

*Full Length Research*

# **Influence of Attitude as a Catalyst on the Productivity Level of Cataloguers in Tertiary Institutions' Libraries in Edo State, Nigeria**

<sup>1</sup>Olalekan S.Ola and <sup>2</sup>Aminu U. Momoh

<sup>1</sup>Auchi Polytechnic Library, Auchi, Edo State, Department of Library and Information Science.  
Corresponding author's E-mail: [simeonclexy@gmail.com](mailto:simeonclexy@gmail.com)

<sup>2</sup>Department of Library and Information Science, Auchi Polytechnic, Auchi, Edo State-Nigeria.  
E-mail: [bennymoh@yahoo.com](mailto:bennymoh@yahoo.com)

Accepted 11 February 2025

As soon as librarians are productive based on their positive attitude, it is expected that libraries will perform optimally. A circumstance whereby cataloguers are less productive or lack good attitude, the long-lasting effect will be felt by the end users. It is in this regard, that this study investigated Influence of Attitude as a catalyst on the Productivity Level of Cataloguers in Tertiary Institutions' Libraries in Edo State, Nigeria, Nigeria. Descriptive survey research design was adopted for this study. The population comprised of 81 cataloguers in Edo State. The study made use of total enumeration sampling technique. Reliability co-efficient of the constructs of this study are as follows: Productivity - 0.71, and Attitude - 0.78. A validated questionnaire was used to collect data. Data were analysed using descriptive and inferential statistics. Findings of the study revealed that there was significant influence of attitude on the productivity of cataloguers (*Adj. R*<sup>2</sup>=0.100; *p*<0.002) in tertiary institutions in Edo State. Therefore, the study recommended that institutions should strive to motivate cataloguers and provide current cataloguing and classification tools so as to ensure they have positive attitude to cataloguing. It was also recommended that cataloguers should be motivated whenever works are well done in order to boost their morale and positive attitude. Cataloguers should be offered regular training and retraining as this will boost their expertise in cataloguing.

**Keywords:** Attitude, Productivity, Cataloguing, Classification

**Cite This Article As:** Ola O. S. and Momoh A. U. (2025). Influence of Attitude as a Catalyst on the Productivity Level of Cataloguers in Tertiary Institutions' Libraries in Edo State, Nigeria. *Inter. J. Acad. Lib. Info. Sci.* 13(1): 23-31

## **INTRODUCTION**

Productivity is one of the critical management subjects that has gotten a lot of attention from academics and has been well-thought-out as a main tool for improving organizational success (Jalah, 2016). In today's progressively more competitive global dealing environment, institutions are compelled to invest in productivity improvement of workers in order to be more cost effective, innovative, and generally more competitive than other industry players (Awan & Tahir, 2015). Some of the sources of competitive advantage for these institutions would include financial strength, tangible resources such as production facilities, locational advantages, intangible resources such as patents and technical know

how, and the employees. Increasing productivity is one approach for a company to get a competitive edge by utilizing its people resources (Ataullah, & Sahota, 2014). Institutions will not be able to fulfil their specified aims and objectives unless they have strong human resources.

It is an undeniable fact that a society's greatest asset is its employees (Tahmeem & Sadia, 2018). According to this, firms can only achieve greater success and growth if they are able to recruit, inspire, and retain talented individuals by providing competitive compensation and benefits and creating a positive work environment. (Mayson & Barrett 2016; Lohela-Karlsson, 2018). Employees that are properly compensated will, in turn, have a positive attitude toward their jobs, which will lead to improved performance and concomitantly increase their productivity level (Mabaso, & Dlamini, 2017).

Cataloguing productivity can be defined as the number of information materials properly catalogued in a given time period. A very prolific cataloguer is one that catalogues a total of 10-15 items manually in a day (Anyafulu & Okiki, 2017). This is because, considering the intense intellectual exercise involved in original cataloguing, cataloguing and assigning an access point to an information item might take a qualified cataloguer no less than 45 minutes. In certain circumstances, a cataloguer may catalogue only one object for a whole day but be unable to find an appropriate subject for it; in other cases, he may catalogue multiple items yet be unable to catalogue any in a single day. Cataloguers require certain tools in order to perform their duties.

This includes adequate lighting, working space, and ergonomically acceptable seating, as well as proper equipment, gear, and computer technology (Akhtar et al, 2015). Low output levels and general job discontent are caused by poor working circumstances caused by physical components. Workplaces that aren't safe, such as those that aren't up to code, have a wide range of consequences (Mukundi, 2016).

On the other hand, because of its influence on an individual's behaviour, the study of attitude is gaining traction. One reason for the concept's popularity is that social psychologists have assumed that attitudes have something to do with social behaviour (Semerci & Aydin). An individual's attitude is defined as an element that guides their behaviour in accordance with their feelings and thoughts (Kumar & Ratnakar, 2016). Moreover, attitude has come to be considered as the level of positive or negative effect associated with a particular object or belief. Attitudes are thought to have a direct impact on behaviour. (Beri, 2009). In practice, the term attitude is frequently used to encompass ideas such as preferences, feelings, emotions, beliefs, expectations, judgments, evaluations, values, principles, opinions, and intentions under one umbrella expression. Adding to it, attitudes help us define how we perceive, understand and imagine situations, as well as define how we behave toward the situation or object. The scientific literature has cleared this multidimensionality aspect of views in recent decades, and numerous dimensions have been developed. (Ankiewicz, 2019). As a result, attitude is a mental and neural state of readiness organized through experience that exerts a directive or dynamic influence on the individual's response to all objects and situations with which it is associated, as well as the individual's predisposition to evaluate some symbols, objects, or aspects of his world favourably, and thus no unit score in attitude can be determined.

## Statement of the Problem

Productivity reflects efficiency and effectiveness with which capital, machines, time, human and material resources are utilised to produce a valuable output. The major focus and hub of any libraries, especially in tertiary institutions has been cataloguing and classification of all the library materials and how cataloguers should aim to satisfy users' diverse information needs irrespective of their backgrounds through proper and good attitude and productivity level of cataloguers. It also reflects the efficiency of internal operations or how well resources are used in the libraries. Cataloguing & classification enable users to know what materials the library has by an author and on a title, subject etc. Information resources are useless when access is not provided. This fundamental function is within the concept of cataloguing. However, it was observed that little attention has been given to cataloguers' attitudes and their productivity level. This observation is based on the poor work conditions, poor planning, poor level of supervision owing to physical components that lead to low production levels and an overall job dissatisfaction and lack of basic positive attitude needed at the technical unit that are affecting the materials because they are not properly catalogued and classified which led to most of the materials to be mis-shelved. Invariably, the users cannot have access to them. Therefore, there is a critical need for a comprehensive study of influence of attitude as a catalyst on the productivity level of cataloguers in tertiary institutions' libraries in Edo State, Nigeria. Previous studies on subject had shown that most of the librarians deliberately have negative attitude towards cataloguing and classification department of the library, this is because of the rigorous processes entailed therein which invariably affect productivity level of cataloguers. The current study endeavours to fill these gaps by undertaking a comprehensive study on the Influence of Attitude as a catalyst on the Productivity Level of Cataloguers in Tertiary Institutions' Libraries in Edo State, Nigeria.

## Objectives of the Study

1. To find out the productivity level of cataloguers in tertiary institutions' libraries in Edo State.
2. To determine the attitudes of cataloguers in tertiary institutions' libraries in Edo State.
3. To ascertain the relationship between attitude and productivity level of cataloguers in tertiary institutions' libraries in Edo State.

## Research Questions

1. What is the productivity level of cataloguers in tertiary institutions' libraries in Edo State?
2. What is the attitude of cataloguers towards cataloguing and classification in tertiary institutions' libraries in Edo State?

## Research Hypothesis

1. There is no significant relationship between attitudes and productivity levels of cataloguers in tertiary institutions' libraries in Edo State.

## METHODOLOGY

The correlational research survey was adopted for this study, because it sought to gain insight into the research variables and as well determine their interrelatedness and to allow the researcher gather relevant data from the population of study within a stipulated period and within budget. The population of this study consisted of Professionals and Para-professional librarians who by the rotational posting within the library have an opportunity with number of years in service to perform cataloguing duties in Edo State tertiary institutions' libraries in Edo state, Nigeria. The entire population is 81 cataloguers in Edo state tertiary institutions. The study made use of total enumeration due to the small size of the population. The research instrument that was used for the study was a structured questionnaire as the main instruments. The questionnaire was tagged "Influence of Attitude as a Catalyst on the Productivity Level of Cataloguers in Tertiary Institutions' Libraries in Edo State, Nigeria, Nigeria" (IACPCTIL). Also, the data collected from the respondents with the aid of questionnaire were analysed with the aid of Statistical Package for the Social Sciences (SPSS). This was done through the use of descriptive statistical measures such as mean, frequency counts, percentages, and standard deviation, while the research hypotheses were tested using linear analysis to test the level of significance relationship of the independent variables with the dependent variable. The interpretation of the analysis was presented in tables, after which the discussions of the findings were made.

## Literature Review

Productivity is a widely used concept that is frequently misunderstood. It can mean different things to different individuals – for example, financial experts can think of productivity in terms of revenue, costs, and profit, whereas engineers might think of productivity in terms of plant and equipment operational capability. (Lestari et al, 2018). It can be used to a wide range of economic operations, information environments, and other situations when used as a general phrase (Ugoani & John, 2016). As a result, productivity may be applied to almost any discipline or field of human endeavour. Productivity is determined by a complex set of factors that must be combined in order to reach preset organizational objectives. The efficiency and effectiveness with which capital, machinery, time, people, and material resources are used to produce a useful result is measured by productivity (Mayson, & Barrett, 2016). The ratio of outputs to inputs is known as productivity. It's the amount of output generated from a given amount of inputs or resources.

Because productivity is a measure of efficiency, if an institution grows more productive, it becomes more efficient. (Samnani, & Singh, 2014).

## Productivity of Cataloguers

Productivity can be defined as the work related expected outcome of an employee (cataloguer) and how well the description and grouping of information materials in the library are being done by the cataloguer. Productivity of cataloguer is measured according to, in terms of quality, quantity, timeliness, currency, accuracy, etc. of record created<sup>18</sup>. In the same vein, productivity of cataloguers could be said to be the number of items catalogued properly within a given period. A cataloguer that catalogues a total of 10-15 items manually in a day is said to be highly productive (Anyafulu & Okiki, 2014). This is because it could take a competent cataloguer nothing less than 45 mins in

cataloguing and assigning access point to an information material, considering the rigorous intellectual exercise involved in original cataloguing. A cataloguer may catalogue only an item for a whole day nonetheless may not arrive at an appropriate subject for such a material, at other times he may catalogue more than one and may also not be able to catalogue any in a whole day. Cataloguers need to have essential tools to carry out their duties. This consists of appropriate equipment, machinery and computer technology and also sufficient lighting, working space and ergonomically-correct seating (Akhtar et al, 2015). Poor work conditions owing to physical components leads to low production levels and an overall job dissatisfaction of cataloguers. Work environments that are not safe, like below standards work environments have a wide range of implications (Mukundi, 2016). Workplace environment plays vital role in workers' productivity (Allan, 2019). It could determine to a greater extent the way employees use their skills and their level of motivation.

Hence, productivity is a property of behaviour or, plainly put, as what people do at work, an expected value. In other words, cataloguers' behaviour may be distinguished as helping or hindering libraries' performance.

### Concept of Attitude

The term *attitude* is a French term that originated from the Italian word *attitudine* and from the Late Latin *aptitude* and *aptitudin*. A conceptual and holistic definition of attitude is given by Taylor, (2007) as "a psychological tendency that is expressed by evaluating a particular entity with some degree of favour and disfavour". It was elaborated on as a conceptual understanding of the term psychological tendency referring to it as "(...) a state that is internal to the person" and evaluates to "(...) all classes of evaluative responding, whether overt or covert, cognitive, affective or behavioural". The study of attitude is gaining importance because of its influence over an individual's behaviour. One possible reason for the popularity of the attitude concept is that social psychologists have assumed that attitudes have something to do with social behaviour (Tillett, 1989). Attitude can also be defined as an element that guides the behaviour of an individual in coherence with their feelings and thoughts (Eagly & Chaiken, 2007). Moreover, Kumar & Ratnakar (2016) opined that attitude has come to be considered as the level of positive or negative effect associated with a particular object or belief. Attitudes are believed to directly influence behaviour. Attitude is a mental and neural state of readiness organized through experience exerting a directive or dynamic influence upon the individual's response to all objects and situations with which it is related; an enduring system of positive or negative evaluations, emotional feelings, and pro and con action tendencies with respect to a social object (Ankiewicz, 2019).

### Attitudes of Librarians to Cataloguing and Classification in Librarianship

Transformation and positive development in libraries mostly depend on the positive attitude of its human element. A possible classification has been established by Wahyuni, (2018), who considered that attitudes are shaped by three dimensions: Affective, cognitive and behavioural (ACB Model). Thus, for any organization to succeed, members have to demonstrate good attitude towards their jobs. Cataloguing and classification require librarians, who are intelligent, skilful, resourceful, dedicated, innovative, have initiative and keen interest in performance of routine task that the development of three principles, requiring ability, aptitude, and attitude, that guide cataloguers in acquiring competences and skills and essentially engaging in continuing education will position cataloguers to cope with the challenges inherent in cataloguing practices. This implies that a cataloguer must be very knowledgeable. Librarians must be interested in cataloguing and classification to be able to place in the hand of a user, the needed information. The investigation on attitude to cataloguing and classification in an academic institution revealed among others that students perceived the course as difficult with their practical materials without wasting time and with little effort (Azuka & Anaehobi, 2015).

Some library staff have positive attitude towards cataloguing and classification because they are interested in that aspect of librarianship and being a librarian, to maintain the fourth law of Ranganathan "to save the time of the user" (Maior et al). They understand that for a library to thrive and ensure high productivity, it must channel its activities in accomplishing the five laws of Ranganathan which include:

- Books are for use
- Every reader his or her book
- Every book its reader
- Save the time of the user
- The library is a growing organism

Positive attitude of librarian towards effective Cataloguing and Classification of information materials in libraries is imperative to improve users' patronage to the libraries. Hence, attitudes and productivity are two indispensable assets that stand as motivations for librarians to get involved in cataloguing and classification of information materials in the library, since the entire workforce of library revolves round it.

## Analysis and Discussion of the Findings

**Table 1:** Demographic information of respondents in Edo state Tertiary Institutions

S/N	Tertiary Institutions in Edo State	Frequency	Percentage
1	University of Benin	29	31.8
2	Ambrose Alli University	7	8.6
3	Edo University Iyamho	3	3.7
4	Samuel Adegboyega University, Ogwa	4	4.9
5	Benson Idahosa University, Benin City	5	6.2
6	Wellspring University Evbuobanosa	-	-
7	Igbinedon University, Okada	2	2.5
8	Federal Polytechnic, Auchi	7	8.6
9	Edo State Polytechnic, Usen	2	2.5
10	Lighthouse Polytechnic, Evbuobanosa	4	4.9
11	Shaka Polytechnic, Benin City	3	3.7
12	Kings Polytechnic, Ubiaja	3	3.7
13	College of Education, Ekiadolor-Benin	4	4.9
14	Edo state college of Agriculture, Iguorakhi	5	6.2
15	Edo State College of Education, Igueben	3	3.7
	<b>Total</b>	<b>81</b>	<b>100</b>

Table 41 above revealed the demographic distribution of respondents in Edo state tertiary institutions' libraries. University of Benin, Benin City has the highest number of respondents 29(31.8%) followed by Ambrose Alli University with respondents of 7(8.6%) and Federal Polytechnic Auchi 7(8.6%) respectively. However, as of the time of this investigation, Wellspring University was unable to be reached in order to collect data owing to fire outbreak at the Library.

**Research question 1:** What is the productivity level of cataloguers in tertiary institutions' libraries in Edo State?

**Table 2:** Productivity level of cataloguers in Tertiary Institutions' Libraries in Edo State?

Productivity level of Cataloguers	Very High		High		Low		Very Low		Mean	S.D
	Freq	%	Freq	%	Freq	%	Freq	%		
Items										
The number of information materials catalogued daily increased through the cataloguers' efficiency.	15	18.5	66	81.5	0	0	0	0	3.18	.390
Utilization of current catalogue tools improve the quality of work get done by the cataloguers	43	53.1	37	45.7	1	1.2	0	0	3.51	.527

**Table 2: continuation**

Training and retraining in the area of ICT brings about innovation and cataloguers productivity	54	66.7	19	23.5	8	9.8	0	0	3.56	.669
Cataloguers do always complete their duties with the specified cataloguing tools according to library job description	10	12.3	62	76.5	9	11.1	0	0	3.01	.487
All in all, I think cataloguers in my institution's library are quite committed to their cataloguing job	53	65.4	24	29.6	4	4.9	0	0	3.60	.584
<b>Total</b>	<b>31</b>	<b>38.0</b>	<b>47</b>	<b>58.0</b>	<b>3</b>	<b>4.00</b>	<b>0</b>	<b>0</b>	<b>3.36</b>	<b>.503</b>

Table 2 above revealed the distribution of respondents' productivity level of cataloguers in tertiary institutions' libraries in Edo State. The table revealed that majority of respondents responded to the utilization of current catalogue tools to improve the quality of work get done by the cataloguers with 'Very High' of 15(18.5%) and 'High' 66(81.6%) with mean (3.18) and was closely followed by respondents that the cataloguers in their institution's library are quite committed to their cataloguing job with 'Very High' of 53(65.4%) and 'High' 24(29.6%) with mean (3.60). It was also shown that cataloguers in respondents' institution's libraries are quite committed to their cataloguing job with mean (3.60) and training and retraining in the area of ICT brings about innovation and cataloguers productivity level with mean score (3.56).

**Research question2:** What is the attitude of cataloguers towards cataloguing and classification in tertiary institutions' libraries in Edo State?

**Table 3: Attitudes of cataloguers in tertiary institutions' libraries in Edo State**

Attitude of Cataloguers Items	Strongly Agree		Agree		Disagree		Strongly Disagree		Mean	S.D
	Freq	%	Freq	%	Freq	%	Freq	%		
The process of cataloguing and classification is time consuming and mentally exertive, boring and taxing.	40	49.4	26	32.1	10	12.3	5	6.2	3.24	.901
The environment that is not conducive enough makes cataloguers have negative attitude towards cataloguing and classification.	31	38.3	39	48.1	1	1.2	10	12.3	3.12	.940
Lack of adequate training at the undergraduate level affects cataloguers' confidence or vibes or attitude towards cataloguing and classification in the libraries	36	44.4	43	53.1	2	2.5	0	0	3.41	.544

**Table 3: continuation**

There is no good mentorship amongst the older cataloguers and potential ones and this affects the area of cataloguing and classification in libraries.	25	30.9	42	51.9	14	17.7	0	0	3.13	.684
There is nonchalant attitude of cataloguers to cataloguing and classification in the library because of no availability of current tools to work with.	34	42.0	22	27.2	16	19.8	9	11.1	3.00	1.036
<b>Total</b>	<b>33.4</b>	<b>32.6</b>	<b>34.4</b>	<b>42.4</b>	<b>8.6</b>	<b>10.7</b>	<b>4.8</b>	<b>9.8</b>	<b>3.18</b>	<b>.821</b>

Table 3 above revealed the attitude of cataloguers towards cataloguing and classification in tertiary institutions' libraries in Edo State. It showed that the more outstanding of the variables of 'lack of adequate training at the undergraduate level affects cataloguers' confidence or vibes or attitude towards cataloguing and classification in the libraries' with mean score of (3.41) closely followed with the process of cataloguing and classification is time consuming and mentally exertive, boring and taxing with score mean of (3.24). The table also further showed that there was no good mentorship amongst the older cataloguers and potential ones and this affects the area of cataloguing and classification in libraries with mean score of (3.13) while the environment that is not conducive enough makes cataloguers have negative attitude towards cataloguing and classification with the mean score of (3.12). However, nonchalant attitude of cataloguers to cataloguing and classification in the library because of no availability of current tools to work with came with mean score of (3.00).

**Table 4: Distribution of Linear Regression Analysis of Attitude and Productivity level of cataloguers**

Model	Beta	T	Sig.	R	R <sup>2</sup>	Adj. R <sup>2</sup>	F
(Constant)	2.876	17.877	.000	.334 <sup>a</sup>	.112	100	9.926
Attitude	.157	3.151	.002				

a. Dependent Variable: Productivity level

b. Predictors: (Constant), Attitude

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	2.876	.161			17.877	.000
	Attitude	.157	.050	.334		3.151	.002

a. Dependent Variable: Level of productivity

The above table 4 revealed the Regression analysis of relationship between attitude and the level of productivity. The value of attitude stood at is .157 which showed a positive sign. This indicated that attitude has a strong relationship on the Level of productivity of cataloguers in Edo State. In the same vein, the significant value of the attitude was 0.002 which is less than 0.005 which showed that there is significant relationship (coefficient=.157) between attitude and productivity levels of cataloguers ( $r=0.112$ ,  $p<0.05$ ) in Edo State. That is 11.3% variance is accounted for productivity levels of cataloguers while the remaining variance are explained by other variables not considered in this model. Hence, the null hypothesis that stated "there is no significant relationship between Attitude and Productivity levels of cataloguers in Edo State" was rejected.

## Summary of findings

The data collected and analyzed revealed that the majority of respondents at the Edo State tertiary institutions exhibited 'Very High' responses of productivity level by the quality of utilization of current catalogue tools to improve the quality of work get done. Also, majority of respondents agreed that they were skilful and familiar with cataloguing and classification schemes which are commonly used to classify information materials. Likewise, majority of respondents agreed that lack of adequate training at the undergraduate level affects cataloguers' confidence or vibes or attitude towards cataloguing and classification in the libraries.

The linear regression analysis indicated that attitude has a positive effect on the Level of Productivity level of cataloguers in tertiary institutions' libraries in Edo State. Therefore, there is a significant relationship between attitude and productivity level of cataloguers in tertiary institutions' libraries in Edo State

Finally, the level of influence of independent variable (attitude) to dependent variable (productivity level) of cataloguers in tertiary institutions' libraries was significant in Edo State.

## CONCLUSION

The study obtained responses from 81 cataloguers of in all the tertiary institutions' libraries in Edo State. It was observed there is significant relationship between attitude and productivity level of the cataloguers. It was concluded that considerable significant positive relationship between the attitudes of cataloguers towards the productivity level of the cataloguers in Edo State. Since the majority of cataloguers showed that they lack more adequate of training at the undergraduate which eventually affects cataloguers' attitude, confidence or vibes towards cataloguing and classification in the libraries, hence the course lecturers in the departments of Library and Information Science should ensure that students do more often of practical classes of organization of information resources than theory in order for them to be very familiar with it and this also will enable the students to organize information resources in any library when they are employed in future. Invariably, this action will increase the productivity level of the cataloguers in the libraries.

By and large, the roles of cataloguers are very crucial in the development of library services this is because the work of cataloguers continues to be the essential point where other aspects of the profession revolve. It was observed that the productivity level of cataloguers in tertiary institutions' libraries in Edo State was sensible through the utilization of current catalogue tools to improve the quality of work get done by the cataloguers. The study also indicated that cataloguers in Edo State institution's libraries are quite committed to their cataloguing job. The involvement of training and retraining in the area of ICT has a positive impact on their innovation and improve their productivity level.

## RECOMMENDATIONS

- ✓ Since the levels of cataloguers' morale, attitudes, and knowledge are the keys in the information production process, the institutions' libraries should strive to motivate the cataloguers so as to ensure they have positive attitude and committed to their works.
- ✓ The cataloguers should be motivated whenever works are well done, in order to boost their morale and positive attitude.
- ✓ Adequate current cataloguing tools should be made available in all academic libraries in tertiary institutions in Edo State Nigeria to increase the level of productivity.
- ✓ Cataloguers should be offered regular training and retraining, conference opportunities as well as in-house training for newly employed ones so that these will help them keep abreast of changing cataloguing rules and tools for effective service delivery in academic libraries in tertiary institutions in Edo State.

## REFERENCES

- Akhtar, R. Boustani, L. Tsvirikos, D. & Chamorro-Premuzic, T. (2015). The engage able Personality: Personality and Trait EI as Predictors of Work Engagement, *Personality and Individual Differences*, 73, 44-49.
- Allan, L. (2019). The Importance of Workplace Environment. Retrieved from: <http://www.npnweb.com/impact-workplace-environment-employee-productivity/>
- Ankiewicz, P. (2019). Perceptions and attitudes of pupils toward technology. *Handbook Technology Education*. 29, 581-595
- Anyafulu, O. & Okiki O. C. (2017). Changes in cataloguing rules and cataloguers' job productivity some selected libraries in Nigeria. *Asia Pacific Journal of Library and Information Science*. 4 (2)
- Ataullah, A. Le, H. & Sahota, A. S. (2014). Employee Productivity, Employment Growth, and the Cross-Border Acquisitions by Emerging Market Firms, *Human Resource Management*, 53(6), 987-1004



- Awan A.G. & Tahir. M.T. (2015). Impact of Working Environment on Employee's Productivity: A case study of Banks and Insurance Companies in Pakistan *European Journal of Business and Management*, 7(1).
- Azuka O. C. & Anaehobi S. E. (2015). "Academic Librarians Perception and Attitude towards Marketing of Library Services in Delta State, Nigeria". *Library Philosophy and Practice (e-journal)*. 1282.
- Beri G. C. (2009). Marketing Research, 4th Ed., 5th Reprint, Tata: Mc-Graw Hill: 134-151.
- Eagly A. & Chaiken, S. (2007). "The Advantages of an Inclusive Definition of Attitude", *Social Cognition*, (25:5), 582-602.
- Jalah, H. (2015). Improving Employee Productivity through Work Engagement Evidence from Higher Education Sector, *Management Science Letters*, 6(1), 2016; 61-70.
- Kumar P. G. & Ratnakar R. A. (2016). Scale to measure farmers' attitude towards ICT-based extension services. *Indian Res. J. Ext. Educ.*: 11, 109–112.
- Lestari, S. D. Syabarudin, D. A. Zurnali, C. & Murad, D. F. (2018). The influence of work environment, competence and compensation on employee performance through intervening variable job satisfaction at Bank BJB Tangerang Branch. *International Journal of Academic Research in Business and Social Sciences*, 8(11), 1572–1580.
- Lohela-Karlsson, M. Nybergh, L. & Jensenl. (2018). Perceived health and work-environment related problems and associated subjective production loss in an academic population. *BMC Public Health*, 18, 257.
- Maio, G. R. Haddock G. & Verplanken, B. (2018). *The Psychology of Attitudes and Attitude Change*; Chennai, India: Sage Publications Limited
- Mabaso, C. M. & Dlamini, B. I. (2017). Impact of compensation and benefits on job satisfaction. *Research Journal of Business Management*, 11, 80-90.
- Mayson, S. & Barrett, R. (2016). Getting and keeping good staff: An analysis of human resource management problems in small firms. *Report to CPA Australia*, 23(4), 56-78.
- Mukundi N. E. (2016). Determinants of Employee Productivity in Private Limited Companies in Kenya. A Research Project Submitted to the Chandaria School of Business in Partial Fulfilment of the Requirements for the Degree of Master of Science in Organizational Development.
- Samnani, A. & Singh, P. (2014). Performance-Enhancing Compensation Practices and Employee Productivity: The Role of Workplace Bullying, *Human Resource Management Review*, 24(1), 5-16,
- Semerci, A. & Aydin M. K. (2018). Examining High School Teachers' Attitudes towards ICT Use in Education. *Int. J. Progress. Educ.*: 14, 93–105.
- Tahmeem, S. & Sadia, T. (2018). Impact of work environment, compensation and motivation on the performance of employees in the Insurance Industry of Bangladesh. *South East Asia Journal of Contemporary Business, Economics and Law*, 15 (5), 153–162.
- Tillett, B. B. (1989). Considerations for authority control in the online environment. In: B. B. Tillett (Ed). *Authority control in the online environment: considerations and practices*. New York: Haworth Press: 1-11.
- Ugoani, John. N. N. (2016). Employee Turnover and Productivity among Small Business Entities In Nigeria *Independent Journal of Management & Production*, 7, (4), 1063-082
- Wahyuni, S. (2018). CAC Model to Evaluate Teachers' Attitudes towards Technology Use in Their EFL Classrooms. *Lang. Circ. J. Lang. Lit.*, 13. [CrossRef]