

Research

Job Satisfaction Indicators as Correlates of Job Performance among Librarians in University Libraries in North-East, Nigeria

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This study examined the job satisfaction indicators as correlates of job performance of librarians in academic libraries in North- East, Nigeria. Specifically, the study was guided by five purposes and five research questions. Correlational survey design was adopted to conduct the study. The population of the study is 159 comprising professional librarians without sampling. The instruments for data collection were structured questionnaires, where two sets of questionnaire were used to obtain data. Cronbach Alpha method was used to measure the internal consistency and the reliability of the instrument. Data collected were analyzed using descriptive and inferential statistics. Statistical instrument used for the research analysis was Pearson's Product Moment Correlation Coefficient (PPMC) and t-test analysis was computed for the study using SPSS. The findings of the study revealed: A perfect relationship/correlation between promotional opportunities, and job performance among librarians in university libraries north-east, Nigeria. Also, revealed a high relationship between welfare packages and job performance among librarians in university libraries in north-east, Nigeria. It revealed a very high relationship between staff development and job performance among librarians in university libraries in North-east, Nigeria. It revealed a perfect relationship/correlation between reward/pay packages and job performance among librarians in university libraries in North-east, Nigeria. It also, revealed a high relationship between work environment and job performance among librarians in university libraries in North-east, Nigeria. The study recommended among others that library administrators should consider providing and improving the sustainable welfare packages, incentives and the fringe benefits of the librarians.

Key words: Job Satisfaction, Job Performance, Librarians and University Library

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INTRODUCTION

Higher education plays a major role in the transformation of an individual, in the growth and development of the society and economic development of the country as a whole. The university libraries are found in university higher education and constitute a very vital component of the education system. It constitutes the capital of knowledge and human resource development. They play a vital role in the education and training of staff and student by providing information resources for research and scholarly purposes. This view is supported by Ikonne (2014) who asserted that a library is one of the key units of any educational institution especially, the university, as it caters for the information needs of its users within and outside the university community. There is need therefore, for university libraries to promote and provide quality information services that meet the needs of students, staff and faculty members as whole. Generally, libraries are indispensable cornerstone of any society and are set up to cater for the educational, cultural, research, recreational, and information needs of their users. The main objectives of the university libraries are to promote teaching, learning and research. Thus, in the process of supporting the university to carry out its sets goal and objectives of their parent organization, librarians are employed to perform their professional duties in providing services and satisfying the information needs for staff, students and researchers. Therefore, librarians serve as personnel who work in the university library to acquire, organize and manage an array of the library resources to meet the needs of its clientele. The library cannot function effectively, if librarians are not satisfied with their job. Also, they cannot put up performance which will enable them to attain to the library objectives.

Job satisfaction can be seen 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. On the other hand, job satisfaction influence library personnel to play a vital role in providing good quality information services to researchers and the entire university community. Job satisfaction is important because of its bearing on the physical and mental well-being of librarians. University libraries are not "for profit" organizations but, if they are to fulfill their mission and offer good services, they need committed and satisfied librarians. It is believed that satisfaction at work influences many aspects of work such as efficiency and productivity. Similarly, Kuria (2011) states that employees are most satisfied and highly productive when their job offers them security from economic strain, recognition of their effort, clean policy of grievances, opportunity to contribute ideas and suggestions, participation in decision making and managing the affairs, clear definitions of duties and responsibilities, opportunities for

promotion, fringe benefits, sound payment structure, incentive plans and profit sharing activities, health and safety measures, social security, compensation, communication, communication system and finally, conducive atmosphere of mutual, trust and respect. Librarians tend to be dissatisfied with their job, if these factors mentioned are not achieved; and this will leads to performance discrepancy. Therefore, librarians working in university libraries are constantly yearning for these facets to be given to them so as to enhance their job satisfaction. This is because, the employee's ability is his product of satisfaction, level of educational attainment, personal competence, readiness and the ability to cope with the job contents. When satisfaction is high, absenteeism tends to be low; when satisfaction is low, absenteeism tends to be high.

On the other hand, performance is the completion of a task or tasks; taking action in accordance with requirement. Job performance as defined by James (2002) is the act of carrying a command, duty or purpose; and equally an observable and measurable behavior of a person in a particular situation. According to Abdel-Razek (2011), job performance is the effort made by an employee within an organization in order to achieve particular pre-determined results through the use of available resources. Therefore, Job performance is actualized when a university library is determined to achieve its goals, these goals can be attained through some motivational factors such as promotional opportunities of librarians to various ranks in their cadre so that they can be happy, contented with their working environment and perform their duties effectively and efficiently. It appears some of the motivational factors are not sufficiently provided for librarians working in universities libraries. This might account for why some librarians perform their job below as expectation. In the light of this background, this study therefore seeks to investigate job satisfaction indicators as correlates of job performance of librarians in academic libraries in North-East, Nigeria.

STATEMENT OF THE PROBLEM

University libraries are established in universities to support teaching learning and research. University libraries in Nigeria have become a source of extreme stress as a result of technological changes, information overload and high demand of information resources by library patrons (Ugwuanyi & Ugwu, 2011). The need for librarians and library services to the university community is so enormous that the university cannot function effectively without them. Therefore, librarians are responsible for acquiring, describing, classifying, administering, preserving and organizing information resources by introducing effective access control devices

and interpret their contents through personalized services. However, despite these important roles of librarians, some librarians still exhibit poor attitude towards their work and those they serve. This apparent attitude exhibited by some librarians might be linked to lack of job satisfaction and this leads to lack of commitment to work which makes them perform below expectations. This however will affect meeting the information needs of library users thereby hindering provision of quality services

Job satisfaction indicators of librarians has different parameters and factors some of these factors that constitute job satisfaction such as good salary, promotional opportunities, good working environment and good interpersonal relationship, well defined library goals, opportunity for achievement and recognition are not adequately in existence, and these can result to job dissatisfaction which might give rise to lateness to work, laziness, lack of motivation, inability to meet targets, constant sick leave and poor health condition. If the above scenario becomes the case job performance may be affected negatively. Preliminary interaction by the researcher with some librarians under study revealed that they were not happy with their job; this could be attributed to lack of promotional opportunities, lack of welfare packages, lack staff development and training, lack of rewards/pay packages and poor working condition/environment. This has necessitated this study that investigated job satisfaction indicators as correlates of job performance among librarians in university libraries in North-east, Nigeria.

PURPOSE OF THE STUDY

The major purpose of this study was to determine job satisfaction indicators as correlates of job performance among librarians in university libraries in North-east, Nigeria. Specifically the study determines:

1. The relationship between promotional opportunities and job performance among librarians in university libraries in North-east, Nigeria.
2. The relationship between welfare packages and job performance among librarians in university libraries in North-east, Nigeria.
3. The relationship between staff development and job performance among librarians in university libraries in North-east, Nigeria.
4. The relationship between reward/pay packages and job performance among librarians in university libraries in North-east Nigeria.
5. The relationship between work environment and job performance among librarians in university libraries in North-east Nigeria

SCOPE OF THE STUDY

The study was delimited to some major the job satisfaction indicators as correlates of job performance among librarians in university libraries in north-east, Nigeria. It focused on various aspects of job satisfaction mostly advocated by librarians such as promotional opportunities, welfare packages, staff development trainings, rewards/pay packages as well as improved working environments in relation to job performance. The study covered North-east, Nigeria; specifically the study was carried out using professional librarians. The universities under study comprised federal and state universities in North- east, Nigeria

RESEARCH QUESTIONS

The following research questions guided this study:

1. What is the relationship between promotional opportunities and job performance among librarians in university libraries in North-east, Nigeria?
2. What is the relationship between welfare packages and job performance among librarians in university libraries in North-east, Nigeria?
3. What is the relationship between staff development and job performance among librarians in university libraries in North-east, Nigeria?
4. What is the relationship between reward/pay packages and job performance among librarians in university libraries in North-east Nigeria?
5. What is the relationship between work environment and job performance among librarians in university libraries in North-east Nigeria?

HYPOTHESES

The following hypotheses guided this study:

1. There is no significant relationship between promotional opportunities and job performance among librarians in university libraries in North-east, Nigeria.
2. There is no significant relationship between welfare packages and job performance among librarians in university libraries in North-east, Nigeria.
3. There is no significant relationship between staff development and job performance among librarians in university libraries in North-east, Nigeria.
4. There is no significant relationship between reward/pay packages and job performance among librarians in university libraries in North-east Nigeria.
5. There is no significant relationship between working condition/environment and job performance among librarians in university libraries in North-east Nigeria.

REVIEW OF RELATED LITERATURE

Level of job satisfaction is a worker sense of achievement and is generally noted to be directly associated to improve efficiency as well as to personal welfare (Awoyemi, and Olaniyi, 2015). Kyumana (2017) described level of job satisfaction as positive or negative feelings that workers experience about their job which encompass job satisfaction. He further studied level of job satisfaction of library staff by measuring the level of job satisfaction on a general front and from specific aspects (variables), and discovered that library staff experience moderate satisfaction with work itself and job security being the factors that caused high level of satisfaction, these variables include achievement, recognition, advancement, salary, responsibility, status and relationship with supervisors and co-workers accounted for moderate satisfaction. Inefficient job satisfaction will bring about a tragedy to the organization as associated with lower productivity, profitability and impairment of overall organization effectiveness (Okoye, 2017).

Ademodi and Akintomide (2015) stated that a librarian who is not satisfied with the level of the job will either quit the job or constitute a liability to the library. Consequently, this may result in inefficiency, low productivity, low commitment and low performance. They further added that, facets like recognition, working conditions; company and management all contribute to the achievement of higher level of job satisfaction.

Promotion is an important source of job satisfaction. The recent studies by Obajemu and depken (2012); and Ikolo (2017) supported this by showing that promotion is the most influential factor affecting the job satisfaction among librarians. According to Chijioke (2011) an average employee looks towards to the day when he will earn a promotion, and promotion is a reward for past performance, an encouragement to nudge librarians to continue to excel. Therefore, librarians that are denied promotion at when due tend to behave in active and do not perform their duties effectively, to support this statement

Welfare package means pay period which does not depend on number of hours worked. According to Fred (2004) welfare is the process of planning, organizing and controlling all the activities that borders on the direct and indirect payments made to the library personnel for the services rendered; wages on the other hand is the amount of cash paid to workers expressed in terms of rates per hour for work done. Lack of welfare will pose a serious challenges and could lead to low job performance. Wendell (2004) was of the view that monetary incentives could serve as motivator and catalyst towards achieving goals. They further stressed that every employee (librarians) requires good welfare packages and benefits to enable them perform their

duties effectively and efficiently, and by extension derives satisfaction. Beckhard (2004) stated that good welfare packages are a welcome development in work place but to some extent it does not serve as a motivator to perform and job satisfaction of workers

Staff training and development programmes is one of the major human resources activities known generally to improve human attitude towards better job performance, also to prepare them for advancement and higher responsibilities. (Mpofu, & Hlatywayo, 2015). Amoah and Akussah (2017) advocated that training and development of human capital is a key to the success in addressing challenges of poor service delivery of information needs of library clients, especially in this era of information overload and technological advancement. Abban (2018) opined that continuing professional education is critical to renewing the expertise and skills needed to teach and assist library users in the new information age. Frost (2018) affirmed that training programme allows to strengthen those skills that each employee needs to improve, and development programme brings all employees to a higher level so that they will all have a similar skills and knowledge to enable them perform their jobs effectively, this entails that when librarians are well trained and acquire skills they will be satisfied with their job and perform optimally.

Reward serve as a value given in return for certain deed or job to library personnel, such as payment or recompense. Mzwenhlanhla and Dlamini (2017) opined a remuneration or pay package is one of the most important factors that influence library personnel to take up employment and stay with library. Employees require good salary and bonuses that will have the potential of increasing their performance. Olatunji (2015) stated that salary is a fixed annual amount paid monthly. While, wages in contrast were variable weekly payments (usually made in cash) that fluctuated in value through overtime, bonuses, and piecework rates. In the same vein, Agburu (2012) asserted that institutions or companies that seek to attract and retain highly productive and efficient employees cannot shy away from facing the challenges posed by the need to pay wages adequately in a competitive environment. Therefore, monetary rewards play major role in determining job satisfaction. There is no doubt that pay package is one of the fundamental components of job satisfaction since it has a powerful effect in determining job performance. Al-Hinai and Bajracharya (2014) stated that remuneration helps and supports individuals to meet the basic needs through pay and salary as explained in Maslow's law. Diriwaechter and Shvartsman (2018) added that wage increases are one of the most common methods used by firms to stimulate employee motivation. In their findings it was indicated that individuals anticipate wage changes one year prior to their actual occurrence.

The management and administration of human

resources in organization varies at different times and situations, and the overall productivity of any organization is based on sound working conditions. Blessing, et-al (2018) stated that working condition enables library workers to perform better, in the library parlance; working conditions are those factors that contribute to librarian's level of commitment. Ikonne and Onoha (2015) expatiated that, librarians who are satisfied at their workplaces show positive attitudes in their homes and make a psychologically healthy society. Locke (2014) numerated facets like; working condition and management, contributes to the achievement of higher level of job satisfaction. Amunne (2013) affirmed that job satisfaction can be influenced by factors such as; the quality relationship of academic librarians with their supervisors, the quality of the physical environment in which they work and the degree of fulfillment in their work. Therefore, work place or environment can impede or enhance the productivity of librarians whose jobs require comfortable, conducive, and congenial

environment. According to Amusa, Iyoro and Olabisi (2013) work environment of any library can also be categorized into internal and external work environments. They further stressed that totality of these environments has influence on the job performance of librarians

METHOD

The correlational research design was adopted for this study to established relationship between job satisfaction and job performance. The population of the study is 159 comprising all professional librarians in university libraries in North-East, Nigeria. The study used the entire population without sampling. The instruments for data collection were structured questionnaires. The method of data analysis for this study is descriptive statistics and inferential statistics. Research questions were analyzed using Pearson's Product Moment Correlation Coefficient (PPMC) while hypothesis were tested using t-test analysis and was computed using SPSS

RESULTS

Research Question 1: What is the relationship between promotional opportunities and job performance among librarians in university libraries in North-east, Nigeria?

Hypotheses Testing

Hypothesis 1: There is no significant relationship between promotional opportunities and job satisfaction among librarians in university libraries in North-east, Nigeria.

Table 1: t-test for significance of relationship between promotional opportunities and job satisfaction among librarians in University libraries in North-east

Correlation Coefficient (γ)	N	df	α	t-calculated	t-critical	Decision
1.00	150	148	.05	12.166	1.960	Significant

Data presented in table 1 show the t-test for significance of relationship between promotional opportunities and job satisfaction among librarians in University libraries in North-east. The analysis shows that the t-calculated value of 12.166 is greater than the t-critical value of 1.960. This implies that the null hypothesis is rejected at 0.05 alpha level ($t_{cal} = 12.166 > t_{crit} = 1.960$). That is to say, there is a significant relationship between promotional opportunities and job satisfaction among librarians in North-east

Research Question 2: What is the relationship between welfare packages and job performance among librarians in university libraries in North-east, Nigeria?

Hypothesis 2: There is no significant relationship between welfare packages and job satisfaction among librarians in university libraries in North-east, Nigeria

Table 2: t-test for significance of relationship between welfare packages and job satisfaction among librarians in University libraries in North-east

Correlation Coefficient (γ)	N	df	α	t-calculated	t-critical	Decision
0.743	150	148	.05	13.505	1.960	Significant

Data presented in table 2 show the t-test for significance of relationship between welfare packages and job satisfaction among librarians in University libraries in North-east. The analysis shows that the t-calculated value of 13.505 is greater than the t-critical value of 1.960. This implies that the null hypothesis is rejected at 0.05 alpha level ($t_{cal} = 13.505 > t_{crit} = 1.960$). This implies that, there is a significant relationship between welfare package and job satisfaction among librarians in North-east.

Research Question 3: What is the relationship between staff development and job performance among librarians in university libraries in North-east, Nigeria?

Hypothesis 3: There is no significant relationship between staff development and job satisfaction among librarians in university libraries in North-east, Nigeria

Table 3: t-test for significance of relationship between staff development and job satisfaction among librarians in University in North-east

Correlation Coefficient (γ)	N	df	α	t-calculated	t-critical	Decision
0.743	150	148	.05	19.801	1.960	Significant

Data presented in table 3 show the t-test for significance of relationship between staff development and job satisfaction among librarians in University libraries in North-east Nigeria. The analysis shows that the t-calculated value of 19.801 is greater than the t-critical value of 1.960 at 0.05 alpha level ($t_{cal} = 19.801 > t_{crit} = 1.960$). This implies that the null hypothesis is rejected and states that there is a significant relationship between staff development and job performance among librarians in University libraries in North-east, Nigeria.

Research Question 4: What is the relationship between reward/pay packages and job performance among librarians in university libraries in North-east Nigeria?

Hypothesis 4: There is no significant relationship between reward/pay packages and job satisfaction among librarians in university libraries in North-east Nigeria

Table 4: t-test for significance of relationship between reward/pay packages and job satisfaction among librarians in University in North-east

Correlation Coefficient (γ)	N	df	α	t-calculated	t-critical	Decision
1.00	150	148	.05	12.166	1.960	Significant

Data presented in table 4 show the t-test for significance of relationship between reward/pay packages and job satisfaction among librarians in University libraries in North-east Nigeria. The analysis shows that the t-calculated value of 12.166 is greater than the t-critical value of 1.960 at 0.05 alpha level ($t_{cal} = 12.166 > t_{crit} = 1.960$). This implies that the null hypothesis is rejected and states that there is a significant relationship between reward/pay packages and job performance among librarians in University libraries in North-east, Nigeria.

Research Question 5: What is the relationship between work environment and job performance among librarians in university libraries in North-east Nigeria?

Hypothesis 5: There is no significant relationship between working condition/environment and job satisfaction among librarians in university libraries in North-east Nigeria.

Table 5: t-test for significance of relationship between working condition/environment and job satisfaction among librarians in University in North-east

Correlation Coefficient (γ)	N	df	α	t-calculated	t-critical	Decision
.697	150	148	.05	11.827	1.960	Significant

Data presented in table 5 show the t-test for significance of relationship between work condition/environment and job satisfaction among librarians in University libraries in North-east Nigeria. The analysis shows that the t-calculated value of 11.827 is greater than the t-critical value of 1.960 at 0.05 alpha level ($t_{cal} = 11.827 > t_{crit} = 1.960$). This implies that the null hypothesis is rejected and states that there is a significant relationship between work condition/environment and job performance among librarians in University libraries in North-east, Nigeria.

SUMMARY OF FINDINGS

Based on the analysis carried out, the following findings emerged.

1. There exist a perfect relationship/correlation between promotional opportunities and job performance among librarians ($r = 1.00$, $n = 150$). This implies there is a significant relationship between promotional opportunities and job satisfaction among librarians in North-east.
2. There exist a high relationship between welfare packages and job performance among librarians ($r=.743$, $n=150$). This implies there is a significant relationship between welfare package and job satisfaction among librarians in North-east.
3. There exist a very high relationship between staff development and job performance among librarians ($r=.852$, $n=150$). This implies there is a significant relationship between staff development and job performance among librarians in University libraries in North-east, Nigeria
4. There exist a perfect relationship/correlation between reward/pay packages and job performance among librarians ($r=1.00$, $n=150$). This implies there is a significant relationship between reward/pay packages and job performance among librarians in University libraries in North-east, Nigeria.
5. There exist a high relationship between work environment and job performance among librarians ($r=.697$, $n=150$). This implies there is a significant relationship between work condition/environment and job performance among librarians in University libraries in North-east, Nigeria.

DISCUSSION OF FINDINGS

Promotional Opportunities and Librarians Job Performance

The findings of this study relating to research question 1 shows that there exist a perfect relationship/correlation

between promotional opportunities and job performance among librarians in university libraries in North-east ($r = 1.00$, $n = 150$). This findings conforms to the findings of Ikolo (2017) which revealed that teacher librarians 30(66.6%) were not satisfied with their pay and promotion opportunities. However, they were found to be satisfied with the type of work they carry out daily.

Welfare Packages and Librarians Job Performance

The analysis carried out on research question 2 revealed that there exist a high relationship between welfare packages and job performance among librarians in university libraries in North-east ($r=.743$, $n=150$). This current finding agree with the findings of Mzwenhlanhla and Dlamini (2017) which reported a positive and significant effect of compensation on job satisfaction and there were no significant effect between benefits and job satisfaction.

Staff Development and Librarians Job Performance

Analysis carried out on research question 3 shows that there exist a very high relationship between welfare packages and job performance among librarians in university libraries in North-east ($r=.852$, $n=150$). This finding aligns with the findings of Abban (2018) which reported a high percentage 52(80%) indicating that staff development motivates' them to perform their job in the libraries. Similarly, the finding also agrees with Cobblah and Watt (2016) which revealed a positive relationship between staff training and development and work performance of library staff in the selected university libraries in Ghana.

Reward/pay Packages and Librarians Job Performance

Analysis carried out in research question 4 shows that there exist a perfect relationship/correlation between reward/pay packages and job performance among librarians in university libraries in North-east ($r=1.00$, $n=150$). This finding agrees with the finding of Imran

(2014) which reported that that rewards and recognition positively related with employees' job satisfaction. Also positive correlation exists between reward, recognition and employees job performance

Working condition/Environment and Librarians Job Performance

Analysis carried out in research question 5 shows that there exist a high relationship between work environment and job performance among librarians in university libraries in North-east ($r=.697$, $n=150$). This finding aligns with the findings of Kyumana (2017) which reveals that one overwhelming factor for job satisfaction leading to dissatisfaction of IFM library staff was working environment

CONCLUSION

The study concludes that job satisfaction indicators such as promotional opportunities, welfare packages, staff development, reward/pay packages and work environment significantly correlates with job performance of university librarians in North-east, Nigeria.

RECOMMENDATIONS

Based on the findings, the following recommendations were made:

1. The university authorities should provide regular promotion to librarians and, should be made and based on such criteria as scope of responsibility or job demands, job skills, qualification and experience, rather than on favoritisms, nepotism and filial affiliations, as any perceived inequality in promotion may threaten organizational effectiveness and survival
2. Library administrators should consider providing and improving the sustainable welfare packages, incentives and the fringe benefits of the librarians, and this will eradicate all forms of disparity between librarians and their counterparts in the faculties so as to boost their level of job satisfaction and job performance.
3. The university management should provide librarians with the opportunity to further their education through full study fellowship and design training programmes through organizing in-house training, attending workshops and seminars. This will go a long way in improving their job productivity and enhance their level of satisfaction and job performance
4. The library management as well as parent

institutions should improve some financial and non financial reward/pay packages, such as good wages and salaries to ensure that librarians are able to fulfill their needs and to ameliorate their satisfaction, which in turn, improve their performance.

5. Library administrators should also improve the working condition of the librarians thereby creating good physical aspect of working environment , such as buildings, equipment, furniture, lighting and air conditioning, this will promote good health, positive psychological well-being and enhance job satisfaction and job performance

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