

UNIVERSITY OF CAPE COAST

**GUIDELINES ON HOUSING ALLOCATION OF THE UNIVERSITY OF
CAPE COAST: IMPLICATIONS FOR THE ATTRACTION AND
RETENTION OF SENIOR MEMBERS**

BY

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A THESIS SUBMITTED

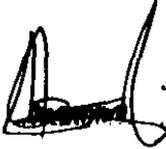
**TO THE INSTITUTE FOR EDUCATIONAL PLANNING AND
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CANDIDATE'S DECLARATION

I hereby declare that this thesis is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

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SUPERVISORS' DECLARATION

We hereby declare that the preparation and presentation of this thesis were supervised in accordance with the guidelines on supervision of thesis as laid down by the University of Cape Coast.

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ABSTRACT

This study looks at the Allocation of Housing Guidelines of the University of Cape Coast and its Implications for the Attraction and Retention of Senior Members. The study seeks to assess the interrelations that exist between housing availability and the attraction and retention of high calibre staff.

Data was collected through questionnaire from 105 respondents who were selected through a multi stage sampling technique. Information was also gathered from a senior officer through a six-point interview guide. The Statistical Package for Social Science (SPSS) version 10.0 was employed in analysing the data. Frequencies, cross tabulations and percentages were used in the presentation of the results.

It was found that, the housing situation of newly appointed staff remains a problem. It was also observed that quite a greater number of staff were not conversant with the housing allocation guidelines in U.C.C. Most of the staff were also not satisfied with the housing allocation procedure in use.

The study also revealed that a majority of the senior members would want the university to acquire plots of land on their behalf for them to put up their own houses. Based on these findings, it is recommended that the university assist staff to acquire plots of land to enable them put up their own houses.

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DEDICATION

This work is dedicated to my wife Mrs. Christina Hesse and my two lovely children, Sammy and Chris.

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CHAPTER ONE

INTRODUCTION

Background to the Study

According to Maslow's needs hierarchy, shelter is a physiological need. This means that every individual needs a kind of housing. In his German ideology in the 1840s, Karl Marx as cited by Konadu-Agyemang (2001,p 101), postulated that man must be in a position to live so as to make history. He contends that life does not only involve eating and drinking, but also habitation, clothing and other things. According to Konadu-Agyemang (2001), although this view was originally expressed in the 1840's it is still very relevant to current times since both empirical and theoretical evidence support the need to treat shelter, food and clothing as basic needs to which both the rich and the poor are entitled.

Konadu-Agyemang noted further that although shelter is very important in all human activities, it is a paradox that while serious attention is given by both international and national organizations to the other basic needs and other goods, which may not necessarily be important for human existence, housing appears to be treated as an unwanted stepchild in the family of projects that constitute development, and consequently is often relegated to the backburner. He noted further that, the situation is more prominent in economies where shortage of financial resources calls for their allocation to "priority" and quick result yielding sectors. Laquian (1983) as cited by Konadu-Agyemang (2001,p101) has asserted that although advancement in

science and technology have made it possible for man to harness energies necessary to make life worth living by mass-producing so many consumer goods at affordable prices, man has failed in deriving a formula to produce housing in adequate quantities at affordable prices to those who need them. Konadu-Agyemang concludes that, housing still remains the most difficult to provide of all mankind's basic needs.

Abrams (1964) vividly expressed this paradox when he wrote that housing is the very fabric of neighbourhood life and the entire social setting since it affects many aspects of industrialization, economic activity and development. Despite the important role played by housing, the relative decline in national revenues has led to the re-arrangement of priorities by many countries worldwide. Essentially, cut backs in expenditures have resulted in a shortfall in the provision and maintenance of housing, particularly low-income housing. This global phenomenon has resulted in homelessness and housing deprivation giving rise to squatter settlement in most cases (Friedrichs 1988). The United Nations High Commissioner for Human Rights has estimated that there are over 100 million persons homeless worldwide and over 1 billion inadequately housed (UN, Geneva 1991).

In developing countries where revenue had always been scarce, provision of houses for the teeming population is even more difficult. According to a UNDP (1996) report, it has been established that improved housing conditions have an immediate and direct impact on human development. The report also has it that, adequate housing is positively correlated with progress in health, literacy and longevity and also social stability of communities. Improvements in housing boost the material and

psychological well-being, health and work productivity of individuals generally, as well as school performance.

Ghana, like many other developing countries in Africa, is not better off when it comes to the issue of housing delivery for the large number of her population, which now stands at about 18.8 million (2000 Housing and Population Census). The Ghana National Housing Policy and Action Plan of 1987 – 1990 stated that:

Our housing problem is one of a national development crisis with a current annual need of 70,000 units and an accumulated delivery deficit of 250,000 units needed to decrowd urban units from 12 - 81 to a household occupancy rate of 7. An average annual delivery of 133,000 units will be needed to provide adequate housing within the next twenty years as against the current annual delivery of 28,000 units which yields a performance rate of 21%. (Ministry of Works & Housing, 1986: 3).

It is quite clear that the housing calamity confronting the nation cannot be resolved with a resort to the conventional approaches. Schmidt and Kallert (1988) are cited by Songsore (2003,p2) as having reported that homelessness, which is more acute in the underdeveloped world where the level of development of productive forces is low, is not entirely absent in advanced industrialised capitalist countries, despite the immense wealth and productive capacity achieved under matured capitalism. In the general belief that “adequate housing” is a basic human need, the United Nations General Assembly unanimously adopted a resolution proclaiming 1987 the

International Year of Shelter for the Homelessness (Tshipinare, 1987, p-1). It is, therefore, not surprising that housing has become an important focal point of working class activism and militancy in Ghana especially during peaks of popular struggles (Songsore, 2003).

The problem as noted by Kwarteng (1992) differs from the urban areas to the rural sectors. In the urban areas, there is a problem of a lack of housing units to cater for the ever-growing number of people. In the rural areas too, there is a lack of housing units in addition to the poor materials used and the sub-standard construction practices adopted. As a result, buildings with cracks, collapsing walls and damaged roofs are the common feature and the slightest rainstorm and other natural phenomena that hit these areas expose many rural houses to serious damage. The shortage of houses is not only an individual problem but also impacts negatively on the growth and development of institutions such as the universities.

The country has been blessed with three well-established public universities namely, the University of Ghana, the Kwame Nkrumah University of Science and Technology (KNUST), and the University of Cape Coast (U.C.C.). Quite recently, two other public universities have also been established and these are the University for Development Studies (U.D.S.) and the University of Education, Winneba. Each of these five public universities has been established with a specific role in the training of the needed manpower for national development.

The University of Cape Coast was among other things set up to train graduate teachers for the various secondary schools, teacher training colleges and technical institutions in the country. (U.C.C., Silver Jubilee Brochure,

1988,). Today, other programmes have been added to the original function of the University, which includes the training of businessmen and women, agriculturalists, educational administrators and planners among others.

To continue to attract and retain the right calibre of staff to work in the University, a vigorous staff-housing scheme was initiated by the founding fathers alongside the construction of faculties and student halls of residence to serve the University community. Apart from the houses that were put up on campus, the University also entered into an agreement with some landlords in the Cape Coast Municipality to rent houses on behalf of staff.

Some of the houses that were available during the early days of the University included:

1. Two bedroom self-contained bungalows with a study, kitchen, boys' quarters, bath and toilet facilities and a garage.
2. Two bedrooms self-contained flat with kitchen, a garage without a study.
3. Three bedroom wooden (self-contained) bungalow with a kitchen and garage (no boys' quarters)
4. Three bedroom bungalows (square shaped) with boys' quarters, garage and kitchen.
5. Two bedroom flats in block of four storeys with garage and enough open space. (U.C.C. Regulations on University Accommodation and Code of Conduct, 1985).

Over the years, other types of houses have been added to the stock of houses available to staff. Examples are:

1. Two-bedroom detached bungalows with no garages but enough parking spaces.
2. Two-bedrooms semi-detached bungalows with no garages but enough parking spaces.

In addition to the above, the University has acquired a number of housing properties in the Cape Coast Municipality through outright purchase. It had also rented a number of houses and flats in town in which staff who qualified for University accommodation but could not be housed on campus are accommodated. There are also a number of two-bedroom semi-detached houses that were bought from the State Construction Corporation (S C C) and the Social Security and National Insurance Trust (SSNIT) at Pedu and Elmina respectively. These houses are often allocated to Senior and Junior Staff (Prempeh, 1998).

According to the University's Housing Regulations, the University is required to provide accommodation for:

1. All Senior Members
2. Senior Staff, where stipulated by contract i.e. Principal Technician and Chief Technician and analogous grades.

Accommodation, if available, may also be allocated to other members of the Senior Staff whose duties require them to reside near their place of work. Accommodation for all categories of staff and especially for Senior Members is provided on campus, but in some cases, at least in the first instance, accommodation is provided off campus (Barimah, 2002).

The following categories of Senior Members are entitled to accommodation automatically on campus:

1. Professors, Associate Professors and Visiting Professors
2. Director of Health Services, Senior Medical Officers, Medical Officers,
3. Hall Wardens, Hall Masters, Senior Tutors, Hall Counsellors.
4. Director of Development, Works/Maintenance Engineer, Estate Officer
5. Librarian, Deputy Librarian.
6. Registrar, Deputy Registrars
7. Finance Officer, Deputy Finance Officer
8. Foreign Personnel whose contract stipulates campus accommodation.
e.g.: IFESH and Fulbright Professors (UCC Regulations on University Accommodation & Code of Conduct, 1985).

Allocation of houses to staff is based on the point allocation system which spells out who qualifies for what house and at what time and where. The criteria for accumulating points depends on ones status, number of years served, present house, family points, duty points and houses applied for in order of preference.

Allocation of houses to staff is regulated by the following general conditions,

1. An applicant who refuses to accept a house for which he or she has applied for reasons not acceptable to the Housing Committee shall not be considered again for University accommodation for one calendar year.
2. A person who refuses University accommodation on first appointment may appeal to the Housing Committee whose decision shall be final.
3. In certain circumstances (newly arrival, sudden return or other emergency) a Senior Member may be given temporary accommodation

on campus in a guesthouse, flat or bungalow. This in no way guarantees permanent accommodation on campus, the Senior Member will be considered at the next allocation of houses and the Housing Committee will allocate accommodation, on or off campus, depending on the applicant's point.

4. A person who, out of his own choice, is allocated a bungalow on campus shall not normally be allowed to change accommodation within five years (UCC Regulations on University Accommodation and Code of Conduct, 1985, p4).

Until 1994, all houses allocated to staff were fully furnished with items such as wooden beds, spring mattresses, bed end stools, bedside cabinet, pillows, dressing table, mirrors, dressing stools, easy chairs and settee. Other items supplied were dining table; dining chairs, coffee tables, centre tables etc. It was also the responsibility of the University to replace fused fluorescent tubes provided in houses. Today, furniture and other household items are only provided in houses for principal officers including the Vice-Chancellor, Pro-Vice-Chancellor and the Registrar as well as in University guesthouses.

Occupants of the University's houses are to be guided by the following code of conduct;

1. No damage should be caused to any University property. Where damage is caused to any property, this should be reported immediately to the Works/Maintenance Unit for the necessary repairs to be effected.
2. Removal of the University's property from one bungalow to another without the prior approval of the Estate Section is prohibited.

3. No extension to any University premises may be undertaken without the prior approval of the Director of Development and the Estate Section.
4. Additional electrical connections in houses are not allowed except with the prior approval of the Director of Development, such requests should be addressed to the Secretary of the Development Committee in the first instance.
5. No kiosks or structures should be built close to residences without the approval of the Development Committee of the University. Requests for such structures should be addressed to the Secretary of the Development Committee.
6. No structural changes are to be made on University houses without the approval of the Development Committee. (U.C.C. Housing Regulation and Code of Conduct, 1985).

In 1962, when the University of Cape Coast was inaugurated, there was a total number of 155 students within the initial three faculties namely; Faculty of Arts, Faculty of Science and Faculty of Education. The number has however grown steadily from 7,722 in 1998/1999 to 11,637 in 2002/22003 (U. C.C 2003). Table 1 shows the rate of growth of students and teaching staff and the provision of accommodation for senior members from the period 1998/99 to 2002/2003. From Table 1, students' enrolment increased from 6.79% in 1999/2000 to 18.48% in 2002/2003, while teaching staff grew by 3.09% on the average. Even though the provision of accommodation experienced an average growth of 1.58% in 2002/2003, the rate was below that of 3.09% and 8.71% for the teaching staff and students respectively (U.C.C 2003).

Table 1

Growth of Students and Teaching Staff in U.C.C. and Senior Member

Accommodation

Year	Student Nos.	Growth Rate	Teaching Staff	Growth Rate	Accomm. (Snr.Mem)	Growth Rate
1998/1999	7,722	-	257	-	236	-
1999/2000	8,246	6.79	233	-9.34	237	0.42
2000/2001	8,959	8.64	253	8.58	235	-0.84
2001/2002	9,822	9.63	253	0	217	-7.66
2002/2003	11,637	18.48	294	16.21	236	8.76
Totals	46,386	43.54	1,290	15.45	1,161	0.68
Averages	9,277.2	8.71	258	3.09	232.2	1.58

The current (2002/2003) number of academic staff stands at 331. Non-academic staff in the senior category for the period also stood at 72 including staff in the university hospital and the library. These numbers included both permanent and temporary staff. Table 2 shows the distribution of the academic staff for the 2002/2003 academic year (Convocation list, 2003).

Table 2

Academic Staff of U.C.C. 2002/2003

Prof./Assoc. Prof.	Snr. Lecturer	Lecturer/Asst. Lecturers	Total
46	70	215	331

Source: Compiled from Convocation list, 2003

For the university to continue to expand and achieve real academic excellence and also become a university of choice among Ghanaian universities and within the sub-region, it needs to attract and retain the needed calibre of academic and non-academic staff that can adequately support the university to realise its goal. One necessary condition is the provision of housing to boost the material and psychological well-being, health and work productivity of individuals as well as school performance (UNDP 1996)

In the late 1990's, it became necessary for the University to take a more critical look at the staff-housing situation since it could no longer provide suitable houses for all Senior Members. This culminated in the introduction of some subsidies, which were intended to cushion staff who could arrange to secure their own houses in the Cape Coast Municipality as well as the surrounding communities. From October 1999, to January 2003, staff who rented their own houses were given a rent subsidy of ₵80,000 (\$14) in 1999. Those staying in their own houses (owner-occupiers) were paid a subsidy of ₵120,000 (\$21) in 1999. These rates have been adjusted upwards from January 2003, to ₵270,000 (\$34) and ₵350,000 (\$44) respectively. (Registrar's letter No. Conf.75/SF.9/Vol.11/143 of 31st July 2002).

All these interventions have been made to reduce the pressure on the university in searching for houses for staff.

Additionally, the University has embarked on a strategy to attract private Estate Developers to come to its aid by putting up houses for both staff and students on the university's vast land that is yet to be developed. Regrettably, the patronage has not been very encouraging. The few developers who have taken advantage of the offer have concentrated on the provision of student hostels at the expense of staff accommodation. This situation makes the acute staff-housing problem unresolved.

Ideally, all Senior Members should be housed on campus. However, out of the total of 403 Senior Members in both the academic and administrative category, a total of 236 had been housed as at March 2003. Out of this number, 200 are on campus while 36 are either in the university's own properties or rented houses located off-campus. The remaining 167 (Senior Members) had not been given any form of accommodation by the university (U.C.C. 33rd Congregation Basic Statistics, 2003).

The Housing Committee, which is responsible for allocating the houses, has often been accused of not being transparent in the use of the point system for allocations. Table 3 shows the number of houses advertised for all categories of staff from 1st October 2000 to 18th February 2002, and the number of staff who put in their applications to be considered for the advertised houses. Table 3 shows the distribution.

From Table 3, 19 houses were advertised for Senior Members between 1st October 2000, and 8th February 2002. A total of 113 applications were received. At the same time, 4 houses which were advertised for Senior Staff

attracted 52 applications. Twenty-three (23) Junior Staff applied for the only house that was advertised over the period. From the statistics, one can understand the enormity of the problem confronting the Housing Committee and, indeed, the university as a whole in meeting the large housing demands of staff.

Table 3

Summary of Houses Advertised from 1st October 2000, to 8th February, 2002, and Applicants in the various Categories

Date of Meeting	No. of Houses Advertised (Snr. Members)	No. of Applicants	No. of Houses Advertised (Snr. Staff)	No. of Applicants	No. of Houses Advertised (Jnr. staff)	No. of Applicants
1 st Oct. 2000	3	12	-	-	-	-
23 rd Nov. 2000	3	22	-	-	-	-
23 rd Feb. 2001	-	-	2	20	-	-
11 th July, 2001	9	36	-	-	1	23
8 th Feb. 2002	4	43	2	32	-	-
Total	19	113	4	52	1	23

Source: Compiled from Housing Committee Minutes 1st October 2000 to 8th February 2002).

Statement of the Problem

In the University of Cape Coast, selection and appointment of Senior Members go on as and when the need arises. Some of the people who accept the terms and conditions to work soon vacate their post citing the acute

housing problems in the Cape Coast Municipality and the university's inability to accommodate them as their main reason.

To buttress this point, a section of the Senior Members appointment letter states, "In view of the serious housing problem facing the university, it is unable to provide you with accommodation. The university will however be willing to assist in your search for accommodation, the rental for which you will directly be responsible". Against this backdrop, it had become imperative to study the Housing allocation guidelines of the University of Cape Coast and its implications for the attraction and retention of Senior Members.

Purpose of the Study

The main purpose of the study is to assess the interrelations that exist between housing availability and the attraction and retention of high calibre manpower for the University of Cape Coast.

Specifically, the study seeks to:

1. Ascertain how the provision of housing to staff helps in the attraction and retention of high calibre manpower in the university.
2. Find out staff perception of an acceptable housing allocation scheme
3. Solicit the views of respondents on what measures could be adopted by the university to improve upon the housing package of staff.

Research Questions

The following research questions were designed to guide the researcher in formulating the questionnaire to obtain the necessary data for the study.

1. How does the provision of housing contribute to the attraction and retention of Senior Members?
2. How is the current housing package for staff acceptable to Senior Members?
3. How does the payment of subsidy help in easing the housing problems of staff in U.C.C.?
4. What are some of the problems faced by staff residing off-campus with respect to their tenancy?
5. What measures can be adopted by the University to improve upon the housing package for staff?

Significance of the Study

The University of Cape Coast has over the years instituted measures aimed at increasing its housing units in a bid to attract and possibly retain its high calibre staff. Such measures include putting up more houses on campus and outright purchase of houses off-campus. Others are the payment of subsidies and other allowances to staff, and a vigorous publicity to attract private investors to put up more houses on the vast undeveloped land belonging to the university. All these are intended to make the university a place of choice among other universities in the sub-region (U.C.C. Strategic Plan, 2002).

This work will enable policy makers understand issues relating to housing (non availability) and the attraction and retention of labour especially in academic institutions as the University of Cape Coast. In Ghana, it is apparent that salary levels in educational institutions

remain low as compared to other sectors. It is therefore expected that high calibre of staff in such places would be given some other incentives such as housing as a way of motivating people to work there.

2. The net attrition of high-level staff in the universities over the years appears to be on the increase. This is evidenced by the high average age of lecturers and insufficiency of lecturers in virtually all the government owned higher institutions. It is thus necessary that some of their important problems as housing be critically studied with the view to ameliorating the related situations.
3. Universities are funded mainly by the Central Government. Current demands for government funds from various sectors in the face of the economic conditions appear to indicate that at least within the foreseeable future, the universities will be under-funded. Implicitly, they cannot provide adequately to meet the needs of their staff. There is therefore the need to devise a package that will be fair and equitable to all high level staff. Such friendly and popular schemes obviously have to incorporate the views of a cross section of the high level staff.

Delimitation of the Study

The study was limited to Senior Members of staff at the University of Cape Coast. Staff in these categories were used because unlike staff in the other categories, senior members constitute a sensitive aspect of the university stock of human resources. They are mostly people whose mode of appointment would always involve some component of housing facilities. As

such, it was considered most appropriate to look at how the provision of housing to them would help in attracting and retaining them in the University of Cape Coast.

Limitations

The main purpose of this study was to find out how the housing allocation guidelines in the University of Cape Coast affect the attraction and retention of high calibre staff. In conducting this research the researcher encountered the following limitations:

1. The inability to get one of the two most senior Housing Committee Executive members to be interviewed to throw more light on the nature and scope of the housing allocation guidelines of the University of Cape Coast.
2. The inability to lay hands on valuable documents concerning housing and housing allocation guidelines across higher educational institutions in Ghana. This would have given the researcher a broader knowledge about situations existing elsewhere.
3. Individuals vary in their perception and reception of stimulus due to differences in their backgrounds. Owing to these differences, some individuals might have perceived some of the questionnaire items differently and therefore might have responded to them according to their perception and not what the researcher was anticipating. This was likely to affect the results of the research in some way.

4. Regarding the nature of housing in Ghana, it would have been more appropriate to undertake a comparative study of the problem with respect to the rest of the universities in Ghana. This would have given a better insight into the situation as existing in the University of Cape Coast.
5. Finally, some of the respondents failed to answer to some of the sensitive questionnaire items. If these responses were given, they would have helped tremendously in making the research findings more authentic. It is, however, worthwhile to conclude that despite these limitations the findings of this research are authentic and could be relied upon.

Organisation of the Study

The research was organized into five chapters. Chapter one of the study focused on the introduction to the study, which also included the background to the study, the statement of the problem, purpose of the study, research questions, significance of the study and delimitations.

Chapter two deals with the review of related literature concerning the topic under study. The third chapter describes the methods that were employed to collect the needed data for the study. The chapter also includes a description of the research design, the population, the sample and the sampling techniques used. It also includes a description of the methods used to analyse the data. Chapter four looks at the findings of the study and discusses the findings.

The last chapter, five, provides a summary of the study, a summary of the findings, and draws conclusions and offers recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This study is about the housing allocation guidelines of the University of Cape Coast and its implications for the attraction and retention of senior members. This chapter reviews related literature on housing issues concerning the topic under study. The review was done under the following headings:

1. What is housing ?
2. The Need for Housing
3. Policy versus Housing Policy
4. Housing Subsidies
5. Attraction of Staff by the Universities
6. Staff Motivation

What is Housing ?

Housing, like any other concept, has many definitions and interpretations. According to Sherwood (1996), housing is "a structure built for people to live in". In the views of Bassett and Short (1980, pp 1-2) as quoted by Pacione (1983, p 8).

Housing is a heterogeneous, durable and essential consumer good: an indirect indicator of status and income difference between consumers: a map of social relations within the city; an important facet of residential structure; a source of bargaining and conflict between various power groupings and a source of profit to different institutions and agents involved in the production, consumption and exchange of housing.

The Centre for Universal Design in North Carolina State University, in its 2002 report, defines housing by the following terms: accessible, adaptable, and universal design. These three terms are often used to refer to housing or features in housing intended for use by people with disabilities and others. Each of the terms had different meanings and purposes. They are frequently used interchangeably and often misused. The centre has given the following explanations to clarify each of the three terms;

Accessible Design

This generally means that the dwelling meets prescribed requirements for accessible housing. Mandatory requirements for accessible housing vary widely and are found in state, local and model building codes. Accessible features in houses include items such as wide doors, sufficient clear floor space for wheelchairs, lower counter top segments, lever and loop type handles on hardware, seats, grab bars in bathrooms etc.

In some cases, owners of multi family rental housing have lost revenue by lowering rents to entice non-disabled people to live in accessible units. To curtail these and other problems, adaptable features have been developed and accepted as standards for accessibility.

Adaptable Designs

These are either adjustable or capable of being easily and immediately added or removed to "adapt" the unit to individual needs or preferences. An adaptable housing has all accessible features that a fixed accessible unit has but allows some items to be omitted or concealed until needed so that dwelling units can look the same as others and be better matched to individual needs

when occupied. In an adaptable dwelling, wide doors, no steps, knee spaces, control and switch locations, grab bare reinforcing and other access features must be built in. Adaptable features are a marking advantage for owners and occupants as they allow fully accessible dwellings to be closely suited to their users and marketable to anyone.

Universal Design

This refers to items that are usable by most people regardless of their level of ability or disability. Many accessible and adaptable features are universally usable. For instance, round doorknobs are not usable by people with limited use of their hands, but lever handles which are readily available in all price ranges, styles and colours are usable by almost everyone, including people who have no hands.

By incorporating the characteristics necessary for people with physical limitations into the design of common products and housing spaces, a house becomes easier and safer for everyone to use and more widely marketable and profitable.

The Need for Housing

It has been found that the primary purpose of housing is to provide protection to people against extreme heat and cold, rain, snow and strong winds. Although protection from the weather is the most important reason for housing, it is not the only one. According to Sheerwood (1996) in some parts of the world, people can survive without housing. Homeless people often live on the streets. The other needs for housing identified by Sheerwood (1996) have been explained under physical and psychological needs.

The two sometimes overlap. Physical needs involve all the things the body requires to survive: air, sunlight, shelter, sleep and food. Housing helps meet the above needs by protecting people from the weather. It also provides a safe and convenient place to eat, sleep and store possessions.

Shelter

Protection from nature is the most obvious physical need fulfilled by housing. Throughout the world, the elements of nature—temperature, humidity, rain, snow, wind and sunlight have influenced how people build their houses.

Sleep

Regular sleep is an important physical need but it is difficult to get much sleep on a park, bench or a sidewalk.

Food

Housing provides a suitable place for food preparation and eating. Homes with no areas for these activities would not be functional. That is, they will not be fulfilling the main purpose of housing.

Storage

In addition to protecting people, housing safeguards their possessions and provides a convenient place to store them.

Safety

Early homes kept people safe from animals and other humans who might harm them or steal their belongings. Safety was one of the reasons people grouped homes together and formed the first towns and villages. By living together, they could help protect one another. In medieval times, towns were walled and had heavy gates to keep out enemies.

Psychological Needs

In the words of Sheerwood (1996), these are needs related to thoughts and emotions. They include the need for love and belonging, privacy, fun, relation and comfort. It also includes the need to express oneself. Housing that provide opportunities to meet psychological needs is more than just a structure. It becomes a home.

Love and Belonging

The need for love and belonging to a group includes the need for friends and family. It also includes the need to be a member of a larger community. Some people choose houses in particular areas because they wish to belong to the group that lives there. They want to be members of that particular neighbourhood. Housing provides an opportunity for interaction with friends as well as with family members (Sheerwood 1996).

Privacy

Sheerwood discusses that even though people need to be in contact with others, they also need to be alone from time to time. Privacy promotes good mental health. People must be able to get away from the stress of the outside world. Even within the home, family members need private space. Indeed privacy enables people to think, daydream and work without interruptions.

Identity

The type of housing a person chooses largely expresses his/her personal identity. To Sheerwood, this can be done through the choice of housing styles and furnishing on the basis of a person's likes and dislikes.

Creativity

People use their imaginations and skills to bring about something new. With creativity, people can add variety and beauty to their homes (Sheerwood 1996).

Adequate housing

As it had been stated earlier, improved housing conditions have an immediate and direct impact on human development.

The need for adequate housing by every person can therefore not be understated. The United Nations High Commissioner for Human Rights (UNHCHR 1991), has recognized this need and has therefore, stipulated what must be considered as basic ingredients for adequate housing in Article 11(1) of the Right to Adequate Housing. The article also re-echoes the need to “recognise the right of everyone to an adequate standard of living for himself and his family, including adequate food, clothing and housing and the continuous improvements of living conditions”. This provision, in the opinion of the commission, was of central importance for the enjoyment of all economic, social and cultural rights (UNHCHR 1991).

Despite the fact that the international community has frequently reaffirmed the importance of full respect for the right to adequate housing, recent developments show that there is a large gap between the standards set by the UN in article 11(1) and the situation prevailing in many parts of the world. The UN had noted that in developing countries where there is inadequate allocation of resources there has been acute shortage of houses.

RESEARCH ON CASE STUDY

The commission has again observed that significant problems of homelessness and inadequate housing also exist in some of the most economically developed societies.

In the view of the United Nations High Commissioner for Human Rights (1991), the right to adequate housing applies to all individuals as well as families regardless of age, economic status, group or other affiliation or status and other such factors. The Commission was of the conviction that the enjoyment of the right to adequate housing should not be subjected to any form of discrimination.

In a broader perspective, the Commission considered adequate housing as not just merely having a roof over one's head but rather, the right to live somewhere in security, peace and dignity. While adequacy was determined in part by social, economic, cultural, climatic, ecological and other factors, the UN considered that it was possible to identify specific rights that fall within the covenant. The commission has accordingly identified the following:

1. **Legal Security of Tenure:** Tenure takes a variety of forms, including rental (public and private) accommodation, cooperative housing, lease, owner-occupation, emergency housing and informal settlement, including occupation of land or property. Regardless of the type of tenure, it was envisaged that all persons would possess a degree of security of tenure that guarantees legal protection against forced eviction, harassment and other threats. States parties should take immediate measures aimed at conferring legal security of tenure upon persons and households currently lacking such protection, in genuine consultation with affected persons and groups.

2. **Availability of services, materials, facilities and infrastructure:** An adequate house must contain certain facilities that are essential for health, security, comfort and nutrition. Beneficiaries of the right to adequate housing should have sustainable access to natural and common resources, safe drinking water, energy for cooking, heating and lighting, sanitation and washing facilities, means of food storage, refuse disposal site, drainage and emergency services.
3. **Affordability:** According to the United Nations High Commissioner for Human Rights, personal or household financial cost which is associated with housing should be at such a level that the attainment and satisfaction of other basic needs are not threatened or compromised. This provision calls on states and institutions to ensure that the percentage of housing-related costs is, in general, commensurate with income levels. The commission also noted that in cases where people are unable to obtain affordable housing, the state has to intervene by subsidising for such people. In accordance with the principle of affordability, tenants have to be protected against unreasonable rent levels or rent increases.
4. **Habitability:** the commission again considered the fact that adequate housing should be habitable, in terms of providing the inhabitants with adequate space and protection. Tenants have to be protected against the vagaries of the weather such as cold, damp, heat, rain, wind or other threats to health, structural hazards, and disease vectors. Additionally, the physical safety of occupants should also be guaranteed as well.

5. **Accessibility:** Adequate housing, according to the commission, has to be accessible to all those entitled to it. The commission again believes that disadvantaged groups should be accorded full and sustainable access to adequate housing resources. In this regard, disadvantaged groups as the elderly, children, the physically disabled, the terminally ill, HIV/AIDS positive individuals, persons with persistent medical problems, the mentally ill, victims of natural disasters, people living in disaster – prone areas and other groups should be ensured some degree of priority consideration in the housing sphere.
6. **Location:** The commission also considered that adequate housing must be in a location which allows access to employment options, health-care services, schools, child-care centres and other social facilities. This is true in both large cities and rural areas where the temporal and financial costs of getting to and from work can place excessive demands upon the budgets of poor households. The committee also noted that housing must not be built on polluted sites or in immediate proximity to pollution sources that threaten the right to health of the inhabitants.
7. **Cultural Adequacy:** Another aspect of adequate housing that was considered by the commission was the cultural aspect of housing.

The commission noted that the way housing is constructed, the building materials used and the policies supporting them must appropriately enable the expression of cultural identity and diversity of housing. It was the expectation of the commission that all activities that are geared towards development of modernization in the housing sphere would ensure that the cultural dimensions

of housing are not sacrificed. At the same time, it was expected that the appropriate modern technological facilities for housing would be ensured.

From the above, the right to adequate housing cannot be looked at in isolation from other human rights. The United Nations High Commissioner for Human Rights maintains that the full enjoyment of other rights - such as the right to freedom of expression, the right to freedom of association (such as for tenants and other community based groups), the right to freedom of residence and the right to participate in public decision-making cannot be wished away if the right to adequate housing is to be realized and maintained by all groups in society. The right to adequate housing also demands that tenants should not be subjected to arbitrary or unlawful interferences with their privacy, family, home or correspondence. Adequate housing again provides protection for the tenant from disturbance by the landlord or other tenants (Microsoft, 2004).

According to the United Nations Commission on Human Settlements and the Global Strategy for Shelter, "adequate shelter means adequate privacy, adequate space, adequate security, adequate lighting, adequate ventilation, adequate basic infrastructure and adequate location with regard to work and basic facilities – all at a reasonable cost.

Policy Versus Housing Policy

Even though there appears to be no official document on the housing policy of the University of Cape Coast, the term is generally used by staff in reference to the existing document on the guidelines on accommodation and code of conduct which dates back to 1985. (UCC, 1985). The researcher has therefore used the two terms interchangeably.

Many definitions have been given to the term "policy" by different authors. According to Jenkins (1978) and quoted by Prunty (1984, p4), a policy is a set of interrelated decisions taken by a political actor or group of actors concerning the selection of goals and the means of achieving them within the power of these actors to achieve.

In his view, Dror (1968, p14) sees a policy as "the general directives, rather than detailed instructions, on the main lines of action to be followed" by an organisation or institution. Lasswell and Kaplan (1950) were cited in Prunty for viewing a policy as a projected programme of goal, values and practices.

On his part, Owolabi (1987) defines a policy as basically a guiding principle or a course of action considered to be expedient, prudent or advantageous. Due to the multiplicity of definitions of policy, many authors prefer to steer clear of formal definitions of what a policy is and instead offer explanations of the concept. In that respect, some authors consider the term "policy" for decisions that could have a wide range of implications, in contrast to those of a trivial or routine nature. Similarly, Mann (1975) as quoted in Prunty (1984, p4) describes "policy problems" as having the following components:

1. They are public in nature,
2. They are very consequential,
3. They are complex,
4. They are dominated by uncertainty, and
5. They reflect and are affected by disagreement about the goals to be pursued.

From the above definitions, the term 'policy' can be defined as a guiding principle that is generally accepted by a group of people to regulate their behaviour and conduct in the achievement of set goals. By inference therefore, a housing policy can be seen as the guiding principle or acceptable norms that regulate the behaviour and conduct of people who are offered houses by institutions.

Subsidized Housing

The New York State Office for ageing, defines subsidised housing, as housing in which the tenants pay less than the going market rate for rent or for rent and services. Subsidised housing receives financial assistance from a government or other public entity to build or operate the development, or to help pay for some of the rent and utility costs or for the provision of services. Rent prices are typically set or approved by the entity that provides the financial support. Subsidized housing is built or operated under a variety of programmes and each programme specifies the eligible age and the maximum household income allowed for living in the building.

Tenants pay less than the going market rate for rent or rent and services. Formulas for determining a tenant's rent or amount of service charges are set or approved by the organisation or programme that provide the financial support. Public housing authorities, non-profit organisation or profit companies and corporations can own subsidized housing.

The owner must follow the rental and operating rules and regulations outlined in the programme from which the financial support was derived. The University of Cape Coast operates four levels of subsidized housing.

1. In the case where the staff is in the University's own property, the University absorbs 80% of the rent assessed whilst the staff pays only the remaining 20% as institutional rent.
2. In the case where the staff is housed in a house rented by the University, rent payable is calculated at 20% of the landlords' charges.
3. Qualified staff who rent their own houses are given rent subsidy in accordance with approved rents determined by the university from time to time. The subsidy for this category of staff used to be ₦80,000 (\$14) but was reviewed to ₦270,000 (\$34) in January 2003.
4. Qualified staff who occupy their own house enjoy an owner-occupier allowance which was started from ₦120,000 (\$21) in 1999 to 2002, and ₦350,000 (\$44) in 2003.

Staff Recruitment

Klinger (1980) sees recruitment as a process of attracting qualified applicants for jobs in the public sector. He indicates that the recruitment needs are determined by comparing the present organisational skills inventory with anticipated future human resource needs. He maintained that recruitment involves the narrowing down of a general, heterogeneous work force into a specific supply of interested applicants.

In a contribution to a report sponsored by the Committee of Vice-Chancellors and Principals (CVCP), Arhin (1994), spoke of recruitment as being a process of retaining "at minimum cost the number of quality of employees required to satisfy manpower needs in an organisation". He intimated that in the recruitment process requirements ought to be well stated.

In the opinion of Rebores (1998), the major thrust of the recruitment exercise is not to hire a person just to fill a position, but rather how to acquire the number and type of people necessary for the present and future success of the school district. Rebores believes that affirmative action requirements, future staffing needs and dual certification are some of the issues that impinge on every recruitment exercise. He also identified the following variables that affect the recruitment exercise:

1. the employment conditions in a community
2. the working conditions, salary levels, and fringe benefits provided by a school district or a university.
3. finally, even school districts experiencing decreasing enrolment and reduction in the workforce may need to engage in recruitment activities from time to time, because certain vacancies require special skills that current employees lack.

Purpose of Recruitment

Writing on the purpose for recruiting staff into an organisation, Cole (1993), noted that the principal purpose of the recruitment exercise is to attract sufficient and suitable potential employees to apply for vacancies in the organisation. He stated further that, "if organisations are able to find and employ staff who consistently fulfil their roles and are capable of taking on increased responsibilities, they are immeasurably better placed to deal with the opportunities, the threats arising from their operating environment than competitors who are always struggling to build and maintain their workforce" (p.63). Cole outlines the policy statements for recruitment as follows:

1. advertise all vacancies internally
2. reply to every job applicant with the minimum of delay
3. aim to inform all potential recruits in good faith about the basic details and job conditions of every job advertised
4. aim to process all applications with efficiency and courtesy
5. seek conditions on the basis of their qualification for the vacancy concerned.
6. aim to ensure that every person invited for an interview will be given a fair and thorough hearing.

In his opinion, the company must not:

1. discriminate unfairly against potential applicants on grounds of sex, age, race, religion or physical disability.
2. discriminate unfairly against applicants with a criminal record
3. knowingly make any false or exaggerated claims in its recruitment literature or job advertisement.

In the opinion of Nwokoye (1984), recruitment and selection are the processes by which the right kind of persons, in terms of qualifications and skills are brought into an organisation to fill up the places provided for in the manpower plan. According to him, the ultimate aim of recruitment and the selection process in any organisation should be to obtain at minimum cost, the required number and quality of staff to meet the manpower needs of the organisation. Nwokoye, identifies the following stages in the recruitment process:

1. definition of requirement and specifications
2. attracting candidates
3. selecting candidates

This reinforces the view expressed by Arhin (1994), when he underscored the fact that in the recruitment process, requirements ought to be well stated.

Methods of recruitment

A variety of methods exist for recruiting staff into an organisation or institution such as the universities. Rebores (1998), identified internal search and external sources as the two major recruiting methods. He, however, observed that before any of the two methods are used, each job vacancy should be analysed to ascertain what methods would be most effective. Rebores, believes that promotion from within (internal) has definite advantages. He specifically mentioned the creation of high morale among employees and the greater knowledge supervisors have about a person already on the payroll than about an unknown applicant as some of the advantages derived from using the internal methods of recruitment. He also believes that following the internal search religiously has the tendency of promoting mediocre personnel while excellent individuals in the community are not considered. There is also the fear that affirmative action requirements may dictate searching for personnel outside the organisation. He did not also rule out the possibility of inbreeding. New ideas and methods are not only a welcomed change: they are absolutely necessary when the personnel appears content with the status quo.

Shun and Alfred (1994), share Rebores's view when they contended that there are two principal methods of recruitment, which are the internal and external sources. They believed that careful consideration must be given to internal search for the following reasons:

1. existing employees are known to the organisation and are generally familiar with its customs and practices.
2. the cost and time that recruitment, selection and induction procedures consume can be significantly reduced.
3. internal recruitment to fill vacancies may be used as a means of career development, widening opportunities and stimulating motivation amongst existing employees.

They also identified two ways of conducting external search for employees:

1. through employment agencies such as government agencies, institutional and private commercial agencies and,
2. conducting advertisement in the newspapers and journals.

Adesina (1990) on the other hand believes that generally, recruitment of teachers is done from three principal sources, which are, applicant source, the mass media and other supply sources through internal and external contacts. He considers that some school boards have found it fruitful to send representatives to universities, institutes of education as well as advanced teacher colleges to contact both professional educators as well as advanced students in the final year for recruitment.

Recruitment of staff in the Universities

The recruitment process is very important to every organisation and institution such as the university since it offers the best people available, an opportunity to help in the achievement of the mission of the institution.

According to Arhin (1994), the universities rely on the following process for recruiting staff:

1. Arrangement with other university institutions for staff to be seconded for limited periods. This is done through linkages and other ways such as Visiting Lectureship or fellowships.
2. Arrangements with other institutions to provide staff through Technical Assistance Schemes.
3. Direct advertisement in both the national and international press
4. Direct invitation to individuals to apply.

He went further to add that recruitment of academic staff is usually done through external source. Recruitment of Junior and Senior Staff are often through internal advertisement. On the other hand, promotions of all grades of staff are almost entirely done from within.

In the opinion of Arhin (1994), the three old universities in Ghana have similar, if not the same approach for promotion and recruitment of staff. He made reference to the following features about promotion and recruitment procedures in the universities:

There is an Appointment and Promotions Board for all categories of Senior Members.

1. Applications submitted by individuals are first considered by the Head of Department who sends his comments to the Faculty Appointments and Promotions Committee for consideration.

2. The Faculty Appointments and Promotions Committee then submits its report on the candidate for onward consideration by the University Appointments and Promotion Board.

Attraction and Retention of Staff

Employees are very important in any organisation, be it educational or businesses. The ability of every employer to attract and retain quality staff that are capable of working to achieve the goals and aspirations of the organisation is paramount. According to Beech and Tompkins (2002):

It would seem that the more you offer employees, the more eager they'll be to work for your organisation. From that perspective, a rich benefits plan ought to attract and retain key talent. The catch, of course, is that if employees don't want or need what you're offering, benefits – no matter how generous – will have no impact on their decision to join or stay with your company (Beech and Tompkins 2002, p1).

Attraction may be defined as anything that makes people want to go or work at a place. Retaining employees on the other hand is seen as one's desire to stay with an organisation. Milkovich (1999) had asserted that money, benefits and many different forms of compensation have been used to attract, retain and motivate employees to achieve the goals of organisations in many parts of the world. Writing on what motivates and retains employees in Hong Kong and China, Chiu, Wai-Mei and Tang (2002), observed that the growing integration of world economy into a single, huge market place has increased the intensity of competition in the world market to cut costs and increase profits in a wide range of manufacturing and service industries. According to

them, it is only the most efficient and best managed organisation that can survive. They also referred to Barber and Bretz (2000) as having reported that, money benefits and many different forms of compensation such as housing have been used to attract, retain and motivate employees to achieve organisational goals in many parts of the world.

They identified five most important compensation components to retain and motivate people in China and Hong Kong.

According to Chiu et al (2002) the provision of housing appears important to employees in China apart from the cash mentality that has occurred due to economic growth and higher income levels of the Chinese people. They argued that the Chinese people have identified the provision of housing to be very important due to the reasons below:

1. There is a serious housing shortage in all parts of China. In the past, China had used a strict system in the allocation of houses, in that, each person was registered at a specific address. People did not have the freedom to move in specific areas of China.
2. Overseas companies provide better housing facilities than state owned companies.
3. Some companies allow local employees to own their apartments when they reach a certain seniority level.
4. Employees in general cannot afford the ever-increasing real estate prices.

The strong desire by the Chinese people for housing provision could be best explained with an example given by Alan Hornish, HR Director of Johnson Wax, and cited by Chiu et al (2002).

We hired a secretary at 2000 RMB (renmibi) per month (i.e. US\$240 / month), two years later, she was earning 17,000 RMB per month as a manager. To keep her, we have just bought her a house. The value of the house was “250,000 RMB (US\$31,250)” (Chiu et al 2002, p 8).

Landry (1997) has also stated, in Harvard Business Review, that in the People's Republic of China, employee benefits such as housing allowances have won favour with many companies. Mortgage loan (Hong Kong) and housing provision (Peoples Republic of China) are important to retain people and satisfy their basic safety and security needs (Chiu et al, 2002). This assertion confirms an observation made by Sheerwood (1996) that the need for safety was one of the reasons people in the olden days grouped homes together and formed the first towns and villages.

In order to motivate people, profit sharing and annual leave are important to people in Hong Kong, whereas individual bonus, housing provision, and overtime allowance are the main concerns of people in China (Chiu et al. 2002). Human needs are not exactly the same across cultures and countries. According to Tang and Ibrahim, (1998) and cited by Chiu et al, people's needs and preferences do change over time as their income changes. They explained that as people have more money, they may also turn their attention to leisure, play, consumption, and the satisfaction of higher order needs in society. Writing on the basis for attracting staff into organisations and institutions such as the universities, Katz and Kahn (1978), believed that motivational techniques must be responsive to three organizational needs which they gave as follows:

1. People must be attracted to and retained by the organisation.
2. People should be included to conscientiously and effectively perform their tasks and also.
3. People must be encouraged to engage in creative and innovative works related to actions that resolve problems in increasingly effective and efficient ways.

According to Hanson (1996), educational reformers in the 1980's tried to attract and retain bright, well-qualified college graduates into the teaching profession by increasing the extrinsic rewards of salaries and benefits.

Throwing more light on staff attraction and retention into the universities, Arhin (1994), observed that a few years back, being a Lecturer or Administrator in the university was considered as a symbol of high social standing. He continued that people outside the university felt attracted to work in the university, which to them was a place of many opportunities. He noted further that, among the illiterate and semi-illiterate society, the university "man" was feared because he could speak "big" English, which the common man could not understand.

Writing on working conditions in the University of Cape Coast enjoyed by Senior Members that made working in the University better than other organizations Onyame, (2000), listed the following:

1. Guarantee for housing with abated rent
2. Free medical care for self, spouse and up to eight children including two wards.
3. Vacation/Annual leave with the payment of leave allowance.
4. Paid study leave/sabbatical leave.

- 5 Membership of superannuation scheme, which is superior to most pension schemes in Ghana in terms of benefits that accrue to contributors

Today, the provision of all the above benefits has become a thorny issue as central government's expenditure on education continues to experience severe cutbacks. The most affected area is perhaps meeting the housing needs of qualified Senior Members.

In their final report to the Ministry of Education and Culture, the University Rationalization Committee (U.R.C.) appointed in 1986 to provide the basic information and recommendations to enable a medium term university sector development plan for Ghana made the following recommendation:

It is necessary to make the conditions of service more attractive though based on local relativities than had hitherto been the case. These conditions must not only recognize the need for increasing the financial reward component of the package but also the other non-pecuniary pre-requisites deemed by the potential staff as an important factor in keeping their real income intact (if not using overtime (U.R.C. 1986)).

The U.R.C. listed the following as some of the other packages that ought to be provided to attract staff into the universities:

- 1 Staff housing scheme
- 2 Adequate facility for acquiring personal transport
- 3 Non-taxable inducement allowance

4. A carefully planned equitable system for sharing the proceeds of income-generating activity.

Speaking on the need to improve upon incentive packages to attract staff into educational institutions, Rebore (2001), indicated that education is a service enterprise and, as such the major priority must be attracting highly qualified employees.

He noted again that a significant difference existed between educational institutions and private business and industry centres in the manner in which salaries and fringe benefits are ascribed to a particular position. He observed that whereas private sector recruiters may negotiate compensation with candidates, in Educational Institutions, salary for a position is fixed and fringe benefits often universally applied.

Staff Motivation

Ahuja (1988) believes that motivation is concerned with the study of urges, drives, impulses, preferences and aspirations of people at work who if satisfied tend to promote and maintain high morale. Schultz and Schultz (1998) indicated that motivation aims at achieving increases in work productivity and job satisfaction. In every organization, employees remain a valuable resource that may contribute in several different ways to its activities, provided that the organization gives them an appropriate chance (Morgan, 1997). For every organization to be successful, employees have to work towards the goals of the organization and have a strong desire to remain in the organization (Molander, 1996).

A person who is satisfied with his or her work may show a higher commitment to put efforts toward the achievement of the company's goals and

will not easily change jobs. However, people differ; they distinguish themselves from each other regarding their needs, backgrounds, expectations, and individual characteristics. In other words, what may satisfy one employee may be different from what will satisfy another, at least in terms of the satisfaction degrees. Moreover, some needs may change overtime, may become stronger or weaker. How can the company know how to motivate whom in the right way? (Bassy, 2002).

Bent (1999), Steers and Porter (1991) agree that motivation is a highly complex phenomenon that influences and is influenced by a large number of factors in the organizational environment. Commenting on motivation, Mullins, (1999), Weiner, (1992) and Wagner, (1999), noted that, motivation is concerned with why individuals think and behave as they do.

A great amount of definition is presented by literature on what motivation is, e.g. Vignali (1997) points out that motivation is a process that triggers individuals to act as they do. In the view of Analoui (2000), motivation is a desire within an individual that is necessary to direct that person's actions and behaviour towards the achievement of some goals, and focuses. According to Chiu et al, (2002), motivation is one's desire to work harder and have higher work performance in the organization. Moreover, Westerman and Donoghue see motivation as: "... a set of processes which energizes a person's behaviour and directs him or her towards attaining some goal, or simply put, getting people to do willingly and well, those things which have to be done" (1989, p. 79). Other authors such as Kreitner (1995) look at motivation as the psychological process that gives behaviour purpose and direction. Buford, Bedeian, and Lindner (1995), consider motivation as a

predisposition to behave in a purposive manner to achieve specific, unmet needs whilst Bedeian (1993) looks at it as the will to achieve.

Generally, motivation deals with forces which initiate direct and sustain behaviour towards the attainment of certain goals (Bent 1999). Particularly, in terms of the organizational aspect, motivation focuses, according to Molander (1996), on an individual's willingness to put efforts into his or her work, and on the amount of efforts, which are made in order to obtain incentives or a special form of incentives.

Many studies have been carried out by researchers to explain why employees decide to work towards the realization of organizational goals and also remain in the organization. One of such studies was carried out by Abraham Maslow in what he called the Needs Hierarchy Theory. He identified five stages of needs that every human being had. To him, man's needs are organized into successive levels (hierarchy) of importance beginning with the lowest (most basic) need to the highest achievable need in an ascending order (Heller, 1998). According to the theory, people do not just randomly need or want things, but rather their complex needs are ordered in a hierarchy of importance.

The first need at the base of Maslow's hierarchy needs is the physiological needs which consist of the human body's primary needs such as shelter, food, water, sex etc. These needs will dominate when they are unsatisfied, and no other need will serve as a basis for motivation. As Maslow indicates, a person who lacks food, shelter, safety and love would probably hunger for food more strongly than for anything else. The salaries and wages that people receive enable them satisfy these needs. In the view of Hellriegel

and Slocum and cited by Heller (1998), once the physiological needs of man have been satisfied, their strength or importance decreases and the next higher need becomes the strongest motivator. When these new needs in turn are gratified, again new and higher needs such as love needs will appear, and so on. According to Bassy (2002), the hierarchy of the basic needs ranges from physiological needs through safety needs, love needs, and esteem needs, to the needs of self-actualising at the highest level. A need that is satisfied is no longer perceived as need by a person. The individual is dominated and his or her behaviour is influenced only by needs that are not satisfied. Bassy again believes that once a need is not satisfied, it will emerge again in order to drive a person's behaviour.

Man's behaviour, in the opinion of Maslow, as reported in Heller (1998), is dominated by his unsatisfied needs and he is a "perpetually wanting animal", for when a need is satisfied, a person aspires for the next higher one. This is, therefore, seen as an ongoing activity, in which man is completely absorbed in order to attain perfection through self-development. This need theory is depicted in figure 1.

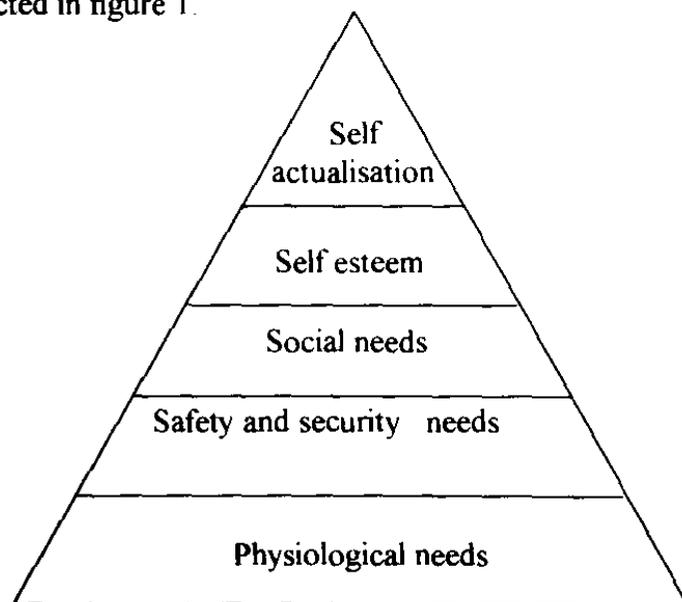


Figure 1. Maslow's need pyramid (Source: Bassy, 2002).

Other needs on the hierarchy are safety, social, esteem and self-actualisation. In Maslow's presentation, these are tackled in an ascending order. As one draws near to satisfying one level, the priority of the next one becomes higher. Again, once a need has been met, it no longer becomes a stimulus. Maslow's hierarchy of needs theory about human motivation can be applied to every work situation as well. Every person desires the fulfilment of certain needs. Wiley (1997) is cited by Bassy (2002) that an individual's actual state in certain overall need classifications determines his/her behaviour at work. This is to say that the state where an employee is in the ladder on the hierarchy of needs influences the work performance of that employee. Individual needs have to be identified in order to motivate people's work behaviour. From the theory, Maslow believed that meeting just physiological and safety needs is not enough to motivate a person fully.

Summary of the Reviewed Literature

From the available literature on the topic under study, the following summary was arrived at. To begin with, it was noticed that employees acting towards organizational goals and having a strong desire to remain in employment are very important for the success of every organization. To attract and motivate staff to stay on in their chosen profession, conditions of service have to be made more attractive. These conditions must not only be about increasing the financial reward component of the incentives given to employees but also the non-pecuniary aspect as well.

The provision of adequate housing has been identified as one of the important non-monetary rewards that motivate employees to remain on the job

in many organizations. Studies have shown that housing is a physiological need that has to be met before other needs come into play.

THE UNIVERSITY OF CHICAGO

CHAPTER THREE

METHODOLOGY

In this chapter, the methodology used in collecting the relevant data for the study would be discussed. The chapter would also involve a discussion of the Research Design, Population and Sampling Technique, Research Instruments, Data Collection Procedure and Analysis of the data.

The study is basically exploratory in that there is lack of theoretical understanding of the problem being studied. As indicated by Wolf (1993), the main variables of interest in an exploratory study, their relationships, and their (potential) causal linkages are the subject of conjecture.

The Population

The population consisted of all serving senior members in both the academic and non-academic departments including the Library and the University Health Service. Specifically, the academic staff was made up of all lecturers from the faculties whilst the non-academic senior members were drawn from those within the Central Administration and supporting departments of the university e.g. library and the university health service.

The academic staff comprised of Professors, Associate Professors, Senior Lecturers, Lecturers and Assistant Lecturers. As at March 2003, there was a total of 331 academic staff from all the four faculties namely; the faculty of Arts, the faculty of Education, the faculty of Science, the faculty of Social Science and the School of Agriculture. There were also 72 non-academic staff

in the university. This number included Hospital and Library staff (Source: Convocation List, 2003).

For purpose of clarification, the equivalence of the academic staff was used for the non-academic staff. The norm is that, the Vice-Chancellor and the Registrar are equivalent to Professors in the academic field. Deputy Registrars are equivalent to Associate Professors. Senior Assistant Registrars are equated to Senior Lecturers whilst Assistant Registrars and Junior Assistant Registrars represent Lecturers and Assistant Lecturers respectively. For allocation purposes however, they were categorized into three: Professors, Senior Lecturers and Lecturers or Assistant Lecturers.

Similarly, a Deputy Director at the Hospital was equated to an Associate Professor. A Senior Medical Officer is equivalent to a Senior Lecturer whilst a Medical Officer was equated to a Lecturer. All staff in the non-academic category were considered as Administrative Staff. This ranking is shown in Table 4.

Table 4

Academic Staff and their Equivalence in the Non-teaching Departments in the University of Cape Coast

Academic Rank	Administrative Rank
Professor	Registrar, Librarian, Director of Health Service etc.
Associate Professor	Deputy Registrars etc
Senior Lecturer	Senior Assistant Registrars
Lecturer	Assistant Registrar
Assistant Lecturer	Junior Assistant Registrar

The distribution of both Academic and Non-academic staff and their faculties is shown in table 5.

Table 5
The Distribution of Senior Members in the Faculties and those in Administration by Categories

Faculty	Professors and Assoc. Prof.	Senior Lecturer	Lecturer/ Asst. Lecturer	Total
Agric	5	15	26	46
Arts	15	17	30	62
Education	4	17	70	91
Science	16	9	37	62
Social Science	6	12	52	70
Administrative Staff	11	13	48	72
Total	57	83	263	403

Source: Compiled from Convocation list, 2003.

From Table 5, there were a total of 57 Professors and Associate Professors and 83 staff in the Senior Lecturer category at the time. There were also 263 staff in the Lecturer/ Assistant Lecturer group for the same period.

The use of Senior Members in both the academic and non-academic department was deemed relevant because the net turnover of high calibre staff in the university over the years appears to be on the increase.

Onyame (2000) observed that, out of 231 academic staff in 2000, 78 would be due for retirement by 2005 by virtue of old age. Even though it was anticipated that more Senior Members would be retiring very soon, the rate of

replacement was relatively slow. This is evidenced by the insufficiency of lecturers in virtually all the faculties in the university. It is, however, easier to recruit staff into the senior staff and junior staff categories since they do not require much higher levels of training and skills.

Sample Frame

The sample frame consisted of all Senior Members who are within the Academic and Non-Academic departments in the University of Cape Coast.

The academic staff comprised of:

1. Professors
2. Associate Professors
3. Senior Lecturers
4. Lecturers and
5. Assistant Lecturers.

From the non-academic departments are the following:

1. Vice-Chancellor
- 2 Registrar
4. Deputy Registrars
5. Senior Assistant Registrars
6. Assistant Registrars
7. Junior Assistant Registrars and
8. Others are senior members in the university library and the hospital.

Sample Size

The sample size was determined using a sample fraction of 0.25. This was expected to yield an approximate sample size of 100. However, to allow for a non-return of instruments, an allowance of 20% was provided for, thereby resulting in a sample size of 120. Thus the sample size of 120 was drawn from the total population of 403 as the respondents. This number represented about 30% (0.3) of the total population. Several major surveys such as the Ghana Demographic and Health Surveys use sample fractions of 0.003, though they deal with entire countries. Therefore the initial 0.25 sample fraction was considered ideal in the opinion of the researcher. Moreover, in an environment where the population had the same characteristics (such as high education, similar ranks and similar incomes and almost uniform residential arrangements), the population could be described as homogenous and for that reason, heterogeneity was not an issue. Hence the number was deemed large enough to ensure a fair representation of views.

Sampling Technique and Allocation

A multi stage sampling technique was used to select the respondents for the study. First, the population was clustered into faculties. Agriculture, Arts, Education, Science, Social Science and Administration.

Secondly, each cluster was stratified into Professors, Senior Lecturers and Lecturers/Assistant Lecturers.

Thirdly, respondents from each stratum were randomly selected via a lottery method/ blind folded picking.

The number of respondents for each faculty (cluster) and each class of staff (stratum) were proportionately selected. The process above can be summarized in Table 6.

Table 6
Sampling Techniques and Allocation

Clusters		Stratification		Random Allocations
		Professors	11	3
Administration	72	Snr. lecturers	13	4
		Asst. Lecturers	48	14
		Professors	4	1
Education	91	Snr. Lecturers	17	4
		Asst. Lecturers	70	21
		Professors	15	5
Art	67	Snr. Lecturers	17	5
		Asst. Lecturers	30	9
		Professors	16	4
Science	62	Snr. Lecturers	9	3
		Asst. Lecturers	37	11
		Professors	5	2
Agriculture	46	Snr. Lecturers	15	4
		Asst. Lecturers	26	8
		Professors	6	2
Social Science	70	Snr. Lecturers	12	4
		Asst. Lecturers	52	16
Total	403		403	120

From the table, a total of 120 respondents were selected through a multi stage - random technique.

Data Collection Instruments

The first category of the research instrument was the questionnaire. The questionnaire was to elicit the views of respondents on the housing allocation guidelines of the university and its implications for the attraction and retention of Senior Members. The second category was an interview guide conducted on the executive members of the Housing Committee of the University of Cape Coast.

Questionnaire

The questionnaire was a multi-module type. Section (A) looked at the demographic characteristics of the respondents. Section (B) elicited the views of the respondents on their awareness of the university's housing allocation guidelines. Section (C) delved into the housing package of staff in the university. In Section (D), subsidies and rental issues of staff were investigated. Section (E) concerned itself with the challenges confronting staff in both rented and university accommodation. Section (F) looked at measures to be adopted by the university to improve upon the housing needs for staff. These items were both close and open-ended.

Interview Guide

The interview guide was to interview the secretary of the Housing Committee since the chairman could not be reached due to his busy schedules and time constraints on the part of the researcher. A suitable day and time was

agreed upon with the secretary in his office. The interview was recorded and later transcribed for the discussion.

The chairman of the Housing Committee is mandated by the Academic Board to perform the following functions:

1. to keep under review the housing accommodation and the rest house facilities of the university and to determine their adequacy to the needs of the university and advise the Academic Board thereon.
2. to advise the Academic Board on the establishment and administration of an equitable system for allocating housing units.
3. in accordance with an approved allocation system, to allocate housing units to staff in the university (U.C.C. Gazette Extraordinary 1992, p.48).

The secretary to the Housing Committee, according to the handbook on Estate and Municipal Services (UCC), Jan. 2002 has the following powers and responsibilities:

1. advise management on estate matters including property acquisition, rent and rent review, lease and lease renewals.
2. do routine inspection of the University estates
3. provide, search and settle in accommodation for staff both newly recruited and those already in the university.
4. prepare and execute tenancy and license agreements in accordance with university policy.

It is hoped that the views of the above two officers would have thrown more light on what the university has for staff in line with its housing policy.

SECRETARY TO THE HOUSING COMMITTEE

Data Collection Procedure

Pre-field Activities

This involved listing the names of all those who were selected to respond to the questionnaire. This exercise made it easier to identify the respondents at their faculties and departments.

Pre-testing

A pre-test was carried out in the University of Cape Coast on 20 senior staff to ascertain the reliability and validity of the questionnaire. The reliability of the questionnaire was tested by the use of the computer and the reliability coefficient obtained for the questionnaire was 0.5968 (standardised alpha). The pilot study enabled the researcher effect the appropriate modifications to the questionnaire; as regard its wording, content, structure, coherence, and consistency. Reliability here implies that the operations of the study such as data collection process can be repeated and the researcher would arrive at the same findings and conclusions (McNeill, 1985). To achieve a high level of reliability, much attention was paid to the formulation of the questions. The questions and instructions were formulated as clearly as possible to avoid different interpretations by different respondents. Validity, according to Cassell and Symon (1994), deals with the aspect which a method actually measures what it suggests to measure. Since content validity is determined by expert judgement or opinion, the questionnaires were given to three experts in the field of estate management to ascertain whether the content of the questionnaire met the purpose it was intended to measure. Their expert pieces of advice were recorded and used in effecting valuable changes to the questionnaire. For instance questionnaire items 18 and 19 were added to the

final questionnaire to find out the adequacy and quality of the houses staff were occupying.

Valuable suggestions were gathered from the respondents who took part in the study and these were used to modify the questionnaire before the final administration. For example, Section E of the questionnaire was initially not part of the main questionnaire. It was after the pre-testing that it came to light that there was the need to find out from respondents what they consider as some of the challenges confronting them in their rented houses as well as those offered by the university.

The Administration of the main Questionnaire

The main study was done in the second semester of the 2002/2003 academic year using senior members of the University of Cape Coast as respondents. The researcher did a self-administration of the questionnaire. The questionnaire was given to respondents in their respective offices. Both the researcher and the respondent reached an agreement on a suitable date(s) within which the researcher could go for the completed questionnaire. Since the respondents were within the university campus and their number was not too large, the researcher did not employ the services of a research assistant in both the administration and collection of the questionnaire. In all it took the researcher about two months for full collection of the questionnaires.

Data Analysis Procedure

When the questionnaire were collected, the responses were edited and coded as follows: questionnaire items requiring multiple responses such as agree, strongly agree, undecided, disagree, and strongly disagree were coded

as 5,4,3,2,1 respectively and this was fed into the computer. A Statistical Package for Social Sciences (SPSS) version 10.0 for windows was used in analysing the data. This statistical package helped in making the analysis of the data less difficult and the output more accurate. The various ways in which the housing allocation guidelines of the university contribute to the attraction and retention of Senior Members were analysed along the following lines:

1. Bio data information with respect to, gender, age, status, family size, and the length of service.
2. The university's housing packages and its implications for the attraction and retention of Senior Members in the university.
3. Suggestions made by respondents on how the university should improve upon the housing provision were also analysed.

The statistical tools that were employed in the analysis and presentation of the data were percentages, frequencies and cross tabulation. These were found to be the most appropriate statistical tools for analysing the data gathered from the field.

CHAPTER FOUR

RESULTS AND DISCUSSION

In the university system, the housing needs of personnel are very central to the attraction and retention of, especially the middle and highly skilled manpower. This is because, unlike the less skilled and unskilled workers who are often recruited through internal advertisements, the academic staff are recruited from external sources (Arhin, 1994). In its bid to attract and retain high calibre staff, the University of Cape Coast initiated a staff-housing scheme alongside the construction of its faculties and students' halls of residence. It is the university's policy to provide accommodation for all senior members and some senior staff. In recent times, the dearth of lecturers and administrators on campus has been compounded by inadequate housing facilities. Thus, some lecturers leave the campus for other establishments, while potential senior members also turn down appointment for the same reason – no accommodation. Others also have problems with the quality, cost and convenience of their places of abode. This situation has apparently raised questions as to the operation of the housing scheme.

The chapter looks at the background of the 105 respondents observed in the study. It deals with issues relating to the housing scheme operated by the University of Cape Coast and its implications for the attraction and retention of high calibre staff. It specifically looks at current senior members' awareness and impressions of the University of Cape Coast housing allocation guidelines, the condition of their residences, options for provision of housing, perceptions of the housing package and measures that could be adopted to improve upon the housing packages for senior members.

Demography of Respondents

Due to socio-cultural reasons there are sex differentials in the housing needs of people even at the same occupational and marital status. For instance while males are required to shelter, females are expected to be sheltered. It was observed among the respondents that one out of every seven respondents was a female. Thus assuming that the socio-cultural expectations hold, there was still the need to provide the housing needs of the absolutely male majority. It was again noted that 18.1% of the respondents were single or had a family size of two. Those with 3-4 family sizes constituted about 23.8%. Respondents with bigger family sizes ranging from 5-6 and beyond accounted for 58.0%. Table 7 shows the distribution of the sex and family sizes of respondents.

Table 7
Sex and Family size of Respondents

				Total	%
Family Sizes	1-2	3-4	5-6		
Male No. (%)	16(17.4%)	20(21.7%)	56(60.9%)	92	87.6
Female No. (%)	3(23.1%)	5(38.5%)	5(38.5%)	13	12.4
Total	19(18.1%)	25(23.8%)	61(58.1%)	105	100

It was again observed that a few of the respondents were aged 30-34. This implies that most of the respondents have families and that soon almost all the respondents who are single may also enter into marriages. It is thus expected that such people are likely to have most of their children living with them.

It was also noted that 8.6% of the respondents were aged 60 or more. However, a cross tabulation of age and current residence revealed that only 50% of those aged between 40 – 49 were in university accommodation of any type compared to 67% among those aged 60 and above. This information is shown in Table 8.

Table 8
Age and Current Residence of Respondents

Age	University Accommodation					Total	%
	On	Off	Owner	Rental	Others		
	Campus	campus	occupier	Accommodation			
	No(%)	No.(%)	No (%)	No (%)	No (%)		
30-34	1(1.0)	1(1.0)	1(1.0)	1(1.0)	0(0)	4	3.8
35-39	11(10.4)	7(6.6)	1(1.0)	13(12.3)	4(3.8)	36	34.3
40-44	6(5.7)	3(2.8)	0(0)	5(4.7)	3(2.8)	17	16.2
45-49	5(4.7)	9(8.5)	2(1.9)	12(11.4)	1(1.0)	29	27.6
50-54	6(5.7)	0(0)	0(0)	0(0)	1(1.0)	7	6.7
55-59	2(1.9)	1(1.0)	0(0)	0(0)	0(0)	3	2.9
60+	4(3.8)	2(1.9)	3(2.8)	0(0)	0(0)	9	8.6
Total	35(33.3)	23(21.9)	7(6.7)	31(29.5)	9(8.6)	105	100

N = 105

NB: Numbers in bracket are in percentages

The data also showed that most of the respondents who were lecturers and their equivalents constituted 70.5%. A little below 15% were also assistant lecturers or their equivalents while professors and senior lecturers and their equivalents also accounted for 6.7% and 7.6% respectively.

Table 9

Status of Respondents and their Current Residence

Status	Responses				
	University		Owner Occupier	Rental Accom	Total
	Accommodation				
	On Campus No (%)	Off campus No (%)	No (%)	No (%)	No (%)
P /R	4(6.2)	0(0)	3(4.6)	0(0)	7(10.8)
S L /S A R	7(10.8)	1(1.5)	0(0)	0(0)	8(12.3)
L / A R	22(33.8)	20(30.8)	3(4.6)	0(0)	45(69.2)
A L /J A R	1(1.5)	2(3.0)	1(1.5)	0(0)	4(6.2)
Others	1(1.5)	0(0)	0(0)	0(0)	1(1.5)
Total	35(53.8)	23(35.4)	7(10.8)	0(0)	65(100)

N = 65

NB Numbers in bracket are in percentages

Key

P - Professor

L - Lecturer

R - Registrar

A R - Assistant Registrar

S L - Senior Lecturer

A L - Assistant Lecturer

S A R - Senior Assistant Registrar

J A R - Junior Assistant Registrar

The above Key is used for all the Tables unless otherwise stated

It could be inferred from Table 8 that the majority of the respondents were relatively young and could thereby stay and contribute to the development of the university for a much longer period if their housing needs and other conditions of service are adequately catered for. A further cross

tabulation of the status of respondents and their current residence showed that most of the professors and their counterparts who took part in the study were accommodated on campus by the University. The remaining professors were occupying their own houses. This was also true for senior lecturers and lecturers and their equivalents in the non-teaching categories. The implications drawn from the above is that as one stays much longer in the university the brighter his or her chances of being provided with a university accommodation. This information is depicted in Table 9.

The researcher also looked out for the status and the length of service of respondents in the University. It was realised that a little above half (52.4%) of the respondents had been in service for periods ranging from 0–4 years. The number of respondents who have been in the service of the university for periods ranging between 5 – 9 years was 21.9 %. The figures continued to drop to its lowest level (1.9%) for those who have stayed for 15-19 years. The analysis also showed that as staff remained in service for 20 years and beyond, they tend to remain at post.

From the above, it was worthy to deduce that the period from 5 to 19 years could be considered as unstable periods for staff in the University in that, most of those who may want to vacate their post from the University do so within this period. This could be attributed to unfavourable working conditions. This statistics is presented in Table 10.

UNIVERSITY OF GABON

Table 10

Status of Respondents and their Length of Service in U.C.C

Status	Length of Service with the University.						Total	No. (%)
	0-4	5-9	10-14	15-19	20+	Total		
	No.(%)	No. (%)	No. (%)	No. (%)	No. (%)	No. (%)		
P./R	0(0)	1(1.0)	4(3.8)	0(0)	2(1.9)	7	6.8	
S.L/SA.R	1(1.0)	0(0)	3(2.8)	1(1.0)	3(2.8)	8	7.6	
L./A.R.	42(40)	19(18)	9(8.5)	0(0)	4(3.8)	74	70.4	
A.L/J.A.R.	12(11.4)	2(1.9)	0(0)	1(1.0)	0(0)	15	14.3	
Others	0(0)	1(1.0)	0(0)	0(0)	0(0)	1	0.9	
Total	55(52.4)	23(21.9)	16(15.2)	2(1.9)	9(8.6)	105	100	

N = 105

NB: Numbers in bracket are in percentages.

A cross tabulation of the status and length of service of the respondents gives an indication that the majority of respondents fell within the Lecturer or Assistant Lecturer and their equivalent group who have served for less than 5 years. A rather interesting observation about the respondents was that the number at post, declined considerably from the 5th year in the service of the university. The above findings could be explained by the fact that some of them might have left their post due to factors such as the difficulties they went through in securing accommodation.

Awareness and Impression of UCC Housing Allocation Guidelines

A housing policy could be seen as the guiding principle or acceptable norms with a wide range of implications regarding the allocation of houses to

people in a given entity (Mann, 1975). This study observed that only 50.0% of the respondents perceive their knowledge of UCC housing policy to be either high or very high. Just a little under 15% however, described their awareness of the housing policy to be very low. The responses are presented in Table 11.

Table 11

Staff Awareness and Impression of U.C.C. Housing Allocation Guidelines

Status	Responses					Total
	Very high	High	Undecided	Low	Very low	
	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	
P./R.	6(5.9)	0(0)	1(1.0)	0(0)	0(0)	7 (6.8)
S.L./S.A.R.	2(2.0)	2(2.0)	0(0)	2(2.0)	1(1.0)	7(6.8)
L./A. R.	8(7.8)	24(23.5)	6(5.9)	20(19.6)	14(13.7)	72(70.8)
A.L./J.A.R.	3(2.9)	6(5.9)	2(2.0)	4(3.9)	0(0)	15(14.7)
Others	0(0)	0(0)	1(1.0)	0(0)	0(0)	1(1.0)
Total	19(18.6)	32(31.4)	10(9.8)	26(25.5)	15(14.7)	102(100)

N = 102

NB : Numbers in bracket are in percentages

Further cross tabulations revealed, however, that except in few cases, most of the people who have either a low or very low awareness of the housing allocation guidelines were in or below the rank of lecturers and their equivalents. Notwithstanding, we still had some few senior lecturers and professors and their equivalents who reported having very low knowledge of the housing allocation guidelines. This might be due to the fact that most of the people with less knowledge had not worked with the establishment for a

long time. This also confirms the observation by Prunty (1984) that even though a policy document is supposed to be public, knowledge of its contents will still be known to only a portion of the people concerned with it. Most of the lecturers (67.3%) felt that the housing allocation guidelines have been unsatisfactory. This was not surprising given that close to about half were undecided or had low knowledge about the guidelines

Consistently, it was also found that those who knew about the housing allocation guidelines were mostly professors, assistant registrars and senior lecturers. This might be due to the fact that virtually all the people who knew about the housing allocation guidelines in the University of Cape Coast were all enjoying some form of university accommodation

Knowledge of other Housing Allocation Guidelines

A little above half of the respondents (56.3%) indicated that they had no idea about the housing allocation guidelines of other sister universities in the country. Of those who responded having knowledge about the housing allocation guidelines in other sister universities, 42.2% knew that of KNUST, 37.8% knew about that of University of Ghana (Legon), 13.3% knew about that of UCEW, 4.4 % knew the allocation guidelines at the Valley View University and 2.2% indicated that they were aware of the guidelines in use at the Central University.

When asked to compare the policies of other universities with that of UCC, only 2.4% and 17.1% described the University's housing allocation guidelines as very good and good respectively. About half of the subjects (50.0%) however could not give any response while the remaining 30.5% described it as either poor or very poor. Here too, it was still the top ranked

members who saw the UCC policy as good compared to the others. This information is shown in Table 12.

Table 12

Staff Perception of the Housing Allocation Guidelines of U. C. C. with Respect to the Housing Guidelines in other Universities in Ghana

Status	Responses					Total
	VG	G	UN	P	VP	
	No.(%)	No. (%)	No. (%)	No. (%)	No. (%)	No. (%)
P./R.	1(1.2)	5(6.0)	1(1.2)	0(0)	0(0)	7(8.5)
S. L./S.A.R.	0(0)	2(2.4)	1(1.2)	1(1.2)	0(0)	4(4.8)
L./A. R.	1(1.2)	6(7.3)	32(38.0)	10(12.2)	9(11.0)	58(70.8)
A.L./J.A.R.	0(0)	1(1.2)	6(7.3)	4(4.9)	1(1.2)	12(14.6)
Others	0(0)	0(0)	1(1.2)	0(0)	0(0)	1 (1.2)
Total	2(2.4)	14(17.1)	41(50)	15(18.3)	10(12.2)	82(100)

N = 82

NB: Numbers in bracket are in percentages.

Key: VG: Very Good, G: Good, Un: Undecided, P: Poor, VP: Very Poor

UCC Housing Package and Job Performance

Sheerwood (1996) identifies the functions of housing to include shelter, sleep, food, safety and psychological needs. If these are provided with quality, the individual's emotional stability, mental alertness, comfort and health are enhanced. This in turn enhances the person's job satisfaction and production. Guarantee for housing with abated rent had been identified as one

of the peculiarities of university working conditions, which makes working in the University more preferable by highly skilled manpower to other institutions (Onyame, 2000).

Most (46.6%) of the respondents reported that the university's housing package had negatively affected their job performance. However, about one in every five respondents (20.4%) did report that the package had improved upon his/her job performance. Cross tabulations also showed that it was the professors and senior lecturers and their equivalents who felt that the package had improved upon their job satisfaction. Table 13 shows the responses given by respondents concerning their housing package and job performance.

The probable explanation of the pattern of response could be that those who claimed the package had affected their performance positively are enjoying university accommodation. Such houses are usually well built, spacious, located in serene environment and very accessible to and from the work place. Besides, the rents are low and the houses are devoid of landlord interruptions. Thus, their situation was consistent with that of Sherwood. On the other hand, those with the negative response might be living in other forms of accommodation that had all problems relating to comfort, privacy, peace, and accessibility and, therefore, the need for one to understand their situation.

Table 13

How the Housing Package in U.C.C. has Affected the Job Performance of Staff

Status	Responses				
	Positively	Negatively	Undecided	Others	Total
	No. (%)	No. (%)	No. (%)	No. (%)	No. (%)
P./R	4(3.9)	1(1.0)	2(1.9)	0(0)	7(6.8)
S.L./S A. R	4(3.9)	2(1.9)	2(1.9)	0(0)	8(7.7)
L./A. R.	12(11.7)	38(36.9)	19(18.4)	3(2.9)	72(69.9)
A.L./J.A.R.	1(1.0)	7(6.8)	7(6.8)	0(0)	15(14.6)
Others	0(0)	0(0)	1(1.0)	0(0)	1(1.0)
Total	21(20.4%)	48(46.6%)	31(30.1%)	3(2.9%)	103(100)

N = 103

NB: Numbers in bracket are in percentages.

Effect of the University's Housing Allocation Guidelines on Job Performance

by Status: Satisfaction with the Housing Allocation Modalities

Perception is usually a function of information availability. Even though a substantial portion of the respondents reported less knowledge of the housing allocation guidelines, their perception of the modalities for allocating houses were also influenced by the little that they knew about it and how they saw houses being allocated. This is especially the case if the scheme appeared to favour people in some brackets.

In this study, only 23.1% of respondents were reportedly satisfied with the modalities for allocating houses to senior members. While 16.3% could not tell the level of their satisfaction, a further 38.5% indicated that they were dissatisfied with the modalities and the rest 22.1% reported being very dissatisfied with the modalities. Here too, it was noted that the proportion of respondents in each status that indicated their satisfaction with the modalities was greater among the professors and those in the senior lecturer categories. Members of staff in these ranks were assured of ready accommodation on appointment as enshrined in the university's accommodation policy.

The statistics is presented in Table 14.

Table 14

Level of Staff Satisfaction with the Housing Allocation Modalities

Status	Responses					Total	%
	VS	SA	UN	DS	VD		
	No. (%)	No. (%)	No. (%)	No. (%)	No. (%)		
P/R.	0(0)	6(5.8)	1(1.0)	0(0)	0(0)	7	6.7
S.L./S.A.R.	0(0)	2(1.9)	1(1.0)	4(3.8)	1(1.0)	8	7.7
L/A R.	0(0)	15(14.4)	7(6.7)	31(30.0)	20(19.2)	73	70.2
A.L./J.A.R.	0(0)	1(1.0)	7(6.7)	5(4.8)	2(1.9)	15	14.4
Others	0(0)	0(0)	1(1.0)	0(0)	0(0)	1	0.9
Total	0(0)	24(23.1)	17(16.3)	40(38.5)	23(22.1)	104	100

N = 104

Key: VS: Very Satisfied, SA: Satisfied, UN: Undecided, DS: Dissatisfied,

VD: Very dissatisfied NB: Numbers in bracket are in percentages

However, as much as three in every five of the respondents did indicate that considering the accommodation situation in UCC, they would still advise relatives and friends aspiring to join as senior members to do so. However, that 40% of respondents did indicate the opposite was an indicator of the quantum of potential senior members the university could lose to other institutions in future.

Conditions of Staff Accommodation

The conditions of staff accommodation could here be measured or seen as the state or degree of repair, the suitability and the general outlook of the houses being occupied by staff. Where the general condition of an accommodation is adequate, it is expected that the occupants would live in peace, security and in dignity (UNHCHR, 1991). In the study, it was observed that only 38.8% of the respondents considered their accommodation to be either very adequate or adequate. Most of the respondents (57.3%) were not satisfied with the adequacy of their accommodation.

Analysis of the cross tabulation indicated that about half of the Senior Lecturers and their non-teaching counterparts considered their accommodation space to be generally adequate. The rest of the respondents expressed dissatisfaction with the general conditions in their places of abode. Indeed, about 57.1% of the Professors and their equivalents, 56.1% of Senior Lecturers and 64.3% of the Assistant Lecturers and their counterparts were unhappy with conditions in their accommodation. The analysis is shown in Table 15.

Table 15

General Condition of Staff Accommodation

Status	Responses						
	VA	AD	UN	IA	VI	Total	
	No.(%)	No. (%)	No.(%)	No. (%)	No. (%)	No.	(%)
P./R.	0(0)	3(2.9)	0(0)	4(3.9)	0(0)	7	6.8
S.L./S.A.R	0(0)	4(3.9)	0(0)	2(1.9)	2(1.9)	8	7.8
L./A.R.	9 (8.7)	20(19.4)	3(2.9)	27(26.2)	14(13.6)	73	70.9
A.L./J.A.R	0(0)	4(3.9)	1(1.0)	6(5.8)	3(2.9)	14	13.6
Others	0(0)	0(0)	0(0)	0(0)	1	1	0.9
Total	9(8.7)	31(30.1)	4(3.9)	39(37.9)	20(19.4)	103	100

N = 103 NB: Numbers in bracket are in percentages.

Key: VA: Very Adequate, AD: Adequate, UN: Undecided,
IA: Inadequate, VI: Very Inadequate

This may be so since some of the senior lecturers, lecturers and their non-teaching counterparts may be relatively young and therefore, have most of their children and other dependents sharing the rooms with them. Again, when asked to indicate the level of satisfaction staff derived from the quality of their current residence, only one in three (35%) of the respondents expressed their satisfaction with their current residence. However, the majority of the respondents (57.3%) said they were either dissatisfied or very dissatisfied with their current houses. This could be explained by the fact that regular maintenance of the university's houses was lacking. A visit to the Estate and Maintenance Sections revealed that a lot of letters and request about faults in staff houses were yet to be attended to due principally to lack of money. In

cross tabulating the responses, it was again observed that professors and their administrative counterparts appeared to be satisfied with the quality of their current houses. An observation made by the investigator may explain this phenomenon. It was observed from the study that almost all the professors who were involved in the study were housed at the Hill Top (Southern campus). The general conditions at this place were very serene with the houses well spaced and served with a good drainage system amongst others.

Support Received by Staff with Accommodation Problems

For an organisation or institution to attract staff, some motivational techniques ought to be put in place Katz and Kahn (1978). Hanson (1996) also gave another dimension to attracting and retaining well-qualified staff when he indicated that there was a need to increase the extrinsic rewards of salaries and benefits. Mullins (1999) and cited by Bassy (2002), sees extrinsic motivation as tangible rewards, such as pay, fringe benefits, work environment, work conditions and job security.

In the public universities, salary levels have for sometime now been low compared to what pertains in other establishments. The situation is even more precarious in the University of Cape Coast where its geographic location had not empowered the lecturers to supplement their income. One, therefore, expects that to attract and also retain a high calibre staff into these public universities, such fringe benefits as the provision of accommodation would be vigorously pursued.

On the account of the above, respondents were asked to report on how they were assisted by the university in overcoming their accommodation problems on their first appointment. Only 26.9% of the respondents indicated

that the university assisted them with a temporary accommodation on their first appointment as shown in Table 16.

Table 16

Overcoming Accommodation Problems on first Appointment

Status	Responses				Total	%
	I was given a university accommodation temporarily	I was given a University accommodation permanently.	I was given rent advance to secure my own accommodation	None of the above		
	No. (%)	No. (%)	No. (%)	No. (%)	No.	
P/R.	6(5.8)	1(1.0)	0(0)	0(0)	7	6.7
S L/S.A.R.	3(2.9)	3(2.9)	0(0)	2(1.9)	8	7.7
L./A.R.	16(15.3)	8(7.7)	21(20.2)	28(27.0)	73	70.2
A.L./J A.R.	3(2.9)	0(0)	6(5.8)	6(5.8)	15	14.4
Others	0(0)	0(0)	1(1.0)	0(0)	1	1.0
Total	28(26.9)	12(11.5)	28(26.9)	36(34.6)	104	100

N = 104

NB: Numbers in bracket are in percentages.

A cross tabulation carried out on the issue, revealed that professors and their counterparts were housed in one way or the other by the university. This may be due to the fact that the housing situation at the time of their appointment was not as critical as the case now is. It also confirms the University's housing regulation to provide accommodation to all professors on campus upon appointment (Housing Regulation, 1985). The information is

presented in Table 16.

Significantly, lecturers/ assistant lecturers and their counterparts in the administrative category continued to face accommodation problems. Only one in every five lecturers interviewed was given rent advance to look for his/her own accommodation. Similarly, just one in every eighteen assistant lecturers or equivalent interviewed received a rent advance. On the other hand, however, one in every four lecturers and their counterparts involved in the study was not assisted in any form by the university. Again, for every eighteen assistant lecturers or junior assistant registrars interviewed, just one did benefit in any form from the university in his search for accommodation.

The implications of this was that, staff who are not assisted in any way to tackle their housing problem or need might contemplate leaving to other institutions or organisations where their housing needs may be readily catered for.

Emerging from the above, respondents were also asked to indicate their agreement or otherwise with some statements on their housing expectations. In the statement, respondents were asked if they would want to be provided with a temporary accommodation on appointment. A majority of 78.6% of the respondents indicated that they strongly agreed or agreed with the above statement. Whereas 2.9% of the respondents were undecided about the statement, the rest, 18.4%, disagreed or strongly disagreed with the statement. The views expressed by the majority could be explained by the fact that most of them come from places outside Cape Coast. A temporary accommodation in the first instance would enable them to settle down to work. In the second statement, respondents were asked whether they wanted to be

given adequate accommodation on campus upon appointment. A large majority of 92.2% of the respondents strongly agreed or agreed with the statement. This was in tune with the university's housing regulations to provide accommodation for all senior members in the first instance on campus (U.C.C. Housing & Accommodation Regulations). Only 2.91% of the respondents disagreed with the statement. This underscored the fact that it should have been the ideal situation to have all staff housed on campus by the university. Again, 62.4% of respondents strongly agreed or agreed that they could be provided with adequate accommodation no matter the location. This case clearly underscores the fact that newly appointed staff are very often desperate over their accommodation situation. They would therefore not bother much where they would obtain a shelter over their heads. On the other hand, 30.7% either strongly disagreed or disagreed that staff should be provided with accommodation irrespective of the location. On the issue of giving out loan facilities to staff for renting a comfortable house of their choice, 22.8% were strongly in agreement. A total of 15.8% of them said they were undecided about the statement while a total of 30.7% of them either in strong disagreement or just disagreed with the statement. These people might have heard or been briefed by their predecessors who went through that process.

As another way of finding solutions to the delicate housing problems facing staff, the researcher proposed to the respondents whether they would welcome the granting of car loans in place of accommodation. I was of the conviction that a staff with a car could commute from one of the surrounding towns such as Elmina, Sekondi/Takoradi or even Mankessim and Saltpond

without much difficulty. Interestingly, only 16.8% of the respondents strongly agreed or agreed to put a premium on car loans as against the renting of houses. One in every six of the respondents was undecided on which should come first. However, a total of 64.3% of the respondents strongly disagreed or disagreed with the proposal. This clearly demonstrates the desire of staff to be well housed than just receiving car loans. This observation confirms Maslow's view (1943, 1954) that the basis of all human need is the physiological need such as food, drink, oxygen, sex and shelter.

Housing Subsidies, Rents and Maintenance of Houses

Subsidised housing has been defined by the New York State office as housing in which the tenants pay less than the going market rate for rent and services. Subsidised housing receives financial assistance from a government or other public entity to build or operate the development or to help pay for some of the rent.

In the University of Cape Coast, rent subsidies exist in four folds. In the first instance, where the staff is in the university's own property, rent is calculated at 20% of the economic rent. Where a staff is in a house rented by the university, rent payable is 20% of the landlord's charges. Apart from these, where a staff rent his/her own house, the university paid a subsidy of ₵270,000 (\$34.00) as at 2003. Finally, qualified staff who are able to build their own houses and are occupying same, enjoy an owner-occupier subsidy of ₵350,000 (\$44.00) as at 2003. The reasoning behind the payment of the owner-occupier allowance is to entice staff who have put up houses to move in so that the university's houses they occupy would be freed for other staff to occupy.

Respondents were also asked to indicate their level of satisfaction with the current housing subsidies they were enjoying from the university. About forty percent (39.8%) of the respondents were either very satisfied or satisfied with the forms of housing subsidies that were being paid by the university. However, almost half of the respondents (49.5%) claimed the subsidies were either unsatisfactory or very unsatisfactory for them. This information is shown in Table 17.

Table 17

Satisfaction with the Current Housing Subsidies being Paid to Staff

Status	Responses					Total No. (%)
	VS No. (%)	S No. (%)	Und No. (%)	Uns No. (%)	VU No (%)	
P./R.	0(0)	5(4.8)	1(1.0)	1(1.0)	0(0)	7(6.8)
S.L./SA.R.	0(0)	0(0)	4(3.9)	3(2.9)	0(0)	7(6.8)
L./A.R.	3(2.9)	28(27.2)	4(3.9)	28(27.1)	10(9.7)	73(70.9)
A.L./J.A.R.	0(0)	4(3.9)	2(1.9)	8(7.8)	1(1.0)	15(14.6)
Others	0(0)	1(1.0)	0(0)	0(0)	0(0)	1(1.0)
Total	3(2.9)	38(36.9)	11(10.7)	40(38.8)	11(10.7)	103(100)

N = 103 NB: Numbers in bracket are in percentages.

Key: VS: Very Satisfied S: Satisfied Und: Undecided Uns: Unsatisfied

VU : Very Unsatisfied

The implication for this was that where staff had managed to put up their own houses, they may not be willing to occupy them or may rather decide to rent them out and continue their occupation of the university's

houses. When this happens, the aim of the university to encourage people to move out willingly to create vacancies for others to occupy may not be achieved.

Maintenance Culture of the University

Maintenance of houses is quite crucial to the durability of buildings as well as their suitability for habitation. Poorly maintained buildings make habitation quite difficult.

Table 18

How Staff Perceive the University's Maintenance Culture

Status	VS	S	Uns	V/UnS	Total	
	No. (%)	No. (%)	No. (%)	No. (%)	No.	(%)
P./R.	2 (2.0)	3(2.0)	4(3.9)	1(1.0)	10	9.8
S.L/S.A. R.	0(0)	1(1.0)	5(4.9)	3(2.9)	9	8.8
L./A.R.	6(5.8)	5(4.9)	28(27.4)	30(29.4)	69	67.6
A.L/J.AR	0(0)	0(0)	12(11.8)	1(1.0)	13	12.7
Others	0(0)	0(0)	0(0)	1 (1.0)	1	1.0
Total	8(7.8)	9(8.8)	49(48.0)	36(35.3)	102	100

N = 102 NB: Numbers in bracket are in percentages

Key: VS: Very Satisfactory S: Satisfactory Uns: Unsatisfactory

V/Uns: Very Unsatisfactory

This information could be seen clearly from Table 18 that depicts staff perception concerning the maintenance culture existing in the University of Cape Coast.

It could be seen from Table 18 that about 83.3% of the respondents saw the university's maintenance culture to be either unsatisfactory or very unsatisfactory. Cross tabulation of status against perception of maintenance shows that while 50% of professors and their equivalents were satisfied with the situation, the rest in that status were not satisfied with its regularity. It was also noted that fewer than 12% of senior lecturers and their non-teaching counterparts were satisfied with the levels of maintenance of their residences. For those in the lecturer and assistant lecturer category and their equivalents, only 15.9% indicated their satisfaction with the situation. The implications for such responses are that most of the respondents may be staying in houses that have not been rehabilitated over a long period of time. Some may also be in houses where the location and available space are not the best for them. It might also be that those who responded in favour of the maintenance culture were beneficiaries of recent rehabilitation exercise by the University.

Transport Concerns

Transport is inextricably related to almost every human endeavour. The demands of transport, however, become complex with increasing city sizes as well as social and occupational status. Other times, convenience has also featured to a large extent in the transport equation.

Means of Transport

Respondents were observed to be using various means to commute to and from house and work place. These included mainly private vehicles (54.90%), commercial vehicles (36.3%), vehicles of friends and relatives (1.0%), walking (3.9%) and a combination of some or all of the means

mentioned (3.9%). It could be inferred from the above that apart from those who had their own vehicles, the rest were likely to suffer inconveniences during heavy rainfall, be late in waking up and returning home, as well as delays or the unforeseen schedule of others

Perceptual Distances from House to Work place

Perceptual distance may be seen in terms of time spent in travelling over a given distance rather than physical distance. It is therefore affected by such things as availability of vehicles, traffic jams and waiting time in stations

In the study, slightly over half of the respondents (52.5%) were either strongly satisfied or satisfied with the distances from their houses to the work place as indicated in Table 19.

Table 19

Distance from the Work place to Various Homes of Respondents

Status	SS	S	Un	D	SD	Total	%
	No. (%)	No. (%)	No. (%)	No. (%)	No. (%)	No.	(%)
P/R.	5 (5.1)	2(2.0)	0(0)	0 (0)	0(0)	7	7.1
S.L./S.A.R.	7(7.0)	0(0)	0(0)	0(0)	1(1.0)	8	8
L./A. R.	8(8.1)	26(26.3)	5(5.1)	14(14.1)	15(15.2)	68	68.6
AL./J.A.R.	1(1.0)	2(2.0)	1(1.0)	7(7.1)	4(4.0)	15	15.2
Others	1(1.0)	0(0)	0(0)	0(0)	0(0)	1	1.0
Total	22(22.2)	30(30.3)	6(6.1)	21(21.2)	20(20.2)	99	100

N= 99 NB: Numbers in bracket are in percentages.

Key: SS: Strongly Satisfied S: Satisfied Un: Undecided

D: Dissatisfied SD : Strongly Dissatisfied

However, there was also a substantial portion of them who expressed their dissatisfaction or strong dissatisfaction with the distances from their houses to the workplace (41.4%). It appeared that those whose houses were on campus or have vehicles perceived the distances to be satisfactory rather than those who either live off campus or had no vehicles. Cross tabulation by status also revealed that mostly respondents below the rank of senior lecturers were dissatisfied with their perceptual distances. This information is depicted in Table 19.

Cost of Shuttling

Although the university pays commuting allowances to respondents off campus with the view to alleviating their transport burdens, slightly below half of the respondents were found to be satisfied with their cost of shuttling. However, exactly half of the respondents (50%) were either dissatisfied or felt strongly dissatisfied with their cost of shuttling. Here too, only those at the lower ranks perceived the costs of shuttling to be unsatisfactory. This might be attributed to their comparatively lower earnings compared to the senior lecturers and the professors. The information is shown in Table 20.

Table 20

Cost of Shuttling from Home to the office of Respondents

Status	SS	S	Un	D	SD	Total
	No.(%)	No. (%)	No. (%)	No(%).	No. (%)	No.(%)
P./R.	3(3.0)	4(4.0)	0(0)	0 (0)	0 (0)	7(7.0)
S.L./S.A.R.	4(4.0)	1(1.0)	0(0)	0 (0)	1 (1.0)	6(6.0)
L./A.R.	4(4.0)	24(24.0)	4 (4.0)	17(17.0)	22(22.0)	71(71.0)
A.L./J.A.R.	0(0)	3(3.0)	2(2.0)	3(3.0)	7(7.0)	15(15.0)
Others	1(1.0)	0(0)	0(0)	0(0)	0(0)	1(1.0)
Total	12(12.0)	32(32.0)	6(6.0)	20(20.0)	30(30.0)	100(100)

N: = 100

NB: Numbers in bracket are in percentages.

Key: SS : Strongly Satisfied S: Satisfied Un: Undecided D: Dissatisfied

SD : Strongly Dissatisfied

Satisfaction with Travelling Time

Similar to the observations made for cost of shuttling and distance from work place, satisfaction with travelling time showed a similar pattern. However, more respondents were satisfied with their travelling time than in other issues.

Convenience of Shuttling to and from Home and Work

Availability or non-availability of vehicles and distance notwithstanding, there could also be some situations where shuttling to and from home and work place may inconvenience commuters. Such situations

may be attributed to such factors as the quality of other travellers in terms of the dressing or behaviour.

In this case, people residing on campus may find travelling convenient unless they do not have access to vehicles. In the study it was observed that close to four in every ten of the respondents were either dissatisfied or strongly dissatisfied with the convenience of shuttling. However, 10.1% could not assess their level of satisfaction (See Table 21).

Among those who were very satisfied or satisfied were mostly those of the higher status i.e. from lecturers/assistant registrars and beyond. Table 21 helps to explain this information.

Table 21

Convenience of Shuttling

Status	SS	SA	UN	DS	SD	Total	%
	No. (%)						
P/R.	3(3.0)	3(3.0)	1(1.0)	0(0)	0(0)	7	7.1
S.L/S A. R.	4(4.0)	1(1.0)	0(0)	0(0)	1(1.0)	6	6.1
L./A. R	5(5.1)	29(29.4)	8(8.0)	12(12.1)	16(16.1)	70	70.7
A.L./J.A.R.	0(0)	2(2.0)	1(1.0)	5(5.1)	7(7.1)	15	15.1
Others	1(1.0)	0(0)	0(0)	0(0)	0(0)	1	1.0
Total	13(13.1)	35(35.4)	10(10.1)	17(17.2)	24(24.2)	99	100

N= 99

NB: Numbers in bracket are in percentages.

Key: SS: Strongly satisfied DS: Strongly dissatisfied SA: Satisfied

DS: Dissatisfied UN: Undecided

Satisfaction with the Neighbourhood and Environment

The quality of an abode is an important indicator of the level of satisfaction of that abode. However, the neighbourhood has equally an important weight here. Issues related to the neighbourhood relate mainly to aesthetics, the behaviour and attitudes of the neighbours and the sanitation condition and noise. Just a little below six out of every 10 respondents expressed satisfaction with the type of neighbourhood. Again, a little above 30% of respondents complained of being dissatisfied or strongly dissatisfied with the quality of their neighbourhood while about 7% were undecided on their level of satisfaction. This information is shown in Table 22.

Table 22

Convenience of Neighbourhood

Status	SS No. (%)	SA No. (%)	UN No. (%)	DS No. (%)	SD No. (%)	Total No. (%)
P./R.	4(4.0)	2(2.0)	0(0)	0(0)	1(1.0)	7(6.9)
S. L./S.A.R.	6(5.9)	1(1.0)	0(0)	0(0)	1(1.0)	8(7.9)
L./A.R.	9(8.9)	31(30.6)	5(5.0)	15(14.8)	11(10.9)	71(70.3)
A.L./J.A.R.	1(1.0)	5(5.0)	2(2.0)	4(4.0)	2(2.0)	14(13.9)
Others	1(1.0)	0(0)	0(0)	0(0)	0(0)	1(1.0)
Total	21(20.8)	39(38.6)	7(6.9)	19(18.8)	15(14.9)	101(100)

N= 101 NB: Numbers in bracket are in percentages.

SS: Strongly Satisfied SA: Satisfied UN: Undecided

DS: Dissatisfied SD: Strongly Dissatisfied

Similarly, most of the respondents reported being satisfied with the quality of their environment (See Table 23). Thus most of the senior members were satisfied with conditions in their neighbourhood. It must be stated that consistently, those on the senior lecturers level and above appeared to be more satisfied than their lower counterparts. Table 23 helps to show this information.

Table 23

Convenience of Environment

	SS	SA	UN	DS	SD	Total
Status	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)
P./R.	4(4.1)	2(2.0)	0(0)	0(0)	1(1.0)	7(7.3)
S./S A.R.	3(3.1)	1(1.0)	0(0)	0(0)	4(4.1)	8(8.2)
L/AR.	9(9.3)	29(30.0)	7(7.2)	10(10.3)	12(12.4)	67(69.1)
A L./J.A.R.	1(1.0)	6(6.2)	0(0)	4(4.1)	3(3.1)	14(14.4)
Others	0(0)	0(0)	0(0)	0(0)	1(1.0)	1(1.0)
Total	17(17.5)	38(39.2)	7(7.2)	14(14.4)	21 (21.6)	97(100)

N = 97

NB: Numbers in bracket are in percentages.

Key: SS: Strongly Satisfied SA: Satisfied UN: Undecided DS: Dissatisfied
SD: Strongly Dissatisfied

Satisfaction with Safety at Home

One is safe at home when he or she is free from fear of being burgled, or having ones properties destroyed by intruders. One also feels safe at home when he or she feels free from the fear of any form of intimidation or brutalisation of his or her dependants.

Most of the respondents (57.6%) reported that they were either satisfied or very satisfied with the level of safety at home. Slightly above 5.1% of the respondents could not say anything about the satisfaction with the level of safety in their houses. The remaining 37.4% expressed dissatisfaction or utter dissatisfaction with the level of safety in their houses.

Cross tabulations of perceived level of safety against status did not show any differentials based on status. The prevalence of being either satisfied or very satisfied was higher among the lower level respondents than the higher echelons (See Table 24). This could be explained by the fact that most of the people in higher bracket have protection from the university security.

Table 24

Safety at Home of Respondents

Status	SS	SA	UN	DS	SD	Total
	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)
P./R.	2(2.0)	4(4.0)	0(0)	1(1.0)	0(0)	7(7.1)
S. L/S A.R.	5(5.0)	2(2.0)	0(0)	0(0)	1(1.0)	8(8.1)
L./A. R.	6(6.1)	33(33.3)	2(2.0)	19(19.2)	9(9.2)	69(69.7)
A.L./J.A.R.	1(1.0)	4(4.0)	3(3.1)	2(2.0)	4(4.0)	14(14.1)
Others	0(0)	0(0)	0(0)	0(0)	1(1.0)	1(1.0)
Total	14(14.1)	43(43.4)	5(5.1)	22(22.2)	15(15.2)	99(100)

N = 99 NB: Numbers in bracket are in percentages.

Key: SS: Strongly Satisfied SA: Satisfied UN: Undecided

DS: Dissatisfied SD: Strongly Dissatisfied

However, there have been cases where some of the people in protected places such as the lecturers' village have been robbed of proprieties such as animals, crops, electronic gadgets and sometimes, money. Thus the lecturers and assistant lecturers may be staying at places where exposure to activities of intruders is likely to be high. This information is depicted in Table 24.

Issues on Rents.

During the early days of the Provisional National Defence Council (P.N.D.C.), government put in place ceiling rents. However, the enforcement of this rent control was short lived. Consequently, landlords/ladies decided to charge their own rents based on what they thought were economic to them considering the rising cost of building materials. In the face of rather slow rising salaries/incomes, there have been gaps in supply and demand prices. However, due to the slow growth in the supply of houses to cope with demand, consumers are compelled to pay rents charged by the owners of landed properties.

Corollary to the above is the demand for huge rent advances often covering rent for one year or more. Some landlords even after the expiration of rent advance resort to the collection of further rent advances, instead of monthly payments. Some landlords, especially, those who live in the same houses with tenants also intervene frequently in issues relating to the lives of the tenants. They often give instructions relating to interaction and general housekeeping matters. In such cases, the independence of the tenants is often trampled upon.

In this study, it was observed that but for the few (22.8%) who reported being satisfied with the magnitude of rent and rent advances paid, the

majority who responded to this item were either dissatisfied or very much dissatisfied with the quantum of rent and rent advances demanded by their landlords/ladies (See Table 25). Most of the people who responded to this item were in the lecturer or assistant lecturer category, and most of them were dissatisfied with the magnitude of rent and rent advances which they found to be quite on the high side. Table 25 helps to explain the information given.

Table 25

Magnitude of Rent Advance

Status	SA	UN	DS	SD	Total	%
	No.(%)	No.(%)	No.(%)	No.(%)		
P./R.	0(0)	1(1.7)	0(0)	0(0)	1	1.8
S.L/SA.R.	1(1.7)	2(3.5)	0(0)	21(36.8)	24	42.1
L./A.R.	11(19.3)	5(8.8)	5(8.8)	3(5.3)	24	42.1
A.L./J.A.R.	1(1.7)	0(0)	7(12.3)	0(0)	8	14.0
Others	0(0)	0(0)	0(0)	0(0)	0	0.0
Total	13(22.8)	8(14.0)	12(21.1)	24(42.1)	57	100

N= 57 NB: Numbers in bracket are in percentages.

Key: SA: Strongly Agreed UN: Undecided DS: Disagreed

SD: Strongly Disagreed

It was also observed that only 19.6% were satisfied with the frequency at which their landlords/ladies demanded rent advances from them. A further 23.5% could not say anything but the remaining 57% reported being dissatisfied or very dissatisfied, implying that the frequency was high. These findings contradicted the United Nations High Commissioner for Human

Rights report released in 2001, which states that “personal or household financial cost associated with housing should be at such a level that the attainment and satisfaction of other basic needs are not threatened or compromised.” A further breakdown of response by status also revealed that of those at the lower levels expressed much of the dissatisfaction. This is shown in Table 26.

Table 26
Frequency of Rent Advance

Status	SS	SA	UN	DS	SD	Total
	No.(%)	No. (%)	No. (%)	No.(%)	No.(%)	No.(%)
P/R.	0(0)	0(0)	1(1.8)	0(0)	0(0)	1(2.0)
S.L/S A. R.	0(0)	0(0)	2(4.0)	0(0)	12(23.5)	14(27.5)
L./A.R.	0(0)	10(19.6)	7(13.7)	8(15.7)	2(4.0)	27(52.9)
A.L./J.A.R.	0(0)	0(0)	2(4.0)	7(13.7)	0(0)	9(17.6)
Others	0(0)	0(0)	0(0)	0(0)	0(0)	0(0)
Total	0(0)	(19.6)	12(23.5)	15(29.4)	14(27.5)	51(100)

N = 51 NB: Numbers in bracket are in percentages.

Key: SS: Strongly Satisfied SA: Satisfied UN: Undecided DS: Dissatisfied SD: Strongly Dissatisfied

However, as much as 73.1% of the respondents reported that they were happy with the level of independence from their landlords or ladies i.e. they received few interruptions, interventions and instructions from them regarding their mode of living in their houses. This confirms a report by the United Nations High Commissioner for Human Rights in 2001 that “adequate housing

should not just be about having a roof over one's head but rather, the right to live somewhere in security, peace and dignity". About 6% were not in a position to determine their level of satisfaction with their independence. However, about 20% claimed not to be satisfied or very dissatisfied with their level of independence. It was also found from their statuses that these categories of people were either in the lecturer or assistant lecturer group.

Measures to Improve upon the Housing Package to Staff

To find a lasting solution to the housing problems confronting the university, the researcher asked the respondents to suggest possible ways by which the problem could be improved. Some of the respondents intimated that the university could improve upon its housing stock by negotiating with estate developers to put up more residential accommodation for staff on the vast stretch of land belonging to the university.

In an interview with the secretary to the Housing Committee of the university, he stated that, the university's lands were acquired through an executive instrument by the government to be used for educational purpose. Thus any attempt to allocate the land for staff residential houses would have to be approved by law. He also reported that the relative low rents being paid by staff in the university's houses does not help in generating substantial funds to start a housing project for staff.

Other respondents were also of the view that the university should acquire plots of land in the nearby communities for sale to interested staff to put up their own houses. Others suggested that the university should reduce the sitting allowances paid at meetings to committee members so that some

savings could be made to raise funds that could be channelled into housing development.

Others also suggested that rents being paid by staff who are housed by the university should be increased to generate additional funds to assist the university put up more houses for staff.

Other Suggestions made by Respondents Included the Following:

That rent allowances paid to staff must be increased to commensurate with current rent levels in the municipality. That the university should take it upon itself to scout for houses to be rented for newly appointed staff who may not know much about Cape Coast. When the secretary to the Housing Committee was contacted to comment on the issue, he indicated that the unwillingness of the university to scout for houses for staff was due to the shortage of houses in the municipality. He also intimated that it had been observed that when the university goes out to rent the houses, the rent charged are often much higher than when the person in search of the house goes to the landlord personally. He however confirmed that this notwithstanding, the university has made some gains in purchasing some houses in the municipality within the last few years to augment the number of houses the university had.

Other respondents also suggested that the university should embark upon a vigorous fund raising campaign to raise funds from individuals and co-operate bodies to be used to initiate a housing scheme for staff. Others were of the view that the point allocation system which is used to allocate houses to deserving staff should be adhered to strictly to ensure fairness to all.

Answers to the Various Research Questions

Research Question One

How does the provision of housing contribute to the attraction and retention of senior members?

The question was posed to ascertain the level of awareness that staff in the university had of the housing allocation guidelines being implemented by the university. The answer to the research question was derived from questionnaire items 6,7,8,9,10,11 and 12 and also from the interview conducted as in appendices "A" and "B" respectively. Frequencies and simple percentages have been used for the analysis.

Answer to Research Question One

It was observed that about half of the respondents (50%) rated their awareness of the housing allocation guidelines to be very high or high. Whilst about 9.8% of them could not decide on an answer, those who had low and very low levels of awareness of the existence of the housing allocation guidelines were about 40.2%. The above information is shown in Table 27.

In terms of effectiveness and efficiency of the housing allocation guidelines, the majority of the respondents (67.3%) were dissatisfied with it. The implication is that even though a large number of the respondents said they were aware of the allocation guidelines, a lot more were not happy with its application.

Table 27

Level of Staff Awareness of the University's Housing Allocation Guidelines

Responses	Freq.	Percentage
Very High	19	18.6
High	32	31.4
Undecided	10	9.8
Low	26	25.5
Very Low	15	14.7
Total	102	100.0

N= 102

From responses gathered from the interview (See Appendix B), the point was re-emphasised that the allocation guidelines have not been very effective since there were a number of issues that needed to be revised in the document.

The researcher also requested the respondents to assign reasons to how they considered the housing allocation guidelines of the University. Respondents were given an open-ended question for them to freely express their views. Ninety-two respondents out of the 105 who participated in the study answered the question. Multiple responses were given by most of them. Thirteen of the respondents declined to respond to the item (questionnaire). It is important to indicate that those responses which the researcher found to be irrelevant to the discussion were ignored. The rest of the responses were coded and grouped into 7 main items as shown in Table 28.

Table 28**Perception of Staff of the Housing Allocation Guidelines of the U. C. C.**

Responses	Frequencies	Percentage (%)
The guidelines favoured old members of staff to newly appointed staff.	45	48.9
Mode of allocating houses to staff was not transparent.	78	84.8
Housing needs of staff from study leave was always given priority attention.	64	69.5
Nobody cared about the housing needs of newly appointed staff.	58	63.0
Advertisements for houses to be allocated were not well circulated.	60	65.2
No awareness of the allocation guidelines.	37	40.2
Decision to separate appointment from provision of accommodation does not encourage staff retention.	65	70.7

From Table 28, it could be observed that reasons such as; Mode of allocating houses to staff was not transparent; Housing needs of staff from

study leave was always given priority attention; Nobody cared about the housing needs of newly appointed staff; Advertisement for houses to be allocated were not well circulated; and Decision to separate appointment from provision of accommodation does not encourage staff retention, have greatly accounted for reasons why some staff consider the housing allocation guidelines to be ineffective and inefficient. Although issues such as; The guidelines favoured old members of staff to newly appointed staff and no awareness of the housing allocation guidelines were also relevant, they did not constitute very significant reasons as they were scored 48.9% and 40.2% respectively.

Few respondents reported knowing about the housing allocation guidelines of other tertiary institutions in the country. A little above 42.2% said they were aware of the housing policy of KNUST and Legon 37.8%. However, below 15% of the respondents also reported knowing about the policies of University of Education, Winneba (13.3%), Valley View (4.4%) and Central University (2.2%) respectively. In all, 94 of the respondents indicated their awareness of the housing policies of other institution across the country. The rest (11) gave no responses to the question.

Comparing the housing allocation guidelines at UCC to those in other tertiary institutions, about 17.1% of the respondents said the allocation guidelines in UCC were good. Again a little above 30.5% said UCC's housing allocation guidelines was comparatively poor. Significantly however, 50% of the respondents were undecided on the matter. The information above is presented in Table 29.

Table 29

How Staff Perceive the UCC's Housing Allocation Guidelines Compared with those of other Universities.

Responses	Frequency	Percentage
Very good	2	2.4
Good	14	17.1
Undecided	41	50.0
Poor	15	18.3
Very poor	10	12.2
Total	82	100.0

N= 82

The researcher also wanted to know if respondents would still go ahead to advise their relatives and friends to join U.C.C as workers inspite of the housing problems which they might have gone through. About 60% said they would advise relatives and friends to join the university. Another 40% however, indicated their unwillingness to recommend the university to their relatives and friends because of accommodation problems.

To find out from the 40% who indicated their unwillingness to recommend the university to their relatives and friends what their reasons were, the researcher gave the respondents the freedom to cite their reasons in an open-ended question. Out of the 105 respondents who participated in the study, 100 responded to the question. All the responses were found to be relevant and were therefore coded and grouped into five main items as shown in Table 30.

Table 30

Why Staff may not Advise Relatives and Friends to Join U.C.C

Responses	Frequencies	Percentages
Life was so frustrating in Cape Coast		
without accommodation.	34	34.7
Accommodation situation in other		
Universities could be better.	62	63.3
Houses are not transparently allocated in		
U.C.C.	54	55.1
Lack of accommodation could seriously		
affect the job performance of staff.	69	70.4
Nobody cared about one's housing needs.	55	56.1

From Table 30, reasons such as; Life was so frustrating in Cape Coast when one had no accommodation (34.7%), Accommodation situation in other universities could be better (63.3%), Houses are not transparently allocated in U.C.C (55.1%), Lack of accommodation could seriously affect the job performance of staff (70.4%), and nobody seemed to care about the housing needs of staff were given as reasons by staff who said they would not advise their relatives and friends to take up jobs in U.C.C.

In all, it was observed that even though staff awareness of U.C.C's housing allocation guidelines was high, the level of satisfaction of its application was very low. There was also discontent in the way allocations were made. Some respondents were also of the opinion that only a little support was given by the university when they were looking for

accommodation. Generally, most people knew of the housing policies of other institutions that they believed were superior to that of U.C.C. As a result of the problems associated with staff housing in U.C.C; some respondents were not willing to advise their friends and relatives to join the institution. Such people claimed that life in Cape Coast could be frustrating without accommodation for their loved ones.

Research Question Two

How is the current housing package for staff acceptable to Senior Members?

The researcher wanted to find out from the subjects, their level of satisfaction with the general conditions of their places of abode. It was also to know if the respondents agreed to issues such as the allocation procedure in operation at the university and how the housing situation was contributing to job performance of staff. The research question was answered with questionnaire items 13 to 20 (Appendix A).

Answer to Research Question Two

A little over 14.6% of the respondents stayed in Cape Coast before they were employed by the university. Altogether, it was also noted that just about 46.6% of the respondents stayed in places around Cape Coast. Such areas included the university campus (15.5%), Apewosika and its environs (8.7%); and Abura/Pedu and their environs (7.8%). Most of the respondents (53.4%) stayed in places that were outside any of the above-mentioned areas. Indeed places such as Accra, Kumasi, Takoradi, Tamale etc were some of the areas staff were first located before they took up appointment in U.C.C. Table 31 captures the information discussed above.

Table 31

Staff Previous places of Residence before being Employed

Responses	Frequency	Percentage
Apewosika and its environs	9	8.7
Cape Coast	15	14.6
University Campus	16	15.5
Abura and its environs	8	7.8
Others (e.g. Accra, Kumasi, Tamale etc)	53	53.4
Total	103	100

N = 103

Another observation made was that current residence of respondents appeared to have been improved over their previous residence with time. Most of the respondents (55.2%) indicated that they were later housed by the university either in a residential facility located off-campus or on campus. A little below seven percent (6.7%) of the respondents were living in their own houses while 29.5% said they were in rented houses.

As studies have shown, the provision of adequate houses to workers contributes significantly to their job performance (Chiu et al.). A lot of the respondents (46.6%) said their accommodation status had affected their job performance negatively. A few more (30.1%) indicated that they were undecided on how their accommodation status had impacted on their job performance. However, about 20.4% said they were satisfied with their housing condition which had also affected their job performance positively. The above details are shown in Table 32.

Table 32**Accommodation Status of Staff and their Job Performance.**

Responses	Frequency	Percentage
Positively	21	20.4
Negatively	48	46.6
Undecided	31	30.1
Others	5	2.9
Total	103	100.0

N = 103

Answers were also extracted from questionnaire item 16, which was open ended to answer the research question. Forty of the respondents declined to answer the question. In all, 65 respondents responded to the item. The majority of them gave single responses as answers. The responses were coded into six broad areas for the discussion using frequencies and percentages as shown in Table 33.

From the Table, 61.5% of respondents who answered the question reported that they struggled always to get to work on time. Respondents who are late and absent from work occasionally were about 75.4% whilst those who leave for home earlier than expected constituted 30.8%. Those who had difficulties in raising money for rent advance formed 89.2% of the respondents. Almost 80.0% however indicated that they were not satisfied with living conditions in their rented houses.

Table 33

Challenges Facing Staff with Respect to Location of their places of Residence

Problems facing staff	Frequency	Percentage
Struggles always to get to work on time.	40	61.5
Lateness and absenteeism from work occasionally.	49	75.4
Leaves for home earlier than expected.	20	30.8
It is difficult to raise money for rent advance.	58	89.2
Living conditions in rented houses are often unsatisfactory.	52	80.0
Problems about housing do not give one the peace of mind to work.	41	63.1

A little beyond 63% wrote on problems about their housing situation which do not give them the peace of mind to work.

It was again noted that most of the respondents (60.6%) were not satisfied with the modalities for allocating houses to staff in the university. A little above 16.5% were undecided on whether they were satisfied with allocation modalities.

Adequate room space allows for safety, convenient place to eat, sleep and storing of one's possession. Other needs for adequate room space include the need for privacy, identity, creativity, love and belonging (Sheerwood). Only about 38.8% responded that their room space was very adequate or adequate. Most of the respondents (57.3%) were staying in houses that were

inadequate or very inadequate. A little below four percent (3.9%) of the respondents could not tell whether their room spaces were okay for them or not. The above data is shown in Table 34.

Table 34

Adequacy of Room Spaces Available to Staff

Responses	Frequency	Percentage
Very adequate	9	8.7
Adequate	31	30.1
Undecided	4	3.9
Inadequate	39	37.9
Very Inadequate	20	19.4
Total	103	100.0

N = 103

Regarding how satisfied respondents were with the quality of their current residence, a little below three percent (2.9%) said they were very satisfied however, 32.0% indicated their satisfaction. Whereas 35.0% were dissatisfied, 22.3% were very dissatisfied with the quality of their current residence. About 7.8% of the respondents however said they were undecided on the issue.

A number of the respondents 28(26.9%) indicated that they were housed in a temporary accommodation when they were first appointed. Another 12(11.5%) said they were housed in a permanent accommodation. Others, 28(26.9%) were also given some rent advance to secure their own accommodation. However, a few more of the respondents 36(34.6%) were not

assisted in any form by the university to overcome their housing problem when they were first appointed.

From responses gathered from the interview conducted (See Appendix B), the researcher discovered that the shortage of accommodation for staff on appointment was a major factor accounting for the high turnover in the university apart from other factors such as low salary levels, and general job dissatisfaction.

From the above, it was observed that most of the respondents stayed at places outside the university campus as well as places that were far beyond the Cape Coast municipality before being employed by the university. Respondents mentioned places such as Accra, Kumasi, Takoradi, Tamale etc. as some of the areas they were residing before they were employed. It is therefore imperative that the accommodation needs of such people are taken more seriously. The research also found out that a lot of the respondents had problems with their accommodation, which in a way also affected their job performance adversely.

Additionally, it was noted that more people were not satisfied with the allocation of houses by the university and therefore wished that an alternative allocation system could be used.

Research Question Three

How does the payment of subsidy help in easing the housing problems of staff in U.C.C?

Varieties of rent subsidies are paid to staff in the university houses. Some of the subsidies are the institutional rents charged to staff tenants. The research question was therefore posed to access how the subsidies have been

beneficial to staff especially, those in rented houses and owner-occupiers. Questionnaire items 21, 22, 23, 24 and 25 and responses from the interview were used to answer the research question.

Answer to Research Question Three

A few of the respondents 41(39.8%) indicated that they were very satisfied or satisfied with the rent subsidies they enjoyed from the university. Only 11(10.7%) could not tell their level of satisfaction with the subsidies. However, most of the respondents 51 (49.5%) reported their dissatisfaction about the current rent subsidies they receive from the university. The answers are shown in Table 35.

Table 35

Staff Satisfaction with Subsidies being Paid by the University

Responses	Frequency	Percentage
Very Satisfied	3	2.9
Satisfied	38	36.9
Undecided	11	10.7
Unsatisfied	40	38.8
Very unsatisfied	11	10.7
Total	103	100

N=103

Additionally, about 27 (31.8%) of the respondents indicated that the rent charged by the university was very high or high relative to the type of accommodation they are offered. To a further 25 (29.4%), rents were low

while to 33 (38.8%) of respondents; rents were very low compared to what others elsewhere were paying.

The low rental levels were also confirmed in the interview where it was revealed that it had not helped the institution to generate more funds to put up more houses for staff.

Looking at the cost of building materials and the level of maintenance of the university houses, about 40.9% of the respondents said that the rent levels were just adequate to enable the school increase its housing stock and to maintain same. However, 59% considered the rent levels to be inadequate a situation that had accounted for the sorry state in which most of the houses were.

Only a few (16.6%) of the respondents were either very satisfied or satisfied with the level of maintenance on houses belonging to the university. To majority of the respondents (83.3%), the maintenance of houses by the university was unsatisfactory or very unsatisfactory. The statistics is represented in Table 36.

Table 36

Staff Satisfaction with the Maintenance of Houses by the University

Responses	Frequency	Percentage
Very Satisfied	8	7.8
Satisfied	9	8.8
Unsatisfied	49	48.0
Very Unsatisfied	36	35.3
Total	102	100

N = 102

Notwithstanding these responses, about 30.5% of the people were willing to help in the maintenance of their houses by changing mosquito nets. Another 18.5% said they would be willing to change doors and door locks in their homes. A little above 15% were also prepared to undertake internal painting of their house while 7.3% said they would want to undertake maintenance activities such as replacement of sinks and water closet cover.

It was observed that just a few of the respondents were satisfied with the level of subsidies which the university paid to deserving staff. Most of the respondents again agreed that the level of rents being paid for the houses they occupy was not enough compared to what staff who are in rented houses pay. This situation, it was noted, had made it difficult for the university to raise the needed funds to carry out any meaningful rehabilitation works on the few available houses. As a result, the majority of the staff tenants complained about the state of repairs of their apartments. Significantly, some of the respondents indicated their willingness to contribute in the maintenance of the houses they occupy albeit small.

Research Question Four

What are some of the problems faced by staff in University houses as well as those in rented houses?

This question was asked to find out from respondents what they consider to be some of the problems they were facing with respect to their accommodation status. It was also to consider what respondents perceive to be useful in making their living conditions better.

Answers to the research question were extracted from questionnaire items 26 to 36 (See Appendix A). Frequencies and percentages were used to answer the question.

Answer to Research Question Four

Most of the respondents 56 (44.9%) indicated that they relied on private vehicles to commute to and from work. Another 37 (36.3%) said they relied on commercial vehicles for their movement. However, a few 4 (3.9%) depended on all other means of transport including walking to and from work.

Again, a number of questions were posed to be ranked by respondents in order of degree of satisfaction. These questions were picked from items 27 to 36 and the responses are shown in Table 37.

Table 37

Levels of Satisfaction with Accommodation and Related Issues

Item	Responses				
	SS	S	UN	D	SD
	No. (%)	No. (%)	No. (%)	No. (%)	No. (%)
Distance from work place to house.	22 (22.2)	30 (30.3)	6 (6.1)	21 (21.2)	20 (20.2)
Cost of shuttling.	12 (12.0)	32 (32.0)	6 (6.0)	20 (20.0)	30 (30.0)
Travelling Time.	15 (15.0)	41 (41.0)	6 (6.0)	18 (18.0)	20 (20.0)
Convenience of Shuttling.	13 (13.1)	35 (35.4)	10 (10.1)	17 (17.2)	24 (24.0)
Convenience of Neighbourhood.	21 (20.8)	39 (38.6)	7 (6.9)	19 (18.8)	15 (14.9)
Convenience of Environment.	17 (17.5)	38 (39.2)	7 (7.2)	14 (14.4)	21 (21.6)
Safety at home.	14	43	5	22	15

Table 37 continued

Item	Responses				
	SS	S	UN	D	SD
	No. (%)	No. (%)	No. (%)	No. (%)	No. (%)
Magnitude of Rent Advance.	0 (0)	13 (22.8)	8 (14.0)	12 (21.1)	24 (42.4)
Frequency of Rent Advance.	0 (0)	10 (19.5)	12 (23.5)	15 (29.4)	14 (27.5)
Independence from Landlord/lady.	20 (29.9)	29 (43.3)	4 (5.9)	8 (11.9)	6 (9.0)

SS=Strongly Satisfied S = Satisfied UN = Undecided D = Dissatisfied

SD = Strongly Dissatisfied

NB: Numbers in bracket are in percentages.

For a better presentation, Table 37 was reconstituted into “Satisfied”, “Undecided” and “Dissatisfied”. The data is shown in Table 38.

From Table 38, about 60% of the respondents were satisfied with the following issues about their accommodation status and other related matters such as; Distance from workplace to the house (52.5%) travelling time (56.0%), convenience of neighbourhood (59.4%), convenience of environment (56.7%), safety at home (57.5%) and independence from landlord/lady (73.2%). The remaining 40% who expressed their dissatisfaction were not happy with; the cost of shuttling (44.0%), magnitude of rent advance (22.8%), and the frequency of rent advance (19.5%). In all the cases, a few of the respondents said they were undecided on the issues being investigated.

Table 38

A Reconstructed table Showing the Level of Satisfaction of Accommodation and Related Issues.

Item	Responses		
	Satisfied	Undecided	Dissatisfied
	No.(%)	No.(%)	No.(%)
Distance from work			
place to home.	52(52.5%)	6(6.1%)	41(41.4%)
Cost of shuttling.	44(44.0%)	6(6.0%)	50(50.0%)
Travelling Time.	56(56.0%)	6(6.0%)	38(38.0%)
Convenience of			
Shuttling.	48(48.5%)	10(10.1%)	41(41.4%)
Convenience of			
Neighbourhood.	60(59.4%)	7(6.9%)	34(33.7%)
Convenience of			
Environment.	55(56.7%)	7(7.2%)	35(36%)
Safety at home.	57(57.5%)	5(5.1%)	37(37.4%)
Magnitude of Rent			
Advance.	13(22.8%)	8(14.0%)	36(63.2%)
Frequency of Rent			
Advance.	10(19.5%)	12(23.5%)	29(56.9%)
Independence from			
Landlord/lady.	49(73.1%)	4(6.0%)	14(20.9%)

From the above, it was observed that a lot of the respondents depended on private vehicles to shuttle between their places of residence and their work site. About 40% of the respondents also expressed their dissatisfaction with their means of shuttling. These may be the opinion of those who depend on commercial vehicles for their movement. Other issues disagreed with by respondents were the magnitude of rent advance and the frequency at which they pay rent advances to landlords or ladies.

Research Question Five

What measures should be adopted by the university to improve upon the housing needs of staff?

This research question was to gather views from respondents on what should be done by the university to improve upon the housing situation for staff so as to make the institution more attractive. Questionnaire items 37 to 42 (Appendix A), and responses from the interview (Appendix B) formed the bases for discussing the research question. Simple percentages and frequencies were used to answer the question.

Answer to Research Question Five

Housing has always been an important embodiment of incentives given to modern day workers of all levels. In the field of academia this issue is a very sensitive one that always calls for careful strategies to deal with. To improve upon the housing situation in University of Cape Coast, many measures have been put in place to make it possible for staff to cope with the problem. When asked to react to various statements put up by the researcher in connection with measures that could improve upon the existing policy, the respondents gave the following responses shown in Table 39.

Table 39

Levels of Agreement with Measures Proposed to Improve upon the Housing needs of Staff

Item	Responses				
	SA	A	UN	D	SD
	No.	No.	No.	No.	No.
	(%)	(%)	(%)	(%)	(%)
To be provided a temporary accomm. on appointment.	47 (45.6)	34 (33.0)	3 (2.9)	2 (1.9)	17 (16.5)
To be given adequate accomm. on campus on appt.	58 (56.9)	36 (35.3)	5 (4.9)	3 (2.9)	0 (0)
To be provided adequate accomm. no matter the location	18 (17.8)	45 (44.6)	7 (6.9)	21 (20.8)	10 (9.9)
To be given a loan facility for renting a comfortable house	23 (22.8)	31 (30.7)	16 (15.8)	22 (21.8)	9 (8.9%)
To be given a car loan facility rather than for renting a house	9 (8.9)	8 (7.9)	19 (18.8)	36 (35.6)	29 (28.7)

SA: Strongly Agree, A: Agree, UN: Undecided, D: Disagree,

SD: Strongly Disagree NB: Numbers in bracket are in percentages.

To make the discussion clearer, Table 39 was restructured into Agree (A), Undecided (UD) and Disagree (D) as shown in Table 40.

Table 40

A Restructured Table Showing the levels of Agreement with Measures Proposed to Improve upon the Housing needs of Staff.

Item	Responses		
	Agree	Undecided	Disagree
	N (%)	N (%)	N (%)
To be provided a temp. accomm. on appointment.	81(78.6%)	3(2.9%)	19(18.4%)
To be given adequate accomm. on campus on appointment.	94(92.2%)	5(4.9%)	3(2.9%)
To be provided adequate accomm. no matter the location.	63(62.4%)	7(6.9%)	31(30.7%)
To be given loan facility for renting a comfortable house.	54(53.5%)	16(15.8%)	31(30.7%)
To be given a car loan facility rather than for renting a house.	17(16.8%)	19(18.8%)	65(64.3%)

From Table 40, the majority of the respondents 80% expressed their agreement with the researcher for the university to embark upon certain measures to improve on the housing needs of staff. The following were some of the measures; provision of temporary accommodation on appointment 78.6%, provision of adequate accommodation no matter the location on appointment 62.4% and the granting of loans to staff to rent a comfortable

house of their choice on appointment 53.5%. The quest to be provided with a university accommodation on appointment remains the preferred choice by many respondents 92.2%. These notwithstanding, 64.3% of the respondents disagreed with the researcher's suggestion that the university should give staff loans for cars instead of loans for renting a house. This confirms the views of Maslow and others that physiological need such as shelter comes first in man's needs hierarchy.

To obtain the independent views of respondents on the issue, responses from questionnaire item 42 for staff was used. This research questionnaire sought to find out the opinions and suggestions of respondents on measures to improve upon the housing allocation guidelines in the University of Cape Coast. Of the 105 questionnaires received, 102 of the respondents answered this questionnaire item. The remaining 3 did not make any suggestions. It was noted that 96 of those who responded to the item gave more than two responses. A few of the responses were found to be irrelevant in answering the research question and were therefore discarded. Some of such responses were; the university should permit staff who have acquired lands perceived to be for the university to put up their own houses, the university should consider selling houses at reduced rate to staff who have occupied them for over 20 years and, allowances paid to committee members should be reduced to make savings to build more houses.

Responses found to be relevant in answering the research question were coded into 10 main items as shown in Table 41.

Table 41**Suggestions from Respondents to Improve upon the Housing Needs of****Staff in U.C.C**

Responses	Frequency	Percentage
More houses should be constructed by the University in partnership with Estate Developers.	78	76.5
More houses should be rented in town for staff.	74	72.5
Staff on post retirement contract should be given limited years to occupy their accommodation.	64	62.7
The process of paying rent advance to staff should be quickened.	79	77.5
The University should acquire plots of land for staff to put up their own houses.	99	97.1
Rent should be increased to generate more funds.	48	47.1
There is the need to update the existing policy and implement to the letter.	64	62.7
Off-campus and vehicle allowances should be increased to entice people to stay off-campus.	75	73.5
Allowances for staff who put up their own houses should be increased to encourage them to stay in their houses.	82	80.4
Unmarried staff should be paired in transit houses temporary to enable them settle down to work.	37	36.3

As it could be seen from Table 41, respondents gave varied opinions on what they considered to be necessary measures that could help the university improve upon the staff-housing situation. The majority of the respondents (97.1%) said there was a need for the university to acquire plots of land for staff to put up their own houses. Closely following this was the call for allowances for staff who put up their own houses to be increased to encourage them to move into their own houses (80.4%). About 77.5% of the respondents also called on the university to quicken the process of paying rent advance to staff. A little above 76.5% also asked for the construction of more houses by the university in partnership with estate developers. Over 72.5% also recommended that more houses should be rented in town for staff. Others (62.7%) called for the need to update the existing policy and implement it to the letter. Some respondents also asked that staff on post retirement contract should be given limited years to occupy their accommodation. Other suggestions made were that rents should be increased to generate more funds (47.1%) while a little above 36.3% suggested that unmarried staff should be paired into transit houses temporary to enable them settle down to work.

Responses from the interview conducted showed that the university was equally concerned about the housing situation of staff and was doing everything possible to remedy the situation. In the short term, the university was taking steps to revise rental levels for staff tenants. It was also to review the existing rent advance paid to staff who want to rent their own accommodation. In the medium and long term, the university may consider charging the economic rent for staff tenants when salary levels improves to generate more funds to maintain existing houses and also to put up new ones.

The interview also revealed that the university was doing everything possible to team up with estate developers to put up more houses for staff. There were indications also that the central government was working out a package to increase accommodation facilities on campus for both students and staff.

A very important information obtained from the interview was the fact that the university could not allocate part of the land at its disposal to staff for their individual use. It was further explained that the university lands were acquired through an Executive Instrument by the state for educational purposes. The university therefore has no right to take any part of the land except for the purpose for which it was acquired from the chiefs in the affected areas. The researcher was told, that any individual or group of individuals who may decide to put up any property on the "University lands" may be doing so at their own peril.

From the above it was observed that staff wanted to be provided with accommodation on appointment even if temporary. Again, although off-campus accommodation was deemed to be suitable, accommodation on campus still remained the most preferred. A lot more of the respondents placed their housing needs ahead of other needs such as the acquisition of vehicles. For many others, the university should acquire plots of land to enable staff put up their own accommodation for now and for the future. It was also proposed that rent advance should be paid out more quickly to staff who request for the facility. The researcher also noted that the university had no mandate to allocate portions of the land available to it for individual persons.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter summarizes the study, and draws conclusions from the findings of the study. Based on the conclusions, recommendations by way of improving upon the UCC housing scheme to attract and retain middle and high-level manpower were made. Other issues dealt with in the chapter include the implications of the study for methodology and further researches.

Summary of the Study

The inability of most nations to cope with the supply and demand for housing had led to housing deficits. Meanwhile the dearth of certain specialized labour implies that certain provisions that enhance quality of life are put in place as incentives to attract such scarce or endangered breed of workforce. An example of such incentives is the provision of housing.

Universities in Ghana, built upon the European models of the Renaissance periods have substantial quality of houses to cater for the very high and middle calibre manpower and even to some extent the low skilled personnel. However, these are not adequate. To ensure orderliness in the distribution and maintenance of these houses, they have put in place some schemes or policies. The University of Cape Coast has its own housing allocation guidelines that regulate access to and use of its houses.

The general dearth and turnover of lecturers and high level administrators in the university is anecdotally attributed to its housing allocation guidelines which fails to address the needs of especially new and

the lower ranked people in this category.

This study tried to explore the implications of the U.C.C. housing allocation guidelines for the attraction and retention of high and middle calibre manpower. Its objective was generally to assess the interrelationships between housing availability and the attraction and retention of high calibre manpower for the university. Specifically, the study set out to find out staff perception of an acceptable housing allocation scheme and ascertain how the provision of housing to staff helps in their attraction and retention.

One hundred and five lecturers and registrars selected via a multi-stage probability method were observed via a questionnaire. Two top administrators purposively selected were also to be interviewed. However, one of them could not be reached due to time constraints.

Among the findings of the study were the following: Awareness of the university's housing allocation guidelines among the respondents was high. While most of the professors and senior lecturers and their equivalents had knowledge of the document, many of the lecturers and assistant lecturers and their non-teaching counterparts were not aware of its presence let alone its modus operandi.

A majority of the lecturers felt that the policy was not satisfactory for addressing the attraction and retention of highly skilled manpower. Above half (56.6%) of the respondents had knowledge of the housing allocation guidelines of other universities: - Legon, KNUST, UEW, Valley View and Central Universities. About thirty percent of them claimed that the UCC housing allocation guidelines was bad compared with what they have seen in

other universities. However, close to about one in every five respondent also rated that of UCC to be comparatively better.

Close to half of the respondents saw the housing allocation guidelines as having had negative effect on their job performances. However, 20% of the respondents felt that the guidelines had impacted positively on their performance at work.

Just a little over 20% were satisfied with the modalities for allocating houses while close to 60.6% expressed their dissatisfaction with the modalities. Some of the respondents would not recommend to other potential Senior Members to come to U.C.C. in view of its housing guidelines.

In terms of convenience related to abodes, and travel to work place, a substantial part of the respondents were not enjoying the best, especially those staying off-campus.

Just a few of the respondents who were benefiting from school accommodation were willing to take part in the core maintenance of the houses. Some assistant lecturers would be comfortable with accommodation irrespective of its location.

Most lecturers would welcome loans that will enable them put up their own houses rather than staying in university accommodation. A few who hail from surrounding areas however would be happy if they could be given loans to buy cars so that they take care of their own housing needs.

Most respondents have large family sizes (of 4 or more). A little less than half (46.6%) of the respondents had stayed in and around the Cape Coast Municipality until they were given university accommodation. The rest often commute from distant places such as Winneba, Accra, Takoradi and even

Kumasi. The university was able to provide accommodation for only 58.6% of its *senior members*. Only few lecturers were living in their own houses.

Conclusions

Based on the findings of the study, a number of conclusions can be drawn. Firstly, a substantial portion of the senior members cannot relate effectively to the university system in relation to housing since they do not have an idea of the housing allocation guidelines. The document is supposed to be made available to all those who benefit from the housing package.

Most of the people who saw virtually nothing wrong with the housing allocation guidelines are senior lecturers and professors. Thus, it appears the system provides everything for higher ranks and does virtually nothing for starters.

People who enjoy the university accommodation play an insignificant part in the maintenance of such buildings.

The conditions of those who stay outside campus especially those in rented apartment may not be the best for them. This is in terms of environmental conduciveness, shuttling to and from work and monetary demands by owners of houses.

It would be difficult for the university to attract new lecturers and administrators if nothing is done to make settling conditions more bearable to the new entrants.

Recommendations

Based on the research findings, the researcher would like to make the following recommendations:

1. The in-out-out-in policy used for students should be extended to cover lecturers and registrars. This should however go hand in hand with packages that will enable senior members build their own houses within 10-15 years in employment.
2. The university authorities should do everything possible to settle all newly employed high and middle level staff to enable them work effectively.
3. The handbook on the housing allocation guidelines should be made available to all staff of the University of Cape Coast to enable them know the privileges they can enjoy in connection with their housing needs.
4. The university should provide some means of transport to cater for the transport needs of her staff who do not qualify for car loans and who live off-campus. This will minimise if not eradicate lateness, which occurs sometimes.
5. University staff who benefit from university accommodation should be made to pay realistic rents for its maintenance.
6. The university should look out for cheaper technology that could help in the use of local raw materials to reduce the general cost of construction.

Suggestions for Further Research

This research sought to find out how the housing allocation guidelines of the University of Cape Coast attracts and retains staff. Based on the

findings of this research, the researcher suggests the following for further research.

- 1. There should be further studies on the content analysis of the housing allocation guidelines and the assessment of its relevance in the current socio-economic situation.**
- 2. There should also be further studies to look at incentives that will motivate staff to come into the university to work.**
- 3. It is also proposed that a comparative study be carried out on factors motivating staff in private universities to those in the public universities.**
- 4. It is again proposed that other studies analyse the point allocation system to determine its suitability in our contemporary world.**
- 5. Studies must also be carried out to identify how the university could use low cost materials in the building industry to reduce constructional cost.**
- 6. A study should also be conducted into why some staff who were offered accommodation on appointment still vacated their post.**

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APPENDIX A

QUESTIONNAIRE ON HOUSING ALLOCATION GUIDELINES OF THE UNIVERSITY OF CAPE COAST

This questionnaire is designed to collect information on the Housing Allocation Guidelines of the University of Cape Coast and its Implications for the Attraction and Retention of Senior Members. The purpose of the research is for writing a thesis, which forms part of the requirement for the award of a Masters Degree in Higher Educational Administration.

You are kindly requested to provide frank answers to the items of this questionnaire. The information provided will be regarded confidential and your anonymity is highly assured.

SECTION A

Kindly respond by ticking [] the appropriate box or fill the space provided.

Background of respondents

1. Sex
 - a. Male []
 - b. Female []

2. Age
 - a. 30- 34 []
 - b. 35 -39 []
 - c. 40 – 44 []
 - d. 45 -49 []
 - e. 50 –54 []
 - f. 55 – 59 []
 - g. 60+ []

3. **Status**
- a. Professor / Registrar []
 - b. Assoc. Professor / Deputy Registrar []
 - c. Senior Lecturer / Senior Asst. Registrar []
 - d. Lecturer / Asst. Registrar []
 - e. Asst. Lecturer / Junior Asst. Registrar []
 - d. Others specify

4. **Length of service with the university**
- a. 0 – 4 []
 - b. 5 – 9 []
 - c. 10 – 14 []
 - d. 15 – 19 []
 - e. 20+ []

5. **Family size:**
- a. 1-2 members []
 - b. 3-4 members []
 - c. 5-6+ members []

SECTION B

Staff awareness of university's housing allocation guidelines

6. **How do you rate your awareness of the University's Housing Allocation Guidelines?**
- a. Very high []
 - b. High []
 - c. Undecided []
 - d. Low []
 - e. Very low []

7. How would you consider the University's housing allocation guidelines?

- a. Very satisfactory []
- b. Satisfactory []
- c. Undecided []
- d. Unsatisfactory []
- e. Very unsatisfactory []

8. Give reasons to your response to item 7 above

.....
.....
.....

9. Tick any of the following institutions below if you know about their housing allocation guidelines?

Tick as many as applicable.

- a. KNUST []
- b. Legon []
- c. UCEW []
- d. UDS []
- e. Valley View University []
- f. Central University []
- g. None []

10. How would you describe the UCC's housing allocation guidelines as compared to any of the above?

- a. Very Good []
- b. Good []
- c. Undecided []
- d. Poor []
- e. Very poor []

11. Considering the accommodation situation in the University, would you advise relatives or friends aspiring to join as senior members to do so?

- a. Yes []
- b. No []

12. If your answer is 'no' please state why

.....
.....
.....
.....
.....

SECTION C

Housing package in the University of Cape Coast

13. Previous place of residence before being employed by the University?

- a. Apewosika and its environs []
- b. Cape Coast []
- c. University Campus []
- d. Abura /Pedu and its environs []
- e. Others [] specify

14. What is your current residence?

- a. University accommodation on campus []
- b. University accommodation off-campus []
- c. Owner – occupier accommodation []
- d. Rented accommodation []
- e. Others [] please specify

15. How has the University's housing package affected your job performance?

- a. Positively []
- b. Negatively []
- c. Undecided []

16. Please describe your response to item 15 above

.....
.....

17. How satisfied are you with the modalities for allocating houses to senior members in U. C. C.?
- a. Very satisfied []
 - b. Satisfied []
 - c. Undecided []
 - d. Dissatisfied []
 - e. Very Dissatisfied []
18. How do you see the adequacy of the room space available to you?
- a. Very adequate []
 - b. Adequate []
 - c. Undecided []
 - d. Inadequate []
 - e. Very inadequate []
19. Indicate how satisfied you are with the quality of your current residence?
- a. Very Satisfied []
 - b. Satisfied []
 - c. Undecided []
 - d. Dissatisfied []
 - e. Very Dissatisfied []
20. How did the University help you to overcome your accommodation problem on your first appointment?
- a. I was given a University accommodation temporary []
 - b. I was given a University accommodation permanently []
 - c. I was given rent advance to secure my own accommodation []
 - d. None of the above []

SECTION D

Subsidies and rental issues

21. Indicate your satisfaction about the current housing subsidies being enjoyed by staff.
- a. Very satisfied []
 - b. Satisfied []
 - c. Undecided []
 - d. Unsatisfied []
 - e. Very Unsatisfied []
22. How do you rate rents charged by the University for accommodation offered?
- a. Very high []
 - b. High []
 - c. Very low []
 - d. Low []
23. Considering the cost of maintenance, how adequate do you think your rent is?
- a. Very adequate []
 - b. Adequate []
 - c. In adequate []
 - d. Very inadequate []
24. How do you consider the maintenance culture of the University on its Houses?
- a. Very Satisfactory []
 - b. Satisfactory []
 - c. Unsatisfactory []
 - d. Very unsatisfactory []

25. Which part are you prepared to play in the general maintenance of the house allocated to you?

- a. Changing of mosquito netting []
- b. Changing of doors and door locks []
- c. Replacement of broken louver blades []
- d. Internal paintings []
- e. Others [] specify.....

SECTION E

Challenges confronting staff in rented and UCC accommodation

26. What means of transportation do you take to and from work?

- a. Private vehicle []
- b. Commercial vehicle []
- c. Official vehicle []
- d. A friend's vehicle []
- e. Combination of all above []

Respond to the following items by indicating whether you are Strongly Satisfied [5] SS, Satisfied [4] S, Undecided [3] UN, Dissatisfied [2] D, Strongly Dissatisfied [1] SD to the following statements on staff satisfaction with their housing situation.

		SS	S	UN	D	SD
27	Distance from work place to the house					
28	Cost of shuttling					
29	Travelling time					
30	Convenience of shuttling					
31	Convenience of neighbourhood					
32	Convenience of environment					
33	Safety at home					
34	Magnitude of rent advance where applicable					
35	Frequency of rent advance where applicable					
36	Independence from land lord/lady where applicable					

SECTION F

MEASURES TO IMPROVE UPON THE HOUSING NEEDS OF STAFF

Respond to the following items by indicating whether you Strongly Agree [5] SA, Agree [4]A, Undecided [3]UN, Disagree [2]D or Strongly Disagree [1]SD with the following statements on your housing expectations as a staff.

		<u>SA</u>	<u>A</u>	<u>UN</u>	<u>D</u>	<u>SD</u>
37	To be provided a temporary accommodation on appointment					
38	To be given adequate accommodation on campus on appointment					
39	To be provided adequate accommodation no matter the location					
40	To be given a loan facility for renting a comfortable house of my choice					
41	To be given a car loan facility rather than for renting a house					

42. What measures can be adopted by the University to improve upon the Housing Package for staff?

.....

.....

.....

.....

Thank You

APPENDIX B

**INTERVIEW GUIDE (THE LEADING QUESTIONS) FOR THE
CHAIRMAN AND SECRETARY OF THE HOUSING COMMITTEE OF
THE UNIVERSITY OF CAPE COAST**

Interviewee-

Date:

Department :

Demographics:

Years of experience in the University

Position/Rank:

1. What are some of the problems the senior members face upon their appointment?
2. How is the housing allocation guidelines of the University being implemented in terms of
 - a. effectiveness
 - b. efficiency
3. In what way does the University of Cape Coast help its new Senior Members with accommodation?
4. How do you see the housing allocation guidelines of the University of Cape Coast in terms of its fairness in allocating houses?
5. Would you see the inadequate accommodation in the university as a deterrent to the attraction and retention of high calibre staff?
6. What measures are being put in place to resolve the housing problem:
 - a. Short term
 - b. Long term

Thank You

SECTION D

Subsidies and rental issues

21. Indicate your satisfaction about the current housing subsidies being enjoyed by staff.
- a. Very satisfied []
 - b. Satisfied []
 - c. Undecided []
 - d. Unsatisfied []
 - e. Very Unsatisfied []
22. How do you rate rents charged by the University for accommodation offered?
- a. Very high []
 - b. High []
 - c. Very low []
 - d. Low []
23. Considering the cost of maintenance, how adequate do you think your rent is?
- a. Very adequate []
 - b. Adequate []
 - c. In adequate []
 - d. Very inadequate []
24. How do you consider the maintenance culture of the University on its Houses?
- a. Very Satisfactory []
 - b. Satisfactory []
 - c. Unsatisfactory []
 - d. Very unsatisfactory []

25. Which part are you prepared to play in the general maintenance of the house allocated to you?
- a. Changing of mosquito netting []
 - b. Changing of doors and door locks []
 - c. Replacement of broken louver blades []
 - d. Internal paintings []
 - e. Others[] specify.....

SECTION E

Challenges confronting staff in rented and UCC accommodation

26. What means of transportation do you take to and from work?
- a. Private vehicle []
 - b. Commercial vehicle []
 - c. Official vehicle []
 - d. A friend's vehicle []
 - e. Combination of all above []

Respond to the following items by indicating whether you are Strongly Satisfied [5]SS, Satisfied [4]S, Undecided [3]UN, Dissatisfied [2]D, Strongly Dissatisfied [1]SD to the following statements on staff satisfaction with their housing situation.

		SS	S	UN	D	SD
27	Distance from work place to the house					
28	Cost of shuttling					
29	Travelling time					
30	Convenience of shuttling					
31	Convenience of neighbourhood					
32	Convenience of environment					
33	Safety at home					
34	Magnitude of rent advance where applicable					
35	Frequency of rent advance where applicable					
36	Independence from land lord/lady where applicable					

SECTION F

MEASURES TO IMPROVE UPON THE HOUSING NEEDS OF STAFF

Respond to the following items by indicating whether you Strongly Agree [5] SA, Agree [4]A, Undecided [3]UN, Disagree [2]D or Strongly Disagree [1]SD with the following statements on your housing expectations as a staff.

		<u>SA</u>	<u>A</u>	<u>UN</u>	<u>D</u>	<u>SD</u>
37	To be provided a temporary accommodation on appointment					
38	To be given adequate accommodation on campus on appointment					
39	To be provided adequate accommodation no matter the location					
40	To be given a loan facility for , renting a comfortable house of my choice					
41	To be given a car loan facility rather than for renting a house					

42. What measures can be adopted by the University to improve upon the Housing Package for staff?

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Thank You

APPENDIX B

INTERVIEW GUIDE (THE LEADING QUESTIONS) FOR THE
CHAIRMAN AND SECRETARY OF THE HOUSING COMMITTEE OF
THE UNIVERSITY OF CAPE COAST

Interviewee-.....

Date:

Department :

Demographics:

Years of experience in the University

Position/Rank:

1. What are some of the problems the senior members face upon their appointment?
2. How is the housing allocation guidelines of the University being implemented in terms of
 - a. effectiveness
 - b. efficiency
3. In what way does the University of Cape Coast help its new Senior Members with accommodation?
4. How do you see the housing allocation guidelines of the University of Cape Coast in terms of its fairness in allocating houses?
5. Would you see the inadequate accommodation in the university as a deterrent to the attraction and retention of high calibre staff?
6. What measures are being put in place to resolve the housing problem:
 - a. Short term
 - b. Long term

Thank You