

Full Length Research Paper

Motivation and information management as a tool of job satisfaction of employees in Nigeria

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Human resources manager can succeed in motivating workers based on the information available and used by him. To understand the critical importance of people in the organization is to recognize that the human element and the organization are synonymous. It shows that a well managed organization usually sees an average worker as the root source of quality and productivity gains. In order to make employees satisfied and committed to their jobs in the organization, there is need for strong and effective motivation at the various levels. It attempts to explore the relationship between work motivation and job satisfaction. There is positive relationship between information, adequate motivation and satisfaction of workers. The paper aims to know the importance of information resource and management of people at work as an integral part of the management process and to reveal information management is very important and is the life wire of organization and workers' job satisfaction.

Key words: Motivation, information management, job satisfaction.

INTRODUCTION

Motivation is an incentive given by the employer to employees to enable them perform their jobs creditably. Nigeria has progressed from a basically agrarian society to a budding, industrial society with a mixed level of educational and technological attainment. Nevertheless, with reference to the launching of our first satellite on the way to boost her ethnological status. Nigerian satellite is the culmination of a long dream of having a wholly owned earth-observing device capable of assisting the nation in dealing with its multifarious problems. Within the agrarian period the country has experienced many changes in the leadership by way of coups and counter-coups, civil war, states creation with all their attendant problems.

Conversely motivation is a by-product of any factors. These factors could either be internally or externally galvanized, depending on the disposition of the individual and prevailing circumstances at any given time. In the present Nigerian situation, the economic rate of activities and the subsequent high inflation rate have made money a relatively high motivating factor.

Behaviour is both directed to, and results from, unsatisfied needs. The limited number of salary reviews in Nigeria as well in corporate organisation has brought about a situation where there have been persistent expressions of dissatisfaction among workers. The private organisation or service industry depends largely on

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government budgets and prevailing stipulated policy to stay in the market. Therefore, salary reviews has invariably led to situation in which a lot of financial pressures have been put on management of the organisation in particular. Incidentally, is the lower category of workers that bear the burden of price increases while the salary of management staff scarcely affected. Inflation ordinarily affects the standard of living of people. This in turn adversely affects productivity. Low productivity in most cases is a by-product of dissatisfaction, which could manifest itself in various ways. Some of these ways include indiscipline and general apathy. To contain these traits, it is important to understand the individuals to be motivated, and the society itself. This is based on the number of factors, which influence individuals in different societal set ups differs. In some cases, such a method could prove to be counterproductive because the issue of adequate motivation and consequently workers productivity and job satisfaction is a product of a person's set up of needs, goals, drive and experience. By implication, this means that information management factors which govern motivation, job satisfaction, workers productivity and attitude to work differ from one society to another. However, the entire issue of adequate motivation on workers' productivity is embedded in the various theories of motivation. People are motivated by various factors at different times, the first factor is the combination of the individual perceptions of the expectations other people have of them, and their own expectations of themselves.

People work together in large organizations like bank, or factory or organization where they are expected to follow orders, which they may not approve of. In addition, they may have to obey instruction from supervisors they had no hand in selecting. This is the type of situation where the worker might have no opportunity for self-expression. The basic question that now arises, relates to how to create a situation in which workers can satisfy their individual needs while working towards organizational goals. How can workers in service organisation feel that their salaries are low when compared with their contemporaries in the private sector be motivated? The management of people at work is a very important aspect of attaining the set organizational objective, with a peculiar reference to Nigeria this paper in regards to information and job satisfaction.

REVIEW OF LITERATURE

Along with perception, personality, attitudes, and learning, motivation is a very important part of understanding behaviour. Luthans (1998) asserts that motivation should not be thought of as the only explanation of behaviour, since it interacts with and acts in conjunction with other mediating processes and with the environment. Luthan has stressed that other cognitive process, motivation

cannot be seen. All that can be seen is behaviour, and this should not be equated with causes of behaviour. While recognizing the central role of motivation, Horenstein (1993) states that many recent theories of organizational behaviour find it important for the field to re-emphasize behaviour. Definitions of motivation abound. One thing these definitions have in common is the inclusion of words such as desire". Luthans (1998) defines motivation as, "a process that starts with a physiological deficiency or need that activates behaviour or a drive that is aimed at a goal incentive". Therefore, the key to understanding the process of motivation lies in the meaning of, and relationship among, needs, drives, and incentives. Relative to this, Misra (1991), state that in a system sense, motivation consists of these three interacting and interdependent elements, i.e., needs, drives, and incentives.

Management has long believed that organizational goals are unattainable without the enduring commitment of members of the organizations. Motivation is a human psychological characteristic that contributes to a person's degree of commitment (Stoke, 1999). It includes the factors that cause, channel, and sustain human behaviour in a particular committed direction. Stoke, in Adeyemo (2000) goes on to say that there are basic assumptions of motivation practices by managers which must be understood. That motivation is commonly assumed to be a good thing. One cannot feel very good about itself if one is not motivated. Motivation is one of several factors that go into a person's performance (e.g., as a librarian). Factors such as ability, resources, and conditions under which one performs are also important. Managers and researchers alike assume that motivation is in short supply and in need of periodic replenishment. Motivation is a tool with which managers can use in organizations. If managers know what drives the people working for them, they can tailor job assignments and rewards to what makes these people "tick." Motivation can also be conceived of as whatever it takes to encourage workers to perform by fulfilling or appealing to their needs. To Olajide (2000), "it is goal-directed, and therefore cannot be outside the goals of any organization whether public, private, or nonprofit".

The relationship between job satisfaction and motivation at work has been one of the widely researched areas in the field of information management in relation to different professions, but in Pakistan very few studies have explored this concept especially on personnel sectors employees. According to Khan (1997), in the current human resources environment, organizations in all industries are experiencing rapid change, which is accelerating at an enormous speed. Information management enables companies to recognize that human factor is becoming much more important for organizational survival, and that business excellence will only be achieved when employees are excited and motivated by

their work. In addition, difficult circumstances, such as violence, tragedy, fear, and job insecurity create severe stress in employees and result in reduced workplace performance (Klein, 2002). Through information business has come to realize that a motivated and satisfied workforce can deliver powerfully to the bottom line. Since employee performance is a joint function of ability and motivation, one of management's primary tasks, therefore, is to motivate employees to perform to the best of their ability (Nazir, 1998).

Motivation of the workers in the organizational sector largely depends on the social, economic, and cultural circumstances of the country. If the worker does not receive a competitive salary, he will face problem in maintaining his family life status. The pressure of the family will not let this individual show his full potential, thus he will be stressed out and the organizations efficiency will be affected by this individual. Therefore, it is very important to find out the variable that contributes to his motivation at work and job satisfaction. Job satisfaction of the workers who have an important place as forerunners of the society will affect the quality of the service rendered.

According to Sempene et al. (2002), Job satisfaction relates to people's own evaluation of their jobs with adequate information on ground against those issues that are important to them. Job satisfaction is regarded as related to important employee and organizational outcomes, ranging from job performance to health and longevity (Spector, 2003). The nature of the environment outside of the job directly influences a person's feelings and behavior on the job (Ting, 1997). Judge and Watanabe (1993) reinforced this idea by stating that there is a positive and reciprocal relationship between job and life satisfaction in the short term, and that over time, general life satisfaction becomes more influential in a person's life. Akintoye (2000) emphasized that people spend one third to one half of their waking hours at work, for a period of 40 to 45 years, and that this is a very long time to be frustrated, dissatisfied and unhappy, especially since these feelings carry over to family and social life, and affect physical and emotional health.

Motivation

Motivation is defined as the process that initiates, guides and maintains goal-oriented behaviors. Motivation is what causes us to act, whether it is getting a glass of water to reduce thirst or reading a book to gain knowledge. It involves the biological, emotional, social and cognitive forces that activate behavior. In everyday usage, the term motivation is frequently used to describe why a person does something. Motivation is the driving force by which humans achieve their goals.

Motivation is said to be intrinsic or extrinsic. The term is generally used for humans but it can also be used to

describe the causes for animal behaviour as well. This work refers to human motivation. According to various theories, motivation may be rooted in a basic need to minimize physical pain and maximize pleasure, or it may include specific needs such as eating and resting, or a desired object, goal, state of being, ideal, it can be attributed to less-apparent reasons such as altruism, selfishness, morality, or avoiding mortality. Conceptually, motivation should not be confused with either volition or optimism.

Components of motivation

There are three major components to motivation: activation, persistence and intensity. Activation involves the decision to initiate behaviour at work, such as controlling job force in the organization. Persistence is the continued effort toward a goal even though obstacles may exist, such as organizational goal is achieved although it requires a significant investment of time, energy and resources. Finally, intensity can be seen in the concentration and vigour that goes in pursuing a goal in the organizational set up.

Intrinsic motivation

Intrinsic motivation refers to motivation that is driven by an interest or enjoyment in the job task itself, and exists within the individual rather than relying on any external pressure. Research has found that it is usually associated with job achievement and enjoyment by workers evaluation theory. Workers are likely to be intrinsically motivated if they: attribute their job performance results to factors under their own control (e.g., the effort expended), believe that they can be effective agents in reaching desired goals (i.e. the results are not determined by luck), are interested in mastering a specific job, rather than just rote-learning to achieve good works.

Extrinsic motivation

Extrinsic motivation comes from outside of the individual. Common extrinsic motivations are rewards like money and satisfaction, coercion and threat of punishment. Competition is in general extrinsic because it encourages the performer to win and beat others, not to enjoy the intrinsic rewards of the activity.

Self-control

The self-control of motivation is increasingly understood as a subset of emotional intelligence; a person may be highly intelligent according to a more conservative definition (as measured by many intelligence tests), yet

unmotivated to dedicate this intelligence to certain tasks. Drives and desires can be described as a deficiency or need that activates behavior that is aimed at a goal at work or an incentive. These are thought to originate within the individual and may not require external stimuli to encourage the behavior of workers. Basic drives could be sparked by deficiencies such as hunger, which motivates a person to seek food; whereas more subtle drives might be the desire for praise and approval, which motivates a person to behave in a manner pleasing to others.

Information management

Information management (IM) emerged in mid 1980s, which has established itself by now, and got its root (Name) from association of Special Libraries and Information Bureaus which changed the name to Association of Information Management. Information management is a means by which human resource managers maximizes the work efficiency with which it plans, collects, processes, controls, disseminates, uses its information and through which it ensure that the value of the information is identified and exploited to the fullest extent.

There is a concept called Total Quality Management (TQM) which has become popular, particularly in workplace, what is this TQM? It can be defined as a human resources management philosophy embracing all activities through which the needs and expectations of the workers, community and the objectives of the organizations are satisfied in efficient and cost effective way of maximizing the potential of employees in a continuing drive for work improvement. In this regard, IM and TQM have evolved from a common human resources management philosophy in which the aim was to increase productivity of workers or cut cost regardless of anything else. This approach is now changing to one which is more work oriented-quality service, in case of libraries and information centres; it is user –oriented quality service.

Information is vital for sustainable productivity of Nigerian workers. It is very important for human resources managers in any organization to make decisions, to make plans, to control activities to forecast, in other to motivate workers in the organization. Information, former or informer, is however to be managed by the human resources manager. Information is now seen as a valuable resource within many private and public organizations. It is an organizational resource to promote motivation for workers job satisfaction. It is a self –regenerative resource and is the key economic element to achieve organization objectives. This information can be accessed by anyone from anywhere at any time, yet remain unchanged and undiminished. This requires intensive use of information technologies by the organisa-

tion to motivate its workers for job satisfaction. It is resource that, if it is properly managed and utilize, can stimulate innovation, speed product development, raise levels of workers productivity, ensure consistent standards of quality and through all of these means raise the relative level of competitiveness for workers job satisfaction.

Management of information by human resources manager plays an important role both in public and private sectors. In private sector, information is particularly important in productivity of Nigeria workers. In many organizations Decision Support Systems (DSS) are used as a part of human resources manager tool to reduce risk. For instance, an application for a personal loan can be approved or disapproved even by a middle manager, provided the manager has access to a DSS to obtain a “credit Score”, applicants who score above certain level will receive the loan. Success of such a system is totally depending on the availability of information. Extensive use of information is also made in marketing. Especially, information is very much essential to promote workers productivity. The long term success of private sectors is determined by their capacity to use and mange information to reduce costs, to extend their range of services, and to become more sensitive to customers, workers demand and their job satisfaction.

Information management makes a similar impact on the public sector. Public servants are now realizing that information can change the way they work, quite dramatically. Utilization of information at appropriate time in a right manner enable them to improve their efficiency and job improvement in ways that are similar to those used in private organisation sectors, through automation of their daily routines, through decision support systems and through electronic financial transactions. In other sectors like, education, health, social security, public servants handles information to enhance job satisfaction and their decisions are based on the available information in the circulation.

CAUSES OF JOB SATISFACTION AND DISSATISFACTION

Job characteristics

Look at core characteristics and job factors when dealing with job satisfaction. The most popular measure of job satisfaction assesses how employees feel about their jobs along five dimensions: the type of work itself, pay, promotional opportunities, supervision, and co-workers (Smith et al., 1969).

Social comparison

The social-information processing approach to job

satisfaction assumes that attitudes are determined, in part, by the attitudes of those around us (Jex and Spector, 1989). This looks and relates attitude to how individuals compare themselves with others in the work place. Individuals can bring others down by whining, or motivate them as well based on attitudes.

Disposition

The most recent explanation for job satisfaction is that some employees are more prone to be satisfied or dissatisfied, in spite of the nature of the job or the social environment. Disposition is the mood and temperament of individuals and this allows us to know if they are satisfied or dissatisfied with their jobs.

CORRELATES OF JOB SATISFACTION

Performance

Information resources management looks at how individuals perform in their jobs. Under job satisfaction performance information sources enables us have been studied for over 40 years. The ideas of understanding employee performance will make organization to find ways to keep employee performance or exceeding organization standards rather than falling below.

Absenteeism

Looks at individuals and why they may be absent from their jobs. Organization gives employees a certain amount of days for time off work. Under job satisfaction its important to know why employees are taking off work. Is it for vacation or it may be the working conditions at work

Turnover

Looks at rate in which employees come and go from their jobs. This is an important part of wanting to see other options for employees. If they are dissatisfied they will likely seek similar or other jobs that make them satisfied.

Job characteristics

Research has shown that job satisfaction is determined by the nature and characteristics of jobs (Spector and Jex, 1991). Smith et al. (1969) developed the five facets of job satisfaction that assess how employees feel about their jobs.

Type of work itself

This includes the area of specialization. It includes professional or technical work. The types of job determine the wages while the condition attached to the job determine the satisfaction that worker would benefit from it. The workers' load must be specified and show if it commemorates with the pay packages.

Pay or wages attached

The amount or wages to be paid should be specified with the job opportunities open to the employees. Pay and benefits are reported as being satisfactory to workers. This should include if the employee will received a pension when he or she retires at the ages of retirement which is 65 of his pay for life and full medical benefits.

Promotional opportunities

This is very crucial to job satisfaction of any employee within an organization. Competition for promotions should not be extremely difficult. Promotion should be granted to employees that engage not only in office politics and social network but in hard working with their supervisors. They should also be awarded as best workers of the year

Supervision

The supervision includes work environment that consists of the office building and premises, furniture and physical environment in which workers function. Both office and work environment affects the efficiency, morale, health and attitude of workers. The supervisory manager is a change agent with aims to control, guide and direct work activities. Supervisor will ensure that performance is done according to laid down standard. He must guide and correct workers in order to ensure accuracy and prompt performance. He should be able to detect wrong and unsatisfactory performance and install right and satisfactory approach to motivate workers in the organization

Co-workers

The workers should be given equal opportunity to perform their task in order to maximize their value. People need to work and interact together within an organization to facilitate and improve production. They should desire to be liked with pleasant social relationships to enjoy sense of intimacy and understanding, and also to be ready to help others in trouble, enjoy friendly interaction with other co-workers.

CREATING JOB SATISFACTION

So, how is job satisfaction created? What are the elements of a job that create job satisfaction? Information management can help to create job satisfaction by putting systems in place that will ensure that workers are challenged and then rewarded for being successful. Organizations that aspire to creating a work environment that enhances job sustainability need to incorporate the following:

1. Flexible work arrangements, possibly including telecommuting
2. Training and other professional growth opportunities
3. Interesting work that offers variety, challenge and allows the worker opportunities to put his or her signature on the finished product most especially in cataloguing.
4. Opportunities to use one's talents and to be creative
5. Opportunities to take responsibility and direct one's own work
6. A stable, secure work environment that includes job security and continuity
7. An environment in which workers are supported by an accessible supervisor who provides timely feedback as well as congenial team members
8. Flexible benefits, such as child-care and exercise facilities
9. Up-to-date technology
10. Competitive salary and opportunities for promotion

Probably, the most important point to bear in mind when considering how information aids job satisfaction is that there are many factors that affect job satisfaction and that what makes workers happy with their jobs varies from one worker to another and from day to day. Apart from the factors mentioned above, job satisfaction is also influenced by the employee's personal characteristics, the worker's personal characteristics and management style, and the nature of the work itself. Managers who want to maintain a high level of job satisfaction in the work force must try to understand the needs of each member of the work force. For example, when creating work teams, managers can enhance worker satisfaction by placing people with similar backgrounds, experiences, or needs in the same workgroup. Also, he can enhance job satisfaction by carefully matching workers with the type of work. For example, a person who does not pay attention to detail would hardly make a good inspector, and a shy worker is unlikely to be a good salesperson. As much as possible, managers should match job tasks to employees' personalities.

Managers who are serious about the motivation and job satisfaction of workers can also take other deliberate steps to create a stimulating work environment. One such step is job enrichment. Job enrichment is a deliberate upgrading of responsibility, scope, and challenge in the work itself. Job enrichment usually includes increased

responsibility, recognition, and opportunities for growth, learning, and achievement. Large organization that have used job-enrichment programs to increase employee motivation and job satisfaction

Good management has the potential for creating high morale, high productivity, and a sense of purpose and meaning for information organization and its employees. Empirical findings by Ting (1997) show that job characteristics such as pay, promotional opportunity, task clarity and significance, and skills utilization, as well as organizational characteristics such as commitment and relationship with supervisors and co-workers, have significant effects on job satisfaction. These job characteristics can be carefully managed to enhance job satisfaction.

WORKERS' ROLES IN JOB SATISFACTION

If job satisfaction is a worker benefit, surely the worker must be able to contribute to his or her own satisfaction and well-being on the job. The following suggestions can help a worker find personal job satisfaction:

1. Seek opportunities to demonstrate skills and talents. This often leads to more challenging work and greater responsibilities, with attendant increases in pay and other recognition.
2. Develop excellent communication skills. Employer's value and reward excellent reading, listening, writing, and speaking skills.
3. Know more acquire new job-related knowledge that helps you to perform tasks more efficiently and effectively. This will relieve boredom and often gets one noticed.
4. Demonstrate creativity and initiative. Qualities like these are valued by most organizations and often result in recognition as well as in increased responsibilities and rewards.
5. Develop teamwork and people skills. A large part of job success is the ability to work well with others to get the job done.
6. Accept the diversity in people action. Accept people with their differences and their imperfections and learn how to give and receive criticism constructively.
7. See the value in your work. Appreciating the significance of what one does can lead to satisfaction with the work itself. This helps to give meaning to one's existence, thus playing a vital role in job satisfaction.

STRATEGIES OF MOTIVATING WORKERS

Hard work and loyalty of employees are the key factors for growth and progress of any organization or company. Before employ any employee, we need to check all the things related to him like his personal background or his

professional background. Make various interviews which may be oral as well as written of the applicant. After doing all this, we will certainly have an employee who has all the qualities and knowledge required for the organization. One may think that he wants to leave your job because there is a lack of motivation in the company so it is very necessary to motivate and retain an employee at certain intervals of time. Here are some effective strategies for motivating and retaining employees:

Working atmosphere

Effective strategy for motivating and retaining employees is there should be a healthy office working atmosphere because employees get a lot of motivation by a good working atmosphere. Working place should be attractively designed and maintained. The working atmosphere should be free from any kind of politics and bad things. Every employee should be happy by his colleague's growth. It's very essential that everyone must take initiative for doing any type of work. The organization should always be clear in making any rule or policy.

Perfect compensation should be rewarded

A compensation, benefit or incentives are designed on the performance of employee. This should be done yearly or after certain months as it encourages the employee for giving their best. Any organization is set up for offering quality service to its customers, gain profit, reputation in the market and make progress day by day so for getting capable employees who can contribute in attaining all above things an employee should always see to their needs and reward them for their performance by giving them money or promotion. This strategy aids in encouraging employee's honesty, efficiency, courtesy, and professional pride.

Employees should be independent

If employees do the work in their own style then it can result more beneficial in comparison to the work set on conditions so it is very necessary that they should be independent as it makes the working environment healthy and light. They should be free to give their suggestions related to any issue related to the work.

Work should be recognized

If any employee's work is recognized by his human resources management and he gets appraisal or acknowledgment then he gets motivated to do the work with more sincerity.

Instead of rewarding money, if few words of praise are said to motivate the employee by his employer then it works a lot. The employer should watch their employees recurrently and when he sees any good work done by his employee then he must praise that employee then only this will motivate them to repeat his performance again and again.

Give support

Another effective strategy for motivating and retaining employees is that organization must be ready to give the employees support whenever they have any query or problem. Support by the employer can be given through telephone, by email or on-site. This keeps the employee busy in doing their work with full concentration.

Frequent communication

There should be proper communication atmosphere in the organization because communication gap can prove to be the major problem for any company. If there is proper communication between employee and his colleagues and his employer then he will be able to tell about his problems and concerns regarding various issues. Communication can be done by organizing meetings, giving training and having dialogues daily. Nowadays, email has become the easiest way of communication but if an employer has face to face communication then it will have more impact on the employee.

Provide little fun

In effective strategies for motivating and retaining employees, another step is always try to keep the work atmosphere light and full of fun because people like to work in the atmosphere which is enjoyable. As this kind of environment keeps the employees motivating and retaining to do the work with full enthusiasm.

Give respect to the workers

Do not forget to give respect to the employees of organization. Always remember by giving respect to the workers, they motivate to work beyond their limits.

Sense of responsibility

Everyone is wholly responsible for the action done by him. By providing power to employee for taking the decision makes him sincere towards his work. This is another best way to motivate and retain the employees.

Conclusion

The study shows that adequate work motivation improves job satisfaction. When employers are caring, supportive and focus their attention on motivating factors, the outcome is more positive and committed employees. Motivation is a basic psychological process along with perception, personality attitudes and learning motivation behavior. If employers have adequate information at their disposal and utilize it, the result of motivating their workers will be positive.

Hence, a good working atmosphere and proper training are very necessary. There should be support and timely benefit should be rewarded to the employees for encouraging them to give their best in the organization development and progress. These benefits can be given in the form of money, promotion or even if few words of praise are said to the employee then also he will be motivated to do the work enthusiastically. Working atmosphere should be light and full of fun as this helps the worker in doing their work with enjoyment. Employer should have full faith on his employees and they must be free to take decision related to various issues of company. Employer's management and leadership skills make such a working atmosphere where employees feel comfortable, confident and motivated in working. By these techniques, an employer can not only motivate his employees but can easily retain them for long time.

Conflict of Interests

The author(s) have not declared any conflict of interests.

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