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Towards an understanding of job satisfaction as it correlates with organizational change among personnel in computer-based special libraries in Southwest Nigeria

Libraries in
Southwest
Nigeria

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Abstract

Purpose – This paper aims to understand job satisfaction as correlate with organizational change among personnel in computerized-based special libraries in Southwest, Nigeria.

Design/methodology/approach – The study used a survey approach in collecting data. The population of the study comprised all intermediate and senior personnel of the special libraries in Southwest, Nigeria involved in the study on grade levels 06 to 17. Based on the 180 response sample drawn, 148 responses were received from the survey.

Findings – The degree and level of satisfaction derived from one's job is *sine qua non* to the level of productivity obtained in due cause. Job satisfaction varies from individual to individual and from place to place. Although, organizational change is the basis for spontaneous increase of job dissatisfaction. Findings of the study revealed that organizational change is seen as a precursor to influencing job satisfaction of employees but the level of job satisfaction of employees depend on the impact of organizational change.

Research limitations/implications – It should be noted that a number of limitations exist relative to this research, the review of which should both place the research findings discussed, in an appropriate context and thereby suggest direction for future research. This study focused on employees attitudes in special libraries in six states of the federation at one time. Considering the fact that a very wide and varying cultural environmental differences which without doubt affected personnel dispositions in many different ways.

Originality/value – This paper differs from the previous literature in presenting statistical evidence to confirm the relationships between job satisfaction and organizational change and a range of potential outcomes.

Keywords Nigeria, Special libraries, Organizational change, Job satisfaction

Paper type Research paper



Introduction

There are many questions regarding job satisfaction. Employees do not always know when they are satisfied. There is the question of whether job satisfaction is synonymous with personal gratification which could be in the form of monetary rewards or of psychological fulfilment from one's career. Most researchers see job satisfaction through different lenses. Job satisfaction is a complex, intricate concept that is multi-faceted and multi-dimensional, with personal, social and institutional dimensions, and is influenced by many factors (Rollinson *et al.*, 1998; Bakotić and Babić, 2013; Gavali, 2013). It is one of the key ingredients for career development, career success and productivity in an organization (Zawiah and Taha, 2007; Bakotić and Babić, 2013), and, in fulfilling these key objectives, Gavali (2013) asserted that, unless an organization creates a healthy environment for its employees, achieving job satisfaction will only be a mirage. Similarly, Somvir (2012) indicated that job satisfaction among library professionals is not related to demographics characteristics of an individual, such as their sex, the type of library in which they work or their vocational needs, but it is instead related to the characteristics of their job environments. Central to job satisfaction, Ganapati and Hosmani (2012) indicated that employee productivity is infinite and is determined by her skills in discharging her duties. Of course, the more skilful an employee is, the more monetary and personal gratifications she derived from her job.

How could we measure job satisfaction? Or why do we need to satisfy employees? Zawiah and Taha (2007) attempted to provide answers to these questions. They postulated that an employee's satisfaction centres on survival, because a satisfied employee is energetic, and would help project the productivity of the organization to the next level in the long run. The degree and level of satisfaction derived from one's job is *sine qua non* to the level of productivity obtained in due cause. Job satisfaction is so important because it affects the totality of an organization most especially in its quality of service to the masses. Renkema *et al.* (2009) revealed that job satisfaction relates positively with job-related development activities and negatively with career-related activities. Furthermore, the study revealed that the respondents prefer development in their current job over career development to obtain other functions in the current or future organization. Lambert and Paoline (2008) share a similar opinion with Renkema *et al.* (2009) when they identified that organizational characteristics have an impact on job satisfaction of employees. Among these organizational characteristics identified, personal gratification in terms of monetary reward and psychological fulfilment in terms of a trajectory progression of one's career were highlighted as powerful motivators of job satisfaction of employees.

Several authors have examined positive organizational change as tandem to a fulfilled employee in his job, which, in turn, increase his productivity per unit time (Khan *et al.*, 2009, 2010). Surprisingly, job satisfaction is a critical issue for every organization, irrespective of the organizational structure because satisfied employees are reportedly known for good performance. Several factors come together to determine job satisfaction which are incorporated in organizational characteristics of every establishment; good monetary reward, supervision, promotion and a serene and enabling working environment. As a consequence, job satisfaction in any type of the organization is susceptible to the contextual implications, which substantially change the level of job satisfaction or otherwise (Khan *et al.*, 2011). Ali and Wajidi (2013) noted that opportunities for career development, working time and promotional schemes of the organizations have high associations with job satisfaction, whereas work environment was found to have low significance towards job

satisfaction. Job satisfaction varies from individual to individual and from place to place. What an employee called job satisfaction might be dissatisfaction to another, depending on the type of work and the working environment. The ability for an employee to respond to change is imperative and a priori to determining lasting job satisfaction. In the past few decades, numerous studies on job satisfaction as correlated with organizational change have flooded the professional literature. However, the extent to which job satisfaction correlates to organizational change has not been fully ascertained in the literature. Numerous studies on job satisfaction have been done on various organizations and sectors, such as the automobile industry (Zawiah and Taha, 2007), a Croatian shipbuilding company (Bakotić and Babić, 2013), the pharmaceutical sector (Parvin and Kabir, 2011) and the cement industry (Wadhwa *et al.*, 2011), but no study has been carried out in special libraries in Nigeria. It is on this note that the researchers deemed it fit to fill the knowledge gap in ascertaining whether any relationship exists between organizational change and job satisfaction of the personnel in special libraries. Organizational change is seen as a precursor to influencing job satisfaction of employees. Mack *et al.* (1998) argued that organizational change is the basis for the spontaneous increase of job dissatisfaction. We can, therefore, conclude that job satisfaction is dependent on organizational change. And both are a coin of two opposing sides, where the impact of one adversely affects the other either positively or negatively. A positive organizational change will, however, increase job satisfaction (Cross and Travaglione, 2004; Azanza *et al.*, 2013) which, in turn, has positive effects on employees' attitudes (Azanza *et al.*, 2013), while a negative organizational change will, however, decrease job satisfaction (Svensen *et al.*, 2007; Voet and Vermeeren, 2014). Job satisfaction is attainable if an employee is happy with his/her job. Multiple sources of satisfaction are possibly experienced as an employee progresses in his/her job, and he/she accrues monetary rewards, psychological gratifications and fulfilment in her career. The importance of job satisfaction has resulted in a myriad of research work conducted to understand the nature of organizational change, as it affects the job satisfaction of individuals. This study is an attempt by the researchers to underscore the indispensability of job satisfaction, organizational change and computerization in successfully managing organizations in the contemporary world no matter the nature of such organizations. The fundamental importance of these three concepts in running modern organizations on the cutting edge is underscored by the popularity and prolific treatment they enjoy in the literature.

As a way of introduction, therefore, what do these three concepts mean? First, job satisfaction, simply stated, is a pleasurable or positive emotional state, resulting from the appraisal of one's job. In the view of Hopkins (1983), it is the fulfilment or gratification of certain needs of the individual that are associated with his work. It describes how content an individual is with his job; contentment could be in the form of monetary reward, to meet with his teeming demands, or could also mean fulfilment of career aspirations. Second, organizational change, according to Jick and Peiperl (2003), is a structured approach to transitioning individuals, teams and organizations from a current state to a desired future state. Though change, according to Hussey (2000), has been with man over the millennia, the modern turbulent business environment of change is quite different, more complex and more extensive. Third, computerization simply describes the process of conversion from manual-based functions to computer-based systems. To computerize, therefore, is to install or start using information and communication technology (ICT), at the peak of which stands the computer, to organize, control or automate hitherto mechanically performed functions. In regard to job satisfaction, Gruneberg (as cited in Oriola, 2010), showed that there has been an

enormous and proliferating research output on the subject, underscoring its popularity. This popularity is because most individuals spend a large part of their waking lives, apart from schooling, at work, so that an understanding of factors involved in job satisfaction is relevant to improving the well-being of a large number of individuals in an important aspect of their lives. Another important reason for investigating job satisfaction is the belief that increasing job satisfaction will increase productivity and, hence, the profitability of organizations. Therefore, an attempt will be made in the following sections to locate job satisfaction, organizational change and library computerization within the conceptual framework of analyses. The novelty in this work is the lacuna it covers in the paucity of literature on job satisfaction in relation to the use of ICT in special libraries, particularly in Southwest Nigeria and the country as a whole.

Methodology

The research design adopted for this study was an *ex post facto* research in which the influence or impact of organizational change deriving from automation of library processes on job satisfaction of special library personnel in Southwest Nigeria was examined. Indeed, it was a predictive or correlational study carried out *ex post facto* and the variables:

- *the independent variable*: job satisfaction; and
- *the dependent variables*: organizational change and automation – were examined.

According to Kerlinger (1973, p. 379):

Ex-post facto research is systematic empirical inquiry in which the scientist does not have direct control of independent variables because the manifestations have already occurred or because they are inherently not subjective to manipulation by the researcher. Inferences about relations among variables are made, without direct intervention, from concomitant variations of independent and dependent variables.

Ex post facto research design means “from what is done afterwards”. It also means something done or occurring after the event with retroactive effect on the event. In *ex post facto* research design, one cannot manipulate or assign subjects or treatments because the independent variable or variables had/have already occurred, so to speak. Also, the study examined the influence or difference of biographic variables, such as: sex; age; library personnel’s working experience; and qualification on job satisfaction among library personnel in special libraries in Southwest Nigeria.

The study was equally an hypotheses-testing research, rather than being exploratory or based on laboratory experimentation because it attempted to discover the significant influence of organizational change subsequent to library automation on job satisfaction, based on the testing of the validity or otherwise of propounded hypotheses on these variables. It was on the basis of this design that the researchers could predict and ascertain whether job satisfaction among library personnel was influenced or affected by organizational change occasioned by the computerization of special libraries in Southwest Nigeria. The area of coverage of the study is the special libraries in the six states comprising the geo-political zone referred to as Southwest Nigeria. These states include Lagos, Ogun, Oyo, Ondo, Osun and Ekiti. These six states referred to as Southwest Nigeria comprise one out of the six geo-political zones in Nigeria, others being Northwest, Northeast, Middle Belt, Southeast and South-South. This area of

coverage is sufficiently wide to form a valid population from which to secure a sample that would be truly representative of the conditions of job satisfaction and computerization in the country, particularly in the entire southern part of the country. Specifically, the study covered *special library institutions* in these states.

Population and sample of the study

It was established from the Nigeria Library Association that senior personnel in special libraries on grade levels 06 to 17 is 460. Twenty-five per cent of the population (which is 184) form the representative sample of the population of study. Simple random sampling technique was used to administer the questionnaire to the selected library staff of these special libraries. Simple random sampling is a probability sampling technique that was used and involved assigning numbers to the list of special libraries and selecting the libraries at an interval of three, even though some libraries in the state of Oyo were selected based on their close proximity to the University of Ibadan. A table of random numbers was designed and used to select libraries among the special libraries in the Southwest zone. The researchers went to the library institutions, listed the number of the categories of staff available in the library cadre and, through the use of a table of random numbers assigned to the cadres, selected a sample that ensured that all cadres were represented rather than concentrating on a particular cadre of library staff to get a valid representative sample of the entire population.

Measures

The use of questionnaire as a data-gathering instrument is perhaps the most widely used method of data collection. The questionnaire was a scale items questionnaire in which respondents were expected to take a definite position, and this was expressed by choosing one of the number of fixed alternative scalable responses based on a Likert's five-point scale of measurement.

The design of the questionnaire followed the Minnesota satisfaction questionnaire (MSQ) format, designed by the Industrial Relations Center at the University of Minnesota. The MSQ had a long form of 100 questions, 5 testing each dimension of job satisfaction. From his research experience, Chwe (1976) recommended that the short form of MSQ be used for highly educated groups, such as librarians. Consequently, the short form of the questionnaire was adopted for this study. The MSQ set the standards for reliability and showed evidence of instrument validity. Furthermore, the MSQ instrument appeared to be the most popular and widely used instrument often used in studies on job satisfaction among scholars, researchers and academicians because of its widely accepted reliability and validity.

The questionnaire was a 57-point instrument in three parts, with an introductory, covering memo to respondents. The memo explained the rationale for the questionnaire and sought the respondents' cooperation, and candid and sincere responses to the questions.

Part I of the questionnaire comprised, in the main, the bio-data of the respondents and contains Questions 1-7. This was intended to learn about the institution, the position, gender, age, number of years in service and educational qualifications of the respondents. All this information was adjudged to be important to the research findings because they assisted the researcher to determine the categories of staff and their levels of job satisfaction in the face of these indices.

Part II of the questionnaire comprised Questions 8-23, which were carefully built to extract important information from the respondents with the intention of proving or disproving the research hypotheses. Each of the questions in this part were so constructed to address each of the research hypotheses in respect of how respondents' commitment to their job, academic qualifications, introduction of computers, job security, promotion, salary, recognition, training and so forth, have contributed to either job satisfaction or dissatisfaction of the respondents.

Part III comprised Questions 24-40 that were intended to determine how important the indices of job satisfaction were to the respondents, as well as how far these indices were actually made available to the respondents in their respective institutions to serve as factors that contributed either to their satisfaction or dissatisfaction on the job. With the cooperation and sincerity of the respondents, the questionnaire adequately and effectively extracted all relevant information that formed the basis of data analysis and drawing of conclusions that brought the research to a successful denouement.

Method of data analysis

The data gathered from questionnaire were subjected to *Spearman's rank order correlation* statistical method which, according to [Fagbohunge \(1993\)](#), is the best statistical method to show the relationship between two variables, which, in this study, are job satisfaction of staff and organizational change, resulting from library computerization.

Data presentation and analysis

For emphasis purposes, the hypotheses tested are:

- There is no significant relationship between job satisfaction and computerization in special libraries in Southwest Nigeria.
- There is no significant relationship between job satisfaction and organizational change in special libraries in Southwest Nigeria.
- There is no significant relationship between working environment and job satisfaction among library personnel in special libraries in Southwest Nigeria.
- There is no significant relationship between job satisfaction and job performance among library personnel in special libraries in Southwest Nigeria.
- There is no significant relationship between the introduction of computers into library work and increased productivity in library service in special libraries in Southwest Nigeria.

Characteristics of the respondents sampled

Of the 184 questionnaires administered, 148 were successfully retrieved by the researcher. However, of this number, eight were partially filled and as such were not suitable for analysis purposes. Therefore, 140 fully filled questionnaires were used for the data analysis exercise. The response rate for the data gathering thus stands at 76 per cent. This percentage was adjudged to be sufficiently adequate and fully representative of the sampled population from which valid data analysis could be made.

On the characteristics of the sampled population, based on the bio-data criteria indicated on the questionnaire, the following pattern were discernible from the results.

Table I shows the designation disposition of respondents. The library officer cadre carries the greatest percentage along with senior library officer cadre when designations are analysed on the basis of cadre. Many of the Bachelor of Library and Information Science degree (BLIS) and higher national diploma graduates are not taken to be full professionals and so fall in the majority of personnel in the libraries surveyed. However, it is interesting to note that many special libraries in Southwest Nigeria are well staffed with professional librarians because the total for professional staff was 83 of 140, representing 59 per cent of the sampled population.

Figure 1 depicts the qualification status of respondents. paraprofessional staff, having either a diploma awarded by universities, a higher national diploma awarded by polytechnics or a first degree in various disciplines, accounted for 70 per cent, that is, 37 (26.4 per cent) and 41 (43.6 per cent) of the total respondents. Professional staff with a second degree accounted for 23.6 per cent of the population, while only one staff has the doctorate. That only one doctoral professional was identified might not be unconnected with the fact that many PhD graduates migrate into other professional areas after their training in library schools rather than remain in library practice. The researchers knew at least of some cases from personal observation of library staff that consequent to graduating with the PhD left the library to join the faculty staff of their institutions. This might account for the paucity of

Position	Frequency	Percent
1. Director/Deputy/Assistant Director	9	6.4
2. Chief Librarian	16	11.4
3. Assistant Chief Library Officer	2	1.4
4. Principal Librarian/Principal Library Officer	14	10.0
5. Senior Librarian/Senior Library Officer	18	12.9
6. Librarian I	10	7.1
7. Librarian II	9	6.4
8. Assistant Librarian	5	3.6
9. Higher Library Officer/Higher Executive Officer	21	15.0
10. Library Officer	18	12.9
11. Assistant Library Officer/Chief Clerical Officer	9	6.4
12. Others	9	6.4
13. Total	140	100.0

Table I.
Present positions
held by respondents

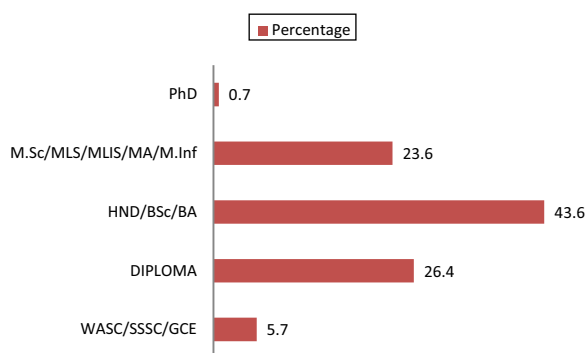


Figure 1.
Highest educational
qualification of
respondents

doctoral library personnel among the population of the study. A single practicing PhD graduate in special libraries in the entire Southwest Nigeria might not be the true picture, but only that one signified or participated in the data gathering process for the project.

Table II showed that 106 (64 plus 42), representing 75.7 per cent (45.7 per cent plus 30.0 per cent) of the respondents agreed that they are satisfied with their jobs, while 20, representing 14.2 per cent, expressed dissatisfaction with their jobs. Fourteen respondents (10 per cent) were neutral. This revealed that the majority of the respondents expressed satisfaction with their jobs, implying that the level of job satisfaction among special library personnel in Southwest Nigeria is very high. This supports the position of Gruneberg (2003) that there is an assumption among researchers on job satisfaction, which has only recently been accepted as valid; namely, that individuals have a right to expect satisfaction from their jobs. One of the major reasons for interest in studying job satisfaction is to examine the satisfaction levels of special library personnel in Southwest Nigeria. The distribution of job satisfaction is of particular interest if one views job satisfaction as a social indicator of the quality of library employment. As stated earlier, the desirability of measuring library staff job satisfaction derive from the need to discover the level of satisfaction library service offers workers and to shore up the quality of work-life of library personnel through various recommendations on the well-being of library workers, from one's perspective about the nature of a "good" society. This is because organizations composed of a significant amount of satisfied or motivated workers are likely to be healthy, economically or socially. Reactions to work in the library environment have the added impact of influencing the level of library service delivery as well as the quality of that service available to the library users. Whether one is concerned with the quality of the individual's life or the state of the larger society, the nature of workers' job satisfaction in their employment is a critical factor. We feel fulfilled to discover that the majority of library personnel in special libraries report they are satisfied with their job (Table III).

The calculated Spearman's rho correlation coefficient between age brackets and job satisfaction is presented in Table IV as 0.060 at level of significance $p > 0.05$. Therefore, the results indicated that there is no positively significant relationship between the ages of respondents and their job satisfaction. Comparatively, however, the frequency counts on the significance between job satisfaction and age of respondents presented in the contingency Table III showed that respondents within

Criteria	Frequency	Percent
Strongly disagree	3	2.1
Disagree	17	12.1
Neutral	14	10.0
Agree	64	45.7
Strongly agree	42	30.0
Total	140	100.0

Table II.
Level of satisfaction
among special
library personnel in
southwest Nigeria

Note: Generally speaking, are you satisfied with your job because it gives you a sense of personal accomplishment with your career in this library?

Age	Your satisfaction on the job now is based on years of experience	Job satisfaction					Total
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
<i>18-25</i>							
	Count	0	1	1	3	2	7
	% within age	0	14.3	14.3	42.9	28.6	100.0
<i>26-30</i>							
	Count	1	5	1	7	10	24
	% within age	4.2	20.8	4.2	29.2	41.7	100.0
<i>31-35</i>							
	Count	1	2	3	13	2	21
	% within age	4.8	9.5	14.3	61.9	9.5	100.0
<i>36-40</i>							
	Count	0	4	2	15	7	28
	% within age	0	14.3	7.1	53.6	25.0	100.0
<i>41-45</i>							
	Count	1	0	0	8	8	17
	% within age	5.9	0	0	47.1	47.1	100.0
<i>46-50</i>							
	Count	0	4	5	10	7	26
	% within age	0	15.4	19.2	38.5	26.9	100.0
<i>51 and above</i>							
	Count	0	1	2	8	6	17
	% within age	0	5.9	11.8	47.1	35.3	100.0
<i>Total</i>							
	Count	3	17	14	64	42	140
	% within age	2.1	12.1	10.0	45.7	30.0	100.0

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Table III.
Contingency table for
job satisfaction based
on age brackets of
respondents

Age/Job satisfaction	Symmetric measures	
	Value	Approximate significance
Ordinal by ordinal Spearman correlation	0.060	0.482
Number of valid cases	140	

Table IV.
Spearman's
correlational table
between age and job
satisfaction

Note: Using the asymptotic standard error assuming the null hypothesis

the age groups 36-40 are the most satisfied with their jobs, followed by those within age brackets 26-30 and 46-50.

This relationship has basically been found in male populations, but a study by Glenn *et al.* (1977) indicated that female job satisfaction also increases with increased age. It should be pointed out, however, that other researchers, such as Hunt and Saul (1975), failed to find any relationship between job satisfaction and age for female workers, similar to our results in this study. Gruneberg (2003) reported that a number of

possibilities have been advanced in literature to explain the results of increasing job satisfaction with age, up to the pre-retirement age, at least. *Gunlu et al. (2010)* observed that the dimensions of job satisfaction are multi-faceted when the characteristics of the sample are regarded: age, income level and education have a significant relationship with extrinsic job satisfaction.

A second major problem in interpreting the experimental findings is that individuals at different ages are members of different reference groups. For example, methods and levels of education, moral values, cultural background and life experiences are all different at different age levels in the population. Therefore, values and expectations at different age levels will be different. The way other people felt about their job affected what the individual expected and was satisfied with. Clearly, age differences may be due to different values that different groups of individuals have because of their life experiences. If this is the case, it would not necessarily follow that individuals who are young today will become more job satisfied as they get older.

Table V presents the contingency table for the relationship between tenure and job satisfaction among the population of the study. Respondents whose tenure falls between 1-10 years were indicated to be most satisfied with their jobs with 37 respondents, followed by those who had served for between 16 and 20 years (20 counts). However, when we consider the fact that only eight respondents (see *Table III*) have tenure over 31 years and, as six out of these eight indicate they were satisfied with their jobs, we conclude that the ratio of satisfied staff with long tenure was very high. On the other hand, however, *Table VI* showed that the calculated Spearman's rho correlation coefficient is 0.021 and $p > 0.05$. Therefore, we deduce that, based on the responses, there is no significant relationship between length of service and job satisfaction. In other words, the respondents reported that their tenure has no significance for their level of job satisfaction.

Related to the question of age and job satisfaction discussed above is the question of length of service or tenure. Against our discovery among special library personnel in Southwest Nigeria about tenure, *Kooij et al. (2010)* found that job satisfaction changed with age and length of service. With increased length of service, the importance of job satisfaction decreased for factors such as self-actualization and conditions of work, but the importance of pay increased. Of course, older workers are more satisfied with their jobs than younger workers. Because job satisfaction among older employees accrue from maintaining a long, fulfilling career, higher salaries, better benefits and success in the workplace. As in the case of age, the relationship between job satisfaction and tenure is by no means clear, however. For instance, job satisfaction has been shown by various researchers (*Hulin and Smith, 1965; Medina, 2012*) to increase with increased tenure. *Gibson and Klein (1970)* and *Oktug (2013)*, however, showed that, while age and organizational tenure do not moderate the relationship, job tenure moderates the relationship between organizational identification and job satisfaction of employees. As a consequence, *Barmby et al. (2012)* showed a negative relationship between job satisfaction and job tenure. According to the authors, a decrease in satisfaction with increased length of employment was attributed to the realization that the rewards on the job are not going to be as great as they expected. Their study was of blue collar workers and they suggest that frustration at seeing others promoted to management positions may increase dissatisfaction. On the other hand, when length of service was held constant, they found that job satisfaction was greater with increased age, confirming the

Length of service	Your satisfaction on the job now based on length of service	Job satisfaction					Total
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
<i>1-10 years</i>							
	Count	0	6	3	24	13	46
	% within number of years of service	0.0	13.0	6.5	52.2	28.3	100.0
<i>11-15 years</i>							
	Count	0	4	2	12	6	24
	% within number of years of service	0.0	16.7	8.3	50.0	25.0	100.0
<i>16-20 years</i>							
	Count	1	5	2	12	8	28
	% within number of years of service	3.6	17.9	7.1	42.9	28.6	100.0
<i>21-25 years</i>							
	Count	2	1	3	5	5	16
	% within number of years of service	12.5	6.3	18.8	31.3	31.3	100.0
<i>26-30 years</i>							
	Count	0	1	2	7	8	18
	% within number of years of service	0.0	5.6	11.1	38.9	44.4	100.0
<i>31 and above</i>							
	Count	0	0	2	4	2	8
	% within number of years of service	0.0	0.0	25.0	50.0	25.0	100.0
<i>Total</i>							
	Count	3	17	14	64	42	140
	% within number of years of service	2.1	12.1	10.0	45.7	30.0	100.0

Table V.
Contingency table for the relationship between length of service and job satisfaction

Length of service/Job satisfaction	Value	Approximate significance
Ordinal by ordinal Spearman correlation	0.021	0.806
Number of valid cases	140	

Table VI.
Spearman's correlational table between length of service and job satisfaction

Note: Using the asymptotic standard error assuming the null hypothesis

general findings stated above. It should be noted, however, that controlling for length of service in an organization still leaves open the possibility that older workers have had more experience, enabling them to select the kind of job which will satisfy them, based on their previous work history. While the evidence on the relationship between age, tenure and job satisfaction tends to indicate a relationship such that, the older the

individual and the longer he is in an organization, the more job satisfied he is, the conclusions of Hunt and Saul cited by Oriola (2010) are worth noting. They concluded that research has highlighted the impracticality of attempting to develop a simple statement of the relationship between criteria of job satisfaction and an employee's age and tenure in an organization. It is clear that the relationships studied are considerably influenced by the type of sample and the particular satisfaction criteria involved. Personality variables, such as the level of job performance, and the effects of age and tenure in an organization's reward system, appear to play major parts in determining the nature of the empirical relationship observed between measures of age, tenure and job satisfaction.

In contingency Table VII, XLVII males (33 per cent of the total) and 63 females (45 per cent of the total) agreed that their gender has influence on their job performance. The results, therefore, presented ample evidence that more females are satisfied with their jobs than males. On the contrary, however, the calculated Spearman's correlation coefficient for the relationship between gender and job satisfaction in Table VIII is 0.127 and $p > 0.005$ which is not significant. This is interpreted to mean that the respondents generally opined that their gender is not significant to their level of job satisfaction. As could be deduced from the above findings, the relationship between job satisfaction and gender are inconsistent, and this is well reported in the literature.

Level of computerization, Internet connectivity and organizational change in the special library institutions surveyed

Figure 2 reveals an emerging and encouraging trend that most special libraries in Southwest Nigeria are being computerized. In other words, with almost 83 per cent of the

Table VII.
Contingency table for the relationship between gender and job satisfaction

Gender	Generally speaking, your gender is influenced by your satisfaction on the job	Job satisfaction				Strongly agree	Total
		Strongly disagree	Disagree	Neutral	Agree		
<i>Male</i>							
	Count	0	10	12	29	18	69
	% within gender	0.0	14.5	17.4	42.0	26.1	100.0
<i>Female</i>							
	Count	3	7	2	35	24	71
	% within gender	4.2	9.9	2.8	49.3	33.8	100.0
<i>Total</i>							
	Count	3	17	14	64	42	140
	% within gender	2.1	12.1	10.0	45.7	30.0	100.0

Table VIII.
Spearman's correlational table between gender and job satisfaction

Length of service/Job satisfaction	Value	Approximate significance
Ordinal by ordinal Spearman correlation	0.127	0.136
Number of valid cases	140	
Note: Using the asymptotic standard error assuming the null hypothesis		

respondents indicating that their libraries were automated, we adduce the fact that libraries are appreciating the importance of, and the impact computers could have on, library functions and processes, and this has brought about organizational change for better job performance. This was buttressed by the findings of [Faboyinde \(2007\)](#) who surveyed the state of computerization in selected libraries in Southwest Nigeria and found that, of the 18 institutions he surveyed, only two were yet to be computerized at that time. Further, in a survey conducted by [Abdulsalami \(2005\)](#) in respect to the state of ICT in selected university libraries in Nigeria, the following was indicated:

- 65 per cent started automation processes;
- 62 per cent have Local Area Network (LAN) in place;
- 58 per cent have wireless connection to the Internet through (Very Small Aperture Terminal [VSAT]);
- 50 per cent have generators for power outages;
- 35 per cent have 20 or more computers in the library; and
- 35 per cent already have websites.

These all lend credence to the findings of the survey that computerization is gaining tempo in special libraries in Southwest Nigeria ([Figure 3](#)).

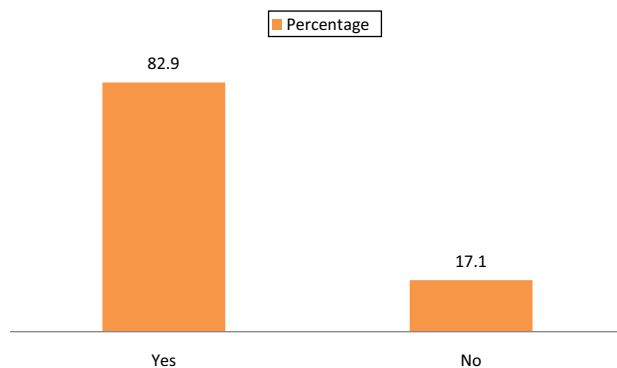


Figure 2.
State of
computerization in
special libraries

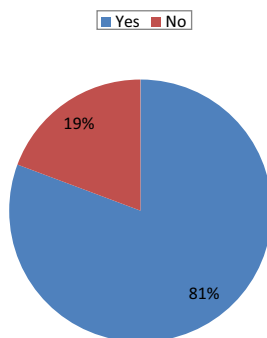


Figure 3.
Level of Internet
connectivity in
special libraries in
Southwest Nigeria

In line with the emerging trend noted about the level of computerization in special libraries in Southwest Nigeria discussed above that most libraries in the area under survey are connected to the *Information Superhighway*, almost 81 per cent of the libraries surveyed indicated they are connected to the Internet. The study revealed that there was a growing realization among special library personnel in Southwest Nigeria of the indispensability of the Internet and all the services it offers like the World Wide Web in rendering quality services in their respective libraries.

Analysis of some indices contributing to job satisfaction of respondents

Table IX The contingency Table III revealed that 127 (48 + 79) of 140 respondents (i.e. 90.7 per cent) consider their empowerment to influence the quality of their work important to their job satisfaction, while 122 (72 + 50) of 140 (i.e. 87 per cent) affirmed that they are actually empowered by their present job to influence the quality of their work. It follows then that respondents consider empowerment to influence the quality of their work and was contributory to their job satisfaction. In this context, we define empowerment in terms of an employee having a major say in scheduling her work, selecting the equipment to be used, and deciding on procedures to be adopted. In this regard, Hulin and Smith (1965) cited by Oriola (2010) found a very strong relationship between job empowerment and job satisfaction, as it suggested to the investigators that this factor enhanced the meaningfulness of the job to the worker.

Hypotheses testing and discussion of findings

In this section, we present the outcome of the testing of the hypotheses of the study through the use of SPSS software and the discussion of subsequent findings. The necessary data were fed into the software and it automatically generated the Spearman's correlation for each of the variables, rather than working out the variables manually. Correlating the computed level of significance and the "Spearman's rho" for each hypothesis formed the basis of accepting or disapproval of the hypothesis:

H1. There is no significant relationship between job satisfaction and computerization in special libraries in Southwest Nigeria.

In Table X, the calculated Spearman's rho between job satisfaction and computerization is 0.334. This is significant at $p < 0.01$ level of significance. Thus, the null hypothesis that there is no significant relationship between job satisfaction and computerization in special libraries in Southwest Nigeria is rejected. It follows, therefore, that there exists a significantly positive relationship between job

Job commitment influences job satisfaction	Actual provision of empowerment on the job			Total
	Not at all	Somewhat	Quite well	
<i>Importance of job empowerment to the respondent</i>				
Not important	6	5	2	13 (9.3%)
Fairly important	3	38	7	48 (34.3%)
Very important	9	29	41	79 (56.4%)
Total	18 (12.8%)	72 (51.4%)	50 (35.7%)	140 (100%)

Table IX. Contingency table for empowerment among respondents

satisfaction and computerization in special libraries in Southwest Nigeria. The result of the analysis show that the majority of respondents strongly agreed with the proposition that the use of computers contributed immensely to their satisfaction with their jobs. This should be expected because, in the contemporary world, to ignore the use of computers is to become irrelevant in whatever endeavour one is involved in. The importance of computers in whatever organization today has been underscored by Turban (2004), when they asserted that the objective of computerization and the fundamental premise of the major role of information technology is to provide organizations with strategic advantage by facilitating problem solving, increasing productivity and quality, increasing speed, improving customer service, enhancing communication and collaboration and enabling business process restructuring. The authors went further to assert that managing information and communication networks is becoming a – or even the – critical success factor in the operations of many organizations, private and public, and will be essential to the survival of organizations in the digital economy. They went further in underscoring the indispensability of computers in modern organizations that, in the past few years, we have been witnessing the most important events in human history thus far – the digital and web revolutions. The web is not only changing the way that people work, study, play and conduct their lives but it is doing so much more quickly than any other revolution heretofore with impacts that are more far-reaching:

H2. There is no significant relationship between job satisfaction and organizational change in special libraries in Southwest Nigeria.

Calculated Spearman's rho for the two variables "organizational change" and "job satisfaction" as shown in Table XI was 0.612. This was significant at $p < 0.01$ level of significance. Therefore, the null hypothesis is thereby rejected. The results from respondents, therefore, showed that there is a significant relationship between job satisfaction and organizational change in special libraries in Southwest Nigeria. It can safely be inferred that personnel in special libraries in Southwest Nigeria agreed that an organizational change was triggered in their libraries by the introduction of computers in job functions and that this organizational change contributed to their feeling of satisfaction on their jobs. Pritchard and Karasick (1973), in their study of the relationship between

Variables	Spearman's rho	
	Initiation of regular, organizational changes through computerization enhances the operation of your Job	Job satisfaction
Computerization	Correlation coefficient	1.000
	Significance (two-tailed)	0.334**
	<i>N</i>	140
Job satisfaction	Correlation coefficient	0.334**
	Significance (two-tailed)	0.000
	<i>N</i>	140

Note: **Correlation is significant at the 0.01 level (two-tailed) ($p < 0.01$)

Table X.
Relationship between
job satisfaction and
computerization in
special libraries in
southwest Nigeria

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organizational computerized climatic change and job satisfaction, found significant correlations between job satisfaction and the organizational automated climate, while, however, a later study by [Schneider and Snyder \(1975\)](#) on the same subject found differences in correlations between measures of job satisfaction and the automated organizational climate for a number of different groups, such as managers, secretaries and supervisors, in an insurance office. For example, they discovered that the correlation between satisfaction with work and an automated climate was more significant for managers than for supervisors. Central to organizational change and job satisfaction, recently [Borges \(2013\)](#) indicated that job satisfaction and organizational climate is stronger for public employees whose job is more of significance to their career fulfilment. Such findings negate our findings from the respondents that there is a positive correlation between job satisfaction and adoption of computers in special libraries in Southwest Nigeria:

H3. There is no significant relationship between working environment and job satisfaction among library personnel in special libraries in Southwest Nigeria.

[Table XII](#) shows that the calculated Spearman's rho correlation coefficient is 0.205 for job satisfaction and working environment. This is significant at $p < 0.05$ level of significance. The null hypothesis that there is no significant relationship between working environment and job satisfaction among library personnel in special libraries in Southwest Nigeria is thereby rejected, indicating that there is a significant, positively

Table XI.
Relationship between job satisfaction and organizational change in special libraries in southwest Nigeria

Variables	Spearman's rho		
	Your organizational change influences your job satisfaction	Organizational change	Job satisfaction
Organizational change	Correlation coefficient	1.000	0.612**
	Significance (two-tailed)		0.000
	<i>N</i>	140	140
Job satisfaction	Correlation coefficient	0.612**	1.000
	Significance (two-tailed)	0.000	
	<i>N</i>	140	140

Note: **Correlation is significant at the 0.001 level (two-tailed) ($p < 0.01$)

Table XII.
Relationship between working environment and job satisfaction among library personnel in special libraries in southwest Nigeria

Variables	Spearman's rho		
	Your working environment contributory to your job satisfaction	Job satisfaction	Working environment
Job satisfaction	Correlation coefficient	1.000	0.205**
	Significance (two-tailed)		0.015
	<i>N</i>	140	140
Working environment	Correlation coefficient	0.205**	1.000
	Significance (two-tailed)	0.015	
	<i>N</i>	140	140

Note: **Correlation is significant at 0.015 level (two-tailed) ($p < 0.05$)

strong relationship between working environment and job satisfaction in special libraries in Southwest Nigeria, according to the respondents. Various researchers (Pritchard and Karasick, 1973; Jönsson, 2012; Wallace, 2013; Mokaya *et al.*, 2013) have indicated that the relationship between work environment and job satisfaction is achievable only in a favourable working environments:

H5. There is no significant relationship between job satisfaction and job performance among library personnel in special libraries in Southwest Nigeria.

In Table XIII, the calculated Spearman's rho correlation coefficient between job satisfaction and job performance was 0.131. This is not significant at $p > 0.05$. Therefore, the null hypothesis that there is no significant relationship between job satisfaction and job performance among library personnel in special libraries in Southwest Nigeria is accepted. In other words, respondents showed that the performance of their jobs or, in other words, their commitment to carrying out their respective jobs, was not an index that they were satisfied with their jobs. This, however, negates the findings of Izein (2000) who studied the correlation between job satisfaction and job attitude among teachers in Bayelsa state and reported that he found a positively significant relationship between job satisfaction and job performance. Furthermore, various studies (Giacopelli *et al.*, 2013; Ringelhan *et al.*, 2013; Jönsson, 2012) have indicated that job satisfaction dimensions have significant effect on job performance. That is to say that job satisfaction is a mediator of the relationship between intrinsic work motivation and organizational performance:

H6. There is no significant relationship between the introduction of computers into library work and increased productivity in library service in special libraries in Southwest Nigeria.

The calculated Spearman's rho correlation coefficient for the variables in Table XIV was 0.222, significant at $p < 0.01$ level. Thus, the null hypothesis is rejected. Therefore, it could be inferred from the responses of the sampled population that there is a strong, significant relationship between the introduction of computers and increased productivity in special library services in Southwest Nigeria. There is ample evidence in the literature to back up the validity of this finding. For example, according to Gruneberg (2003), one of the main reasons for studying job satisfaction is undoubtedly the widely held view that, whether a person is satisfied or not with his job, the

Table XIII.
Relationship between
job satisfaction and
job performance
among library
personnel in special
libraries in southwest
Nigeria

Variables	Spearman's rho	
	Job Satisfaction has greatly positively influenced your job performance	Job performance
Job satisfaction	Correlation coefficient	1.000
	Significance (two-tailed)	0.122
	N	140
Job performance	Correlation coefficient	0.131
	Significance (two-tailed)	0.122
	N	140

Note: Correlation is significant at 0.122 level (two-tailed) ($p > 0.05$)

consequences for his productivity is linked with his willingness to contribute positively to the achievement of the goals of the organization and to minimize the possibility of his turnover.

Conclusion

The results conclusively allow several logical inferences. Even though there are exponential outputs of research work on the subject of job satisfaction, organizational development and computerization, factors that tend to lead to job satisfaction in respect to organizational change in the light of the results of the study appear to be confusing and inconclusive. It should be noted that a number of limitations exist relative to this research, the review of which should both place the research findings discussed above in an appropriate context and, thereby, suggest directions for future research. First, this study focused on employees' attitudes in special libraries in six states of the federation at one time. These states have very wide and varying cultural environmental differences which, without doubt, affected personnel dispositions in many different ways. Additionally, special library personnel may, or may not be typical of other library personnel or of general public or private sector personnel; thus, it would seem highly appropriate to explore some of these same questions among other types of libraries, as well as at national and local government personnel levels. This may account for the conflicting reason why the result that the majority of the special library personnel, though they indicated satisfaction with their jobs, were not in tandem with many of the factors of job satisfaction indices as expected. Considerable care was taken in the selection of the library institutions studied, although those interested in other types of libraries, either at national, state or local government levels, may want to conduct investigations along those lines.

Despite the fact that responses from the sampled population indicated that the majority of special library personnel were satisfied with their jobs, the factors that led to such satisfaction were found to be inconclusive. This may have been due to the limitations placed on the respondents because of the close-ended nature of the

Table XIV.
Relationship between the introduction of computers into library work and increased productivity in library service in special libraries in southwest Nigeria

Variables	Spearman's rho		
	Introduction of computers into the library have ease your work leading to increased productivity	Introduction of computers in the library	Increased productivity in library service
Introduction of computers in the library	Correlation coefficient	1.000	0.222**
	Significance (two-tailed) N	140	0.009 140
Increased productivity in library service	Correlation coefficient	0.222**	1.000
	Significance (two-tailed) N	0.009 140	140

Note: **Correlation is significant at the 0.009 level (two-tailed) ($p < 0.01$)

questions on the questionnaire that did not allow them to indicate precisely those personal factors that contributed to their job satisfaction not indicated on the questionnaire. Therefore, further research, using an open-ended questionnaire may be desirable.

Finally, it is quite clear that even though we would wish job satisfaction to affect aspects of economic importance, the research findings have been somewhat unimpressive in this regard. At present, there is little conclusive evidence that job satisfaction affects productivity at all and, indeed, the more popular current proposition suggests that productivity affects job satisfaction. It must be borne in mind, however, that this proposition too, has little evidence to support it, according to Gruneberg (2003). All that exists, in fact, is a body of research findings, as we equally discovered in this research work, which show inconsistent and usually low correlation between satisfaction and productivity. On the other hand, the results do suggest that where the needs of individuals are taken into account, the relationship between satisfaction and other economic indices and productivity is sometimes significant.

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