

Reward Systems and Job Satisfaction of Librarians in Academic Libraries in Imo State, Nigeria.

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Abstract

Purpose: The research work was carried out to examine reward systems and job satisfaction of librarians in academic libraries in Imo State, Nigeria. It was carried out to determine the relationship between reward systems (extrinsic and intrinsic) and job satisfaction among library staff in tertiary institutions in Imo State.

Design/Methodology/Approach: Correlational research design was adopted while the rating scale was used for data collection. The population of the study was made up of the one hundred and one (101) librarians working in the academic libraries studied. To answer the research questions, mean was used to answer the first research question, for research questions two and three, Pearson Product Moment Correlation (PPMC) was used. The hypotheses were tested using t-test of significance of correlation.

Findings: The result of the study showed that majority of the library staff indicated that they were highly satisfied with their job. There is a positive relationship between level of extrinsic reward and extent of job satisfaction among library staff and there is a significant relationship between intrinsic reward system and extent of job satisfaction among library staff.

Implications: Based on the results of the study, the researchers recommended that; every effort should be made to sustain the satisfaction level of librarians, and that stakeholders should ensure that no form of reward is provided at the expense of the other since their combination yields a significant relationship.

Originality/Value: This work has not been published before. The finding of this study revealed that there are significant relationships between extrinsic, intrinsic reward systems and extent of job satisfaction among library staff. This finding implies that if these reward systems in university libraries are improved, library staff in these libraries will be more satisfied with their job and may as well improve their job performance.

Keywords: Reward, Extrinsic, Intrinsic, Job Satisfaction, Librarians.

Introduction

Reward is one of the important elements that motivate employees for contributing their best effort to generate innovative ideas that lead to better organizational performance. It is the driving force that energizes a worker to show more commitment to work and to improve his or her productivity (Wasiu & Adebajo, 2014). Reward as conceptualized by Noor and Giehinga (2016) is one of the methodologies utilized by human resource managers for drawing in and holding suitable employees and helping to show signs of improvement, inspiration and to

obey the employment legislation and regulations. Reward is essential as an incentive and an unbreakable motivator to realize the organizational goal. Rewards have been adopted by different organizations in both public and private sectors.

Reward systems are originally the heart of employees' performance in any organization (Mbah, Mbemena & Ejike, 2015). Chepkwony and Oloko (2014) writing about rewards system stated that:

reward system and job satisfaction of employees nowadays is the problem of

every company. It is expected of every company to find good and qualified human resources and to recognize their works as to achieve the organizational goals, allowing the company to rise to a new level. Effective business is difficult to imagine without the teamwork of professionals, which in turn is impossible without good reward and motivation system (p.60).

Reward system can be classified into two namely; intrinsic rewards and extrinsic rewards. Olaoeye and Adeyemi (2013) citing Luthans highlighted two types of reward which are financial (extrinsic) and non-financial (intrinsic), and both can be utilized positively to enhance employees performance. Financial rewards means pay for performance such as: salary, performance bonus, job promotion, commission, tips, gratuities and gifts. Non-financial rewards are non monetary/non cash and can be in the form of social recognition, praise and genuine appreciation.

Satisfaction leads to performance, performance leads satisfaction but reward can lead to both performance and satisfaction. Satisfied librarians have positive attitude regarding their jobs. They tend to attend work on time, show more concern about given targets, work speedily, work free of errors and omissions, loyalty and commitment to the job, less dependability suggest new ideas, tend to improve knowledge, willing to accept more responsibility, obedient to rules and regulations less absenteeism and put effort to retain in the present job (Pushpakumari, 2008).

Librarians' job satisfaction deals with how contented librarians are with the work they do. It is an emotional mind set which enables librarians perform their duty as librarians with every enthusiasm, energy and conviction and this also entails the tendency of librarians to execute their duty with joy and happiness being committed to the achievement of library goals and objectives (Igbokwe, 2011). Rewards can get librarians to perform better and it also provides motivation and satisfaction. It may also be a

good way to retain important library staff in the library system and the reward can also make the library staff to feel important and needed.

It is based on this background that this study on reward systems and job satisfaction of librarians in academic libraries in Imo State is being carried out. The study was delimited to Imo State and the research was conducted in the following academic libraries: Imo State University, Owerri, Library, Imo State Polytechnic Library, Umuagwo, Federal University of Technology, Library, Owerri, Federal Polytechnic Nekede Library, Owerri and AlvanIkoku Federal College of Education, Owerri.

Statement of the Problem

Librarians' satisfaction and performance are critical for the success of academic libraries and the quality of services provided by academic libraries to their users. However, despite the important roles of librarians in the overall scheme of things in the educational sector, there seems to be conflicting interpretation of relationship between reward systems and librarians job satisfaction in academic libraries. For some time, there has been a cut in the salary of employees in Nigeria as a result of the economic recession being experienced since the year 2015, librarians are not exempted from this ugly scenario. This affects librarians' job satisfaction and may lead to absenteeism, lack of commitment, job turnover among others.

In the midst of this economic meltdown, are there reward systems put in place for librarians in academic libraries? If there are, what is the relationship between reward systems and job satisfaction of librarians in these academic libraries? Nevertheless, empirical evidence that could show the relationship between reward systems and job satisfaction of librarians in academic libraries in Imo State is still unavailable. Thus, this is the lacuna the researcher saw and is poised to investigate reward systems and job satisfaction among librarians in academic libraries in Imo State.

Purpose of the Study

The general objective of the study is to explore the relationship between reward system and job satisfaction of librarians in academic libraries in Imo State. The specific objectives are to:

1. ascertain the extent librarians are satisfied with their jobs;
2. determine the relationship between available extrinsic reward systems and extent of job satisfaction of librarians; and
3. examine the relationship between available intrinsic reward systems and extent of job satisfaction of librarians.

Hypotheses

The following hypotheses were formulated to guide this study at 0.05 level of significance:

Ho₁: There is no significant relationship between extrinsic rewards provided and extent of job satisfaction of librarians in academic libraries in Imo State.

Ho₂: There is no significant relationship between intrinsic rewards provided and extent of job satisfaction of librarians.

Literature Review

Reward could be considered as an organization's incentive measure which are the benefits that accrue to every employee as a result of his membership of an organization regardless of whether the incentives are consciously provided by management or not. It is the material and psychological pay offs for joining an organization. Reward as conceptualized by Noor and Giehinga (2016) is one of the methodologies utilized by human resource managers for drawing in and holding suitable employees and helping to show signs of improvement, inspiration and to obey the employment legislation and regulations. Rewards are very good in every organizational setting, It plays a key role in providing an incentive to employees to work hard (Ohene-Danso, 2015).

The reward system no doubt consists of all organization components – including people, process, rules and decision making activities involved in the allocation of compensation and benefits to employees in exchange for their contribution to the organization (Puwanenthiren, 2011). Reward systems according to Chepkwony and Oloko (2014:64) consist of both incentive and precognitive programs. Incentives refer to the financial inducements that organizations offer employees in exchange for contributions to sales, quality of service and improved customer service.

Extrinsic Rewards

Extrinsic rewards have been conceptualized by many authors. Muchiri (2016) indicated that extrinsic reward refers to the fringe and pay advantages employees get from an organization. This includes: promotion, opportunity career advancement and conducive workplace environment. Gohari, Ahmadloo, Baroujemi and Hosseimipour (2003) noted that extrinsic rewards are often applied to demonstrate that the firm is serious about valuing group contributions to quality. Within this context, the financial rewards include cash as bonus paid to team members. The bonus is paid separately from the wage and salary, In other words, they summarized extrinsic rewards to include tangible and external rewards to the attempt and performed tasks in terms of salary/pay, promotions, bonuses, job security, incentives, etc.

Queresh, Zaman and Ali (2010) indicated that (extrinsic) financial rewards and social recognition rewards impacted on employees' performance. Generally as, an effort to stimulate employees' creativity, many managers have used extrinsic rewards (e.g. monetary incentives and recognition) to motivate their employees. While empirical research has shown that extrinsic rewards help enhance individuals' creative performance and which contribute ultimately towards organisation performance.

Intrinsic Rewards

Intrinsic reward as a reward system comprises a lot of things. Muchiri (2016) citing Richard, Ryan and Deci defined intrinsic rewards as those rewards that are inherent within a job and are available in the job for example, employees' ability, receiving appreciation, recognition, challenges and achievement, and behaviour that shows understanding and concern as to enhance awareness, ability and confidence in the person being mentored. Intrinsic rewards often called non-financial rewards are inherent of an activity and their administration is not dependent upon the presence or actions of any other person or thing. It is concerned about the feeling of being recognized, praised for a job well done and participation in whatever we do (Wasiu & Adebajo, 2014).

Nnaji-Ihedinmah and Egbunike (2015) identified the main components of intrinsic reward system to include; compensation, benefits and recognition. These components encapsulate the total reward in an organization which include; transactional and relational rewards. Intrinsic rewards encourage both employees and the employer to accomplish new tasks and cooperate with others to work in a harmonious environment (Ong & Teh, 2012).

Job Satisfaction

Job satisfaction can be described as a positive attitude of a worker towards his job and a pleasurable emotional state resulting from the perception of one's job as fulfilling. Igbokwe (2011) viewed job satisfaction as a worker's perception of contentment which depends on the extent to which the individual finds adequate outlets for his abilities, interests, personality and values as well as the establishment in a type of work situation in which he can play the kind of role that he considers appropriate and congenial.

Tella, Ayeni and Popoola (2007) citing Locke and Luthan gave a comprehensive definition of job satisfaction - as pleasurable or positive emotional state resulting from the

appraisal of one's job or job experiences. Here, job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. The satisfaction of workers should be of paramount importance to the organization because it goes a long way in the achievement of its goals and objectives. Igbokwe (2011) noted that job satisfaction and performance are vital issues in any establishment, be it an institution or corporate organization. He further contended that anywhere work is done, the issue of satisfaction and level of performance or productivity can never be neglected. He articulated the following as constituents of job satisfaction for librarians; good wages, supervisory responsibility, good working condition, challenging job, cordial relationship in the work place and interesting work.

There are a lot of factors that bring about job satisfaction of workers. Sarwar and Abugre (2013) discovered that recognition and motivation of employees, reward for good job done, increase in salaries, good remuneration and allowances, good working conditions and job security are all factors that lead to job satisfaction. They further affirmed that there is significant relationship between higher rewards and high job satisfaction of employees, also, there is a significant relationship between satisfied employees and increased customer satisfaction and loyalty.

Chepkwony and Oloko (2014) carried out a study on the relationship between rewards systems and job satisfaction: A case study at teachers' service commission-Kenya. The findings showed that job satisfaction in the Teachers Service Commission is low. The study of Igbokwe (2011) revealed that job satisfaction has great influence on job performance and the existence of promotion opportunities and other factors such as, salary increment, opportunity for training, concrete job description will to a very great extent enhance the job satisfaction and performance of these librarians. Ekere

(2010) discovered that majority of librarians show high level of job satisfaction.

Research Methodology

This study adopted the correlational research design. The population of the study is made up of the one hundred and one (101) librarians working in the academic libraries studied. The researchers used the entire population of one hundred and one (101) as sample in the study. The instrument that was used to collect data for the study was the rating scale. Mean scores were used to

answer research question one, while Pearson Product Moment Correlation (PPMC) was used to answer research questions two and three, in order to determine the relationship between the dependent and independent variables,. The hypotheses were tested using t-test of significance of correlation at 0.05 level of significance.

Data Analyses and Presentation

Research Question 1: To what extent are librarians satisfied with their jobs?

Table 1: Library Staff Job Satisfaction

S/N	Items	\bar{X}	S	Rem
1	I have opportunities to use a variety of skills	3.10	0.78	HS
2	My working condition is comfortable	3.13	0.76	HS
3	Opportunity to learn new skills	2.87	0.78	HS
4	My work provide challenging task	2.88	0.78	HS
5	Relationship with my co-worker	2.95	0.78	HS
7	Relationship with my supervisor	3.00	0.79	HS
8	Relationship with my subordinates (if applicable)	3.05	0.79	HS
9	I have a variety of job responsibilities	3.02	0.75	HS
10	I have defined job schedule	2.89	0.81	HS
11	Duties are assigned to me from time to time	2.85	0.82	HS
12	Opportunity for delegation of responsibility	2.95	0.80	HS
13	I am promoted as and at when due	2.97	0.75	HS
14	Support for additional training and education	2.95	0.77	HS
15	Opportunities for advancement in my profession through seminar, workshops and conferences	3.01	0.75	HS
16	Opportunity to utilize talents and skills	3.06	0.80	HS
17	My monthly salary is commensurate with my job	3.07	0.85	HS
18	Salary is promptly paid	3.05	0.82	HS
19	Salary can take care of me and my family	3.01	0.73	HS
20	Salary is comparable with similar jobs in other organization	2.95	0.84	HS
21	I feel I am adequately, valued recognized and appreciated at work	3.04	0.72	HS
22	My contributions are not welcome	3.13	0.78	HS
23	I am rewarded for successfully accomplishing a task	3.30	0.74	HS
24	My job gives me relatively high status in the society	3.12	0.79	HS
		69.35	4.64	HS

Overall Mean

The item-by-item means and standard deviations of library staff job satisfaction

are presented in Table 1. The information in the table showed that all the items are

rated high. This shows that library staff are highly satisfied with their job. The small standard deviation values indicate that all the responses of the respondents show that they are spread in their opinion which favoured highly satisfied. The mean and standard deviation of library staff job satisfaction as rated by the library staff is presented in table 1. The overall mean rating score of the staff job satisfaction is 69.35 for the 24 items, the standard deviation is 4.64, while the number of library staff that rated their job satisfaction is 101. This mean is very well above the expected mean rating of 57.50. This mean rating shows that the library staff are highly satisfied with their job. The

standard deviation of 4.64 which is small indicates that the rating scores of the library staff on their job satisfaction are homogenous or spread around the mean and tends towards very highly satisfied and highly satisfied. This shows that the majority of the library staff indicate that they are highly satisfied with their job.

Research Question 2: What is the relationship between available extrinsic reward systems and extent of job satisfaction of librarians?

Ho₁: There is no significant relationship between extrinsic rewards provided and the extent of job satisfaction of librarians in academic libraries in Imo State.

Table 2: Relationship between Extrinsic Reward System and Extent of Job Satisfaction among Library Staff

Variable	<i>N</i>	\bar{X}	<i>S</i>	<i>r</i>	<i>R</i> ²	<i>t</i> _{Cal}	<i>p</i> – value	<i>t</i> _{Crit}	<i>df</i>	Decision
JOBSATISFA	101	69.35	4.64	.21	0.04	2.14	0.032	1.96	99	Reject <i>H</i> ₀₁
EXTRINSIC	101	21.63	3.35							

Table 2 presented the coefficient of relationship between extrinsic reward system and extent of job satisfaction among library staff. The coefficient of relationship between extrinsic reward system and extent of job satisfaction among library staff is .21. The coefficient falls into the range of low relationship (.20-.39), indicating that the relationship between extrinsic reward and job satisfaction is low.

The calculated t-value of 2.14 is greater than the tabulated t-value of 1.96 therefore

the null hypothesis is rejected. Hence, there is a significant relationship between extrinsic rewards provided and the extent of job satisfaction of librarians in academic libraries in Imo State.

Research Question 3: What is the relationship between available intrinsic reward systems and extent of job satisfaction of librarians?

Ho₂: There is no significant relationship between intrinsic rewards provided and extent of job satisfaction of librarians.

Table 3: Relationship between Intrinsic Reward System and Extent of Job Satisfaction among Library Staff

Variable	<i>N</i>	\bar{X}	<i>S</i>	<i>r</i>	<i>R</i> ²	<i>t</i> _{Cal}	<i>p</i> – value	<i>t</i> _{Crit}	<i>df</i>	Decision
JOBSATISFA	101	69.35	4.64	.78	0.61	12.40	0.000	1.96	99	Reject <i>H</i> ₀₂
INTRINSIC	101	24.34	2.67							

Data analysis in Table 3 presented the coefficient of relationship between intrinsic reward system and extent of job satisfaction

among library staff. The coefficient of relationship between intrinsic reward system and extent of job satisfaction among

library staff is .78. This coefficient indicates that there is a positive relationship between intrinsic reward system and extent of job satisfaction among library staff. This means that as intrinsic reward increases, job satisfaction of library staff also increases. The coefficient also falls in into the range of high relationship (.60-.79), indicating that the relationship between intrinsic reward and job satisfaction is high.

The calculated t-value of 12.40 is greater than the tabulated t-value of 1.96 and the p-value of 0.000 which is less than the significant value of 0.05 showed that the coefficient of relationship is significant. Therefore the null hypothesis is rejected. Hence, there is a significant relationship between intrinsic reward system and extent of job satisfaction among library staff.

Discussion of Findings

Job Satisfaction of University Library Staff

The finding of the study on the rating on job satisfaction by library staff revealed that all the items indicating satisfaction are rated highly satisfied by the librarians. This finding revealed that the library staff are highly satisfied with their job. The small standard deviation value obtained indicates that the rating scores of the library staff on their job satisfaction are homogenous or spread around the mean and tends towards highly satisfied. This shows that the majority of the library staff indicated that they are highly satisfied with their job. Their being satisfied with their work will enhance their performance as opined by Turinawe (2011) who contended that if employees are highly satisfied with their work, co-workers, pay and supervision and derive high level or overall job satisfaction with their jobs, they are more likely to be committed to the organization than if they are not satisfied. He believed that committed and satisfied employees are normally high performers that contribute towards organizational productivity. This finding is in line with the findings of Ekere

(2010) and Igbokwe (2011) who found that majority of librarians show high level of job satisfaction. This finding does not agree with that of teachers as studied by Chepkwony and Oloko (2014) who discovered that the job satisfaction of teachers is low.

Extrinsic Reward System and Extent of Job Satisfaction among Library Staff

The finding of the study on the coefficient of relationship between extrinsic reward system and extent of job satisfaction among library staff revealed that there is a positive relationship between extrinsic reward system and extent of job satisfaction among library staff. This finding means that as extrinsic reward increases job satisfaction of library staff increases. The coefficient of relationship falls within the range of low relationship, indicating that the relationship between extrinsic reward system and job satisfaction among library staff is low. However, the test of significance revealed that there is a significant relationship between extrinsic reward system and extent of job satisfaction among library staff. This finding is in line with the finding of Ekere (2010) who found that the relationship between extrinsic reward as a form of motivation and job satisfaction of library staff in the sampled university libraries is high and significant. Findings of Igbokwe's (2011) study showed that generally job satisfaction exist among the librarians in federal university libraries in South East Nigeria. This finding supports that of Sarwar and Abugre (2013) that recognition and motivation of employees, reward for good job done, increase in salaries, good remuneration and allowances, good working conditions and job security are all factors that lead to job satisfaction.

Intrinsic Reward System and Extent of Job Satisfaction among Library Staff

The findings from the result of analysis in chapter four revealed that there is a positive relationship between intrinsic reward

system and extent of job satisfaction among library staff, which means that as intrinsic reward increases, job satisfaction of library staff also increases. The coefficient also falls in into the range of high relationship, indicating that the relationship between intrinsic reward and job satisfaction is high. The test of significance of correlation coefficient revealed that there is a significant high positive relationship between intrinsic reward system and extent of job satisfaction among library staff. This finding is in agreement with the findings of Ekere (2010) and Igbokwe (2011) who found from their individual research work that intrinsic reward system influence significantly the job satisfaction of library staff in the university libraries they studied. Igbokwe's (2011) finding showed that promotion opportunities, opportunity for training and concrete job description will to a very great extent enhance the job performance of librarians. The finding however negates that of Chepkwony and Oloko (2014) who discovered that the relationship between reward systems and job satisfaction is low.

Educational Implication of the Findings

The finding of the study on the job satisfaction of library staff revealed that majority of the library staff are satisfied with their jobs. This finding implies that the librarians are happy with the job they are doing and they will do their job with great joy since humans naturally feel happy with anything they derive satisfaction from. This is good because the job of the library staff have a lot to do with the learning of the students, so being satisfied with their job implies that the students and other library users will feel comfortable using the libraries.

The finding of this study revealed that there is a significant relationship between extrinsic reward system and extent of job satisfaction among library staff. This finding implies that if extrinsic reward system in university libraries is improved, library staff in these libraries will be more

satisfied with their job and may as well improve their job performance. Such extrinsic reward as regular payment of salaries, inclusion of allowances, regular payment of bonus, improved retirement benefits, well articulated incentives policy, provision of medical allowance, adequate accommodation and transportation allowance and financial awards for extra job performed, if improved or implemented will increase the job satisfaction of the library staff in the universities.

The finding of this study revealed that there is a significant relationship between intrinsic reward system and extent of Job satisfaction among library staff. This finding implies that if intrinsic reward system in university libraries is improved, library staff in these libraries will be more satisfied with their job and will perform their job with joy and satisfaction to the benefit of the students and other library users. Intrinsic rewards such as formal recognition, certificate, achievement acknowledgement, work freedom and independence, periodic job rotations, goals setting participation, assignment of responsibility and authority, sponsorship to training/skills development, and assignment of challenge assignments, if improved or implemented will increase the job satisfaction of the library staff in the universities.

Conclusion

Librarians perform some many jobs from which they are expected to derive satisfaction from. The extent to which they are satisfied depends on certain factors; some are seen (extrinsic) while some are felt (intrinsic). These are termed as reward systems. It has been discovered that there is a relationship between both extrinsic and intrinsic reward systems and job satisfaction of librarians. One should therefore not be given at the expense of the other. Employers of labour should take this into cognisance so that their employees (in this case, librarians) will derive maximum

satisfaction which in turn will lead to higher performance and reduce employee turnover.

Conclusion

Recommendations

Based on the findings of the study, the researchers recommend that:

1. The high satisfaction rate of library staff should be sustained.
2. Health is wealth and a staff that is not healthy cannot perform effectively. With the cost of obtaining health care in Nigeria today, medical allowance to staff will bring a great relief. For federal

institutions, the National Health Insurance Scheme (NHIS) has come to the rescue. State government should endeavour to provide such to library staff working in state-owned institutions.

3. The intrinsic rewards are not easily seen or noticed but the study shows that there is a significant relationship between intrinsic reward system and extent of job satisfaction among library staff, The stakeholders should ensure that they provide them for the satisfaction of the staff.

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