

**A COMPARATIVE STUDY OF THE DETERMINANTS OF JOB SATISFACTION
AMONG MALE AND FEMALE LIBRARIANS IN PUBLIC UNIVERSITY LIBRARIES IN
EDO STATE OF NIGERIA**

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Abstract

The purpose of this study was to assess the comparative determinants of job satisfaction among male and female librarians in public university libraries in Edo state. The descriptive research design was adopted for this study. The study population was made up of female and male librarians. A sample of twenty (20) female and twenty (20) male academic librarians was selected for the study, using a simple random sampling technique. The questionnaire instrument was used to gather relevant data on the determinants of job satisfaction among male and female librarians in public university libraries in Edo State, Nigeria. The data were analysed with descriptive and inferential statistics using the Statistical Package for Social Sciences (SPSS) which employed simple percentages, the t-test and the F-ratio. The findings revealed that female librarians in public university libraries were more satisfied with their jobs than their male counterparts and that there is a significant difference in their level of satisfaction. Secondly, there was no significant variance in the level of satisfaction between the male and female librarians and this implies that both male and female librarians were satisfied with the available motivational packages in the Nigerian public university libraries. Following this, the study recommends that the management of university libraries should develop and sustain policies that will enhance the satisfaction of library staff as service providers, in the areas of achievement, growth, interpersonal relations, job security, personal life, policy and administration, recognition, responsibility, salary, status, supervision and work itself. This will help to increase productivity in the institution and also assist in the accomplishment of the institutional objectives. In addition, the management should endeavour to provide a level playing ground for equal opportunities between male and female librarians by ensuring that basic needs for academic excellence are provided for all, irrespective of gender, so that the male staff will be equally satisfied.

Keywords: Job Satisfaction, Librarians, Male, Female, and Public University Libraries

INTRODUCTION

Libraries are agents for social development. But libraries can function and help bring about social development only when the librarians running them are efficient and satisfied. It has been asserted that workers in general are efficient only when they are satisfied with their jobs (Badawi

2006), because satisfaction relates to how employees evaluate their jobs against those issues that are important to their needs (Sempane, Rieger & Roodt 2002). Librarians play a significant role in the development of human capital which is fundamental for national economic growth and development worldwide. Ensuring their motivation at the workplace will enable them deliver quality services to their clientele. Such outstanding services provided by these employees create a niche in the sight of the patrons, which plays an essential role in providing users' satisfaction. Satisfaction at work influences many aspects of work such as efficiency, productivity, absenteeism, turnover rates and intention to quit (Horenstein, 1993).

Farley, Broady-Preston and Hayward (1998) reveals that job satisfaction is the sense of achievement and pride felt by people who enjoy their work and perform it well. Job satisfaction plays an important role in achieving organizational goals. University libraries have responsibility to support their parent bodies in achieving their goals. Ola and Adeyemi (2012) noted that university libraries are established to promote teaching, learning, research and community development mandates of their parent institutions. To achieve these, libraries engage in the selection, acquisition, organization and dissemination of information materials in furtherance of their patrons' needs.

Libraries today are saddled with more responsibilities in their bid to provide services to their users. The library staff are expected to contribute the skills necessary to perform new tasks. Under this dispensation, male and female librarians have come to take on, additional roles and responsibilities, while still performing their traditional functions. It has been established that the new complex role of the library requires that the professional library staff be capable of engaging in decision-making process, influence policies, forge strategic alliances, and demonstrate diplomatic sensitivity (Peacock 2000). However, most library staff lacks the necessary training and expertise for this novel role even though they are regarded as primary players in the delivery of information literacy services (Bruce and Lampson 2002). Regardless of whatever the quality of information resources in the libraries are, if the staff are not properly trained, to train the users, the whole process would be in vein. The need to effectively motivate the library staff for job satisfaction at this juncture can therefore not be over emphasized, if they are to be committed to their jobs and subsequently increase the organisation's performance.

To attain effective job satisfaction in libraries, the librarians should contribute through their behaviour, efforts and persistence that will help the parent organization achieve its goals. Thus, it is imperative to evaluate the determinants of job satisfaction of library staff, particularly from gender perspectives, and also to identify the degree of variance in their satisfaction. Providing answers to these questions form the central issue of this study. The rest of the paper is divided into the following sections. Section 2 is research questions, section 3 is literature review, section 4 is the theoretical framework, section 5 is research methodology, section 6 is data presentation and analysis and section 7 is conclusion and policy implications.

RESEARCH QUESTIONS

The following research questions have been raised to guide this study:

- 1) What are the factors of job satisfaction of library staff in university libraries in Edo State?
- 2) What is the difference in the level of satisfaction derived by male and female librarians in university libraries in Edo State?

LITERATURE REVIEW

The concept of satisfaction has long been recognized in the literature but there have been no consensus as to the precise definition of the term. It has thus been given both uni-dimensional as well as multi-dimensional definitions. The uni-dimensional definition provides an overall definition

of job satisfaction resulting in measures which are referred to as global measures (Spector, 1997). The multi-dimensional definition however provides a more elaborate type of definition resulting in several dimensions of the job satisfaction construct being conceptualized and operationalised as facets such as satisfaction with pay, promotion, co-workers, nature of work and communication.

Mullins (2002) asserted that job satisfaction is complex and multi-dimensional in nature, and as such, can be differently perceived by different people. This complex and multi-dimensional nature of job satisfaction is as a result of the forces interplaying in the organization which include: the individual, management policies, attitude, rewards and punishment to mention but a few. However, Weis (2002) opined that although job satisfaction is an attitude, researchers should be warned to clearly identify the objectives of cognitive evaluation, which are affected by emotions, beliefs and behaviours. In addition, Mullins (2002) agreed that job satisfaction is an attitude and an internal state that can be associated with personal feelings of achievement, either quantitative or qualitative. At the same time, Baron and Greenberg (2003) concurs that job satisfaction is an attitude towards ones job and its cognitive, affective and evaluative reactions towards his or her job. For some people they may feel consistently satisfied with their jobs whilst others may be feeling quite dissatisfied. Simply put, job satisfaction is based on people's perception about their job.

Fajana (2002) has suggested the following: supervision or leadership, job design, working condition, social relationships, perceived long range opportunities elsewhere, level of aspiration and need achievement as relevant incentive packages that can aid employee satisfaction. A lot of hindrances can however prevent effective job satisfaction. Adenike (2011) noted that effective job satisfaction can be hindered among academic staff through the following: unchallenging jobs, work over load, due to shortage of staff, lack of feedback on performance, lack of recognition for work done, lack of contingent rewards, lack of work tools, poor communication between managers and subordinates and lack of staff development required for skills to provide quality service. Adenike (2011) further asserted that satisfaction within an organization can be influenced by poor planning, poor communication, unclear rules and regulations, unreasonable pressures, excessive work load, understaffing and uncooperative Heads of Departments/Units.

Other researchers such as Carrel, Elbert and Hatfield (1998) and Denizer (2008) in their studies identified organizational structure, rules, regulations and policies, supervision and leadership, work group, work environment etc as factors that course satisfaction. Their absence will lead to constraints on effective job satisfaction. Adenike (2011) also disclosed that boredom and frustration, personnel policies, working conditions and participation in decision making can influence effective job satisfaction if they are not adequately provided for on the job. Further corroborating this assertion, Lambert, Pasupuleti, Cluse-Tolar and Jennings (2008) posited that job satisfaction can be influenced by a variety of factors such as the quality of the staff relationship with their supervisors, the quality of the physical environment in which they work and the degree of fulfilment in the work. To ameliorate these problems, and effectively satisfy employees, Fajana (2002) opined that the five components of job satisfaction should be adequately catered for. Such components include: attitude towards work groups, general working conditions, attitude toward the organization, monetary benefits and attitude towards supervision which is said to be intrinsically connected with the individual's state of mind about the work itself and life in general.

Librarians have reported several researches on job satisfaction with different conclusions. Beginning around the mid-1980s, job satisfaction studies in libraries began to examine the relationships between job satisfaction and other interventions, including continuing education needs; automation; unionization; performance; and job responsibilities. In a general satisfaction survey of one hundred librarians of Lucknow City, Kamala (1984) found that librarians derived satisfaction from their work, social recognition received, working conditions, job security, and

social status. Sources of dissatisfaction were from avenues for promotion, behaviour, and pay scales. When Nzotta, (2005) studied the factors associated with the job satisfaction of male and female librarians in Nigeria, he found that women derived greater job satisfaction from their work than their male counterparts. Women were more satisfied with independence, security, ability utilization, and working conditions. On the other hand, men were more satisfied with variety.

Mirfakhrai (2004) studied correlation of job satisfaction among librarians in the U.S. He concluded that academic librarians in both smaller and larger libraries had a positive perception about their jobs. There was no significant relationship between sex of academic librarians and their overall satisfaction in both sized libraries. The nature of work, supervision, salary, promotion, and co-workers was highly correlated with the over-all job satisfaction of academic librarians in both smaller and larger libraries. Age, experience, and length of employment with the present institution were negatively correlated with overall job satisfaction in both-sized libraries; and academic librarians in both smaller and larger libraries were least satisfied with promotional opportunities.

Murray, (1999) conducted a study on Job satisfaction of Professional and Paraprofessional Library Staff at the University of North Carolina at Chapel Hill, the survey was distributed in November 1998 to the 240 permanent staff employed by the UNC-Chapel Hill Academic Affairs Library at that time. For comparative purposes, his respondents were compared with that used in Spector's development of the Job Satisfaction Survey. Library employees from Murray's study score higher than Spector's group in nature of work, co-workers, communication, contingent rewards, benefits, operating procedures, and overall satisfaction. The largest difference was in the area of communication, in which library employees were quite a bit more satisfied (16.05) than Spector's respondents (14.0). Library employees were slightly less satisfied than Spector's group in the areas of supervision, promotion, and pay. The only areas in which library employees as a whole score below the scale's median (14.0) are operating procedures, promotion, and pay, indicating that these are the only areas in which library employees are generally dissatisfied. Despite this awesome revelation, the number of respondents whose questionnaire were properly filled was only 61% which appeared small in size for a comparative study of this nature since Spector had earlier used 3,000 respondents.

Bamigboye, Buraimo and Ajani, (2008) revealed that the most notable predictors of job dissatisfaction amongst library staff include lack of appropriate reward for the expanded new roles, lack of recognition, lack of status, social security and social facilities, promotion, wages, social services and physical working conditions. A related study as reported by Clark (2005), also indicated that the relationship between workers turnover and job satisfaction tends to be greater and consistent. In other words, the lower the satisfaction derived from the job, the higher the anticipated rate of attrition and the greater the job satisfaction, the lesser the probability of leaving the organization.

Wong and Heng (2006) examine factors influencing jobs satisfaction in two Malaysian Universities employing Herzberg Two-factor Theory of job satisfaction. The conclusions drawn from their study are that the major sources of job satisfaction include: policy and administration, and salary. The relevant sources of dissatisfaction are personal achievement, personal growth, interpersonal relations, recognition, responsibility, supervision, the work itself, and the overall working conditions. Amune (2013) examined job motivation as a predictor of job satisfaction among professional and non-professional library staff in Ambrose Alli University, Ekpoma. The study reveals that there are motivational packages that significantly predict the satisfaction of library staff and there is no significant difference between the satisfaction derived by professional and non-professional library staff. The study further showed that library staff derived most satisfaction from salary/pay, library policies and administration, advancement and personal growth

and job security. Therefore, the management of library should intensify and sustain policies that will enhance these factors.

Badawi (2006) investigated the level of job satisfaction of female librarians in Nigeria using Herzberg's Hygiene/Motivator factors of job satisfaction. Its aim was to provide an empirical test of the applicability of Herzberg's Hygiene/Motivator factors of job satisfaction on female librarians in Nigeria. A total of 228 randomly selected female librarians from 35 libraries drawn from the six geopolitical zones of Nigeria constituted the sample, 176 female librarians from 35 libraries returned useable questionnaires for the data analysis. Descriptive and Inferential statistics were used to analyse the data collected. The results of the study showed that female librarians in Nigeria are very satisfied with achievement, interpersonal relationships, recognition, growth/advancement, work itself, salary, personal life and job security. She reported moderate satisfaction with supervision and responsibility. While status and working condition accounted for lowest job satisfaction. The study pointed out that the only overwhelming dissatisfaction of female librarians in Nigeria towards their job is policy and administration of libraries. This implies that more studies on the job attitude of library administrators should be undertaken to lessen this common dissatisfaction among female librarians.

Leysen and Boydston (2009) study job satisfaction of cataloguers at Association of Research Libraries (ARL) in the United States. Eighty-eight percent of the librarians studied were satisfied with their current job and the majority would make the same career choice again. The study also reveals that the librarians are more satisfied with their benefit packages, relationship with co-workers, and opportunities to learn new skills. These librarians who specialises in cataloguing, wanted to be treated fairly, be consulted about issues directly related to their work, and be informed about current activities in their departments, have their opinions respected and considered, and have an administration that supports cataloguers. Lim (2008) examines the job satisfaction of information technology (IT) workers in libraries, in relation to demographic and socio-economic variables, and work-related variables, such as a sense of belonging, faith in wanting to belong, a feeling of acceptance, paying dues, job autonomy, the broker's role, and promotion opportunities. A total of 443 mail questionnaire were sent to the sample of IT workers of 30 university libraries among the 99 university member libraries of Association of Research Libraries in the United States. A total of 202 surveys were returned, resulting in a 45.6% response rate. This study found that salary, an opportunity to acquire MLS degree, a sense of belonging, faith in wanting to belong, a feeling of acceptance, job autonomy and promotion opportunities were related to job satisfaction of the library IT workers.

THEORETICAL FRAMEWORK

The theoretical framework of this study is based on Herzberg's Two-factor Theory of Job Satisfaction. Hertzberg (1974) developed the hygiene theory on job satisfaction and employee motivation. According to Herzberg (1974) there are two factors relating to satisfaction and motivation in the workplace; satisfiers and dissatisfies.

- i. Satisfiers relate to the content of the work such as "achievement, recognition for achievement, interesting work, increased responsibility, growth, and advancement.
- ii. Dissatisfiers are related to how employees are treated and include such items as "company policy and administration practices, supervision, interpersonal relationships, working conditions, salary, status, and security.

To effectively apply this theory to librarianship for instance, since university education improvement depends fundamentally on the improvement of library services, ways to increase librarians' motivation, satisfaction and capabilities should form the bedrock upon

which efforts to make university education more effective. This is pertinent because, highly motivated and need satisfied librarians can create a good social, psychological and physical climate in the library. Also, exemplary librarians appear able to integrate professional knowledge (subject matter and pedagogy), interpersonal knowledge (human relationship), and intrapersonal knowledge (ethics and reflective capacity) when they are satisfied with their job (Collinson, 1996).

In contrast, extrinsic incentives, such as merit pay or effective service rewards have not been found to affect librarians' job satisfaction and effectiveness in Nigerian universities (Ubom 2001). The extrinsic factors evolve from the working environment while the actual satisfiers are intrinsic and encourage a greater effectiveness by designing and developing librarians' higher level needs.

Nevertheless, it is hoped that if university administrators and education policy makers can understand librarians' job satisfaction needs, they can design a reward system both to motivate librarians and meet the educational goals of the university. In this regard, the study draws 12 major factors corresponding to job satisfaction and dissatisfaction in the Herzberg Two-factor Theory to determine whether or not, these selected factors are related to job satisfaction of male and female librarians in university libraries in Edo State of Nigeria.

RESEARCH METHODOLOGY

Research Design

The study employs descriptive survey research design to collect data in order to answer questions concerning the current status of the subject of the study. A descriptive survey design is a type of self-report research that collects data from members of a population in order to determine the current status of that population with respect to one or more variables (Gay 1987). The design was chosen for this study because the study is a self-report research that would enable the researcher to collect data from male and female academic librarians in public universities in Edo State of Nigeria in order to determine job satisfaction between male and female librarians.

Population of the Study

The population of this research include male and female librarians in the public universities in Edo State. There are two public universities in the state: Ambrose Alli University, Ekpoma and University of Benin, Benin City.

Sample and Sampling Technique

A sample size of 40 librarians, which consist of 20 male and 20 female librarians were randomly selected from the two public universities in the state. Self-judgment sampling technique was employed in the administration of the questioners. The other variables such as gender, age, academic qualifications, professional status and working experience were determined from the responses of the respondents from the questionnaire.

Research Instrument

The questionnaire is the only instrument used in the collection of the required data for this study. The researcher adopted the short version of Minnesota Satisfaction Questionnaire (MSQ), as modified by Arnold and Feldman (1996), measuring job satisfaction in 20 facets. This is because, the modified version presents a detailed picture of the workers specific satisfaction and dissatisfaction attributes. Above all, a distinct advantage of the modified MSQ is that it is simple, quicker and easier to administer. The questionnaire designed for use in this study, has two sections, A and B. Section A has 7 items, such as gender, age, professional status and qualification, relating to the biographical profile of the respondents. Section B has 12 items that measure the level of job satisfaction of the subjects under study. The items such as growth, recognition, working condition, work itself are based on Herzberg's Two Factor Theory of Motivation.

DATA PRESENTATION AND ANALYSIS

This section presents the analysis of data gathered from the field. The analysis of the data help to assess the determinants of job satisfaction and the differences in the level of satisfaction of male and female librarians in public universities in Edo State. Tables are used to present the results that were analyzed using percentages, T-test and F-ratio. However, the demographic analysis was not processed. Tables were used to present the research questions and the discussion of results done for clarity purpose.

Table 1: Percentage Analysis of Factors of Female Librarians' Level of Satisfaction

Factors of Satisfaction	Satisfied	Dissatisfied	Total
Achievement	15	5	20
Growth	18	2	20
Interpersonal relation	11	9	20
Policy and administration	14	6	20
Recognition	16	4	20
Responsibility	13	7	20
Salary	11	9	20
Supervision	13	7	20
Work itself	15	5	20
Job Security	18	2	20
Personal life	19	1	20
Status	17	3	20
Overall job satisfaction	180	60	240
	75%	25%	

Source: Field Survey.

Table 1 gives the analysis of percentages of factors of job satisfaction of female librarians' level of satisfaction in public universities in Edo State. In the response scale, those who responded strongly agree and agree were categorized as satisfied while those who responded strongly disagree and disagree were categorized as dissatisfied. From the analysis, 75 % are satisfied, while 25% indicated dissatisfaction in their responses respectively. All the twelve factors had high rating of level of satisfaction and as such, it could be concluded that the female librarians derive satisfaction from several factors of job satisfaction such as achievement, growth, interpersonal relation, job security, personal life, policy and administration, recognition, responsibility, salary, status, supervision and work itself.

Table 2: Frequency Distribution of Male Liberians' Level of Satisfaction

Factors of Satisfaction	Satisfied	Dissatisfied	Total
Achievement	11	9	20
Growth	16	4	20
Interpersonal relation	17	3	20
Policy and administration	13	7	20
Recognition	11	9	20
Responsibility	15	5	20
Salary	13	7	20
Supervision	17	3	20
Work itself	12	8	20
Job Security	14	6	20
Personal life	17	3	20
Status	11	9	20
Overall job satisfaction	167	73	240
	69.6%	30.4%	

Source: Field Survey.

Table 2 shows the analysis of factors of job satisfaction level for male librarians. From the analysis, 69.6 % are satisfied while 30.4% are dissatisfied in their responses respectively. All the twelve factors had high rating levels of satisfaction and as such, it could be concluded that the factors of satisfaction of male librarians include: achievement, growth, interpersonal relation, job security, personal life, policy and administration, recognition, responsibility, salary, status, supervision and work itself.

Group Level of Satisfaction Means and Standard Deviations

The group means (\bar{x}) and Standard Deviations (s) of Librarians' Satisfaction for both Female and Male Librarians in Public Universities in Edo State are Shown in Table 3.

Table 3: Differences in Group Level of Satisfaction Means and Standard Deviation of Male and Female Librarians.

Group	N	Mean	Std. Deviation	Std. Error Mean
Female	12	15.0000	2.69680	0.77850
Male	12	13.9167	2.42930	0.70128

Source: Computation from Field Survey Data

From the above table, we observe that the mean levels of satisfaction of female and male are 15.0 and 13.9 respectively. These mean values appear to suggest that the female librarians are more

satisfied than their male counterparts. Nevertheless, the statistical significance of the difference in mean values is provided in table 4.

Table 4: Mean Difference Comparison of Level of Satisfaction of Male and Female Librarians

Group	t-test for Equality of Means					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Female	19.268	11	.000	15.00000	13.2865	16.7135
Male	19.845	11	.000	13.91667	12.3732	15.4602

In Table 4, the mean difference in the levels of satisfaction of female and male librarians are 15 and 14 with a p-value of 0.00 at 2-tailed. This is significant at 0.05 level of significance. It is therefore concluded that a significant difference exists in the level of satisfaction of male and female librarians. The level of satisfaction is higher in female than the male librarians and this is consistent with the percentage and the means analysis above. Table 5 is presented in order to evaluate the significant difference in the variances (spread) of level of satisfaction of male and female librarians at 0.05 level of significance, using F-Ratio.

Table 5: Standard Deviations, Variances and Degree of Freedom

Group	N	Std. Deviation S	Variance S ²	Df
Female	11	2.69680	7.27273	N-1=11-1=10
Male	11	2.42930	5.90150	N-1=11-1=10

Sources: Field Survey.

From table 6 the F-ratio = S_2^2 / S_1^2
 $= 7.27273 / 5.90150$
 $= 1.2325$

The Critical Value of the F-ratio = 2.98. Since the F-ratio calculated (1.2) is less than the Critical F-ratio, it was therefore concluded that there is no significant variance in the level of satisfaction between the female and male librarians, considering the variance between 15 and 14 respectively. This implies that both female and male librarians are satisfied with the available motivational packages in the Nigeria public university libraries.

CONCLUSION

The improvement of university education depends, fundamentally, on the improvement of library services. Ways to increase librarians' motivation, satisfaction and capabilities should be the core processes upon which to build every effort that would make university education more effective. This is because, highly motivated and needs satisfied librarians can create a good social, psychological and physical climate in the library. Thus, it is hoped that if university administrators and educational policy makers can understand librarians' job satisfaction needs, they can design a reward system both to motivate librarians and meet the educational goals of the university. In this regard, the study evaluates comparative determinants of job satisfaction among male and female librarians in public university libraries in Edo state of Nigeria. In a bid to effectively carryout this

study, the descriptive research design was adopted. A population of twenty (20) male and (20) female librarians was selected for the study, using a random sampling technique. The questionnaire instrument was used to gather relevant data. The data collected were analyzed using simple percentages, t-test and F-ratio. The findings revealed that female librarians in public universities in Edo State were mostly satisfied with their job than their male counterparts and that there is a significant difference in their level of satisfaction. This finding is in line with Nzotta, (2005) who studied the factors associated with the job satisfaction of male and female librarians in Nigeria, and found that women derived greater job satisfaction from their work than their male counterparts.

Furthermore, the result shows that there is no significant variance in the level of satisfaction between the female and male librarians and this implies that both male and female librarians were satisfied with the available motivational package in the Nigerian public university libraries and this finding is consistent with Mirfakhrai (2004) who reported that librarian had a positive perception of their jobs and that there was no significant relationship between sex of academic librarians and their overall satisfaction.

Based on the above analyses, the study recommended that the management of university libraries should develop and sustain policies that will enhance factors of job satisfaction, such as: achievement, growth, interpersonal relations, job security, personal life, policy and administration, recognition, responsibility, salary, status, supervision and work itself, so that they can discharge better services to library users, in order to enhance productivity of the staff and accomplish the institutional objectives. In addition, the management should endeavour to provide a level playing ground for equal opportunities between male and female librarians by ensuring that basic needs for academic excellence are provided for all, irrespective of gender, so that the male staff will equally derive satisfaction from their job.

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