

A study of various factors affecting on job satisfaction level of Togolese academic institute's employees

Doman GNOUFOUGOU

Faculté des Sciences Economiques et de Gestion de l'Université de Kara

BP 43 Kara- TOGO

Abstract

In this 21st century, job satisfaction plays vital role in the well-being of the employees. The well-being of the workers can be improved by understanding various factors such as pay, promotion opportunities, support of research, support of teaching, fringe benefits, which have significant impact on job satisfaction. Job satisfaction plays vital role in the well-being of the workers. Then, the purpose of this article is to explore various factors that can affect on job satisfaction level of academic institute's employees and their possible extent through which these factors make work exciting and enjoyable for teachers to perform at university level. The research methodology used a descriptive technique in nature couple with a judgmental sampling technique. Data were analyzed through ANOVA test and Chi-Square test in order to test and verify the hypotheses. The results find both various factors affecting on job satisfaction level of employees. A conclusion and recommendations are provided in this paper.

Keywords: *Job satisfaction level, theories of job satisfaction, factors affecting job satisfaction level, academic institute's employees*

1. Introduction

Students are one of the precious assets of any academic institute. Well-being of any society depends upon its students because these are the one who will take the responsibility of success of the society in the future and teachers also play very important role in achieving this goal. They are the source of guidance at many crucial steps in academic life. Teachers are not only the source of knowledge for the students but they also provide the guidance to their students to choose the right path for their career. When teachers are satisfied with their job they can perform their responsibilities with more concentration, devotion and competence.

There are a number of research papers, thesis and other published work available on measuring job satisfaction level of academic institute's employees which show the importance of this concept. According to the Clark (1996), managers, human resource specialists, supervisor and workforce itself are involved in exploring the ways that how job satisfaction of academic institute's employees can be improved. Similarly, numerous articles and monographs have been published by the economists that explore the determinants of job satisfaction and outcomes of labor market (Bender & Heywood, 2000).

In fact, a wide variety of literature is available on this topic. Physical and mental health also depends upon the job satisfaction level of the academic institute's employees.

Job satisfaction plays vital role in the well-being of the workers. The well-being of the employees can be improved by understanding the factors such as pay, promotion opportunities, support of research, support of teaching, fringe benefits, which have significant impact on job satisfaction.

According to the Santhappara and Alam (2005) if the workers are satisfied with their job then they will be more productive and they will remain in the organization for the longer period of time. That is the reason to give importance to this concept because the ultimate goal of any organization is to increase the productivity as well as returns in long run.

Similarly, Ozdemir (2009) quoted in his research paper that the employees want to be a part of that organization for a longer time period where they have maximum job satisfaction and they also shows greater productivity while performing their jobs and vice versa. From the determinants of job satisfaction it is indicated that older and the youngest employees have a higher job satisfaction (Clark, Oswald and Warr, 1996). According to the Clark (1997) and Sousa-Poza (2000) women have a greater job satisfaction than men.

As major aim of conducting this research is to explore maximum factors that may increase or decrease employee job satisfaction. Moreover, through analysis of results authors want to measure the extent to which various factors affect satisfaction level of faculty members. This study is useful for the management of higher education system as this study is conducted mainly at universities. Authors have analyzed the primary data collected and several useful suggestions and recommendations are given for improvement of staff satisfaction level. If teachers become satisfied from their job then they can perform better and immediate beneficiaries of this would be students. Thus overall quality of education delivered can be increased in this way.

1.1 Objectives of the Study

The main objective of this study is to explore various factors that can affect on job satisfaction level of academic institute and their possible extent through which these factors make work exciting and enjoyable for teachers to perform at university level. In this regard the study was focused on the following broad specific objectives:

- To examine the impact of various factors that can affect on job satisfaction level of academic institute's employees
- To analyze the factor influencing theories of job satisfaction that affect the job satisfaction level of the academicians;
- To give suggestions to improve the job satisfaction of academic institute's employees that can guarantee their long term commitment to the organization.

1.2 Hypothesis of the Study

In the present study the researcher frame five hypotheses to test the goodness of fitness. In this regard the following hypotheses are framed:

- **Ho1:** The factor such as salary is affecting on job satisfaction level of academic institute's employees,
- **Ho2:** The factor such as promotion opportunities is affecting on job satisfaction level of academic institute's employees,
- **Ho3:** The factor such as working conditions is affecting on job satisfaction level of academic institute's employees
- **Ho4:** The factor such as job Security is affecting on job satisfaction level of academic institute's employees
- **Ho5:** The factor such as co- workers management support is affecting on job satisfaction level of academic institute's employees.

2. Literature Review

2.1 Definition of Job Satisfaction

Job satisfaction is a momentous concept in any work environment so attention is paid by many researchers. Job satisfaction has various definitions. Generally job satisfaction can be defined as a positive or negative feeling that the workers feel about their work (Locke, 1976; Odom, Boxx, and Dunn, 1990). It is the satisfaction of the employees about the general aspects of job like pay, promotion, relationship with management, job itself, and progression in the job etc. (Noordin and Jusoff, 2009). Job satisfaction of an employee can also be defined as an encouraging emotional condition resulting from the work (Locke, 1976; Spector, 1997). A positive emotional state that gives the feeling of happiness to the employees when they complete their work is called job satisfaction.

There are different researchers who define job satisfaction in different manner. As according to Robbins (2003) job satisfaction of an employee is his individual common attention or attitude toward his job. The attitude can be positive or negative. The individuals who have positive attitude towards their jobs are more satisfied with their jobs as compared to the individuals who have negative attitude. We can say that the employees are satisfied with their job if they have the positive attitude and are dissatisfied with their job if they have negative attitude towards it.

Lawler (1973) defines that job satisfaction has only one-dimension. Employees are either happy or unhappy with the work. According to this researcher job satisfaction has only one dimension, employees are either satisfied or dissatisfied with their work. If they are satisfied with their work they will be happy and if they are dissatisfied they will be unhappy from their work. There is no third option at any work place according to him.

In contrast to the above mention statements, other scholars as Smith, Kendall and Hulin (1969) described that job satisfaction is multi-dimensional. Employee might be more satisfied or less satisfied with the factors that affect their jobs i.e. Someone might be more satisfied with compensation but less satisfied with the supervisor or promotion opportunities.

There are many factors that affect the satisfaction level of the employees and in the point of view of these researcher job satisfaction has more than one dimension. Satisfaction of any employee might range from strongly satisfied to strongly dissatisfy. If someone is strongly satisfied with working environment of the organization it doesn't mean that he or she is also satisfied with salary offered or with his coworkers. He or she may or may not be satisfied with the other factors (Smith, Kendall and Hulin, 1969).

So at the same time someone could be satisfied with the one factor like promotion opportunities or salary and could be dissatisfied with the other factors like support for research or recognition or any other factor.

Similarly, Baloch (2009) quoted in his research paper that job satisfaction is the state of mind of any employees which is pleasurable for him or her. These are all the definitions quoted by the previous researcher in their research papers. These all shows that how much literature is available on this topic and how much important concept it is at any work setting.

2.2 Theories of Job Satisfaction

There are many theories related to job satisfaction with the help of which we can understand this concept in more detail. Following are the theories of job satisfaction that affect the job satisfaction level of the academicians;

2.2.1 Discrepancy Theory

Discrepancy theory was presented by the Locke (1969). According to discrepancy theory the difference between the actual outcome and expected outcome tells us about the satisfaction level of the employee (Lawler, 1973). It means that if the actual outcomes of the employees are matched with the expected outcomes then their satisfaction level would be high but if the actual outcomes are lower than the expected one then the satisfaction level will be low.

2.2.2 Equity Theory

Equity theory was presented by Mowday (1992). According to equity theory employees compare their participation and production with the other individuals. If the ratio of one employee equal to the other, the individual might be more pleased with his or her job (Mowday, 1992). Equity is linked with satisfaction and inequity with dissatisfaction. It means that employees compare their input/output ratio like the number of hour they work with the wages that their peers obtained after the same amount of work if they find it equal they feel more satisfied. On the other hand if there is any inequity then they feel dissatisfied. Hence, equity is associated with the job satisfaction.

2.2.3 Motivator-Hygiene Theory

This theory is presented by Herzberg et al. in 1959. According to them there are many factors at any workplace that are related to the job satisfaction or job dissatisfaction. The factors that are linked to the job satisfaction are recognized as “motivators” and the factors which results in job dissatisfaction are known as “hygiene”.

According to the Herzberg et al. (1959) following are Motivators:

- **Work Itself**

Work itself is basically is the nature of the job or actual job that the employees have to perform. It must be according to personality of individuals. For example for an extrovert person marketing job is best suitable same is the case with teachers. If a person have the ability to clear his or her point of view in front of all other individual so the teaching profession would be suitable for him or her.

Therefore, if the actual work fits well with individual personality traits that person would be more satisfied with the job.

- **Recognition**

Gratitude or appreciation that an employee want to obtained from the employer, other superiors personalities in the organization, supervisors, peers, the society in common or from the general public is known as recognition. Same is the case in higher education the praise that the teachers obtained from their chair person or dean is recognition which may enhance satisfaction level of employees.

- **Achievement**

The success or accomplishment that the individuals get from their career is called achievement. Higher the level of the achievement more will be the satisfaction level of the employees.

- **Responsibility**

Accountability that employees have in their work environment. It is also related to the satisfaction level of the teachers.

- **Advancement**

Advancement is the change in the actual job duties. The progression or improvement in the actual job duties is called advancement. This thing can improves satisfaction level of faculty members.

- **Salary**

It is the amount of money that the employees get on regular basis. It is offered on monthly basis in most cases. According to this theory lower level of salary could be a factor of dissatisfaction at work setting.

- ***Supervision***

The role of supervisor is also of major importance at workplace. If the supervisor delegate authority and duties according to the interest of the person it adds in the satisfaction level of that person otherwise it leads towards dissatisfaction.

- ***Policy and administration***

Policies that are followed in any organization and in case of education policies followed at institutions and universities or any other administrative actions can also results in satisfaction or dissatisfaction of the employees working under those policies.

- ***Working conditions***

Physical work setting and other facilities that create the environment for workers is called working conditions. Working conditions are very important to perform duties efficiently and effectively. For example if there is lot of noise outside the classroom, it will turn away the attention of teacher as well as the students and their effectiveness would decline. If the working conditions are good then employees feel satisfied with their job otherwise vice versa.

- ***Interpersonal Relations***

Relationship of the workers with the supervisor, peers, subordinates and other individuals in the organization is the interpersonal relations. It is another indicator for satisfaction or dissatisfaction.

Herzberg et al. (1959) identified these factors but their description in the scenario of education is provided by the Padilla-Veles (1993).

2.3 Integration of Job Satisfaction with Other Practices

Job satisfaction has relationship with other concepts used at any organization like motivation, commitment and work-life balance, performance and productivity etc.

2.3.1 Work-Life Balance and Job Satisfaction

According to Malik et al. (2009) there is a momentous relationship between job satisfaction of the employees and the work-life balance (WLB). If there is WLB in the life of the employees they are definitely satisfied with their work and the duties they perform. Higher WLB will results in higher job satisfaction according to them and female employees are more satisfied in comparison of male staff. Eikhof et al. (2007) indicated that proper WLB is a crucial need of this era because it helps the employees to mold their attitude according to the work environment and daily life activities. WLB is balancing the work and non-work activities and the capability of the employees to perform job by creating balance between it (Moore, 2007)

2.3.2 Motivation and Job Satisfaction

Motivation is another important concept at workplace and it has a clear relationship with job satisfaction. Bishay (1996) quoted in his research paper that there is significant affiliation between

motivation and job satisfaction. As motivation is the willingness to do any work so if the individuals are satisfied with their jobs, they are more motivated to do their jobs and vice versa. That's why motivation and job satisfaction has clear relationship. At the same time Noordin and Jusoff (2009) also indicated about the significant association of the job satisfaction and employee motivation. Higher job satisfaction leads towards the higher motivation of the academic staff.

2.3.3 Commitment and Job Satisfaction

According to the Tella et al. (2007), encouraging link exists between job satisfaction and organizational commitment. It means that if the employees have higher level of job satisfaction, their commitment to their organization will be higher. Organizational commitment is defined as loyalty of employees with their organization or the willingness to put their maximum effort for success of their organization (Bateman & Strasser, 1984). Similarly, job satisfaction has a considerable and significant impact on commitment of workers with organization which results in lower turnover and absenteeism rate (Noordin and Jusoff, 2009). Thus high job satisfaction could leads towards high organizational commitment.

2.3.4 Performance and job satisfaction

According to the Baloch (2009), job satisfaction has a significant impact over productivity and profitability of organization. It means higher is the job satisfaction higher would be performance of employees in terms of profitability and productivity.

It is added that job satisfaction has a great influence on the working behavior and the productivity of work along with turnover and absenteeism rate of employees. Due to this fact job satisfaction has a great importance for both employees and employers. Similarly, Noordin and Jusoff (2009) indicated that a considerable association exists between the satisfaction level of teachers and job performance.

2.4 Variables that affect job satisfaction

2.4.1 Salary

Material rewards are much essential in job satisfaction. Along with the primary wants material goods meets luxury desires and wishes of people (Ozdemir, 2009). According to many researchers a direct relation exists between salary and job satisfaction of employees. Increase in one thing must improve the other. As identified by Souza-Poza (2000), salary is a forecaster of work satisfaction and according to Miller (1980) workers showed a better job satisfaction who were rewarded vastly.

2.4.2 Promotion opportunities

Ozdemir (2009) discussed that promotion opportunities can affect satisfaction level of the employees in the different manner because of the existence of a number of promotion strategies which varies to organization to organization. He added that satisfaction level of the employees who are promoted on the basis of seniority is different than the employees promoted on the basis of performance.

2.4.3 Working Conditions

As determined by Herzberg et al. (1959) working conditions are a chief factor that effect level of job satisfaction. A significant connection is present in the job satisfaction and working condition (Santhepparaj & Alam, 2005). Job satisfaction can be increased by improving the working environment (Onu et al., 2005). Female staff found to be more satisfied with the working conditions than the male staff at the university level (Alam et al., 2005; Santhepparaj & Alam, 2005).

2.4.4 Job Security

Lacy & Sheehan (1997) indicated that clear relationship exists in job security and satisfaction with work. Another predictor of job satisfaction is security of services. Security of service is a feature that has a considerable affiliation with the job satisfaction (Siddique et al., 2002). Permanent employees are more pleased with their jobs in comparison to the employees who are on temporary basis.

2.4.5 Co- workers management support

Baloch (2009) indicated the existence of a constructive relationship between the supervision and job satisfaction of workers. It is contributed by the Billingsley & Cross (1992) that satisfaction with the supervision provided at workplace to employees and with the management leads towards the satisfaction with the jobs. Similarly, if the supervisor provide assistance and co- operate with the worker in accomplishing the assigned task then it must result in higher satisfaction (Ting, 1997).

3. Research Methodology

The research methodology conducted here is descriptive technique in nature. The technique of sampling used judgmental sampling and interview schedule designed with help of primary data and respondents' interview and opinion. The primary data collected from employees in Togolese high education. The researcher selects 100 sample respondents. The ANOVA test and the chi-square test are applied in statistics to test the goodness of fitness and to verify the five hypotheses

The chi-square test is defined as:

Chi-Square Test

$$\chi^2 = \frac{\sum (O_i - E_i)^2}{\sum E_i}$$

Where, O = Observed Frequency
E = Expected Frequency = $\frac{\text{Row Total} \times \text{Column Total}}{\text{Grand Total}}$

$i = 1, 2, 3, \dots, n$

Degree of freedom $DF = (m - 1)(n - 1)$, Margin error ME: 5%

The Chi-square (χ^2) test is used to find out if there is a relationship among various groups or not.

- If two distribution (Observed and theoretical) are exactly alike, $\chi^2=0$; but generally due to sampling error, χ^2 is not to zero and as we must know the sampling.
- At 5% level of significance if Chi-square Calculated Value (χ^2_{cv}) is equal or greater than Chi-square Table Value (χ^2_{tv}) the hypothesis proposes is accepted if not it is rejected.

4. Data analysis

The data were analyzed by using SPSS software and by applying simple means (ANOVA test and chi-square test). In order to measure the results, various factors or variables have been identified by the prior studies of previous researchers. The respondents are asked to tell their views regarding extent of impact of various factors on their job satisfaction level.

So, the 4-point Likert scale (1=strongly disagree to 4=strongly agree) has been developed to explore the responses of academic institute's employees

4.1 Hypotheses testing

To test the various factors affecting on job satisfaction level of employees and verify hypotheses, we used values of means and chi-square.

- ***Ho1: The factor such as salary is affecting on job satisfaction level of academic institute's employees.***

Hypothesis	Factor	Mean	t- value	DF	X ² cv	X ² tv	P- value	Decision
Ho1	Salary and Job Satisfaction	3.70	1.21	4	15.72	9.49	0.02	Accepted
<i>DF= 4 ME (5%) $\chi^2_{cv} (9.49) > \chi^2_{tv} (9.49) \Rightarrow Ho1$ accepted</i>								

Source: Developed by the author

As the result indicates that the mean score of 3.70 belongs to the factor salary. Many respondents agree to the statement that appropriate amount of salary increase their job satisfaction. A respondent revealed in their interviews that adequate amount of salary is highly important to keep one boosted and motivated to perform job to the fullest. Respondents further added that a teacher has to perform three important functions. He has to teach, conduct research, and has to look upon the administrative functions as well. There is a lot of work pressure on teacher's shoulders and they have to perform

many tasks on deadlines as well. Therefore if they are rewarded with lesser amount of salary then employees' motivation level decline and their satisfaction level also turned down badly.

At 5% level of significance the Chi-square Calculated Value ($\chi^2_{cv} = 9.49$) is greater than Chi-square Table Value ($\chi^2_{tv} = 9.49$), this explained that the hypothesis by which the factor such as salary is affecting on job satisfaction level of employees is accepted. Therefore there is a significant relationship between salary and job satisfaction level of academic institute's employees

- **Ho2: The factor such as promotion opportunities is affecting on job satisfaction level of academic institute's employees.**

Hypothesis	Factor	Mean	t- value	DF	X ² cv	X ² tv	P-value	Decision
Ho2	Promotion opportunities and Job Satisfaction	3.78	1.60	4	11.41	9.49	0.01	Accepted
DF= 4 ME (5%) $\chi^2_{cv} (11.41) > \chi^2_{tv} (9.49) \Rightarrow Ho2$ accepted								

Source: Developed by the author

The mean score of 3.78 belongs to the statements that there is impact of promotion opportunity and working condition on satisfaction level of academic institute's employees. Respondents described during their interview that mostly promotion opportunities are based on grade, seniority or length of service and it also depends largely on advancing level of education. Respondents further discussed that working conditions are mostly favorable and almost all of the respondents seems satisfied with their working environment. Thus this shows that at average level promotion opportunities and working conditions somehow impacts on job satisfaction level of academic institute's employees.

At 5% level of significance the Chi-square Calculated Value ($\chi^2_{cv} = 11.41$) is greater than Chi-square Table Value ($\chi^2_{tv} = 9.49$), then the hypothesis by which factor such as promotion opportunities is affecting on job satisfaction level of employees is accepted. Therefore there is a significant relationship between promotion opportunities and job satisfaction level of academic institute's employees.

- **Ho3: The factor such as working conditions is affecting on job satisfaction level of academic institute's employees.**

Hypothesis	Factor	Mean	t- value	DF	X ² cv	X ² tv	P- value	Decision
Ho3	Working conditions and Job Satisfaction	3.75	1.71	4	12.42	9.49	0.04	Accepted
DF= 4 ME (5%) χ^2 cv (6.49) > χ^2tv(9.49) => Ho3 accepted								

Source: Developed by the author

The mean score of 3.75 belongs to the statements that there is impact of working condition on satisfaction level of academic institute's employees. Respondents further discussed that working conditions are mostly favorable and almost all of the respondents seems satisfied with their working environment. Thus this shows that at average level working conditions somehow impacts on job satisfaction level of academic institute's employees.

At 5% level of significance the Chi-square Calculated Value (χ^2 cv = 12.42) is greater than Chi-square Table Value (χ^2 tv = 9.49), then the hypothesis by which factor such as working conditions is affecting on job satisfaction level of academic institute's employees is accepted. Therefore there is a significant relationship between working conditions and job satisfaction level of academic institute's employees.

- **Ho4: The factor such as job security is affecting on job satisfaction level of academic institute's employees.**

Hypothesis	Factor	Mean	t- value	DF	X ² cv	X ² tv	P- value	Decision
Ho4	Job Security and Job Satisfaction	3.89	1.92	4	16.56	9.49	0.00	Accepted
DF= 4 ME (5%) χ^2 cv (16.56) > χ^2tv (9.49) => Ho4 accepted								

Source: Developed by the author

The result in this table indicates that the highest mean score of 3.89 belongs to the statement that job satisfaction of an employee is highly affected by sense of job security. Most of the respondents agree

with the statement. Respondents revealed in their interviews that job security is essential for their proper and effective working. As employees feel relaxed and considered themselves as a permanent part of organization therefore they feel satisfied and happy with their job and as well as with organization. However those employees who were on probationary period or who were on contractual basis were arguing that due to temporary nature of job they feel tensed and under-pressure of losing their jobs. Due to this factor their satisfaction level declines sharply.

At 5% level of significance the Chi-square Calculated Value ($\chi^2_{cv} = 16.56$) is greater than Chi-square Table Value ($\chi^2_{tv} = 9.49$), then the hypothesis by which factor such as job security is affecting on job satisfaction level of academic institute's employees is accepted. Therefore there is a significant relationship between working conditions and job satisfaction level of academic institute's employees.

- ***Ho5: The factor such as co-workers management support is affecting on job satisfaction level of academic institute's employees.***

<i>Hypotheses</i>	<i>Factor</i>	<i>Mean</i>	<i>t- value</i>	<i>DF</i>	<i>X² cv</i>	<i>X²tv</i>	<i>P- value</i>	<i>Decision</i>
Ho5	Co- workers management support and Job Satisfaction	3.63	1.87	4	13.67	9.49	0.03	Accepted
<i>DF= 4 ME (5%) $\chi^2_{cv} (13.67) > \chi^2_{tv} (9.49) \Rightarrow Ho5$ accepted</i>								

Source: Developed by the author

The mean score of 3.63 belongs to the statement that management and co-workers support largely impacts on satisfaction level of academic institute's employees. Respondents revealed in their interviews that supervisors help and support is required every time. Not only new workers need support formally and informally but also senior workers require the same. Respondents further discussed that novelty of ideas, creativity in teaching, and use of new technology during teaching and application of new methods all could be possible only if management is supportive and cooperative. Teachers also discussed that provision of resources for delivering quality education to students is also primary responsibility of superiors. Moreover superiors' role in creating work-life balance for their subordinates is also highly important. Respondents also throw light upon behavior of co-workers at workplace. They discussed that team working can make work both efficient and effective besides employees working on individual basis. This thing makes teachers more satisfied and pleased with their job.

5. Conclusion and recommendations

As this study is designed to find out those factors that highly impact on job satisfaction level of academic institute's employees. We have conducted primary research on higher education sector and have collected and analyzed data. It is hence concluded from the findings that according to academic institute's employees, all five factors effect on job satisfaction level.

In light of this, we have come up with following useful suggestions and recommendations for the management of universities that could be helpful if they consider these while devising and applying policies.

- Managers must support their staff in performing their day to day work and in providing opportunities for work.
- Managers must also provide required resources to their staff so that they could perform their work properly.
- Managers must try to inoculate such environment that foster team working. They must provide collective working opportunities to staff so that teachers must not act as competitors to each other instead help each other in completing work effectively and efficiently.
- Managers must also introduce such policies of promotion and compensation that rewards merit and performance. Staff must be given performance based benefits so that good performers can be rewarded and similarly promotions must also be tied with level of performance not just length of service in university.
- Managers must maintain friendly working environment for their employees. Thus by keeping above mentioned suggestions in consideration both employers and employees could reap benefits and overall quality of education can be raised.
- Policies must be made to provide job security to the employees.

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