

# MOTIVATION AS FACTOR INFLUENCING PRODUCTIVITY AND JOB SATISFACTION IN ACADEMIC LIBRARY: CASE STUDY OF OLUSEGUN OKE LIBRARY, LAUTECH, OGBOMOSO, OYO STATE, NIGERIA

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## Abstract

The paper investigated the influence of motivation on productivity of staff on the basis of job satisfaction, participation in office decisions and attitude of supervisor to staff personal problems. Survey method was used to carry out the research and total enumerative techniques in addition to interview were employed in eliciting information from the respondents. Out of sixty questionnaire distributed, 57 were returned and found valid for analysis, giving the response rate of 95%. The data collected was analyzed using simple descriptive statistics which consists of tables, frequency counts and percentages. It was discovered from the study that 89% respondents were satisfied with the job they are doing presently. All the respondents agreed that they are always consulted on issues affecting their welfare, 78.5% agreed that they were satisfied with the discipline measure employed in the library while 21.5% respondents were displeased. It was revealed by the junior staff that the opportunity to go for further studies in librarianship is an added advantage over their colleagues in other departments of the University, this motivate them to perform well on their job. Prompt response of supervisor to personal problems of the staff contributed to the satisfaction the workers derived from their job in LAUTECH library. Since every worker in the library relates like a single family, the problems that causes distraction from work are always nipped in the bud.

**Key Words:** Motivation, Productivity, Job, Satisfaction, Academic, Library .

## Introduction

The accomplishment of an organizational setting needs certain roles to be performed, and role – incumbents are human beings who are of course, not alike in every ramification. But each of them constitute a function in an organization; the organization however, expected of him/her certain behaviors, obligations and responsibilities as defined by the role he has accepted to perform after being employed

Oyetola (2011) posits that motivation is something that can come and go in an instant. The workplace often can be a fun and enjoyable place, but other times it can be the pit of hell. Not only do most of us cope with stress, fatigue, mental and physical anguish, but we must also complete the mission that is set forth for us. Motivation is defined in different ways. Each person may be different, but sometimes we share the same types of motivation with others.

A research conducted in 1954 by Maslow titled “Motivation and personality”, and another by Herzberg (1957) on “Two factor theory of job satisfaction” were fundamental to this study because they both shared broad, ideological and similarities in their general conceptualizations. The two factors theory of Job satisfaction suggested that every individual has a set of needs which can be broadly classified into lower and higher needs.

Against this background, that people assumed that in the industrialized countries, most of the lower needs of worker (food shelter, safety) have largely been met and have therefore ceased to function as powerful motivators to action. Thus it’s the higher order needs which constitute the primary sources of motivation. But in the developing countries like Nigeria, the basic need has not been addressed, thus making it difficult for the citizen to really see the ruling class as their saviour.

In the course of carrying out professional work, these researchers came across many staff, professional and non-professional librarians, who were experienced and have been complaining of lack of motivation in

their places of work. They had observed, during the period that motivation was seemingly low among the staff of the libraries and this has direct consequence on their productivity/output generally. The researchers have at various times engaged some of the affected staff in a close discussion, with a view to find out reasons for their attitudes. During the discussion it was revealed that most of the affected library staff were dissatisfied with certain factors in their work situation.

In the course of discussing with professional colleagues, one of the staff who seemed frustrated claimed he had been in his present grade for ten years. Another one also complained bitterly that she had been in her present position for six years without promotion because her library did not allow for more than one librarian at the top. Some complained of lack of opportunities for personal initiative, “all discussions have to be referred to the man above him for approval”. The above revelations suggest that some library staff are apparently dissatisfied with certain factors in their work situation, and lack of motivation at work has affected their productivity. The question that arises from our discussion is: Does motivation in academic Library like LAUTECH have significant effect on productivity and job satisfaction of staff working in it? This is a pertinent question that will be trashed in this study.

### **Objective of the study**

The specific objectives of the study are to:

1. find out the entry educational qualification of library staff;
2. examine the present educational qualification of library personnel;
3. find out the description and job satisfaction of personnel in Olusegun Oke Library;
4. ascertain attitudes of supervisor to personal problems of staff;
5. examine the participation of library personnel in decision making; and

6. determine job motivation that will enhance the productivity of personnel in Olusegun Oke Library.

### **Literature Review**

The word motivation is derived from motive, which is an active form of a desire, craving or need, which must be satisfied (Iwu, 2011). It is a common phenomenon often talked about by people in any given organization. According to Allan, Gadon and Willits (2001) and Iwu (2011) motivation was defined as an inner state of mind that causes a person to behave in a way that endures the accomplishment of stated goals. To them motivation is something which propels a person to act or a reason of behavior. They further stated that motivation is not manipulation of people but understanding of needs and wages which prompt people to do things. There is need for an understanding of the fundamental drives, urges, needs and desires of the peoples which can be manipulated and stimulated and a sense of communication and methodology that would provide stimulation to these urges. Some of the methods used for this purpose may be the provision of financial incentive, cordial working environment, challenging work and responsibility, personal accomplishment, recognition for such accomplishment and an opportunity for growth and advancement. Human motivation studies aim to discover what it is that triggers performance. Cole (1996) opines that motivation is the term used to describe those processes, both instinctive and rational by which people seek to satisfy their basic drives, perceived needs and personal goals which trigger performance. Halepota (2005) conceives motivation as a person's active participation and commitment to achieve the prescribed results. He avers that the concept of motivation is an abstract construct because different strategies produce different results at different times and there is no single strategy that can produce guaranteed favorable results all the times. There are basically two types of motivation, extrinsic

and intrinsic motivation as reported by Iwu (2011). She posit that extrinsic motivation is induced by external factors which are primarily financial in nature. These incentives and reward have been a subject of debate, whether they really motivate the employees or simply move them to work. According to Ryan and Deci (2000), the term, "extrinsic motivation" is the attainment of a separable outcome from the performance of an activity. Extrinsic motivation encourages staff to complete their task in order to receive the reward. In other words, rewards motivate people to get awards. Intrinsic motivation on the other hands involves the performance of an activity for the inherent satisfaction of the activity. Intrinsic motivation is personal, "internal" responses, such as satisfaction or pride in an accomplishment. Intrinsic motivation is synonymous with a desire to work hard solely for the pleasure of task accomplishment. According to Nallaiah and Yadapadithaya (2009), compliments, public recognition, and professional opportunities are motivators and can be as effective as extrinsic rewards such as monetary reward and gifts. Intrinsic motivation results from an individual's need to be competent and self-determined irrespective of possible external rewards.

Stoner, et al. (1995) accords due recognition to the needs of workers saying that, "the ultimate test of organizational success is its ability to create values sufficient to compensate for the burdens imposed upon resources contributed." The author looks at workers; in particular librarians, in an organized endeavour, putting in time and efforts for personal, economic, and non-economic satisfaction. In this era of the information superhighway, employers of information professionals or librarians must be careful to meet their needs. Otherwise, they will discover they are losing their talented and creative professionals to other organizations who are ready and willing to meet their needs and demands. On the issue of what strategies can

be used to motivate information professionals, particularly librarians, Tella, Ayeni and Popoola (2007) stressed that salary, wages and condition of service, money, staff training, and information availability communication must be adhere to by the personnel manager as basic strategies for motivating library personnel. Akintoye (2000) asserts that money remains the most significant motivational strategy. Banjoko (1996) states that many managers use money to reward or punish workers. This is done through the process of rewarding employees for higher productivity by instilling fear of loss of job (e.g., premature retirement due to poor performance). The desire to be promoted and earn enhanced pay may also motivate employees. Staff training is an indispensable strategy for motivating workers. The library organization must have good training programme. This will give the librarian or information professional opportunities for self-improvement and development to meet the challenges and requirements of new equipment and new techniques of performing a task. Ogunmodede and Mafelu (2012) in their article "Capacity building programmes for library staff in University of Ibadan and University of Lagos Libraries" posit that short-term and on-the-job training programmes are available for library personnel. In other words, any librarian that is serious minded on his job will be ready to be properly trained as soon as he is qualified professionally.

### **Factors Affecting Job Satisfaction of Personnel**

The job satisfaction of personnel in an organisation is the condition for establishing a healthy working environment in an institution where staff suppose to maintain their status, high ranks, authority, and capabilities such as knowledge, ability, education, etc (Rockman, 2005). The professional who cannot meet all expectations with regard to his job becomes dissatisfied and this affects the organisation.

Job satisfaction is therefore a very important ingredient for a person's motivation and contribution to production (Khan, 1973).

Age is one of the factors affecting job satisfaction. Studies conducted in five different countries in Europe by Davis (1988) indicated that the old workers are more satisfied on their job while (Kose, 1985) also found out a meaningful relationship between age and job satisfaction among young staff and he found out that the better the environment and salary the greater the commitment of staff whether young or old.

The effects of the motivator and hygiene factors on the job satisfaction do not vary according to gender (Bilgin, 1986). Ergenc (1982) has proved that job satisfaction and devotion to the job affect each other reciprocally, and they have great impacts on performance, also, insufficient education, inability to select qualified workers for jobs, lack of communications, lack of job definitions, all these affects job satisfaction negatively. Yincir (1990) affirmed that people with lower education always have low morale at a particular time in the work place especially when they cannot be promoted, they become stagnant and redundant. In the field of librarianship, research shows that many factors affect job satisfaction. The factors include participation in the management of the library (D'Elia, 1979, Lynch and verdin, 1983). Wellmaker (1985) believed that having the decision making power in the office is an index of recognition.

No meaningful relationship between the job satisfaction and age was established (Scammel and Stead, 1980; Wellmaker, 1985; Hamshari, 1986). However, research shows professional experience improves job satisfaction as revealed by Scammel and Stead (1980). D'Elia (1979) and Hamshari (1986) studied and found out that educational level also increases productivity of practitioners. Wellmaker (1985) and Hamshari (1986) affirmed that the staff level of wage also determined commitment and

satisfaction. Hamshari (1986); Vaughan and Dunn (1974); D’Elia, (1979); Lynch and Verdin (1983) and Wellmaker (1985) found out that attendance of professional seminar groups where ideas on the job are shared also affect job satisfaction. Another investigation revealed that professional experience with up-to-date equipment being used on the job has been claimed to increase job satisfaction. (Lynch and Verdin, 1983) (Wellmater, 1985).

Job satisfaction naturally depends on the economic, social and cultural conditions in a given country. Existing economic problems of the developing countries affect the budgetary provisions of the libraries. Lopez and Velho (1992) opined that librarian who could not get a sufficient wage to meet his needs is faced with the problem of maintaining a family, will be frustrated and become a misfit to the society. He later found out that the status of librarians in developing countries is not as defined as in developed ones because, sometimes, their promotion depends not on objective criteria but on the personal choices of the administrative arm. He, therefore, concluded that low wages and lack of status and social insecurity affect motivation of librarians. As a result, it is difficult to talk about job satisfaction where there is no motivation.

Technological developments are limited in the developing countries, thus most library work is done manually. That is to say, the work done depends on exertion of energy mostly in developing countries; this also affects job satisfaction negatively. Demirel (1989) conducted a survey on librarians working in 28 university libraries in Turkey. She stated that independent use of talents, physical working conditions, relations with colleagues, recognition by the work conducted, and acquiring respect and social security have influence on the job satisfaction of librarians.

A survey of university libraries in Ankara by Kaya (1994) reported by Adio (2010) revealed that several numbers of library staff were dissatisfied regarding

physical working conditions, recognition with work conducted, obtaining respect with the job conducted, job security, promotion, wages, social status, social services, having authority and responsibility. Kaya (1994) further stated that university libraries in Turkey are relatively in good condition as regards job satisfaction, but job satisfaction in public libraries is extremely low, while special libraries in Turkey have the best conditions for librarians when compared to others. Also, librarians working in these university libraries have good conditions of service with respect to wages, status and recognition.

**Research Methodology**

The survey method was used to carry out the study. The target population for the study are the personnel in Olusegun Oke Library, Ladoke Akintola University of Technology (LAUTECH) Ogbomoso. Total enumerative sampling technique was used. Olusegun Oke Library has a total number of sixty (60) personnel working in the libraries (Faculties and main library). The instruments used to collect data from the respondents was questionnaire and interview schedule. The interview becomes necessary to get additional information from the respondents. Out of sixty questionnaire distributed, 57 were returned and found valid for analysis, giving the response rate of 95%. The data collected was analyzed using simple descriptive statistics which consists of tables, frequency counts and percentages.

**Table 1: Age distribution of the respondents**

Age group	Frequency	Percentage
21 – 30	02	3.5
31 – 40	13	22.8
41 – 50	23	40.4
51 and above	19	33.3

Table 1 above revealed the age distribution of the respondents, 73.7% of the respondents are 41 years and above while other 26.3% respondents fell between 21 and 40 years respectively.

**Table 2: Entry qualification of library personnel in Olusegun Oke Library**

Entry qualification	Frequency	Percentage (%)
Ph.D	-	-
Masters	4	7.0
BLIS/BLS/B.Sc	6	10.5
OND/Diploma	2	3.5
NCE/SSCE/WASCE	45	78.9
<b>Total</b>	<b>57</b>	<b>100.0</b>

Table 2 revealed that 78.9% joined the service of the university with Nigerian Certificate of Education/Senior School Certificate, while the remaining minority 21% respondents were appointed with Diploma, Bachelor or Master degrees respectively.

**Table 3: What is your present educational qualification**

Entry qualification	Frequency	Percentage (%)
Ph.D	2	3.5
Masters	19	33.3
BLIS/BLS/B.Sc	8	14.0
OND/Diploma	6	10.5
NCE/SSCE/WASCE	23	40.4
<b>Total</b>	<b>57</b>	<b>100.0</b>

The table 3 above revealed the present educational status of the library personnel at the Olusegun Oke Library, LAUTECH, Ogbomoso. When compared table 2 and 3 above, it is obvious that the capacity building of library personnel has been enhanced greatly. 33.3% respondents now has master degree certificate, 14% are degree holders, 3.5% are holders of Doctor of philosophy. There are some of the respondents who are currently running their doctoral degree programme according to interview conducted on the staff.

**Table 4: Job Satisfaction of Library Personnel in Olusegun Oke Library**

Job Satisfaction of Library Personnel	YES %	NO%
Are you satisfied with your present job?	56 (98.2)	1 (1.8)
Do you enjoy your work?	56 (98.2)	1 (1.8)
Is your colleague attitude cordial to you?	48 (84.2)	9 (15.8)
Are you discouraged for been hardworking?	32 (56.1)	25 (43.9)
Do you have necessary tools and materials for work?	12 (21.0)	45 (78.9)

The table above shows respondents attitude to job satisfaction. It was revealed that 98.2% respondents are satisfied with the

job they are doing presently. 98.2% respondents also enjoyed their work. However, 21.0% respondents stressed that

there were inadequate of necessary tools to carry out their duties effectively.

**Table 5: Attitudes of Supervisors to Personal Problem of Library Personnel**

Supervisors attitudes	YES %	NO %
Do you discuss your personal problem with your supervisor?	50(87.7)	7(12.3)
Do your supervisors feel concern about your plight?	45(78.9)	12(21.1)
Do your personal problems affect your attitude to work?	54(94.7)	3(5.3)
Are your supervisors able to respond immediately to your personal problem?	49(86.0)	8(14.0)

The findings from table 5 above shows that supervisor attitudes to staff personal problems, goes a long way to motivate them to work. 87.7% respondents shared their personal problems with their supervisors. 78.9% respondents revealed that their supervisor shows concern for their personal

problems. 94.7% respondents agreed that their personal problems affect their attitude at work while 5.3% respondents did not agree that their personal problem affect their attitudes at work.

**Table 6: Participation in Office Decision Making**

Participation in Office Decision Making	YES%	NO%
Are you a member of committee in the library?	16(28.1)	41(71.9)
Are you consulted when issues affecting you are discussed?	43(75.4)	14(24.6)
Are your suggestion sometimes accepted?	14(24.6)	43(75.4)
Are you satisfied with the management in the library?	9(15.8)	48(84.2)

From table 6 above, only few respondents revealed that they belong to committees in the library and all the respondents agreed that they are carried

along with the decisions in the library. It should be noted however that 84.2% respondents are not satisfied with the way Lautech library is being managed. This call

for a review of library policy so as to make it more friendly. A round table discussion is also suggested so that library personnel can open-up their mind on issues that will make them to be more productive.

**Job Motivation**

Few questions were designed to elicit *reactions from the respondents. The questions and the responses are as follow:*

**Table 7: Job motivation**

What motivate staff to work	YES %	NO %
Prompt promotion and staff welfare.	57 (100%)	-
By promotion, commendation and increment in salary	57 (100%)	-
Opportunity for further studies	57 (100%)	-
Payment during course and elevation after training.	57 (100%)	-

The responses in the above table shows that prompt promotion and staff welfare, commendation and increment in salary, opportunity for further studies and payment for the course in the form of sponsorship and elevation after training are all indicators of job motivation in the Olusgun Oke Library as noted by the respondents. Training opportunity is a motivating factor available for staff in LAUTECH library. The junior staff also have opportunity to go for para professional training in the library and their salary are paid even when they are on course. This gave the library staff advantage over staff of other departments in the University.

**Discussion of Findings**

From the findings of this study, the following identifiable factors which seem to adversely affect the morals of library staff are:

Lack of Freedom to Use Personal Initiation

Many of respondents complained that they had no freedom to use personal initiatives in performing their duties. This complaint appear in accordance with view of Etzions (1988), that the kind of organizational control system to which workers are exposed is related to the kind of work they carry out. Greater percentage of *respondents who are non professional* performs routine duties which give little or no room for personal initiatives e.g .shelving, registration, lending etc. are all routine duties whose performance must follow an established pattern of action. To deviate from such set of pattern could throw the whole system of operation into serious confusion.

The following factors however raised the morale of the staff of the library:

**Job Satisfaction**

Ladoke Akintola Univesity of Technology, Ogbomosho was found to boost the morale and productivity of its staff, in terms of job satisfaction. The reason is because, there is good condition of service, and the working environment is conducive for further studies for staff and this is an advantage over other academic library which had been established for many year. Thus the staff who pioneered the library had the advantage of going for further training to complement the pioneering efforts.

**Supervision**

The size and number of staff in the LAUTECH library are adequately okay to manage. This made the supervisors to attend to personal problems of the subordinate staff. This allows for thorough supervision of staff and anybody that is not happy with his job will be quickly identified, and means of assistance that should motivate the staff are employed.

**Participation in Decision Making**

It is an established fact that collective participation is a good method of management, in which the ruler and the



ruled sit together to decide on the future of the organization. Pigora and Myers states that though a junior worker may not expect to participate on equal terms in the running of the organization with his superior, he never-the-less should be able to comment on having shared in planning, organizing, directing and controlling all activities he assumes responsibility and should be informed on decisions which seriously affect him and his services. This has made the staff to be satisfied with the condition of service in the library at LAUTECH. Everybody feel concerned and participate in the decision that affects him and his colleague.

### Conclusion

The nature of work a man performs; his interaction with the co-worker and boss, the type of opportunities and reward open to him and which he can easily get have been discovered in this study as a high predictors of his morale. Factors such as the participation in decision affecting the staff, conducive working environment for training of staff, prompt attendance to problems of staff by the supervisor and the size of the organization itself have also been revealed by this study as possible determinants of staff morale. Provisions of library tools/equipment for the use of staff in their respective unit makes them to perform their duty effectively. Other factors like, religion, sex, age, have been found not to be a determinant factor of staff morale. The need to recognize and reward competence and hard work by promotion, commendation and annual increment of salary were also identified as other factors that boost the morale of staff in the library.

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