

Relationship between Job Satisfaction and Staff Commitment in Federal University Libraries of the North-Eastern Nigeria

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Abstract: The study determined relationship between job satisfaction and library staff job commitment in federal university libraries of the north-eastern Nigeria. Four objectives guided the study, two research questions and two hypotheses tested the relationship between salary and fringe benefits. The study investigated if these predictable factors were responsible for library staff low job commitment. Survey research design was used in the study. The target population was 220 library staff of which all were used as a sample. Out of 220 copies of questionnaire distributed, 180 responses were collected which was used for data analysis. Data collected were analyzed using Pearson Product Moment Correlation (PPMC). The findings of the study revealed that there was significant relationship between salary with library staff low job commitment. While the variable fringe benefits was not significant factor responsible for library staff job commitment in federal university libraries studied. The study recommended that federal government and management of the federal universities should improve upon payment of salaries and salary increment and university librarians should improve upon involvement of their staff in decision making.

Keywords: Satisfaction, Commitment, Hypotheses, Salary, Fringe benefit, PPMC.

1. INTRODUCTION

The issue of managing people at work is an integral part of the management process. To understand the critical importance of people in an organization is to recognize the human element and the organizations as synonymous. A well managed organization usually sees an average worker as the cause of quality and productivity gains. Such organizations do not look to capital investment, but to employees, as the fundamental source of improvement. An organization is effective to the degree to which it achieves its goals. An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence (Alhaji and Yusuf 2011). Job satisfaction is very important for a person's motivation and commitment for a job performance. Job satisfaction may diminish irregular attendance at work, replacement of workers within a circle or even the rate of accidents (Spector 1997). Job satisfaction of library staff who have an important role to play in the information society will affect the quality of commitment or service they render. Job satisfaction can be defined as an individual's total feeling about their job and attitudes they have towards various aspects of factors of their job, as well as an attitude and perception that could consequently influence the degree of fitness between the individual and the organization (Ivancevich & Matteson 2002, Spector 1997). A person with high job satisfaction appears to hold generally positive attitudes, and one who is dissatisfied to hold generally negative attitudes towards their job (Robbins 1993). While Spector (1997) observed that for researchers to understand those attitudes, they need to understand the complex and inter-related facts of job satisfaction. A facet of job satisfaction can be described as any part of a job that produces feelings of satisfaction or dissatisfaction (Spector 1997). This perspective can be useful to organizations that wish to identify employee retention areas in which improvement is possible (Saari & Judge 2004; Westlund & Hannan 2008).

And, commitment is concerned with the level of identification with, and attachment and loyalty to an organization, an occupation, or other feature of work. It has been observed that organizations increasingly need to motivate and retain committed and talented staff. And those committed to the organization might be expected to work harder and have longer tenure (Mullins 2005). In another development, Meyer and Allen (2010) have contrasted a traditional employer – employee relationship based on control with one based on commitment, arguing that all organizations need to pursue a high committed approach to survive. This has been a factor behind advocacy of human resource management. Meyer and Allen (1991), argued that commitment is one of the several energizing forces for motivated behaviour and that a better understanding of this relationship contributes to advances in research and practice.

By and large, There are six federal universities in the North-eastern Nigeria, these include: University of Maiduguri, Abubakar Tafawa Balewa University, Bauchi, Modibbo Adama University of Technology Yola, Federal University Kashere (Gombe State), Federal University Gashua (Yobe State) and Federal University Wukari (Taraba State). This study was conducted on three pioneer Federal University libraries, these are; Abubakar Tafawa Balewa University Library Bauchi, Ibrahim Babangida Library of Modibbo Adama University of Technology Yola, and Ramat Library of University of Maiduguri. This is because they are the second and third generation universities owned by the federal government, the remaining three are new universities with few staff existing at the commencement of this research.

2. LITERATURE REVIEW

As the job satisfaction is widely researched and complex phenomenon, it follows that there are numerous definition of the concept. Lumely, Coetzee, Tladinyane and Ferriera (2011) defined it as the reaction of workers against the role they play in their work. Similarly Spector (1997) defined job satisfaction as general attitude of the workers constituted by their approach towards the wages, working conditions, control, promotion related with job, social relation apart from work life etc. Job satisfaction is the totality of the sentiment related with the job conducted. If the worker perceives that his / her values are realized within the job, the person improves a positive attitude towards the job and acquires job satisfaction (Martins and Coetzee 2007).

A research conducted by Sempene et al, (2002) has indicated that job satisfaction does not come about with isolation, as it is dependent on organizational variables such as structure, size, pay, working condition and leadership which represent the organizational climate. However, Martins and Coetzee (2007) revealed that if job satisfaction is absent and other work opportunities present themselves, turnover could well increase. From the foregoing, it is inferred that job satisfaction does not only mean material advantages that occur to the employee with the job, but also psychological satisfaction provided by the work environment. This may come as a result of peaceful and harmonious relationship with his/her co-workers with whom he/she enjoys working. The end result of this would be seen in efficiency and productivity of the worker in the job.

Regarding commitment, in a study conducted by Becker & Reil (1990) it has been viewed as the investment in a particular carrier. While Cohen (2007) regards commitment as the willingness an individual enacts in investing personal resources. By and large, Meyer & Herzcovitch (2001) explained commitment as the part of a workers' affection or emotional reaction to their experience in the organizational settings. It can be seen to be a part of a learned behaviour or attitude associated with the professional behaviours of the workers. Mawday et al (1979) defined commitment in terms of the relative strength of an individual identification with an involvement in an organization. Commitment according to them is a believe, a sense of attachment to an organization associated with greater job effort and involvement. Reyes (1990) and Rosenholtz (1989), in their own views job commitment is the psychological identification of the individual worker with the organization and the subject matter or goals and the intention of that worker to maintain organizational membership and become involved in the job well beyond personal interest. According to this view, the higher the worker's psychological identification is, the higher his/her sense of commitment would be.

In the same vein, Reyes (1990) observed that workers with high level of commitment work harder, demonstrate stronger affiliation to their organizations and demonstrate more desire to accomplish the goals of their profession than workers with low level of commitment. More importantly, organizations with high level of committed workers are more likely to have greater productivity than organization with low level of commitment. Highly committed employees possess strong intentions to oblige their organization and have low intentions to leave (Morgan and Hunt, 1994, Robbins and Coulter, 2003, Moday, Steers and Poter (1989).

The term salary can simply be defined as an act of planning, organizing and controlling of those activities that relates to direct payment made to employees for work they perform or services rendered. While wages can be the amount of cash paid to the workers expressed in terms of rate per hour for the work performed by employees. Salary could mean pay period to another and thus not always depend on the number of hours worked. It is undeniable that sales managers always use high salary to attract, retain and motivate workers. Robbins (2001) made it clear when he pointed out that money can be considered as “score card” through which workers can assess how much an organization values them. However, there have been quite a few nonconformist views on the role of salary as Kocham (2002) argued that a money results only in temporary obedience from workers and that money does not transform workers’ attitudes and behaviours in the long term. He pointed out that money only motivates workers to seek further rewards and that, in the process, can undermine workers’ intrinsic interest in their jobs. As mentioned by Furnham (1994) the desire for money is related higher by young workers than older workers. Based on study of 1,000-employees, Furnham (1994) revealed that younger workers with low incomes are more concerned about money, whereas older workers with high incomes and management positions are motivated more by job security, interesting work recognition. Under Maslow’s hierarchy of needs theory, salary is associated with the lower needs, such as physical and security needs.

Moreover, fringe benefits is an additional benefit for an employee in an organisation. Especially, it is a benefit given to an employee, such as a company car or private healthcare. Similarly, Slack and Lewis (2005) defined fringe benefits as items of indirect compensation provided to employees. Fringe benefits include insurances like; life insurance, health, dental, legal services etc. And others are company sponsored education programs, scholarship programs for employees' children, vacation time, employer paid or subsidized lunches, company car, sick leave, retirement programs and many others- depending upon the country of employment and the agreement with the employer. They further itemized the reasons as follows: a) Incentives for person to begin and continue employment, b) To increase morale due to local customs, and c) Union agreements. While Cole (2004) on the other hand emphasized that employee remuneration is not only just about pay i.e. wages and salaries. It is also concerned with non pay “benefit in kind”. These non pay benefits are usually known as employee benefits, fringe benefits packs or perquisites. The term fringe benefits are used broadly to denote all non pay items.

Statement of the Problem:

The level at which an employee remains committed to his / her job is a function of the level or satisfaction he/she derives from it (Cormic and Tiffin 1974). In turn, whether or not an employee is satisfied with his / her job is influenced by a number of satisfaction variables. When workers are properly rewarded with salaries and fringe benefits, they will be happy and would put in their best in their work. When pay packages and benefits given to the staff are not encouraging they will not be satisfied with their job and which in turn influence their job commitment. The researchers observed that the staffs of the libraries studied seem to be not committed to their jobs. This is evident as a result of the fact that many staffs were not coming to office in time, they closed before time, books are not shelved on time and sustained absenteeism. All these actions have been attributed to staff’s dissatisfaction with their jobs. This study investigated the strength of relationship between independent variables of job satisfaction of salary and fringe benefits, with a dependent variable of library staff job commitment in Federal University Libraries of North Eastern Nigeria. The research problem that has been enquired thus: Are job satisfaction factors responsible for library staff low job commitment in Federal University Libraries in the North Eastern, Nigeria?

Objectives of the Study:

The objectives of the study are to determine:-

1. Level of library staff job satisfaction.
2. Level of library staff job commitment.

Research Hypotheses:

The following null hypotheses were tested:

HO₁: There is no significant relationship between salary and library staff job commitment, and

HO₂: There is no significant relationship between fringe benefits and library staff job commitment.

3. METHODOLOGY

Survey research design was used in the study. Survey research design according to Ngu (2005) is usually concerned with large population, it can as well be used for relatively smaller population to accurately access major variables of a study. For example, we could ask people to comment on how satisfied they are with their pay, the quality of their working life and other items. The target population for this study was 220 library staffs which include professionals, para-professionals and supporting staff, consisting of 143 Ramat Library Staff of University of Maiduguri, 29 Library staff of Ibrahim Babangida library of Modibbo Adama University of Technology (MAUTECH) Yola, as well as 48 library staff of Abubakar Tafawa Balewa University (ATBU) Library Bauchi. There was no sampling because the population was manageable as Afolabi (1999) affirmed that the entire population under study can be adopted if it is manageable in terms of cost and accessibility or subject of the study. Hence, the entire population was used for the study without sampling.

The research instrument used for data collection in the research was questionnaire. The researchers used questionnaire because its major advantage on survey is that it saves times and expenses and can generate correct and adequate information from respondents as Aina (2002) asserted that questionnaire is standardizable, simple to administer, and easily understood by the respondents in terms of dimensions along which answers are sought. Then, Likert scale ranking system was adopted and undecided was omitted because it donates zero (0) which could not be used for calculating inferential statistics of PPMC according to Nworgu's (1991) assertion. Hence rank ordering was as such: SA (strongly agree), A (agree), D (disagree) and SD (strongly disagree). The research instrument used was subjected to pilot study. Liability was tested using test and retest method. It was conducted in Gombe State University Library using 20 library staff who were not part of the target population as respondents. The correlation of the data obtained was 0.7. Thus, the instrument was found suitable.

4. DATA ANALYSIS

Table 1 shows that 53 (29.4%) and 64 (35.6%) with a total of 117 (65%), agreed that they were not satisfied with the salary paid to them on monthly basis. Meanwhile, 52 (28.9%) and 11 (6.1%) with a total of 63 (35%) respondents disagreed that they were not satisfied with the salary paid to them on monthly basis. The analysis revealed that majority of the respondents agreed that they were not satisfied with the salary paid to them on monthly basis. Fringe benefits scored 23 (12.8%) and 59 (32.8%) who strongly agreed and agreed respectively, with a total of 82 (45.6%), meanwhile, 74 (41.1%) and 24 (13.3%) with a total of 98 (54.4%) who strongly disagreed and disagreed respectively that they were not satisfied with their fringe benefits. The analysis revealed that majority of the respondents agreed that they were satisfied with their fringe benefits.

The final analysis of the five indices of respondents on the level of library staff job satisfaction in Federal University Libraries was low as indicated in the average level of responses in table 1 with 99.2 (55%) who strongly agreed and agreed that they were not satisfied with their jobs as against 80.8 (44.9%) respondents who disagreed that they were satisfied with the five parameters of job satisfaction used in the study. Therefore, the analysis revealed that majority of the respondents 99.2 (55%) were not satisfied with their jobs.

TABLE I: Level of Library Staff Job satisfaction in Federal University Libraries of the North-Eastern Nigeria

S/No	Level of Library staff job satisfaction	N	SA		A		Total Agreement		D	SD	Total Disagreement			
			High								Low			
			Frequ ency	%	Frequ ency	%	Frequ ency	%	Frequ ency	%	Frequ ency	%	Frequ ency	%
1	I am not satisfied with the salary paid to me on monthly basis	180	53	29.4	64	35.6	117	65	52	28.9	11	6.1	63	35
2	I am not satisfied with the health insurance and loan opportunities given to me		23	12.8	59	32.8	82	45.6	74	41.1	24	13.3	98	54.4
	Average total		76/2		123/2		199/2		126/2		17/2	4.7	161/2	44.7
	Average		38	21.1%	61.5	34.2%	99.5	55.3%	63	35%	8.5		80.5	

Table 2 shows that 27 (15%) respondents and 36 (20%) respondents strongly agreed and agreed respectively, with a total of 63 (35%) respondents, who agreed that they were punctual to work on daily basis. Meanwhile 67 (37.2%) respondents and 50 (27.8%) respondents with a total of 117 (65%) respondents who strongly disagreed and disagreed that they were punctual to work on daily basis. Therefore, the analysis revealed that majority of the respondents agreed that they were not punctual to work on daily basis.

I am dedicated to my primary responsibilities in my library scored 24 (13.3%) and 33 (18.3%) respondents with a total of 57 (31.7%) respondents who strongly agreed and agreed respectively that they were dedicated to their primary responsibilities. Meanwhile, 64 (68.3%) respondents who strongly disagreed and disagreed respectively that they were not dedicated to the primary responsibilities of their libraries. Therefore, the analysis revealed that majority of the respondents were not dedicated to their primary responsibilities in their libraries.

I am happier at my job was scored 17 (9.4%) and 43 (23.9%) with a total of 60 (33.3%) respondents who strongly agreed and agreed respectively. Meanwhile 70 (38.9%) and 50 (27.8%) with a total of 120 (66.7%) respondents who disagreed and strongly disagreed that they were happier at their jobs. Therefore, the analysis revealed that majority of the respondents were not happy with their jobs.

I exhibit high standard of work performance was scored 30 (16.7%) and 25 (13.9%) with a total of 55 (30.6%) respondents who strongly agreed and agreed respectively that they exhibits high standard of work performance while 69 (38.3%) and 56 (31.1%) with a total of 125 (69.4%) respondents who disagreed and strongly disagreed respectively that they exhibit high standard of work performance. Therefore, the analysis revealed that majority of the respondents didn't exhibit high standard of work performance.

I care for and always ready to assist users in my library was scored 27 (15%) and 31 (17.2%) with a total of 58 (32.2%) who strongly agreed and agreed respectively that they care for and always ready to assist users in their libraries. Meanwhile, 53 (29.4%) and 69 (38.3%) with a total of 122 (67.8%) who disagreed and strongly disagreed that they care for and always ready to assist users in their libraries. The analysis revealed that majority of the respondents did not care for and ready to assist users in their libraries.

The final analysis of the five parameters on the level of library staff job commitment in Federal University Libraries of the North Eastern Nigeria, was low as indicated in the average level of responses in table 2 with 58.6 (32.6%) who agreed and strongly agreed that they were committed to their job, as against 121.4 (67.4%) who disagreed and strongly disagreed that they were committed with their jobs. Therefore, the analysis revealed that majority of the respondents were not committed to their jobs.

TABLE II: Level of Library Staff Job Commitment in Federal University Libraries of the North-eastern Nigeria

S/N	Level of Library staff job commitment	N	SA		A		Total Agreement		D		SD		Total Disagreement	
			Low				High							
			Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
1	I am punctual to work on daily basis	180	27	15	36	20	63	35	67	37.2	50	27.8	117	65
2	I am dedicated to my primary		24	13.3	33	18.3	57	31.7	64	35.6	59	32.8	123	68.3
	Average total		51/2		69/2		120/2		131/2		109/2		240/2	
	Average		25.5	14.2%	34.5	19.2%	60	33.3%	65.5	36.4%	54.5	30.3%	120	66.7%

Testing of Hypotheses:

TABLE III: Relationship between Salary and library staff job commitment in Federal University Libraries of the North-eastern Nigeria

S/N	Variables	N	\bar{X}	SD	Df	r-Value	p-Value	Decision
1	Salary	180	8.2444	1.71299	178	.188	.011	S
2	Job commitment		7.9833	1.07003				

S = Significant at $p < 0.05$ level.

Table 3 shows that salary had \bar{X} of 8.2444 SD of 1.71299 and job commitment with \bar{X} 7.9833 and SD of 1.07003 the calculated r-value was .188 and p-value of .011 of df of 178 at 0.05 level of significance. Therefore, since the r-value is greater than the p-value, the null hypothesis is rejected. It implies that salary is a predictable variable for library staff job commitment.

TABLE IV: Relationship between fringe benefits and library staff job commitment in Federal University Libraries of the North-eastern Nigeria

S/N	Variables	N	\bar{X}	SD	Df	r-value	p-value	Decision
1	Fringe Benefits	180	8.6778	1.24468	178	.004	.954	NS
2	Job commitment		7.9833	1.07003				

Not significant at $p < 0.05$ level

Table 4 indicated that fringe benefits had \bar{X} of 8.6778 and SD of 1.24468 and job commitment with \bar{X} of 7.9833 and SD OF 1.07003. The calculated r-value was .004 and p-value of .954 at the df of 178 at 0.05 level of significance. Therefore, since the r-value is lower than the p-value, the null hypotheses is accepted, which implies that fringe benefits is not predictable variable for library staff job commitment in Federal University Libraries of North Eastern Nigeria.

5. SUMMARY OF FINDINGS

The findings of the study revealed that:

1. The level of library staff job satisfaction in Federal University Libraries in the north eastern Nigeria was low as evident by majority (55.1%) agreed that they were not satisfied with their jobs.
2. The level of library staff job commitment was low as evident by majority (67.4%) agreed that they were not committed to their jobs.
3. There is a significant relationship between salary and library staff job commitment.
4. There is no significant relationship between fringe benefits and library staff job commitment.

6. DISCUSSION

The finding on level of library staff job satisfaction ascertained from the final analysis of the five indices of respondents' perception revealed that the salary was significant while the fringe benefits was not significant. The finding on level of library staff commitment revealed that majority of the respondents disagreed that they were committed (67.4%) as against (32.6) who agreed that they were committed. The analyses revealed that majority of the respondents were not committed to their job. Therefore, library staff job commitment was low.

These findings agreed with Akintoye (2000), who reported that money is one of the most significant motivational strategies. The findings agreed with Guire and Laren (2007) who reported that, happier work force is one where good relationships are in place, having friendly and supportive co-workers leads to increase in job satisfaction, employee satisfaction is defined if employee is fully committed and happy with their work to fulfil their desire at workplace. The

finding on level of library staff commitment revealed that majority of the respondents disagreed that they were committed 121.4 (67.4%) as against 58.6 (32.6) who agreed that they were committed. The analyses revealed that majority of the respondents were not committed to their job. Therefore, library staff job commitment was low. The finding agreed with Gbadamosi (2003) who reported that if an individual attitude is more favourable towards the organization and then the individual will be willing to put more effort in his/her organization.

The finding on relationship between salary and staff job commitment revealed that there is a significant relationship between salary and staff job commitment in Federal University Libraries of the North Eastern, Nigeria. This finding agreed with Akintoye (2000), Dahiru (2002), Mani (2002) and Syengo (2007), who reported that money remains the most significant motivational strategy. Money has been known as one of the most important factors in motivating the industrial worker to adhere to his/her duty for greater productivity. This implies that salary is a significant factor for library staff job commitment in Federal University Libraries of the North Eastern Nigeria. It implies that majority of the respondents were not satisfied with their salary.

Therefore, the overall analysis revealed that the independent variable salary was significant while the fringe benefit was not significant. This is because majority of the respondents were satisfied with their fringe benefits.

7. CONCLUSION

Based on the findings of the study, it can be concluded that library staff members in Federal University Libraries studied were not committed to their jobs. Consequently, job commitment was low. This was attributed as a result of library staff dissatisfaction with the variable, salary. The study therefore, concluded that salary is predictable factor responsible for staff low job commitment in federal university libraries of the North eastern Nigeria. This study therefore is useful to the libraries studied to improve their performance towards meeting their goals.

8. RECOMMENDATIONS

Based on the findings of the study, the following recommendations have been established:

1. The Federal Government and the Management of Federal Universities in the North Eastern Nigeria should improve upon the payment of the salaries and fringe benefits. The University Management should improve upon the provision of conducive working environment.
2. The Federal Government and Management of the Federal Universities should improve upon the payment of salaries and provision of basic infrastructures like steady power supply and provision of working equipment. The head of divisions and units should engage their staff in decision making in order to enhance job commitment.
3. The Federal Government and Management of Federal Universities should improve upon salary increment to library staff of Federal University Libraries studied. University Management should also ensure timely payment of salaries.
4. The Federal Government and the Management of Federal Universities in north eastern Nigeria should improve upon fringe benefits such as; health insurance by ensuring constant availability of drugs in the university clinics, giving study fellowship to library staff, sick leave, loan opportunities and ensuring timely payment of retirement benefits. This will make the library staff to be satisfied and committed to their jobs. Even though based on the findings fringe benefit was not a significant factor for library staff low job commitment, improvement on it will enhance job commitment.

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