesis was tested using t-test for independent samples. The results are present in Table 4.2

Table 4.2: T-test showing influence of Gender on job satisfaction

DV	Gender	N	Mean	SD	df	t	p
Job satisfaction	Male	99	11.0505	3.07848	148	0.47	>.05
	Female	51	10.8039	3.04644			

The result in Table 4.2 showed that gender did not significantly influence job satisfaction. ($t = 0.47$, $df = 148$; $p > .05$). The result indicates that, workers who were male mean ($X = 11.05$) were not different from workers who were female mean ($X = 10.80$). Therefore the hypothesis is rejected.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Discussion

This is emphasis on the entire study. It emphasises on the statistical results and findings in the previous chapters so as to make useful inferences and generalizations for applicability in the society. However, it also highlights the limitations as well as other directions for future research in this area of study.

Hypotheses one stated that introversion type of personality will significantly report high in job satisfaction than other type of personality. This result shows that only people who are high in emotional stability significantly reported job satisfaction. Previous study from Clark and Watson (1991) described NA as "the tendency to experience a wide variety of negative and upsetting emotions" and equated NA with Neuroticism, one of the main areas in the five-factor model of personality. Levin and Stokes (1989) reported that in both laboratory and correlation studies NA was significantly associated with lower job satisfaction.

Hypotheses two stated that Male will significantly report high on job satisfaction than female. This result showed that gender did not significantly influence job satisfaction. Clark's (1997) seminal study of gender differences in levels of job satisfaction in Britain found females to have greater levels of satisfaction compared to males, despite being in jobs with lower earnings and promotion opportunities compared to males. He posits that this is due to females having lower expectations at work due to "the poorer position in the labour market that that women have held in the past" (1997: 342). Clark suggests that females' higher levels of job satisfaction could be transitory as they improve their labour market performances over time.

5.2 Conclusion

Job satisfaction is one of the fundamental needs of people in the society, which most organisations are not concerned with employee self satisfaction rather satisfaction that entails productivity level in the organization. This study highlights some factors that could affect workers job satisfaction in the organisation.

It is concluded in this study that emotional stability workers could only have work job satisfaction.

The personality types did not significantly affect job satisfaction as proposed. Sterns, Alexander, Barrett, and Dambrot (1983) considered only Neuroticism and Extraversion and found that Neuroticism was negatively correlated with job satisfaction while Extraversion was negatively correlated with only a few dimensions of job satisfaction. Research by Furnham and Zacherl (1986) supported the negative correlation between Neuroticism and job satisfaction but found that Extraversion was positively correlated with job satisfaction.

Gender did not significantly determine workers job satisfaction as proposed. The findings about gender differences related to job satisfaction have been not in agreement from the 1950s to date (Al-Ajmi, 2006). For example, some studies (e.g. Mora and Ferrer-i-Carbonell, 2009) find that males show more satisfaction in their job than females. Yet, other studies (Okpara et al., 2005; Clark, 1997; Kim, 2005; Jung *et al.*, 2007) indicate that females have more satisfaction than males. While yet other studies (Linz, 2003; Koyuncu et al., 2004; Eskildsen et al., 2004; Al-Ajmi, 2006; Frye and Mount, 2007; Ward and Sloane, 2000) find no significant gender differences in job satisfaction.

5.3 Recommendations

This study recommends that organisations should test employee personality before recruiting them into the organisation. These help the organisation to know workers personality type and the best employee to select.

Therefore, further researcher should make use of randomization; the settings should not be strictly oye local government workers.

5.4 Limitation

In the cause of research investigation, the participant were finding it difficult to disclose information pertaining to the work not until they were told that it will be confidential and the researcher deceived them by telling them that similar information have been carried out within local government in Ekiti State. Also, the participant used in the study was not enough to generalise the finding.

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APPENDIX

Federal University Oye-Ekiti

FACULTY OF HUMANITIES AND SOCIAL SCIENCES

DEPARTMENT OF PSYCHOLOGY

RESEARCH QUESTIONNAIRE

Dear Respondent

The questionnaire is designed to seek for information from you. Your name is not required, rather you're honest and your open responses are needed. There is no right or wrong answer. All information given is assured utmost confidentiality and will be used only for the research purposes.

Thanks for your co-operation.

SECTION A

Personal Profile

Age:

Gender: Male () Female ()

Religion: Christianity () Islam () Other ()

Ethnic: Yoruba () Igbo () Hausa () Others ()

Marital Status: Married () Single ()

SECTION B

Please indicate your agreement with the following items.

NB: Strongly Agree (SA) Agree (A), Undecided (U), Disagree (D) & Strongly Disagree (SD).

Table with 6 columns: S/N, ITEMS, SA, A, U, D, SD. Contains 5 rows of job satisfaction items.

SECTION C

Please Tick () option that best describe your personality from the following items.

NB: Strongly Agree (SA) Agree (A), Undecided (U), Disagree (D) & Strongly Disagree (SD).

Table with 6 columns: S/N, ITEMS, SA, A, U, D, SD. Contains 5 rows of personality items.

6.	I see myself as someone who has few artistic interests					
7.	I see myself as someone who does a thorough job					
8.	I see myself as someone who is outgoing and sociable					
9.	I see myself as someone who tends to find faults with others					
10.	I see myself as someone who is relaxed and handle stress well					