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CONTENTS AND CONTRIBUTIONS

| | |
|--|----|
| * Editorial | iv |
| * Design Methodology for Developing & Implementing an Automated Hospital Management System Kingsley O. Obahiagbon, Adetokunbo M. John-Otumu, and Eriata Ukhunamure | 1 |
| * An Overview of Electronic Documents and Records Management I (EDRM) in Organizations: Opportunity for Library and Information Professionals Stephen Adeyemi Bello, Adeniran Mathew Alla and Garos Davou Choji | 9 |
| * Use of Open Source Software-OSS in the Management of Library Services in Nigerian Universities Akorede Muftau Diyaolu, Rifqah Olufunmilayo Okunlaya | 27 |
| * Business Information Services for Library and Information Professionals in Nigeria: Sensitivity and Evaluation Stephen Adeyemi Bello, Garos Davou Choji and Adeniran Mathew Alla | 42 |
| * Use of Library Materials by Students of Higher Institutions in Kogi State Danladi Stephen Ejigbo, Omale Ayefu and Johnson Omera | 52 |
| * ICT Literacy of Language Teachers' in Selected Secondary Schools in Lagos State, Nigeria Solomon O. Makinde, Omawumi O. Makinde and Oludare A. Shorunke | 60 |
| * Social Media in Agricultural Research in Nigeria: a suitable platform for connections and networking Adefunke Olanike Alabi, Fehintola Nike Onifade and Abiola Abosede Sokoya | 76 |
| * The Influence of Reward and Recognition Programmes on Librarian's Motivation in Academic Libraries in Nigeria E.O.L. Eguavoen | 87 |
| * Awareness and Ownership of Private Libraries or Collections Among the Nigerian Undergraduates Oyintola Isiaka Amusa, Abiodun Olaide Iyoro and Victoria A. Alade | 97 |

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THE INFLUENCE OF REWARD AND RECOGNITION PROGRAMMES ON LIBRARIAN'S MOTIVATION IN ACADEMIC LIBRARIES IN NIGERIA

By

E.O.L Eguavoen*

Abstract

*This study highlighted "the influence of reward and recognition programs on librarian's motivation in academic libraries in Nigeria" The study was conducted from October till December, 2011. The Sample chosen for the study was 80 librarians selected from five academic libraries in Oyo state. The factors affecting librarian's motivation were identified; payment (0.86**), promotion (0.74**), working condition (0.61**), personal (0.37*) as analysis showed immense support for positive relationship between reward and librarian's motivation. All these results are statistically significant thus providing rigor and generalization in research. This exploratory study therefore suggests for the positive relationship between reward and satisfaction.*

Key Words: Reward and recognition, Librarians, Motivation, Academic libraries, Nigeria.

Introduction

The word motivation is derived from motive, which is an active form of a desire, craving or need, which must be satisfied. It is a common phenomenon often talked about by people in any given organization. Allan, Gadon and Willits (2001) define motivation as an inner state of mind that causes a person to behave in a way that endures the accomplishment of stated goals. To them motivation is something which impels a person to act, a reason of behavior. They further stated that motivation is not manipulation of people but understanding of needs, wages which prompt people to do things.

Motivation is a human psychological characteristic that contributes to a person's degree of commitment. It is very important in the consideration of the performance and output of employees in organizations. Motivation is essential to organizational effectiveness and is a predictor for performance of employees (Stoner, 2002).

In order for a library to meet its obligations to its patrons, employees and society, its top management must develop a relationship between the organization and librarians that will fulfill the continually changing needs of both parties. At a minimum, the organization expects employees to perform reliably the tasks assigned to them and at the standards set for them, and to follow the rules that have been established to govern the workplace. Management often expects more: that employees take initiative, supervise themselves, continue to learn new skills, and be responsive to business needs. At a minimum, employees expect their organization to provide fair pay, safe working

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conditions, and fair treatment. (Beer, Spector, Lawrence, Mills, & Walton, 1984). Traditionally most reward and recognition programmes were vague and often given in response to a manager's perception of when an employee performed exceptionally well. There were usually no set standards by which exceptional performance could be measured, and it could have meant anything from having a good attitude, assisting another department, or being consistently punctual. In current organizational settings this is no longer the case, as organizations understand the great gains derived by linking rewards and recognition to their business strategy (Flynn, 1998).

Literature Review

There is a large body of literature, including research literature, on rewards and recognition programmes. Many of the studies focus on the effects of rewards on task interest and performance and are found in the literature concerned with motivation: both intrinsic and extrinsic motivation. In intrinsically motivated behavior there is no reward except with the task itself.

Research has shown that most young workers are satisfied with the salary they have, but experienced workers are not paid according to their functions so the wage structures require further attention (Khan et al., 2011).

Ali and Ahmed (2009) confirmed the strong positive effects of rewards and recognition on job motivation and satisfaction. Same applied with the findings of Katou (2008) who stated that motivation and job performance of employees can be increased considerably if more attention is given on employees reward and their recognition (Satisfaction, motivation, knowledge, collaboration with partners and colleagues, dedications, holding and participation may be in the order of the most important aspects of human resource management results. Performance can be judged through a single yard stick and that is behavioral dimensions of an employees.

Intrinsic rewards and extrinsic rewards are usually correlated. However there is no direct relation between admirations of the workers and their willingness to work if their pay is not good enough. Therefore there is no value of intrinsic rewards like acknowledgements, admirations and authorizations when there are no extrinsic rewards (Hafiza et al., 2011):

The recognition may include the monetary award but these facets are not of any importance or significance (Fisher & Ackerman, 1998). Teachers are judged for their professional competence. In the teaching profession, the position of teachers offers them recognition for their capabilities and accomplishments (Sargent & Hannum, 2005). Recognition alone may not work alone.

Adeyinka, Ayeni & Popoola in (2007) "Job satisfaction is often determined by how well outcomes meet or exceed expectations. For instance, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work, the boss and their coworkers".

Ferguson, Forst & Hall (2012) in their study recruited 566 teachers from universities and have explored factors determining teachers' anxiety, depression and job satisfaction. The study postulates that workload and student' behavior as positive predictors of job satisfaction and have reported stress and anxiety also being positively associated with job satisfaction.

Understanding what motivates employees is one of the key challenges for managers. Although it is not possible directly to motivate others, it is nonetheless important to know how to influence what others are motivated to do, with the overall aim of having employees identify their own welfare with that of the organization (Iguisi, 2009). In general terms rewards programmes come within the overall concept of compensation strategies which are defined as the "deliberate utilization of the pay system as an essential integrating mechanism through which the efforts of various sub-units or individuals are directed towards the achievement of an organization's strategic objectives" (Gomez-Mejia and Balkin, 1992). They are management tools that hopefully contribute to a firm's effectiveness by influencing individual or group behavior (Lawler and Cohen, 1992). All businesses use pay, promotion, bonuses or other types of rewards to encourage high levels of performance. At a minimum, employees expect the organization to provide fair pay, safe working conditions, and fair treatment. Like management, employees often expect more, depending on the strength of their needs for security, status, involvement, challenge, power, and responsibility. Just how ambitious the expectations of each party are vary from organization to organization. For organizations to address these expectations an understanding of employee motivation is required (Beer et al., 1984). (Iguisi, 2009) emphasizes the human aspects of management. He postulates that as it is people who make a business succeed – or fail – it is the organization's chief responsibility to motivate their people so that they will assure success. The authors believe that each human being has the potential for creativity and for achieving goals. The infinite question is how organizations reach this potential and how they stimulate creativity and foster in their people the desire to succeed and to achieve self-fulfillment through their work. The common theme of the above authors is the belief that people need to be respected and treated as precious human capital, more essential to an organization's effectiveness than its financial capital. People are now seen as the primary source of a company's competitive advantage.

Therefore, the way people are treated increasingly determines whether an organization will prosper or even survive (Lawler, 2003). Organizations are under constant pressure to enhance and improve their performance and are realizing that an interdependent relationship exists between organizational performance and employee performance. In the following section the focus will be on the motivational theories and the impact that these theories have on enhancing employee performance.

A number of studies have been published on job satisfaction of library staff. Some of these studies report on overall job satisfaction, and others include satisfaction with specific facets of the job. It is difficult to make comparisons between these studies due to variations in the population studied, type and size of library, facets measured, and methodologies used. Nevertheless, each study adds new

interpretations to a growing body of literature in this area. A recent series of articles in *Library Journal* attests to the continued interest in the study of job satisfaction in libraries (Berry, 2007).

Katz, in Sinclair, et al. (2005) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance. For instance, if a librarian or information professional has another job offer which has identical job characteristics with his current job, but greater financial reward, that worker would in all probability be motivated to accept the new job offer.

Objectives

The overall objective of this study is to examine the influence of reward and recognition on librarian's motivation in academic libraries. The specific objectives are to:

- Determine availability or otherwise of reward and recognition programs in academic libraries in Oyo state
- Determine the types of reward and recognition programs and its impact on librarian's motivation in academic libraries in Oyo state
- Determine factors affecting librarian's motivation in academic libraries in Oyo state
- Determine the correlation between rewards and motivation in academic libraries in Oyo state

Research Questions

The following research questions were raised and provided answers for in the study.

- 1) Are there reward and recognition programs aimed at motivating librarians in academic libraries in Oyo state?
- 2) What are the types of reward and recognition programs available for academic librarians in Oyo state?
- 3) What are the factors affecting librarian's motivation in academic libraries in Oyo state?
- 4) What is the relationship between reward and motivation in academic libraries in Oyo state?

Methodology

The sample study used tells the variability and reliability of the biographical data of the respondents. The data gathering techniques used included a Biographical Questionnaire and the Work Motivation Questionnaire. The instrument was a self-developed questionnaire that incorporated the following personal information of the respondents, gender, years of experience, marital status, age, job classification, education, qualifications and post. The second section of the questionnaire consisted questions aimed at measuring motivation and work performance. 80 copies of the questionnaires were

distributed among the librarians in the selected academic libraries out of which 65 were returned appropriately giving an 85% response rate which is acceptable to make this study rigorous and generalizable. The obtained data is analyzed through Statistical Package for Social Sciences (SPSS) version 16. The statistical methods involved those of descriptive (mean and standard deviation) and inferential statistics (Pearson Correlation) for the predictors of motivation of academic librarians.

Results

The results of the findings are as presented below.

Table 1: Reward Types and Librarian's Motivation

| Variable | Mean | Standard deviation |
|--------------------|------|--------------------|
| Work content | 1.53 | 0.69 |
| Payment | 2.57 | 0.65 |
| Promotion | 2.10 | 0.62 |
| Recognition | 2.88 | 0.62 |
| Working conditions | 1.34 | 0.72 |
| Benefits | 1.86 | 0.63 |
| Personal | 1.23 | 0.64 |
| Leader/supervisor | 1.42 | 0.69 |
| General | 1.32 | 0.54 |

Where high variables correspond to high motivation with respect to the dimensions of work motivation assessed by the work motivation and questionnaire, Table 1 indicates that the means for the work content, payment, promotion, recognition, working conditions, benefits, personal, leader/supervisor and general ranged from a low of 1.32 to a high of 2.88. It therefore appears that librarians in the sample are relatively motivated; however, the mean values for payment, promotion, recognition and benefits were the lowest. These mean values indicate the areas that librarians were most likely to be demotivated and dissatisfied Table 1 thus shows that librarians in the sample are most likely to be motivated due to their working conditions, personal and general dimensions. They are least motivated by the payment they receive and recognition as determined by the Work Motivation Questionnaire

Table 2: Dimension Correlations of rewards and motivation

| Variable | Pearson correlation | Significance (2-tailed) |
|--------------------|---------------------|-------------------------|
| Work content | 0.66** | 0.00 |
| Payment | 0.86** | 0.00 |
| Promotion | 0.74** | 0.00 |
| Recognition | 0.92** | 0.00 |
| Working conditions | 0.61** | 0.00 |
| Benefits | 0.65** | 0.00 |
| Personal | 0.37* | 0.00 |
| Leader/supervisor | 0.32* | 0.023 |
| General | 0.34* | 0.005 |

* Correlation is significant at the 0.05 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

The results indicate that work content correlates significantly with work motivation and satisfaction of librarians in the selected academic libraries ($r = 0.66$, $p < 0.01$). This supports the hypothesis that there is a significant relationship between work content and work motivation and satisfaction. A significant correlation is shown to exist between payment and work motivation and satisfaction ($r = 0.86$, $p < 0.01$), supporting the hypothesis that there is a significant relationship between payment and work motivation and satisfaction. There was also a significant relationship between promotion and work motivation and satisfaction ($r = 0.74$, $p < 0.01$). Hence, this supports the hypothesis that promotion opportunities are significantly related to work motivation and satisfaction.

A significant correlation also exists between recognition and work motivation and satisfaction ($r = 0.92$, $p < 0.01$), supporting that recognition is significant in explaining the variance in work motivation and satisfaction. There was a significant relationship between working conditions and work motivation and satisfaction ($r = 0.61$, $p < 0.01$). Hence, the hypothesis that there is a relationship between working conditions and work motivation and satisfaction is supported.

There was a significant relationship between benefits and work motivation and satisfaction ($r = 0.65$, $p < 0.01$), supporting the hypothesis that benefits are significant in explaining work motivation and satisfaction. A significant correlation was found to exist between the dimension of personal and work motivation and satisfaction ($r = 0.37$, $p < 0.05$). There was a significant relationship between leader/supervisor and work motivation and satisfaction ($r = 0.32$, $p < 0.05$) as well as between general and work motivation and satisfaction ($r = 0.34$, $p < 0.05$). The results indicate that for the Interco

relation matrix exploring the relationship between the dimensions of the Work Satisfaction and Motivation Questionnaire, that all the coefficients were positive. The results depicted in Table indicate that there is a significant statistical relationship between the dimensions of work motivation and satisfaction. Accordingly, the null hypothesis is rejected.

Table 3: The relationship between rewards, recognition and work motivation

| | Work and motivation |
|-------------|---------------------|
| Rewards | 0.86** |
| Recognition | 0.92** |

** Correlation is significant at the 0.01 level (2-tailed)

There is a statistically significant, direct and positive relationship between rewards and work satisfaction and motivation ($r = 0.86, p < 0.01$). Hence, if rewards offered to librarians were to be altered, then there would be a corresponding change in work motivation and satisfaction. The coefficient of determination, (R - squared = 0.74), implies that 74% of the variation in work motivation and satisfaction of the sample can be attributed to rewards received, which implies that the remaining 26% can be explained by other factors not considered. The results indicate that there is a statistically significant, direct and positive relationship between recognition and work satisfaction and motivation ($r = 0.92, p < 0.01$). This implies that if the recognition accorded to librarians were to change, there would be a change in work motivation and satisfaction. The coefficient of determination, (R - squared = 0.60), implies that 60% of the variation in work motivation and satisfaction of the sample can be attributed to recognition, while the remaining 40% can be attributed to other variables which were not explored in the current research.

Multiple Regression Analysis

On the basis of the results obtained indicating a direct positive relationship between the dimensions of work satisfaction and motivation, all the dimensions of the instrument were assessed using multiple regression analysis to ascertain the extent to which they explain the variance in work satisfaction and motivation.

Table 4: Stepwise Regression: Dependent variable (work motivation and satisfaction)

| | | | | |
|----------------------------|---------|----------|---------------|-------|
| Multiple regression | | 0.93942/ | | |
| R squared | | 0.84276 | | |
| (adjusted R ²) | | 0.71404 | | |
| Standard error | 3.43232 | F= 16.59 | Sig. F=0.00** | |
| Variables in the equation | B | SE for B | T | P |
| Work content | -2.9645 | 1.1857 | 2.36 | 0.03* |

| | | | | |
|---------------------|---------|--------|------|--------|
| Payment | -1.5234 | 0.2863 | 5.32 | 0.00** |
| Promotion | -0.6828 | 0.2903 | 3.65 | 0.00** |
| Seminar/conferences | -2.6846 | 1.1857 | 2.48 | 0.00** |
| Working conditions | -1.2534 | 0.2863 | 1.34 | 0.00** |
| Benefits | -0.5856 | 0.2903 | 1.65 | 0.00** |
| Personal | -3.5535 | 0.1452 | 1.79 | 0.00** |
| Leader/supervisor | -2.2338 | 1.7683 | 1.43 | 0.00** |
| General | -2.1045 | 0.1564 | 1.33 | 0.00** |

The results shown in Table 4 indicate a relatively high percentage of the variation in work motivation and satisfaction can be explained by the variables entered in the equation (R - squared = 84.27%; R-squared (adjusted) = 71.4%). Thus 71% of the variance in work motivation and satisfaction can be explained by work content, payment, promotion, recognition, working conditions, benefits, personal, leader/supervisor and general dimensions. The F-ratio of 16.59 ($p < 0.01$) indicates the regression of work motivation and satisfaction on the dimensions assessed, expressed through the adjusted squared multiple (R - squared (adj.) = 71.40%) is statistically significant. Hence the null hypothesis is rejected. These variables account for 71% of the variance in work motivation and satisfaction. This finding suggests that other unexplored variables could account for the other variance in work motivation and satisfaction.

Recommendations for Future Research

Current literature on rewards and recognition has not sufficiently dealt with the issues of diversity and the impact that it could have on the motivation and satisfaction levels of librarianship profession. Therefore, further research on the impact of reward and recognition on motivation and satisfaction for diverse groups of people could be beneficial to organizations. Research should focus on the broad spectrum of diversity categories including, race, gender, disability, etc., but apart from race and gender, factors such as age and tenure should also be investigated. The results of such studies could yield some interesting findings and could also significantly impact the delivery of meaningful rewards and recognition to diverse groups of people. According to La Motta (1995), "motivation is simply the reason individuals have for doing the things they do when and how they do them." In day-to-day society many different things motivate people, and that which motivates one person may not necessarily motivate another. This supports the view that a "one size fits all" approach to rewards and recognition will not be sufficient to motivate people who are inherently different, due to their personality characteristics, but also due to cultural characteristics. Further studies could also incorporate qualitative research as the present study only used quantitative research methodology.

Conclusion and Recommendation

This paper has focused on the presentation of results achieved in this study. Pearson's product moment correlation was used to indicate relationships and differences in the dimensions of work motivation and satisfaction based on the sample used in the study and more specifically to indicate differences in rewards and recognition (as components within the work satisfaction and motivation questionnaire). The results reflect that there is a statistically significant relationship between reward and recognition respectively, and motivation and satisfaction. The study revealed that if rewards or recognition offered to librarians were to be altered, then there would be a corresponding change in work motivation and satisfaction. The results of this study also indicated that librarians were less motivated by rewards and recognition than some of the other dimensions of the Work Satisfaction and Motivation Questionnaire. By implication, this means that if more focus is placed on rewards and recognition, it could have a resultant positive impact on motivation and thus result in higher levels of job performance in academic libraries. Given the case study nature of this investigation, results of findings may be specific only to the academic libraries and may not be generalized to the other libraries within the organization, or to other similar business units outside of the organization. However, the business unit could use the outcomes of the research study to revisit its current reward and recognition programmes and in particular focus on addressing the needs of librarians in particular and library staff in general.

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