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Effect of Job Security and Job Satisfaction on the Commitment of Library Personnel in Academic Libraries in Ogun State Nigeria

Babatunde Ogunbanjo
Chrisland University Owode, banjotunde21@gmail.com

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By

Ogunbanjo Babatunde CLN
Chrisland University Owode,
Abeokuta Campus,
Abeokuta, Nigeria

Abstract

Commitment of library personnel refers to the extent to which they relate with the goals and aspirations of their respective libraries and their desire to work for the realisation of the goals and, the readiness to be with their respective libraries. All employees, including academic librarians look for attractive salaries, creativity and innovation and job security. These factors fit well into the "Maslow Theory of Needs". This study adopted a survey design. Two Hundred and ninety personnel drawn from public tertiary institutions in Ogun state participated in the study. A questionnaire was used to gather data and the data was analysed by frequency counts, multiple regression analysis and t-test.
Findings of the study revealed a significant influence of the independent variable (job satisfaction and security) on the dependent variable (commitment of the library personnel), *F = 9.87; P< .05.* This showed that the independent variables had effect on the commitment of academic library personnel to their respective libraries. In addition, the correlation between the duo of job security and job commitment is significant, *(R = 0.593; P<.05).* In comparison, Job satisfaction was a more potent predictor of commitment to academic libraries (t = 3.38; P < .05) than job security (t = 2.75; P < .05). However, the two variables made considerable relative contributions commitment of academic libraries personnel to their libraries.
The study recommended improvement on the intrinsic and extrinsic motivational factors in operation in the academic library by library and the managements of tertiary educational institutions. These would advance satisfaction and commitment among the personnel. Adequate motivation of personnel would also lead to job security. As such, the managements should guard against conduct of that could intimidate, heighten the fear of job insecurity, endanger commitment of library personnel.

Keywords: Academic Libraries-Nigeria, Tertiary Educational Institutions-Nigeria, Library Personnel-Job Security, Library Personnel-Job Satisfaction

Introduction

Academic libraries, found in the tertiary institutions of learning are regarded essential to the academic activities of the institutions. They are indispensable for academic and research activities in all ramifications. Hornby (2012) described academic libraries as organised systems found in establishments for learning and researches. Information resources, local and, local and international publications are kept in academic libraries for the

use of users, staff and students. Elisha (2006) confirmed that, academic libraries engaged prominently in making available information resources and services to staff (lecturers, researchers, scientists, policy makers, planners etc) and students of tertiary institutions. Efficient academic libraries today have adopted information and communication technology ICT) to carry out their functions and services. ICT adoption in academic libraries has brought about information systems for speedy and efficient information capture, storage, transmission, retrieval and, display. However, for libraries to achieve these set objectives, human resources are needed. Human resources are in different categories and, comprise individuals with various intellectual capabilities. Academic libraries support and complement the efforts of tertiary institutions at training and production of high calibre of personnel for the growth and development of nations' social, economic and, developmental activities. Thus, academic libraries need unswerving personnel to be able to function efficiently in order to achieve their goals and objectives. That is, the libraries require committed and efficient personnel at all cadres, librarians, library officers, library assistants/attendants and technical staff. This boils down to the issue of personnel commitment to organisations, which is the degree to which an employee develops affection and feels a sense of adherence to his or her company.

Organisational commitment is regarded as an attachment that personnel have to their organistions. Samad (2012) stated that organisational commitment is a recognized bond that personnel have for the organisation he or she works for. The Pennsylvania State University, (2010) refereed to it as a strong belief in and acceptance of the organisation's goals and values; a willingness to exercise considerable efforts on behalf of the organisation; and a strong desire to maintain membership in the organisation Nieuwoudt (2014), viewed commitment as recognition and identification with the principles and goals of the organization, eagerness to exercise endeavour on behalf of the organization and commitment to remain in the organization. This connotes that the personnel recognises and devote themselves to the organization and its mission. That is, the personnel agree to the goals of the organization, derive pleasure in being with the organization, partake in all deeds and talk optimistically about the organization. Affective, continuance and, normative are the three forms of commitment postulated by Meyer and Allen (1991). They regarded affective commitment as the emotional attachment that employees have to and, their desire to identify with and get involve with the organization. It is more of intrinsic factors than extrinsic factors and its indices are maintenance of excellent human dealings, participation of staff in formulation of policy and, management. The desire to continue working for an organisation,

based on the fear of unknown, nostalgia and, absence of credible alternatives, is regarded as continuance commitment. It refers to commitment necessitated by the costs that personnel correlate with departure from an organization. The employees consider what they have put into the organisation, the fear of leaving family and friends and, absence of credible job opportunities. Normative commitment is borne out of the social responsibility feelings that employees have to remain with an organisation. The employees have the normative feelings of loyalty and compulsion to the organisation that make them to work towards the realisation of its goals. Normative commitment can arise in personnel as outcome of the organisation commitment to the personnel development and motivation. Affective, continuance and normative commitment is various forms commitment exhibit by personnel in organisations. They provide diverse but related reasons for personnel's relationship with their organizations, including academic (Grimsley 2013)

Personnel's commitment is crucial to the attainment of goals of organisations including academic libraries. Uncommitted personnel may bring about low productivity and dissatisfaction in organisations, including academic Grimsley (2013)   Several library personnel claimed commitment to their respective jobs based on norm. Many of them are on the jobs due to lack of credible job alternatives in other academic libraries. Besides normative commitment, there are factors that may influence commitment of library personnel to the library. These factors are job satisfaction and job security. These factors are represented in "Maslow's Hierarch of Human Needs". Job satisfaction of library personnel indicates that the personnel is self-actualized, have sense of well-being, accept self and, thought of meaningful work. Leysen & Boydston, (2009) simply referred to job satisfaction as a feeling towards job and its different aspects. It is a view of personnel on their jobs and how contented or discontented they are. Kaba (2017) expressed that personnel satisfaction about the inherent characteristic of the job status of personnel is crucial in organisations for successful accomplishments of a high productivity and perpetuity as well as occupational growth and accomplishment of the personnel.

Job security is personnel's belief pertaining to permanence in their employment. It has to do with employee belief over loss of job or loss of attractive on the job benefits such as job advancement and promotion opportunities, good work circumstances, career training and development opportunities and, attractive remuneration. Job security is crucial to the commitment of personnel to an organisation and otherwise and it has consequence on personnel's commitment to the organization. Personnel will be more steadfast to their job and the organization if they feel secure. Job security can be referred to as attachments to the jobs

by employees. It make employees loyal and committed to their organisations because employees with a high sense of security in organisations have a high sense of regards for the organisations, consider them as theirs and, have passionate feeling for them. In addition security of jobs creates pleasant rapport between the workforce and organisations. As such, organisations where the personnel enjoy job security may enjoy stability, progress and longevity, (Robins and Timoty, 2010). Artz and Kaya (2014) posited that job security, habitually calculated by means of the supposed possibility of future loss of jobs, is a factor that can influence job satisfaction among personnel in an organisation. They posited that the sway that job security has on job satisfaction is not only a function losing a job and securing another by a personnel. The consequence of this on job satisfaction of a personnel differs based on occurrence of the apparent job loss happens and availability of vacancies in other organisations.

Greenhalgh & Rosenblatt (1984) identified threat to total job and threat to job features as major manifestations of job insecurity. Threats to a complete loss of jobs manifest in one or all the following demotion within the organization, redeployment at the same or lower level within the organization, redundancy and momentary lay off. In severe cases, there may be downsizing or rightsizing of personnel, outright dismissal and, compulsory retirement. The changes within the organisation occasioned by downsizing or rightsizing of personnel can negatively affect functional areas within an organisation and may result into job loss. Job insecurity also manifest when some job features are encroached or endangered. This manifest when structural changes in organisations affect remuneration, career advancement, pay stagnation, position in organisation, professional competencies and other encumbrances. Kwabiah, Hodibert, & Amankwa (2016) identified another manifestation of job insecurity as feeling of inadequate deletion of power or lack of power and, exclusion from management of organisations. When personnel experience any of the above, job insecurity sets in and productivity and commitment are affected.

Abdullah & Ramay, (2012) averred that job security is what every personnel wish for and want as job insecurity has effect on the job satisfaction and commitment of personnel to organisations. Personnel would be more unswerving to their jobs and the organisations where there is job security. Moorhead and Griffin (1989) reported that the duo of job satisfaction and job security are related concepts and both are predictors of personnel's mental health and commitment to organisations. Furthermore, Mmadike (2006) in his study reported a considerable correlation between job satisfaction and productivity academics in Nigeria.

Consequently, this study investigates the correlation between job satisfaction, job security and organisational commitment of library personnel in academic libraries in Ogun State.

Islam & Islam (2011) regarded job satisfaction as the mental happiness and positive attitude assumed by the personnel towards their jobs and experienced when working and in the external environment. Personnel in organisations are expected to have optimistic mind-set, influenced by the internal and external factors, that makes them desirous of carrying out their jobs productively. The internal factors are salary, working environment, interaction with co-workers, exploitation of skills and qualifications, the personnel's potential for development and whether the organisation recognizes the personnel's ability and talent. External factors are societal standing and economic safety. Above all, there will be a realisation of job satisfaction when the job fulfils the right demands of the personnel and, when the personnel know that they are treasured by their organisations.

Armstrong (2008) considered job satisfaction as the disposition of personnel regarding their work. This can either be positive or negative. Positive disposition toward the work signifies satisfaction while negative disposition to work signifies dissatisfaction. This was explained by Masanja (2013) when he stated that positive disposition result into reduction in turnover, increased productivity, fidelity, security of equipment and resources and, morale boosting. Negative disposition, on the other hand, brings about vandalism, reduced productivity, high rate of personnel turnover, reduction in morale and. apathy. Improving the personnel's commitment and job satisfaction in general is considered fundamental to improving the performance and quality of products and services and also increase the productivity of workers as well as positive outlook towards the job. Also, employee satisfaction influences the organizational performance as well as customer satisfaction (Masanja, 2013). With a heavy reliance on Herzberg's Hygiene Theory (1966) Bernstein (2011) recommended that organisations that want to advance job satisfaction among its personnel need to pay attention to means by which their personnel can achieve self-realization or self-actualization by giving them increased responsibility, independence, and show gratitude for work done. Conducive work environment can also be employed to reduce the level of personnel disaffection with the organisations. This can be achieved through improved remuneration and, condition of service.

The study would inform academic library managers, management of tertiary institutions and, scholars on the effects of job security and job satisfaction on commitment personnel in academic libraries and, how the knowledge of the construct as they affect the personnel can be used to raise the level of usage of the library. The management of tertiary

educational institutions will gain enormously from this study because the findings can be used to improve the welfare of the personnel and also to review their policies on welfare, promotion and development. Ministries of education, National Universities Commission (NUC), National Board for Technical Education (NBTE) and, National Commission for Colleges of Education (NCCE) can also find the study useful. The study report can be of benefit to the during their policy making and accreditation exercises. Government and other corporate businesses would gain from the findings of the study, in the management of their personnel. The study will be a meaningful contribution to knowledge in personnel management in university libraries.

Statement of the problem

Academic libraries and personnel are crucial to the attainment of goals of tertiary educational institutions. Academic libraries are the institutions and personnel are the activator of functions and services of the institution. This makes personnel an essential requirement alongside the resources, facility and equipment of academic libraries. Personnel in academic libraries desire job satisfaction and job security to efficiently carry out their duties and, to exhibit organisational commitment to their academic libraries. Productivity of academic library personnel has been observed to be low when it is juxtaposed with the level of usage of print and electronic resources in academic libraries. Students, especially undergraduates use library more during their end of semester examinations. The reasons for low utilisation of academic libraries can be attributed to the influx of information and telecommunication technology into information management, availability of other sources of information and, poor information literacy skills of students. Personnel mentality and attributes to work and the library they work may also be the reason. This is because, personnel that are poorly motivated, disgruntled, feel insecure and, lack commitment to the success of their libraries cannot provide services that will encourage use of the libraries and efficient services. Thus, this study investigated the influence of job satisfaction and job security on commitment of personnel in academic libraries to their respective libraries towards provision of efficient library services that encourage usage of the libraries by undergraduates and others. If the personnel are satisfied with their jobs, enjoy job security, commitment to their respective libraries could be achieved.

The Study Objectives

The study investigated the effect of job satisfaction and job security on commitment of library personnel in the academic libraries of tertiary institutions in Ogun State. Other particular objectives are to:

1. to find out the demographic variables of academic libraries personnel in academic libraries in Ogun state
2. to find out the relationship between job security and job satisfaction and organisational commitment of personnel in academic libraries in Ogun State.
3. to ascertain the relative contribution of job security and job satisfaction to organisational commitment of personnel in academic libraries in Ogun State.

Hypotheses

The following null hypotheses were tested in the study at 0.05 level of significance:

H_{01}: Job satisfaction and security do not have significant effect on commitment of personnel in academic libraries in Ogun State.

H_{02}: There is no significant relative contribution of job satisfaction and security to commitment of personnel in academic libraries in Ogun State.

Literature Review

Quite a number of researches have been done collectively and individually on job satisfaction, job security and commitment in relation to one construct or the other in the field of personnel management in organisations including libraries. Kwabiah, Hodibert, & Amankwa (2016) examined the logicality of job security, job satisfaction on organisational commitment and workers' performance in industries in Takoradi. They found out that job satisfaction and job commitment correlated with job performance. However, job security did not show significant correlation with performance. They further reported no correlation between job security and organizational commitment. They recommended that workers' satisfaction with their job and job security should be energetically pursued by management in order to bring out and prolong organizational commitment and enhanced performance of workers.

Artz and Kaya (2014) conducted a study on "The impact of job security on job satisfaction in economic contractions versus expansions." They stated that job satisfaction is growing as a subject of economic research as it has been linked to important labour market outcomes such as quits, absenteeism and worker training. Their study

concluded that job security is acknowledged as a very significant and greatly cherished quality to a worker. However not all job security can be treated in the same way. They found that in economic contractions for example, job security raises worker job satisfaction more than in economic expansions, since they may be afraid that job loss in a larger capacity as job openings are fewer in contractions than in expansions.

Jandaghi, Mokhles and Bahrami (2011) reported that there is a significant difference between contract employees and organisational commitment. There is also a difference between employees' job satisfaction but it is not significant; there is also a positive and direct significant correlation between job satisfaction and organisational commitment. Multivariable regression test shows that wage satisfaction and colleagues' satisfaction have the utmost effect on organisational commitment.

Saliu (2016) regarded job satisfaction as crucial to the attainment of goals of any organisation and essential for library personnel to work towards attainment of the educational objectives of their institutions and national goals. The author investigated the incidence of job satisfaction among librarians in libraries in Nigeria. The author reported that some librarians in the libraries are contented with the demand of their duties, while others are discontented with supervision, promotion policy, remuneration and other benefits, and administration of their libraries. Other causes of job dissatisfaction acknowledged by the librarians are inadequate training opportunity, inadequate staffing, technological obsolescence and, poor institutional support for research and further training.

Ademodi & Akintomide (2015) studied level of job satisfaction among the librarians employed in private and public universities libraries in Ondo State, Nigeria. The study compared the responses of the librarians in the two categories of university libraries on job satisfaction. The issues investigated are remuneration and other benefits, motivation and payment of incentives, administration of library, personnel administration and, relationship among librarians. The study reported insignificant variation in the level of job satisfaction of librarians in both private and public universities. Similarly, Yaya, Opeke & Onuoha, Uluoma (2016) stated that satisfaction of employees with their jobs in any organisation plays a critical role in shaping their level of productivity. They researched into the connection between job satisfaction and productivity of librarians in Nigerian public universities. This was borne out of the belief that job satisfaction and productivity of librarians in public university libraries in Nigeria were low. The study found a significant affiliation between job satisfaction and productivity ($r = 0.025$, $P < 0.05$) of the librarians. This shows that job satisfaction and

productivity levels of the librarians were high and it suggested that managements of university libraries provide more employee gratitude, good leadership style and enhanced human capital development activities that would raise the level of job satisfaction and productivity of their employees.

Methodology

The study is quantitative in nature, a survey design method was adopted due to its suitability for the study and questionnaire was used for data gathering. The questionnaire was designed to elicit biographical data of the respondents and, the three constructs of the study, which are job satisfaction, job security and commitment of library personnel to the academic libraries. The questionnaire has input from Meyer, Allen and Smith (1993). The instrument was trial tested in academic libraries in Kwara state. Forty copies of the questionnaire were administered on selected academic library staff and Cronbach Alpha reliability coefficient was employed to establish the reliability the questionnaire. The reliability coefficients of the questionnaire are 0.75 for job satisfaction scale; 0.82 for job security scale and; 0.80 for commitment scale. The entire library personnel constituted the coverage of the study. The population was estimated to be 300 personnel and as such the same copies of the questionnaire was produced to elicit data. The instrument was administered to the respondents in their various institutions with the help of two research assistants. Out of 300 copies of the questionnaire administered, 290 (93.33 %) were correctly filled and returned and analysis was done based on the data collected from the 290 respondents.

Data Analysis and Discussions of Findings

Data analysis for the study was done by frequency counts for the questionnaire rate of return and demographic information of the respondents. The multiple regression analysis was used for the two nun hypotheses drawn for the study.

Table 1: Rate of return of the Questionnaire by Institution and Category of the Personnel

S/N	Institutions	Librarians	Library Officers	Library Support personnel
1.	Federal University of Agriculture Abeokuta Library ('Nimbe Adedipe Library)	24	13	31
2.	Olabisi Onabanjo University Library	15	20	30
3.	The Tai-Solarin University of Education, Jagun Library (Gbenga Daniel library)	10	6	25
4.	Federal Polytechnic, Ilaro	7	6	21
5.	Moshood Abiola Polytechnic (Salawu Abiola Memorial Library)	3	7	13
6.	Federal College of Education Osiele Abeokuta (Gani Bello Library)	10	4	25
7	Tai Solarin College of Education	3	2	15
	Total	**74**	**56**	**160**

Table 2: Demographic Profile of the Respondents

Variables	Responses	Frequency	Percentage (%)
Gender	Male	179	46
	Female	211	54
	Total	**390**	**100**
Age Range of the Respondents	18 – 30	148	38
	31 – 39	109	28
	40 – 49	74	19
	50 years and above	59	15
	Total	**390**	**100**
Highest Academic Qualification	O'Level Certificate	51	13
	First Degree certificate	74	19
	Master Degree Certificate	198	51
	Doctorate Degree Cerificate	16	04
	Others (Trade test, Technical, etc.)	51	13
	Total		**100**
Length of service (In year)	1-10 years	101	26
	11–20 years	164	42
	21 -29 years	74	19
	30 years and above	51	13
	Total		**100**

Test of the null Hypotheses

H_{01}: Job satisfaction and job security do not have significant effect on commitment of personnel in academic libraries in Ogun State. The test result is done in Table 3.

Table 3: Summary of multiple regressions of job satisfaction and job Security on commitment of Academic Libraries' Personnel in Ogun State

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Multiple R	=	0.593	
Multiple R2	=	0.357	
Adjusted R2	=	0.207	
Standard Error	=	13.360	

Source of variance	SS	df	Ms	F

Source of variance	SS	df	Ms	F
Regression	321.00	2	160.50	
Residual	4669.49	287	16.27	9.87*
Total	4990.49	289		

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*P < .05; df = 2 & 287; critical –F = 3.02

Analysis on Table 3 indicate that the duo of job satisfaction and job security have combined considerable influence on the commitment of library personnel in Ogun State. Thus, the null hypothesis is rejected. The analysis in the table reveals a positive and significant relationship between job satisfaction and job security (independent variables) and, commitment of personnel in academic libraries (r = 0.593 p<0.05). The multiple R2 of 0.357 depicts that 35.70% of the variance in the determinacy of commitment is accounted for by job satisfaction and job security. Furthermore, the end result of Analysis of Variance gave an F-value of 9.87, which is greater than the critical F-value of 3.02 necessary for significance at 0.05 alpha level with 2 and 287 degrees of freedom.

H$_{O2}$: There is no significant relative contribution of job satisfaction and job security to commitment of personnel in academic libraries in Ogun State. The result of analysis of the hypothesis is presented in Table 4.

Table 4: Relative contribution of job security and job satisfaction to the commitment of Academic Libraries' Personnel in Ogun state

Variables	B	S.E	Beta	T
Variables	B	S.E	Beta	T
Job satisfaction	.453	.135	.032 3	3 .38*
Job security	.348	.128	.322 2	2.75*

*P< .05

Table 4 shows unstandardized regression coefficient (B), Standard Error (SE), standardized coefficient (Beta) and T-ratio for job satisfaction and security. From the table, it can be seen that the T-values for job satisfaction and job security are 3.38 and 2.75 correspondingly which are significant at .05 alpha level. Job satisfaction (T = 3.38) has the highest contribution followed by job security (T=2.75). Thus, job satisfaction and job security respectively make significant contributions to the determinacy on commitment of academic libraries to their respective libraries.

Summary and Discussion of Findings

The results of this study showed that job security and job satisfaction were effective correlate of commitment of personnel in academic libraries. The significant F-value of 9.87 reveals that the efficacy of job satisfaction and security is consequential to commitment to academic libraries. The degree of the correlation among commitment, job satisfaction and job security is reflected in the values of the coefficient of multiple regression (R = 0.593) and multiple R

square (R2 = 0.357). As a consequence, job satisfaction and job security accounted 35.70% of the total variance in library personnel's commitment. The remainder, 64.30% of the variance in the commitment of the library personnel could not be substantiated and, could be to other factors. The t-values used to find out the relative contributions of the job satisfaction and job security to commitment of library personnel to their individual academic libraries revealed that job satisfaction is an effective contributor than job security. From this finding, it can be explained that when personnel are satisfied with their job, affective and continuance commitment. Job satisfaction is a positive function of commitment to organizations. This finding is in agreement with that of Price (Ademodi & Akintomide 2015). They concluded that job satisfaction has significant influence on commitment of personnel to their places of work. They stated that a remarkable level job satisfaction attracts a considerable positive level of job commitment. Dissatisfied personnel would be discouraged, and apathetic to job commitment. In addition, the outcome of this study relate positively with the study of Shan (1998). The author' studied on the effect job satisfaction on teachers retention, teachers commitment and, school effectiveness. The author found out a positive correlation among the three variables when he concluded that job satisfaction is considerably correlated with job commitment and it lessens turnover intentions and malingering.

Iverson (1996) found out that job security considerably affect commitment of personnel. Additionally, Lambert (1991) submitted that job security provides is an extrinsic reassurance of encouraging correlation with commitment and performance of personnel. These submissions support the finding of the study when the study reveals the significance of job security the commitment of personnel in university libraries. This is borne out of the fact that job security of personnel in public services including university libraries is unwavering. This further suggests that with secured job opportunities, there will be a rise in level of commitment. This finding is also in tandem with the findings of Jousef (1998), Abdullah & Ramay (2012) and, Moorhead and Griffin (1989).

Conclusion

Job satisfaction and job security significantly correlate with commitment of library personnel. The duo is an interrelated constructs that impinge on personnel attitudes and commitment of library personnel. Library personnel who enjoy job satisfaction would demonstrate a remarkable commitment to their libraries. It can be deduced that library personnel who have job satisfaction and feel secured on their jobs are likely to demonstrate a remarkable

commitment to their academic libraries. However, job satisfaction is a more effective factor in determining organisational commitment than job security.

Recommendations

Consequent upon the findings of the study, the following recommendations are proffered:

Motivation is crucial to ensuring personnel commitment. Highly motivated personnel exude happiness and passion for their organisations. As such, motivational incentives available in the university libraries should be sustained and improved upon. Specifically, condition of work of the personnel should be reviewed and improved upon, provision of pleasant internal and external environments, prompt payment of remuneration acknowledgment of worthwhile contributions and, promotions.

Morale of the personnel should be boosted through recognition and reward system. A friendly appraisal arrangement that recognise and recompense exceptional accomplishment among the personnel would make personnel work towards realisation of the goals of the library.

There is relatively job security in the academic libraries studied. The libraries are public owned and the personnel are guided by public service rules that guarantee job security and permanence of jobs for thirty-five years of till attainment of sixty years. However, security of jobs of the personnel should be further ensured through friendly and progressive government policy and actions. Events, activities and, actions that could result into loss of jobs and impinge on job security should be avoided.

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