

University of Nebraska - Lincoln

DigitalCommons@University of Nebraska - Lincoln

Library Philosophy and Practice (e-journal)

Libraries at University of Nebraska-Lincoln

2022

ASSESSMENT OF JOB SATISFACTION OF EMPLOYEES' IN AHMADU BELLO UNIVERSITY LIBRARY ZARIA

Muhammad Kabir Sahabi
sahabikabir@gmail.com

Follow this and additional works at: <https://digitalcommons.unl.edu/libphilprac>



Part of the [Scholarly Communication Commons](#)

Sahabi, Muhammad Kabir, "ASSESSMENT OF JOB SATISFACTION OF EMPLOYEES' IN AHMADU BELLO UNIVERSITY LIBRARY ZARIA" (2022). *Library Philosophy and Practice (e-journal)*. 7089.
<https://digitalcommons.unl.edu/libphilprac/7089>

ASSESSMENT OF JOB SATISFACTION OF EMPLOYEES' IN AHMADU BELLO UNIVERSITY LIBRARY ZARIA

Dr. OTOBO ELVIS EFE

Caleb University,
Imota, Lagos, Nigeria
Elvisotobo1978@gmail.com

&

Dr. Sahabi, Muhammad Kabir

Library System and Information Services,
Kaduna State University, Kaduna
sahabikabir@gmail.com

Abstract

The study examined the assessment of job satisfaction of employees' in Ahmadu Bello University Library Zaria. Survey research design was adopted for the study. Total population was 359 librarians in made up of professionals and para-professionals. Total enumeration was used for the study. The instrument for data collection was a validated questionnaire. Cronbach's alpha results ranged from 0.86 to 0.90. The response rate was 87.5%. Data were analyzed using Pearson product Moment Correlation and Multiple Regression. The findings revealed that librarians' level of Normative commitment is high; while their Affective and Continuance employees' commitment in Ahmadu Bello University Library Zaria, Nigeria is low. The study concluded that librarians' level of assessment was determined by the extent of employees' commitment. The study recommended that for management of Ahmadu Bello University Library Zaria to succeed, they must find means of promoting job satisfaction among their employees.

Keywords: job, job satisfaction, employees, Library and University Library

Introduction

The success and failures of institutions are reflections of several factors, particularly factors that center on the employees or workforce. They are seen as the most valuable asset in achieving institutional goals because the greatest concern of institutional management is to get work done by employees. Hence, institutions cannot succeed without their human resource (employees) efforts and commitment (Cmar & Kareroglu, 2012). In this regard, employees' commitment towards institutional goal is an important concept for management wishing to succeed. Thus, institutions want their employees to be satisfied to become more productive, efficient and committed (Khan, Khan & Khan, 2010). However, employees' commitment to institutional goal is subject to certain

underlying psychological factors such as institutional support factors and job satisfaction. Job satisfaction and dimensions of employees' commitment as projected in social exchange and social identity theory.

Job satisfaction on the other part, is made up of two words "job" and "satisfaction". Job on one hand, is an occupational act that is carried out by an individual in return for a reward. It connotes what one does to receive regular payment or appreciation, while satisfaction on the other part, is the way one feels about events, rewards, people, relation and amount of mental gladness on the job (Somvir & Sudha, 2012; Imran, Arif, Cheem & Azeem, 2014). They also view Job satisfaction as the degree of an employee affective orientation toward the work role occupied in the organization; claiming that employees or workforce who are satisfied with their job by reasons of several institutional factors such as leadership, pay/salary, co-worker, promotion opportunities, communication flow and working environment among others, feel highly committed to their organization.

Job satisfaction and organizational commitment are equally very important to customer or patrons' satisfaction particularly in service-oriented organizations such as educational institutions like the public universities which must recognize that employees' satisfaction will go a long way toward contributing to their goal of having happy and fulfilling students. Thus, Job satisfaction is a frequently studied subject in work and organizational literature in several disciplines such as psychology, sociology, economics and management sciences. This is mainly because many experts believe that Job Satisfaction trends can affect employment scenario and influence organizational commitment, work effort, employees' absenteeism and turnover. Moreover, job satisfaction is sometimes considered among indicators as a strong predictor of overall individual well-being (Syahputra, 2014), as well as a good predictor of intentions or decisions of employees to leave or stay in a job depending on prevailing management practices in such institution.

Imran, Arif, Cheem and Azeem (2014), suggest that improvement on the intrinsic factors (such as promotion, achievement, recognition, advancement, work environment, leadership among others) will lead to a higher level of motivation and satisfaction among employees. They explained further, that extrinsic (whether the task allow the worker to use his/her ability and initiatives), financial/pay (fringe benefit, relationship with colleague/co-worker support and communication flow) have been identified as the predictors of job satisfaction among employees in the place of

work as they affect/determine employees' level of job satisfaction and organizational commitment of employees.

A study in telecom sector by Tariq and Nadeem (2013) also reveal that there are different variables like leadership/supervision, salary/pay, job task, communication and relationship with family and co-worker leads an employee towards satisfaction or dissatisfaction that further determines employees' organizational commitment. This makes job satisfaction an issue of substantial importance for both employers and employees. Studies such as Syahputra (2014), express that employers benefit from satisfied employees, as they are more likely to profit from lower attrition and higher productivity if their employees' experience high level of job satisfaction. However, job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs.

Job satisfaction can thus be seen as an emotional response to a job situation which cannot be seen, it can only be inferred and regarded as how people feel about their job and different aspects of it. It also means a positive attitude that an individual has from what he does to earn a living. It is simply the degree to which people (employees) like their jobs. Thus, organizations want their employees to be satisfied to become more productive, committed and efficient (Khan, Khan & Khan, 2010). A person such as librarians with a high level of job satisfaction would hold positive attitudes towards the job, while a librarian who is dissatisfied with his or her job would no doubt hold negative attitudes about his or her job. Job satisfaction has been the focus of many researchers measuring employees' level of satisfaction on organizational commitment. Job satisfaction is however a complex attitude to understand because an array of factors has been identified as determinants, predictors or 'input- variables' of job satisfaction with a variety of 'outputs' or results.

Thus, job satisfaction is an important attribute frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. In this ambience, there is a renewed interest in the commitment level of the public sector in many developing economies as they face a more competitive global environment. Efforts to improve the performance/commitment level of the public sector focus on both personal and contextual variables. The study of Sokoya (2000) reveals that employees' job satisfaction do affect their commitment to work and that satisfied employees are happy and thus productive. Therefore, the success of organizations depends on the satisfaction of their employees. The happier

people are with their job, the more satisfied and committed they are said to be is unarguable in this respect.

Employees' commitment or organizational commitment as interchangeably used in existing literature is another important organizational outcome which often results from institutional support and job satisfaction. As institutional support theory suggests, institutional support, which is an indicator of the organization's commitment to the employees, creates an obligation within the employees to care about the organization and reciprocate with commitment and loyalty. Institutional actions indicating caring of, fairness and concern for employees may enhance their commitment to the organization. On the basis of the reciprocity norm, institutional support should create a felt obligation to care about the organization's welfare. The obligation to exchange caring for caring should enhance employees' affective commitment to the personified organization. Institutional Support should also increase affective commitment by fulfilling such socio-emotional needs as affiliation and emotional support. Such need fulfillment produces a strong sense of belonging to the organization, involving the incorporation of employees' membership and role status into their social identity (Krishnan & Mary, 2012).

Moreover, Daneshfard and Ekvanian (2012) hold that employees' commitment is a multidimensional construct comprising of three components: affective, continuance and normative. In this regard, affective commitment has been described as employees' emotional attachment to the organization. As a result, he or she strongly identifies and desires to remain as a part of the organization. According to them, these employees commits to the organization because he/she wants to. Continuance commitment on one end, has to do with one's awareness of the cost associated with leaving the present organization, that is, perceiving high cost of losing membership including economic losses (such as pension accruals) and social cost (friendship ties with co-workers) that would have to be given up. Therefore, the employee remains a member of the organization because he/she has to.

Normative commitment has to do with feeling of obligations to the organization based on personal norms and values. For instance, the organization may have invested resources in training an employee in form of institutional support, who then feels an obligation to put forth effort on the job and stay with the organization to repay the debt. It may also reflect an internalized norm developed before the person joins the organization through family or other socialization processes,

that one should be loyal to one's organization. The employee therefore stays with the organization because he/she ought to.

Unfortunately in Africa, particularly in a country like Nigeria, job satisfaction of employees that could lead to high employees' commitment to the organization seem to be a misplaced priority as public servants like librarians hardly devote adequate time in pursuing library goals in their organization or institution due to one form of dissatisfaction or the other (Aborishade & Obioha, 2009); as often and collectively protested under the Nigerian Labour Congress (NLC) platform during yearly workers day celebrations for under-care or pay. For instance, lack of care and poor wages/salary agitation dominated the activities of the recently celebrated world worker's day of 1st May, 2016 celebration in which fifty-six-thousand-naira minimum wage was demanded by NLC as against eighteen thousand five-hundred-naira current payment (Punch, 2nd May, 2016) often leading to one form of service failure or the other in the Nigerian public service system. This circumstance over the years has led to the establishment of SERVICOM (Service Compact) in 2004 under the administration of President Olusegun Obasanjo with popular slogans such as "Challenge Bad Service Anywhere Anytime; and Do Not Walk Away from Service Failure" (Uaboi-Egbenni, 2015).

Statement of the Problem

Organizations cannot succeed without human resource efforts and commitment. In the absence of commitment, organization may suffer several consequences such as low productivity, high rate of absenteeism, and high rate of staff turnover that could negatively affect its existence and continuity. Unfortunately, in a country like Nigeria, not only does employees' commitment in the public sector seem to be a misplaced priority, but in a pitiable and despised state, especially in the education sector as several existing literature speculates. This circumstance has not only led to frequent agitations of public servants in Nigeria over the years, but to industrial actions such as strikes among Civil Servants. This situation has not only caused service failure among some public servants (particular in the educational sector) in Nigeria, but impacted negatively on the general educational and economic background of the country. Although some studies have been done on identifying librarians' level of job satisfaction and their commitment to organization, little or no work has addressed the composite assessment of job satisfaction factors on employees' commitment in Ahmadu Bello University Library Zaria. Hence, this study intends to assessment of job satisfaction of employees' in Ahmadu Bello University Library Zaria

Objective of the Study

The main objective of this study is to investigate the assessment of job satisfaction of employees' in Ahmadu Bello University Library Zaria. The specific objectives is to:

1. determine the job satisfaction level of employees in Ahmadu Bello University Library Zaria

Research Questions

The following research question was used to guide the study:

1. What is the level of job satisfaction of employees in public university libraries in Ahmadu Bello University Library Zaria?

Methodology

The survey research design was adopted for this study. The population consists of 359 Professional and Para-Professional librarians working in Ahmadu Bello University Library Zaria. Total enumeration sampling techniques was used for the study considering its relative small size, which according to Egbule (2003), when a study population is small, the entire population can be used. The instrument used in collecting data for this study is both adapted and structured questionnaire. Data collected was collated and analyzed using appropriate sub-programmes of the SPSS version 20. Descriptive statistics such as mean and standard deviation were used to answer the study research questions.

Data Analysis, Results and Discussion of Findings

Data collected were presented, interpreted, analysed, and their findings or results discussed.

Analysis of Research Question:

What is the level of job satisfaction of employees in Ahmadu Bello University Library Zaria?

Table 1 showing the level of job satisfaction of employees (librarians) in Ahmadu Bello University Library Zaria. N = 314

Questionnaire Items	VS 4	S 3	D 2	VD 1	Total	Mean	ST.D
1. Relations between management/leadership and staff.	41	219	46	8	314	2.79	1.267
2. Freedom to choose your own working methods.	14	171	120	9	314	2.69	0.586
3. Your job security.	44	227	34	11	314	2.67	0.574
4. The amount of responsibilities you are given	30	229	49	6	314	2.58	0.503
5. Future chance of promotion.	23	225	57	9	314	2.56	0.532
6. The opportunity to use your abilities.	41	185	80	8	314	2.55	0.648
7. The amount of variety in job.	23	146	124	21	314	2.52	0.697
8. The way the library is managed.	32	160	107	13	314	2.52	0.674
9. The attention paid to your suggestions.	25	133	143	13	314	2.43	0.679
10. The recognition you get for good work.	35	164	102	13	314	2.26	0.678
11. Salaries and other emoluments.	20	196	87	11	314	2.26	0.6
12. The physical conditions in which you work.	31	198	74	11	314	2.17	0.606
13. The hours of work.	25	230	49	10	314	2.1	0.521
14. Your immediate boss/supervisor.	51	191	61	11	314	2.06	0.644
15. Your fellow workers.	24	251	27	12	314	2.04	0.48
Overall Mean Ratings						2.41	0.646

Source: Researcher' Field Report, 2016

It could be observed from Table 1, that the overall mean score of all the variables under consideration clustered around 2.41, and the standard deviation is 0.646. Based on the cut-off point of 2.50, the level of job satisfaction of in Ahmadu Bello University Library Zaria, is low.

Table 1 specifically reveals that the level of job satisfaction among librarians on the following areas, such as: the relationship between management and staff is high, with the mean of 2.79 and STD of 1.267. Next to it, is freedom to choose working method with the mean score of 2.69 and STD 0.586. This is closely followed by job security with the mean score of 2.67 and STD of 0.574. Others are: The amount of responsibilities they are given (M=2.58, STD=0.503); future chance of promotion (M=2.56, STD=0.532); The opportunity to use their own abilities (M=2.55, STD=0.648); The amount of variety in job (M=2.52, STD=0.697); and The way the library is managed (M=2.52, STD=0.674).

On the contrary, respondents indicate that they have low level of job satisfaction on the following institutional variables. These are: attention paid to their suggestions with the mean score of 2.43 and STD of 0.679; next is the recognition they get for good work (M=2.26, STD=0.678); followed by Salaries and other emoluments (M=2.26, STD=0.6); the physical conditions in which they work (M=2.17, STD=0.606); the hours of work (M=2.1, STD=0.521); their immediate boss/supervisor (M=2.06, STD=0.48); and their fellow workers (M=2.04, STD=0.48).

Discussion of Findings

The study established that librarians' level of job satisfaction in Ahmadu Bello University Library Zaria, is low. This could have resulted from the low level of institutional support observed by them. It implies that management of the in Ahmadu Bello University Library Zaria are failing to observe the factors that positively influences employees' job satisfaction as reported by Seniwoliba (2013) who found low job satisfaction level among teachers in public senior high school in the Temale Metropolis of Ghana resulting from poor handling of employees (extrinsic factors) such as salary, incentives, working conditions, security (medical allowance and future pension benefits) that motivate employees and helps in achieving high job satisfaction effectively. This finding is also in line with the report of Hazarika (2012) who found that lack of job satisfaction hampers the efficiency of the organization and people therein. This has similar link to the study of Bergh and Theron (2001) who also argued that the style of leadership adopted by supervisors play an integral role in determining job satisfaction level of employees in an organization or institution.

Conclusion

Librarians' level of commitment to organization is determined by the extent at which their level of job satisfaction. It could be deduced that librarians who experience Low Level of Job

Satisfaction are expected to exhibit same Low Level of commitment to organization. Thus, it is necessary that any institution's management wishing to succeed through employees' high level of commitment to organization, must find means to increase employees' job satisfaction as prerequisites.

Recommendation

The following recommendations are made in line with the findings of the study for policy considerations particularly now that the study outcome has shown that employees' level of job satisfaction is low.

1. More emphasis should be laid on eliminating or reducing the factors challenging job satisfaction and employees'/organizational commitments of librarians as identified in the study among others.

REFERENCES

- Abdullah, A & Ramay, M. (2012). Antecedents of organizational commitments of banking sectors employees in Pakistan. *Serbian Journal of Management*, **7** (1), 89-102.
- Abigail, A. I. & Oluwatobi, O. I. (2015). Job satisfaction and organizational commitment among Library personnel in selected libraries in Ogun State, Nigeria. *Information and Knowledge Management*, **5** (10), 20 – 30.
- Adio, G., & Popoola, S. O. (2010). Job satisfaction and career commitment of librarians in federal university library in Nigeria. *Library review*, **59**(3), 175-184.
- Akbar, S. W, Yousaf, M. Haa. N.U & Hunjira, A. I. (2011). Impact of employee empowerment on job satisfaction: An empirical analysis of Pakistan service industry. *Interdisciplinary Journal of Contemporary Research in Business*, **2**, (11), 22-33.
- Allahyari, M. S. & Eftekhari-Sanjani, H. (2013). Relationship between job satisfaction and organizational commitment of Agricultural extension expert of Guilan province. *Indian Journal of Fundamental and Applied Life Science*, **3**(1), 65-72.
- Almigo, N., Khan, R. K. A. W. & Hamzah, H. (2014). Coaches turnover tendency review of job satisfaction and organizational commitment at program in the national service (PhD)
- Al-Zoubi, M. T. (2012). The shape of the relationship between salary and job satisfaction. A field study. *Far East Journal of psychology and Business*, **7**(3), 1-12.
- Ankit, L., Rudrapal, S., Harsluka, G. & Gidwemi, G.D. (2012). Employee retention: An art to reduce turn over, *International Journal of Management Research and Review*, **2**(3), 453-458.
- Arunkumar, S. (2014). An empirical study: Relationship between employee motivation, satisfaction and organizational commitment. *International journal management Business research* **4**(2), 81-93, PP 83-93.
- Ayers, J. P. (2010). Job Satisfaction, Job Involvement, and Perceived Organizational Support as Predictors of Organizational Commitment. A Doctoral Dissertation at College of Social and Behavioral Sciences, Walden University, P. 29.
- Azeem, S. M. (2010). Job satisfaction and organizational commitment among employees in the sultanate of Oman. *Psychology*, (1), 295-299.
- Aziri, B. (2011). Job satisfaction: A literature review. *Management Research and Practice*, **3**(4), 66-86.
- Bako, A. A. (2014). The positive and negative effect of job satisfaction on Employees' performance in an organization, *Australian Journal of Commerce Study*. 45-49.

- Bateman, T. S. & Strasser, S. (1984). A longitudinal analysis of the antecedents of organizational commitment. *Academy of Management Journal*, (27), 95-112.
- Beheshtifar, M. & Herat, B. H. (2013). To promote employees' commitment via Perceived organizational support. *International Journal of Academic Research in Business and Social Sciences*, 3 (1), 306 – 313.
- Bergmann, T. J., Lester, S.W., De Meuse, K. P. & Grahn, J. L. (2000). Integrating the three domains of employee commitment: an exploratory study. *Journal of Applied Business Research*, 16(4), 15-26.
- Bernard, B. (2012) factors that determines academic staff retention and commitment in private tertiary institution in Botswana: empirical review. *Global Advanced Research Journal of Management and Business Studies*, 1(9), 278-299.
- Brown, J. & Sheppard. B. (2012). Teacher librarians in learning organizations. Paper presented at the Annual conference: International Association of School Librarian Clanship, Canada.
- Buchanan, B. (1974). Building organizational commitment: The socialization of managers in work organizations. *Administrative Science Quarterly*, 19, 533–546.
- Christensen. M. (2012). Work and health in a changing world: the implication of job demand and resources for job satisfaction and health work. *Nowegian University of Science and Technology*, 18-22
- Christopher, O. L & Balarinwa, (2012). Motivation, job satisfaction and service delivery: mid-level staff at Kenneth Pike library, university of Ibadan, Nigeria. *Library Philosophy and Practice* 6 (12), 200-217.
- Cmar, O. & Kareroglu, F. (2012). The level of job satisfaction in public sector: a survey study in the province of Agri, Eastern Anatolia, Turkey. *Economic and Management*, 17 (2), 712-718.
- Cooper, D.J. (2001). Employee commitment: the motivational role of senior Management theory of action. Unpublished Dissertation written and submitted to School of Management, Faculty of Business and Informatics, University of Salford, Salford, UK.
- Crossman, A. & Harris, P. (2006). Job satisfaction of secondary school teachers. *Educational Management Administration & Leadership*, 34(1), 29–46.
- Currivan, D. B. (1999). The causal order of job satisfaction and organizational commitment in models of employee turnover. *Human Resource Management Review*, 9 (4), 1053 - 4822.

- Daneshfard, C. & Ekvaniyan, E. K. (2012). Organizational commitment and job satisfaction in Islamic Azad University. *Interdisciplinary Journal of Contemporary Research in Business*, 3(9),168-181.
- Dawes, P. L., Ekinci, Y., Massey, G. R. (2008), "An extended model of the antecedents and consequences of consumer satisfaction for hospitality services", *European Journal of Marketing*, 42 (1), 35-68.
- Dawson, C. & Veliziotis, M. (2013). Temporary employment, job satisfaction and subjective well-being. *Economics Working Paper Series*1309. Retrieved February 14, 2016 from http://opus.bath.ac.uk/39306/1/1309_2_.pdf.
- Dixit, V & Bhati, M. (2012). A study about employee commitment and its impact on sustained productivity in Indian Auto-component industry. *European journal of Business and Social Sciences*, 1(6), 34-51.
- Dubinsky, A. J, Micheals, R. E, Kotabe, M, Chae U. L & Heechoel, M, (1990). Influence of roll stress on individual sales people's work outcome in the United States, Japan and Korea. *Journal of international Business Studies*. 77-99.
- Ebru, K. (1995). Job satisfaction of the librarian in the developing countries. 61st IFLA General conference proceedings, Aug, 20-25.
- Eduwen, F. O., Oyaziko A. & Ojugo A. I. (2014). Job satisfaction among Counselors in Secondary schools in Mid-Western Nigeria: *Pertanika Journal of Social Science and Humanity*,22 (1), 181 – 193.
- Eliyama, A., Yusuf, R. & Prabowo, K. (2012). The influence of employee job satisfaction factors on organizational commitment. *American Journal of Economics. Special issue*: 141-144.
- Ellickson, M. C. & Logsdon, K. (2002). Determinants of job satisfaction of municipal government employees. *Public Personnel Management*, 31(3), 343 – 358.
- Enache, M., Sallan, J. M., Simo, P. & Fernandez, V. (2013). Organizational commitment within a contemporary career context. *International Journal of Manpower*, 34 (8), 880–898.
- Esakkimuthu, C. & Vellaichamy, A. (2015). Job satisfaction among the library professionals in engineering institutions: an empirical study. *International Journal of Digital Library Services*, 5 (1), 22 – 37.
- Eslami J. & Gharakhani, P. (2012). Organizational commitment and job satisfaction. *Journal of Science and Technology*,2 (2), 85 – 90.
- Gbadamosi, L. & Nwosu, J.C. (2011). Entrepreneurial intention, organizational justice And job satisfaction as determinants of employees' organizational commitment: evidence from

- Babcock University, Nigeria. *Proceedings of Informing Science & IT Education Conference (InSITE)*, 205 – 211.
- Gunlu, E. Aksarayli, M. & Percin, N.S. (2010). Job satisfaction and organizational commitment of hotel Managers in Turkey. *International Journal of Contemporary Hospitality Management*, 22(5), 693-717.
- Gupta, M. (2014). Employees satisfaction towards monetary compensation practices. *Global Journal of Finance and Management*, 6(8), 755-764.
- Gurusamy, P. & Mahendran, K. (2013). Employees job satisfaction in automobile industries. *Global Research Analysis*, 2 (7),
- Hackney, C.W. (2012). Personality, organizational commitment, and job Search behavior: a field study. A PhD Dissertation. The University of Tennessee, Knoxville.
- Hart, G. (2010). Job satisfaction in a South Africa academic library in transition. *Journal of Academic Librarianship*, 36 (1), 53-62.
- Hassan, A.I & Romle, A. R. (2015). Intrinsic factors of job satisfaction among lecturers of Bauchi state university Gadau, Nigeria. *International Journal of Administration and Governance*, 1(4), 87-91.
- Hazarika, N. (2012). A survey of job satisfaction among university library professional in Asian. *Indcein Journal of Library and Information Science*. Retrieved May 20 2016 from: <http://www.chaiduarcollege.org/doc/Nikhil%20Hazarika.pdf>
- Hsieh, H. (2012). Building employees' organizational commitment with LMX: the mediating role of supervisor support. *Global Journal of Engineering Education*, 14 (3), 250 –255.
- Ikonne, C.N. (2015). Job satisfaction and organizational citizenship behavior of library personnel in selected Nigerian Universities. *International Journal of Science and Research*. 4(4), 3287 – 3294.
- Imran, H, Arif, I, Cheema, S & Azeem, N.A. (2014). Relationship between job satisfaction, job performance, attitude towards work and organizational commitment. *International Journal of Education and Research*, 2(2),135-144.
- Islam, R. Rasul, T. & Ullah, G. (2012). Analysis of the factors that affect job satisfaction: A case study on private company employees of Bangladesh European. *Journal of Business and Management*, 4 (4), 335 – 46.
- Ismail, N. (2012). Organizational commitment and job satisfaction among staff of higher learning education institutions in Kelantan. *Published Thesis*, 21-30.

- Janet, T. P., Cadwallader, S., & Busch, P. (2008). Want to, need to, ought to: Employee commitment to organizational change. *Journal of Organizational Change Management*, 21(1), 32-52.
- Jenaibi, B. (2010). Job satisfaction: comparison among diverse public organizations in the UAE. *Management Science and Engineering*, 4 (3), 60-79.
- Judge, T. A, Pissolo, R. F, Podsakoff, N. P, Shaw, J.C & Ruh, B.I. (2010). The relationship between pay and job satisfaction: A meta-analysis of the literature. *Journal of Vocational Behavior*, 77(2), 157-167.
- Kabir, M. M. N. & Parvin, M. M. (2011). Factors affecting employee job satisfaction of pharmaceutical sector". *Australian Journal of Business and Management Research*, 1 (9), 113-123.
- Karim, N. & Harun, A. (2010). The impact of work related variables on librarian's organizational commitment and job satisfaction: *Malaysian Journal of Library and Information Science*, 15(3), 149-163.
- Karsh, B, Booske, B.C.& Sainfort, F. (2005). Job satisfaction and organizational determination of nursing home employee commitment, job satisfaction and intent to turnover. *Ergonomics*, 48 (10), 1260-1281.
- Karthik, R., Saratha. S. & Sowmiya, M. (2012). A study on job satisfaction in IT I Limited Bangalore. *IJME*, 2 (7), 473-489.
- Kim, W.G., Leong, J.K., & Lee, Y. (2005). Effect of service orientation on job satisfaction, organizational commitment and intention of leaving in a casual dining chain restaurant. *Hospitality Management*, 24(1), 171-193.
- Kolajo, F.S. (2012). Cognitive styles and work motivation as precursors of job performance of library personnel in private universities in Nigeria. *International Research Journal of art and social sciences*, 1(4), 70-74.
- Kumar, S. J. & Mini, J. (2013). A study of job employees job satisfaction and its impact on their performance. *Journal of Indian Research*. 1 (4), 105-11
- Kuo, Y., Su, Y. & Chang, B. (2015). The study on relationships of perceived organizational support and job satisfaction in Taiwan hospitality service industry. A Paper Presented at The Joint International Conference on Managing Intellectual Capital for Innovation and Sustainable and Inclusive Society Held in Bati, Itally from 27th – 29th May, 2015, 1977 – 1980.
- Librarians' Registration Council of Nigeria – LRCN (2013). *Statistical digest of libraries and librarians in Nigeria*. Abuja: Limpex Business Resources.

- Lumley, E. J, Coetzee, M. Tlodinyane, R. & Ferreira, N. (2011). Exploring the job satisfaction and organizational commitment of employees in the information technology environment. *Southern African Business Review*. 15(1), 100-117.
- Madhuri, K., Srivastava, P. & Srivastava, P. (2014). The effect of organizational commitment, and job satisfaction, on employee's job performance. *International Journal of Art and Humanity Scientific*, 1(2), 20-23.
- Madi, M., Abu-Jarad, I. & Alqahtani, A.H.M. (2012). Employees' perception and organizational commitment: a study on the banking sector in Gaza, Palestine. *International Journal of Business and Social Science*, 3 (16): 299 – 312.
- Malik. N. (2011). Study on job satisfaction factors of faculty members at university of Balochistan. *International Journal of Academic Research*, 3(1), 1-11.
- Masouleh, A. S, Hamidreza, M. K, Saeedi, N, Mousavian, I.S. (2013). Identifying, measuring and ranking job satisfaction and organizational level. *Journal of Basic and Applied Scientific Research*, 3(5), 245-252.
- Mehrad, A. & Fallahi, B. (2014). The role of leadership styles on staff's job satisfaction in public organizations. *Acta Universitaria*, 24(5), 27-32. doi:10.15174.au.2014.597.
- Mehta, M., Popli, A. & Madan, M. (2016). A comprehensive literature review on employee job satisfaction. *International Journal of Science Technology and Management*, 5 (1), 235-242.
- Melvin, J. (1993). Design and the creation of job satisfaction. *Facilities*, 11(4), 15-18.
- Methrad, A. Hanina, Halinatussadeah, B.H., Resdzuan, M. & Abdullah H.(2015). The role of job satisfaction among academic staff of university. Proceeding of the 3rd Global Summit on education GSE 2015 IN Malaysia pp 572-577.
- Mohamadkhani , K., & Nasiri, M.L. (2012). Emotional intelligence and organizational commitment between the hotel staff in Tehran, Iran. *America journal of business and management*, 1(2), 54-59.
- Mohammad, T. M, Samina, N, Bsharat N & Rizwan, Q. O. (2010). Job satisfaction and organizational commitment of university teachers in public sector of Pakistan. *International Journal of Business and Management*, 5(6), 13-20.
- Mohammed, A. M. & Abdullahi, (2011). An evaluation of staff motivation, dissatisfaction and job performance in an academic setting. *Australian Journal of Business and Management Research*, 1 (9), 78-92.
- Moloantoa, M. E. (2015). Factors affecting job satisfaction of academic employees: A case study of the National University of Lesotho. *A Masters' Degree Dissertation submitted in Public Management at the Durban University of Technology*.

- Moneke, N. I., & Umeh, J. O. (2014). How organizational commitment of critical care nurses influence their overall job satisfaction. *Journal of Nursing and Education and Practice*, 4 (1), 148-161.
- Muhammad, E. M., Samina, N., Bashara, N., & Rizwan, Q. D. (2010). Job satisfaction and organizational commitment of university teachers in public sector of Pakistan. *International Journal of Business and Management*. Retrieved May 20 2016 from: <http://www.ccsenet.org/journal/index.php/ijbm/article/view/5204/4901>
- Nabizadeh, T. Gharib, T. Z., Dorbanai, F. Yaghoobi, J. A. (2012). Investigating the effect of job experience, satisfaction and motivation on organizational commitment can study: The Nurses of Ghaem Hospital in Mashhad, Iran. *Research Journal of Recent Sciences*. 1 (7), 59 – 67.
- Nadia, A. (2010). The relationship between work motivation and job satisfaction. *Pakistan Business Review*,...
- Naseem, I. & Salman, M. (2015). Measuring the job satisfaction level of the Academic staff. *Journal of Business and Financial Affair*. 4(2), 2-6.
- Odunlade, R. (20012). Managing employee compensation and benefit for job satisfaction in libraries and international centres in Nigeria. *Library Philosophy and Practice*. Retrieved May 20 2016 from: <http://digitalcommons.unl.edu/cgi/viewcontent.cgi?article=1788&context=libphilprac>
- Ofili, A. M. Tobin, E.K., Ilombu, M. A., Igbinosun, E.O. & Iniomor I. (2013). Job satisfaction and psychological Health of long distance drivers in Benin City. *International Journal of Community Research*. 2 (4), 64 – 71.
- Ogungbemi, J. & Ogungbo, W.& Yahaya, J. (2013). Emotional intelligence, job satisfaction and librarian performance. *Journal of Research in Education and Society*, 4(1), 53-61.
- Oladejo M. A., Akinpelu, S. O., Fagunwa, A. O. & Morakinyo, A. R. (2011).Job-Related factors, leadership-motivation and career commitment in a Nigerian college of education. *Pakistan Journal of Business and Economic Review*, 1 (1), 41 – 58.
- Omolayo B. O., Owolabi A. B. Omole, O. C., & Ekundayo, K. D. (2013). Influence of job satisfaction and organizational work climate on job performance. *Scottish Journal of Arts, Social Sciences and Scientific Studies*.39 – 50.
- Omoniyi, T. & Adedapo, A. Y. (2012). Job involvement & organizational Commitment as determinants of job performance among educational resource centre personnel in Oyo State, Nigeria. *European Journal of Globalization and Development Research*, 5(1),301-311.

- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.
- Osibanjo A. O, Abiodun A. J & Adeniji A. A. (2014). Impact of job environment on job satisfaction & commitment among Nigerian Nurses. *Journal of South African Business Research*, 2014 (1), 1 – 11.
- Osinbajo, A. O, Abiodun, A.J & Fadugba A.O. (2012). Executives perception of the impact of flexible time on organizational performance: Evidence from the Nigeria private sector. *International journal of Applied Behavioural Economics (IJABE)*. 1(3),7-15.
- Owolabi, K. A & Salaam, M. O. (2010). Job satisfaction and organizational commitment of academic libraries in Nigeria Universities. *Library Herald* 48(2), 162-170.
- Patra, S. & Singh, V. P. (2012). The challenge of Retaining Employees: Employees engagement, reducing cynicism and determinants of employees' retention. *Global Journal of Arts and Management*, 2(1), 53-60.
- Pelit, E, Ozturk, Y. & Arslanturk, Y. (2011). The effects of employee empowerment on employee job satisfaction: A study on Hotels in Turkey. *International Journal of contemporary Hospitality management*, 23(6), 784-802.
- Purushothama, G.M. (2009). Satisfaction level related to management issues among LIS professionals. *Annual of Library and Information Studies*, (56), 227-235.
- Punch Newspaper (2016). Nigerian workers day celebration: NLC May 1st 2016 events. May 2nd, 2016 p. 12
- Qasim, S., Cheima, F., & Syed N. (2012). Exploring factors affecting employees job satisfaction at work. *Journal of Management and Social Sciences*, 8(1), 31-39.
- Raziq, A. & Maulabakhsh, R. (2015). Impact of Working Environment on Job Satisfaction. *Procedia Economics and Finance*, 23 (1), 717 – 725.
- Renuka, S. Mifadika & Anul, P. D. (2014). To study the impact of job satisfaction and demographic factors on organizational commitment among civil college pure India. *Journal of Business Management and Social Science Research*. 3, (1), 1-8.
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology*, 86, (1), 825 – 836.
- Rizi, H.A. & Kazempur, Z. (2010). Job satisfaction of librarians: forgotten concept in libraries. *Journal of Academic Librarianship and Information Research*, 43(50),....
- Robbins, S. P, Odendaal. A. & Roodt A. (2003). *Organizational behavior*. South Africa Pearson Education.

- Rozaini, R. Norailis, A. W. & Aida, B. (2015). Roles of organizational support in quality of work life insurance industry. *Journal of Economics, Business and Management*, 3(8), 753-757.
- Salem, S., Maajeed, S., Aziz, T. & Usman, M. (2013). Determinants of job satisfaction among employees in baking industry at Bahawalpin. *Journal of Emerging Issues in Economics, Finance, and Banking. An online International Monthly Journal*. 1(2), 150-162.
- Salleh, R., Nair, M.S. & Harun, H. (2012). Job satisfaction, organizational commitment, and turnover intention: a case study on employees of a retail company in Malaysia. *International Journal of Social, Behavioral, Educational, Economic, Business and Industrial Engineering*, 6 (12), 3429 – 3436.
- Sambo, A. S. (2014). Survey of job satisfaction among librarians in Nigerian libraries. *Journal of Information and Knowledge Management*, 5(1), 41-53.
- Samuel, M, O., & Chipunza, C. (2009). Employees' retention and turnover: Using motivational variables as a panacea. *African Journal of Business Management*, 3 (8), 410-415.
- Satisfaction of District Executive Officers in Local Government of NWFP Pakistan satisfaction: empirical evidence from the Ghanaian telecommunication sector. *International Journal of Humanities and Social Science*, 4(13), 209-217.
- Shine, D., Gidwani R., Birthare, N. & Singh, P. (2015). Impact of job satisfaction and organizational commitment: A study describing influence of gender difference on job satisfaction and organizational commitment. *International Journey of core Engineering and Management (IJCEM)*, 12, (1), 93-111.
- Singh, J. K, & Jam, J. (2013). A study of employee job satisfaction and its impact on their performance. *Journal of Indian Research*, 1(4), 105-111.
- Sokoya, S. K. (2000). Personal predictors of job satisfaction for the public sector manager implications for management practice and development in a developing economy. *The Journal of Business in Developing Nations*, 4(1), 8 – 15.
- Somvir, A. & Sudha, K. (2012). Job satisfaction among library professionals in Haryana State. *International Journal of Scientific and Research Publications*, 2 (5), 1 -4.
- Suri, N.A. & Petchsawang, (2013). Relationship between job satisfaction, organizational commitment and demographic factors private banking sector in Banakok. *Journal of Natural and Social Science*, 3(4), 1-20.
- Syahputra, Z. (2014). Influence of locus of control and organizational commitment on job satisfaction moderated by organizational culture and its impact on job performance: Study

- of employee's Aceh Local Government. *Journal of Economics and Sustainable Development*, 5 (17), 104-110.
- Tahere, N., Zahra, G.T, Fateme, D., & Asma, Y.J. (2012). Investigating the effect of job experience, satisfaction, and motivation on organizational commitment case study: (The nurses of Ghaem Hospital in Mashhad, Iran). *Research Journal of Recent Sciences*, 1 (7), 59-67.
- Tanjeen, E. (2013). A study on factors affecting job satisfaction of telecommunication industry in Banaladesh. *Journal of Business and Management*, 8(6), 80-86.
- Tat, H.H, Rasli, H. & Teo, P. (2011). Job satisfaction and organizational commitment in a Malaysian public university library. *International Journal of Management Science and Business Research*, 1 (6), 2226 - 2235.
- Tella, A. Ajeni C.O & Popoola, S.O. (2007). Work motivation, job satisfaction and organizational commitment of library personnel in Academic and Research library in Oyo state, Nigeria. *Library Philosophy and Practice*, 12 (2), 91-104.
- Testa, M.R. (2001). Organizational commitment, job satisfaction, and effort in the service environment. *The Journal of Psychology*, 135 (2), 226 - 236.
- Ting, Y. (1997). Determinants of job satisfaction of federal government employees. *Public Personal Management*, 26(3), 313-334.
- Uludag, O., Khan, S., & Guden, N. (2011). The effects of job satisfaction, organizational commitment, organizational citizenship behavior on turnover intentions. *FIU Review*, 29(2), 1-21.
- Usop, A.N., Kadtong, M.L, & Usop, D.A.S.O. (2013). The significance relationship between work performance and job satisfaction in Philippines. *International Journal of Human Resources*, 3(2) 9-16.
- Wayne, S. J., Shore, L.M., Bommer, W. H. & Tetrick, L. E. (2002). The role of fair treatment and rewards in perceptions of organizational support and leader–member exchange. *Journal of Applied Psychology*, 87 (3), 590–598.
- Xie, W.& Haidung, L. (2013). The role of job satisfaction and motivation in professional development. *International Journal of Advance Research in Business and Management*, (1), 34-40.