

The Impact of Demographic Variables on Job Satisfaction of Professional Staff of the Benue State Library Board, Makurdi

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Abstract

The study investigated the impact of demographic variables on job satisfaction of the professional staff of the Benue State Library Board Makurdi. The study adopted a descriptive survey research design. The population for the study includes all the 24 library staff of Benue State Library Board Makurdi. Since the population was relatively small and manageable by the researchers, all the 24 library staff of the Benue State Library Board Makurdi was used for the study. The instrument for data collection was a structured questionnaire. Data were collected and analyzed using Means and Standard Deviation to answer the research questions. Findings of the study revealed that aged professional staffs of the library are satisfied with their job while the younger ones are dissatisfied. The study also revealed that female professional staffs are more satisfied with their job than their male counterparts and that married staff are more satisfied than staff who are single. The findings revealed that professional staffs with high academic qualification have greater job satisfaction than those with low qualification. The study concluded that demographic variables such as age, sex, marital status and educational qualification have impacts on the satisfaction of library staff in Benue State Library Board, Makurdi. The recommendation was made that younger library staff should be encouraged to have the dignity of labour which will, in turn, lead to satisfaction with their jobs. Unmarried library staff should give attention and take their work seriously, unlike married library staff, to achieve job satisfaction. Junior staff should be allowed to further their studies since it has shown that staff with high educational qualification have a high level of job satisfaction and do put in their best than those with low educational qualification.

Keywords: Demographic Variables, Job Satisfaction, Professional Staff, Library Board

Introduction

Libraries are agents for social development, but libraries can function and help bring about social development only when the librarians managing them are adequately satisfied with their job. It has been asserted that workers, in general, are efficient only when they are satisfied with their jobs (Badawi, 2006). This study critically examines some demographic variables as they affect job satisfaction of professional staff of Benue State library Board Makurdi. In any organizational setting, staff are critical factors that an organization cannot do without them. Based on the importance of staff in the operation of any organization, management of

organizations always does everything possible to recruit and maintain their staff, despite the prevailing market forces. One of the approaches an organization could use in tracking down her workforce is through motivational incentives, with the belief that workers could be satisfied with their work given the available incentive. Without job satisfaction which is derived from the organizational incentives, workers could be disillusioned; a number of them may choose to leave their job. The more workers are satisfied with their job, the longer they would like to stay and the better for the organization, despite all these, it is observed that certain demographic variables affect job satisfaction of workers generally.

Problem Statement

Demographic variables such as age, gender, race and education affect job satisfaction Devancy and Chen, (2003). Old workers are more satisfied with their jobs than young ones and also that non-white employees are less satisfied than white employees. Work-related variables such as whether the job is fascinating, good relations with management, job security (permanent or contract jobs), higher pay, a sense of control over one's work were identified as essential factors underlying job satisfaction (Souza-poza, 2000). From the literature, the following demographic variables, age, sex, educational qualification, marital status, and race among others, affect jobs satisfaction of workers worldwide and as such the current study will consider them as factors affecting job satisfaction of professional staff of Benue state library board Makurdi.

Objectives

The general objective of this study is to critically investigate the impact of demographic variables on job satisfaction of the professional staff of the Benue State Library Board Makurdi and to proffer solutions or recommendation. Specifically, the study sought to achieve the following objectives:

1. Determine the impact of age on job satisfaction of professional staff of the Benue State Library Board Makurdi
2. Ascertain the impact of sex on job satisfaction of professional staff of the Benue State Library Board Makurdi
3. Determine the impact of marital status on job satisfaction of professional staff of the Benue State Library Board Makurdi
4. Ascertain the impact of educational qualification on job satisfaction of professional staff of the Benue State Library Board Makurdi

Literature Review

There are a plethora of definitions of job satisfaction, some of which are contradictory. Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson and Logsdon (2002) define job satisfaction as the extent to which employees like their work. Schermerhom (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. The author emphasizes that likely causes of job satisfaction include status, supervision, co-worker relationships, job content,

remuneration and extrinsic rewards, promotion and physical conditions of the work environment as well as organizational structure. In direct contrast, Rue and Byars (1992) refer to job satisfaction as an individual's mental state about the job. Robbins, Odendaal, and Roodt, (2003) added that an individual with high job satisfaction would display a positive attitude towards his/her job and the dissatisfied individual will have a negative attitude about the job. This definition is expanded by Greenberg and Baron, (1995) who define job satisfaction as an individual's cognitive, affective and evaluative reactions toward his/her jobs.

According to Coster cited in Sempene, Rieger and Roodt, (2002), the work itself could affect the total quality of life of the employee. The authors concluded that job satisfaction is an individual's assessment of conditions prevalent in the job; thus, evaluation occurs based on factors, which they regard as crucial to them. Locke, cited in Sempene, Rieger(2002), defines job satisfaction as a pleasurable or a positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction can be viewed as an employee's observation of how well their work presents those things which are essential to them. Simply put, "job satisfaction is an attitude people have about their jobs" Chelladurai, (1999) Summarizes that job satisfaction is based on "the difference between the amount of rewards workers receive and the amount they think they should receive."

Jobsatisfaction focuses on the general internal state of satisfaction or dissatisfaction within the individual. Positive experiences in terms of friendly colleagues, reasonable remuneration, compassionate supervisors and attractive jobs create a positive internal state of workers. Negative experiences emanating from low pay, less than stimulating jobs and criticism creates a negative internal state. Therefore, the feeling of overall satisfaction or dissatisfaction is a holistic feeling that is dependent on the intensity and frequency of positive and negative experiences (Cherrington, 1994).

Some demographic variables such as age, sex, educational qualification and marital status also could inevitably reflect on the workers' job performance in an organizational setting. This has formed the central focus of this study, as empirically reviewed below:

Age: Age is the length which a person or thing has existed; length of life or existence to the time spoken of or referred to a period of human life, measured by years from birth, usually marked by a particular stage or degree of mental or physical development and involving legal responsibility and capacity. Mixed evidence exists regarding the relationship between age and job satisfaction. According to Greenber and Baron (1995), older employees are generally happier with their jobs than younger employees, while people who are more experienced in their jobs are more highly satisfied than those who are less experienced. In the same track Berry, (2007) carried out a wide-ranging survey among the library staff of public and academic libraries, and maintained that compared to the younger people, the older library workers are happier on their job. Albanese (2008), Reported that an overwhelming majority of the respondents in academic libraries across all age groups are satisfied with their jobs.

Robbins, Odendaal and Roodt, (2003) reported that although most studies indicate a positive relationship between age and job satisfaction, other studies reflect a decrease in satisfaction as employees move towards middle age, at least up to the age of 60. Satisfaction

increases again from around 40 and on. The authors refer to this phenomenon as the U-shaped relationship. Mottaz, (1987) and Oshagbemi, (2003) cited several reasons for the variance in job satisfaction between older and younger workers, Mottaz's view is that younger workers are generally more dissatisfied than older employees because they demand more than their jobs can provide. The author postulates that older workers possess more seniority and work experience, enabling them to move quickly into more rewarding and satisfying jobs. Older workers place less emphasis on autonomy or promotion. Thus they demand less from their jobs, making them more satisfied than their younger counterparts. Workers tend to adjust to work values and the work environment, the longer they are employed, adding to greater job satisfaction.

Sex: Sex is the state of being male or female typically used regarding the social and cultural difference. It also refers to biological differences, chromosomes, hormonal profiles, internal and external sex organs. Loscocco, (1990) found that women were more likely to report that they are proud to work for their organization, that their values and the company's values are similar, and that they would accept almost any job offered to them in order to remain with their current employer. Robbbins, Odendaal, and Roodt, (2003) maintain that gender differences can affect the relationship between job dimensions and job satisfaction, but that it does not have a direct impact on job satisfaction. Concerning the findings of the study by Oshagbemi, (2000) which states that women may experience less job satisfaction due to disparities in factors such as pay, promotion prospects and job level. The author further contends that given equal opportunity, women should, however, be no less satisfied in their jobs than their male counterparts. Tang and Talpade (1999) found significant differences between males and females in terms of job dimensions impacting on job satisfaction. Their study found that men tend to have higher satisfaction with remuneration in the relation of females, while females tended to have higher satisfaction with co-workers than males. Clark, as cited in Donohue and Heywood, (2004), found women to experience greater job satisfaction. A plausible reason cited by the author for the research finding is that women may experience labour market success greater than their expectations.

Santhapparaj, Jayasree, Sreenivasan and Ling, Koh Lay, (2005) assessed the job satisfaction of the women managers working in the automobile industry in Malaysia based on a primary survey from 200 woman managers. The result showed that female managers were generally satisfied with their job. Highest level of satisfaction occurs in the areas of supervision, the job in general, and present job and present pay. However, relatively more number of women managers were dissatisfied with their co-workers, pay and present job. The correlation analysis showed that there was a significant negative correlation between age, education and various job factors that determine job satisfaction.

Marital status: Marital status is the state of being married or unmarried; it is any of several distinct options that describe a person's relationship with a significant other. Research on the effect of marital status on job satisfaction has yielded inconclusive results (Robbbins, Odendaal, and Roodt, 2003).

The results of a study conducted by Kuo and Chen (2004) investigating the level of job satisfaction amongst IT personnel working in Taiwan, found marital status to be positively

related to general, intrinsic and overall satisfaction. They reported that the results of the study indicated that married employees experienced higher levels of job satisfaction in comparison to that of single employees. Research conducted by Cimete, Gencalp and Keskin, (2003) which involved 501 nurses employed at two university hospitals in Istanbul, established that the job satisfaction means a score of divorcees and widows was higher than that of single and married groups. The difference between the mean scores was significant. Research conducted by Jamal and Baba (1992) also found a significant relationship between job satisfaction and marital status.

Educational Qualification: Educational qualification are the degrees, diplomas, certificates, professional titles and so forth that an individual has acquired whether by full-time study, part-time study or private study, whether conferred by educational authorities, unique examining bodies or professional bodies. Studies conducted on the relationship between the level of education and job satisfaction showed no consistent (KhMetle, 2003).

Khan and Ahamed (2013) in their study reveals that although library professionals working in these institutions were slightly satisfied with their nature of work, they were dissatisfied with supervision, benefits, promotion, revision of service structure, promotion and policies. However, a similar study conducted by KhMetle, (2003) among Kuwaiti women employed in a public government sector environment, showed that a strong relationship existed between the level of education and overall job satisfaction, of the employees surveyed. 90% owned a postgraduate qualification. Employees in possession of an intermediate level qualification reported higher levels of satisfaction with those employees who have a higher level of education. KhMetle (2003) suggests that job satisfaction decreases with an increase in the level of education as the expectations of employees are often not met by employers. Johnson and Johnson, (2000), whereby 288 employees in the American postal services were surveyed, found perceived over-qualification to have a negative relationship with the dimensions of job satisfaction. Crossman and Abou-Zaki, (2003) in the Lebanese banking sector found that no statistically significant relationship existed between job satisfaction and education. Although the relationship was not significant, their research found that a relationship between job satisfaction and education existed. In this regard, respondents in possession of a school certificate reported the lowest level of overall job satisfaction, while an employee with a college certificate reported the highest level of overall job satisfaction. The researcher highlighted possible factors such as a lack of skills and less favourable treatment by management as contributing to lower satisfaction level among staff in possession of a school certificate.

Methodology

The design adopted for this study is a descriptive survey. The population for this study includes all the 24 library staff of Benue State Library Board Makurdi. Since the population was relatively small and manageable by the researchers, all the 24 library staff of the Benue State Library Board Makurdi was used for the study. The instrument for data collection was a structured questionnaire. Data were collected and analysed using Means and Standard Deviation.

A benchmark of **2.50** was used for decision. An item with a Mean value of **2.50** and above was considered satisfied while those below **2.50** were considered dissatisfied.

Results and Discussion

Table 1: Analysis of the Demographic Variables of the Professional Library Staff

Demographic Variable	Category	Frequency/Percentage
Age	30 below	5 (21%)
	31-40	8 (33%)
	41-50	7 (29%)
	51 above	4 (17%)
Sex (Gender)	Male	14 (58%)
	Female	10 (42%)
Marital Status	Married	19 (79%)
	Single	5 (21%)
Educational Qualification	Bachelor Degree	10 (42%)
	Postgraduate Diploma	3 (12%)
	Masters	6 (25%)
	PhD	5 (21%)
	Others	0 (0%)

Table 1 shows the demographic variables of the professional library staff of the Benue State Library Board, Makurdi in Frequency counts and Percentages. For the demographic variable of Age, 21% are 30 years and below, 33% are 31-40 years, 29% are 41-50 years, and 17% are 51 years and above. For sex, 58% are male, while 42% are female. For marital status, 79% are married while 21% are single. Lastly, for educational qualification, 42% have bachelor degrees, 12% postgraduate diplomas, 25% Masters, 21% PhDs and none (0%) had other qualification.

Table 2: Mean and Std. Deviation Analysis of the Impact of age on Job Satisfaction of Professional Staff of the Benue State Library Board Makurdi

S/N	Age	Mean	Std. Deviation	Remark
1	30 years and below	2.36	0.62	Dissatisfied
2	31 – 40 years	2.41	0.77	Dissatisfied
3	41 – 50 years	2.88	1.01	Satisfied
4	51 years and above	3.35	0.94	Satisfied

Table 2, as presented, showed the mean and standard deviation analysis of the impact of age on Job Satisfaction of Professional Staff of the Benue State Library Board Makurdi. As revealed on the table, the professional staff of 30 years and below and 31-41 years have mean values of 2.36 and 2.42 respectively. Those of 41-50 years and 51 years and above have mean values of 2.88 and 3.35 respectively. This finding implies that professional staff from the ages of 30 years and below and 31-40 years are dissatisfied with the job while those of 41-50 years and 51 years and above are satisfied with their job. This finding implies that aged (older) professional staffs of the library are satisfied with their job while the younger staffs are dissatisfied. This finding corroborates with that of Oshagbemi (2003) who reported that aged library staff are generally happier with their jobs than younger library staff, while library staff who are more experienced in their jobs are more highly satisfied than those who are less experienced. The finding, however, disagrees with Robbins, Odendaal and Roodt, (2003) who reported a decrease in satisfaction as employees move towards middle age, at least up to the age of 60. It is worthy of note here that the dissatisfaction observed among younger staff maybe because they demand more than their job can provide. The aged library staff may possess more seniority and work experience, enabling them to move quickly into more rewarding and satisfying jobs.

Table 3: Mean and Std. Deviation Analysis of the Impact of Sex on Job Satisfaction of Professional Staff of the Benue State Library Board Makurdi

S/N	Sex	Mean	Std. Deviation	Remark
1	Male	3.00	0.81	Satisfied
2	Female	3.20	0.87	Satisfied

Table 3, showed the mean and standard deviation analysis of the impact of sex on Job Satisfaction of Professional Staff of the Benue State Library Board Makurdi. As revealed on the table, the male staff had a mean of 3.00 while the female staff had 3.20. This finding implies that the female staffs are more satisfied with their job than their male counterparts in Benue State Library Board Makurdi. This finding corroborates with that of Din and Nawaz (2010) who revealed that female workers are more satisfied with their job because their values and that of their organization are similar, and they would accept almost any job offered to them in order to remain with their current employer. Heywood (2004) also found that women to experience greater job satisfaction than men. Similarly, the finding corroborates with that of Santhapparaj, Jayasree, Sreenivasan and Ling, Koh Lay (2005) who revealed that female managers were generally satisfied with their job. In a similar vein, Loscocco, (1990) found that women were more likely to report that they are proud to work for their organization, that their values and the company's values are similar, and that they would accept almost any job offered to them in order to remain with their current employer. The finding, however, disagrees with the submission of Oshagbemi (2000) that women may experience less job satisfaction due to disparities in factors such as pay, promotion prospects and job level.

Table 4: Mean and Std. Deviation Analysis of the Impact of marital status on Job Satisfaction of Professional Staff of the Benue State Library Board Makurdi

S/N	Marital Status	Mean	Std. Deviation	Remark
1	Married	2.98	1.02	Satisfied
2	Single	2.55	0.82	Satisfied

Table 4, showed the mean and standard deviation analysis of the impact of marital status on Job Satisfaction of Professional Staff of the Benue State Library Board Makurdi. As revealed on the table, the married staff had a mean of 2.98 while the single staff had 2.55. This finding implies that the married staff are more satisfied with their job than the staff who are single in Benue State Library Board Makurdi. This finding corroborates with that of Kuo and Chen (2004) who reported that married employees experienced higher levels of job satisfaction in comparison to that of single employees. This finding is also consistent with the finding of Cinete, Gencalp and Keskin, (2003) who their then study established that job satisfaction of married workers is higher than that of single, divorcees and widows. Jamal and Baba (1992) also found a significant relationship between job satisfaction and marital status.

Table 5: Mean and Std. Deviation Analysis of the Impact of educational qualification on Job Satisfaction of Professional Staff of the Benue State Library Board Makurdi

S/N	Educational Qualification	Mean	Std. Deviation	Remark
1	Bachelor Degree/HND	2.40	0.71	Dissatisfied
2	Postgraduate Diploma	2.53	0.63	Satisfied
3	Masters	2.90	1.01	Satisfied
4	PhD	3.25	0.88	Satisfied

Table 5, as presented, showed the mean and standard deviation analysis of the impact of educational qualification on Job Satisfaction of Professional Staff of the Benue State Library Board Makurdi. As revealed on the table, the professional staff with bachelor degree/HND, postgraduate diploma, masters and PhD had mean values of 2.40, 2.53, 2.90 and 3.25 respectively. This finding implies that the professional staffs with bachelor degrees are dissatisfied with their job, while those with PhD are more satisfied compared to those with Masters and Postgraduate Diploma. This finding implies that staff with the highest qualification tends to be more satisfied with their job than those with low qualification. This finding corroborates with that of Crossman and Abou-zaki, (2003) who revealed that library staff with lower certificates are not satisfied with their job. The finding, however, disagrees with that of KhMetle (2003) that job satisfaction decreases concerning an increase in the level of education as the expectations of employees are often not met by employers. The dissatisfaction observed among staff with the lowest qualification could be that they lack skills and receive less favourable treatment by management.

Conclusion

This study, without doubt, has led to the establishment of facts as regards the impact of demographic variables affecting job satisfaction of the professional staff of the Benue State Library Board Makurdi. It has shown that demographic variables such as age, sex, marital status and educational qualification have significant effects on job satisfaction of library staff in Benue state library board, Makurdi. It has equally shown that aged professional library staff are more satisfied with their work. Female library staff are more satisfied with their job than their male counterpart, and married library staff are more satisfied with their work than singles and library staff with highest professional qualifications are more satisfied with their work in Benue State Library Board, Makurdi.

Recommendations

Based on the findings of this study, the following recommendations are made.

1. Younger library staff should be encouraged to have the dignity of labour which will, in turn, lead to satisfaction with their jobs in Benue State Library Board, Makurdi.
2. Good and attractive remuneration should be given to the library staff as this will improve their job satisfaction.
3. Unmarried library staff, divorces and widows should give attention and take their work seriously, unlike married library staff to achieve job satisfaction.
4. Junior staff should be allowed to further their studies since it has shown that staff with high educational qualification have a high level of job satisfaction and do put in their best than those with low educational qualification.

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