



## **JOB SATISFACTION AS CORRELATE OF JOB PERFORMANCE OF LIBRARY STAFF IN FEDERAL UNIVERSITY LIBRARIES IN SOUTH-EAST, NIGERIA**

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### **ABSTRACT**

*The study examined job satisfaction as correlate of job performance of library staff in Federal University libraries in South-East, Nigeria. Three research questions guided the study, and three hypotheses were tested at a 0.05 level of significance. A correlational research design was adopted for the study. The population comprised 299 library staff, which included academic librarians and library officers from the five federal university libraries in the South-East, Nigeria. Two validated instruments titled Library's staff Job Satisfaction Questionnaire (LSJSQ), and Library's staffs Job Performance Questionnaire (LSJPQ) were used for data collection. The instruments were tested for reliability using Cronbach's alpha. Using Cronbach's alpha, a reliability coefficients of 0.89 and 0.86 were obtained for LSJSQ and LSJPQ respectively. Pearson's Product Moment Correlation Coefficient ( $r$ ) was used to answer research questions and test hypotheses. The findings of the study showed that there was a moderate positive relationship between job satisfaction and the job performance of library staff. There was moderate positive relationship between job satisfaction and job performance of male library staff, but a weak positive relationship among the female library staff. Moderate positive relationship between job satisfaction and the job performance of academic librarians, and a weak positive relationship between job satisfaction and the job performance of library officers' was also observed. Based on the findings, the implications of the study were pointed out, among them is that it was recommended that the library management should develop policy that will increase and sustain the job satisfaction of the personnel by providing conducive work environment and recognition of inputs of the workforce.*

**Keywords:** University Libraries, Library Staff, Job Performance, Job Satisfaction, Academic Librarians, Library Officers



## Introduction

University libraries are integral part of the academic institutions and are structured to serve three complementary purposes, to support research, learning, and community development. A university library as observed by Nkamnebe, Udem, and Nkamnebe (2014) is a library system established, administered, and funded by a university to meet the information, research, and curriculum needs of its students, faculty, staff members, and the entire university community. In a similar view, Obiamalu and Echedom (2021) opined that a university library is an integral part of the parent institution that is established to aid the academic activities in the institution and no university will be given approval to operate without a library. University library is seen as a means of achieving set educational goals. To accomplish these basic goals of education, every academic library has to supply human and material resources and make them accessible to the users. Success or failure in the achievement of the set objectives is determined by the quality of its resources. The resources of every organization consist of human and material resources. Supporting the above assertion, Ezekwe and Muokebe (2012) noted that every organization is made up of human and material resources; these resources are usually directed skillfully to accomplish predetermined goals/objectives. However, there must be a framework within which the resources interact efficiently and maximally to fulfill the organizational objectives. Investing in these resources is essential for the growth and development of organizations. Poor organizational structure

prevents many academic libraries from ever reaching their full potential (Glusker, Emmelhainz, Estrada, & Dyess, 2022). Glusker, Emmelhainz, Estrada, and Dyess went further to state that operating strategies and services can both suffer greatly by having the wrong personnel in the wrong place at the wrong time. This implies that an organization may have the required resources needed for its smooth operation but its performance may still fall below the organization's expected standard due to a lack of knowledgeable and skilled personnel to harness the resources to perform maximally. When the right staff are hired and deployed to the right positions in the library, the attainment of the stated objectives of academic libraries is guaranteed.

The university library's programs are carried out by the library workforce also known as the library staff or employees. The most important resources of an organization are human resources; it is human resources that manage all other resources optimally to achieve the goals and objectives of the organization; the organizational effectiveness is largely determined by the quality of the workforce. Libraries need staff to run their operations and services and meet their missions, in line with this; the staff of a library is not only a vital resource but also an invaluable asset. Without educated, well-trained, and motivated librarians and other library staff, an academic library is ill-prepared to meet the needs of its clientele or the challenges that face institutions of higher education (Connor, 2009). Ogar and Nkanu (2022) opined that the success of any

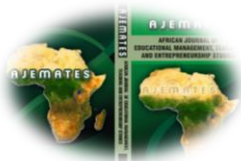


university library in the contemporary education world depends on the quality of its academic librarians to initiate and implement its policies and programmes.

There are three different cadres' of staff in the library which include academic librarians, library officers and the library support staff. The professionals known as the academic librarians and the library officers are the major concerns of this study. As noted by the Librarian Registration Council of Nigeria LRCN (2019) for effective and efficient service delivery, it is required that the academic library be staffed by a mix of the relevant personnel, which include academic librarians, Para-professionals, and support staff. LRCN further explained that librarians are persons who have requisite qualifications approved by the professional body in the practice of librarianship in Nigeria. They possess the minimum qualification of a first degree or postgraduate degree in library and information science. In a similar view, Ogundeji (as cited in Ogar, & Nkanu, 2022) noted that the minimum academic qualification of librarians in Nigeria is a university first degree in librarianship or a first degree in another field with a postgraduate degree in librarianship and registered member of Librarian's Registration Council of Nigeria (LRCN). Librarians are specialists in the management of libraries and their resources. They have the responsibility to render service to the users. Librarians are the people who work professionally in the library, providing access to information, social and technical programming, or instruction on information

literacy to users. They work professionally with experience, carry out various roles, hold responsibilities, and are in a position of authority. They are involved in planning policies, and decision-making. They set procedures for the practices and operations of the library, and exercise control and discipline in the library. Academic librarians are the most vital factors of production in university libraries. Motivation of academic librarians is, therefore, essential for the efficiency and effectiveness of university libraries' job performance.

In libraries, a para-professional is a person who is trained to assist a librarian who is regarded as a professional in the library. The Para-professionals are generally referred to as the library officers. They are the holders of NCE, OND, and HND certificates in library and information science (LRCN, 2019); in addition to possessing a minimum National Diploma in Library and Information Science, LRCN further maintained that library personnel under this category must possess the relevant, ICT competencies and literacy; and the willingness to embark on regular training and retraining. Shehu and Kasa (2019) affirmed that library officers have qualifications that range from certificates and diplomas in library science which qualify them to embrace the career path of the low and middle cadres of the library. The library officers' personnel occupy the base and mid layers of the personnel pyramid in most libraries and are trained according to curricula that are accredited in line with the best practices. Library officers as noted by Olu (2013) are those who perform technical



duties, typically under the direction of the academic librarian, in one or more functional areas in libraries and related units that are administered by the practices and techniques of professional librarianship and perform related duties required. In the same vein, Shehu and Kasa (2019) maintain that library officers manned the technical and numerous sensitive positions in the library. They may be designated as library assistants or library officers. Library officer's position titles are interlibrary loan assistant, catalogue assistant, periodicals supervisor, reference assistant, and others. (Human Resource Management, n.d). Job performance of the library staff is essential for the achievement of the objective of the university.

Job performance is the total expected value to the organization of the discrete behaviour that an individual carries out over a standard period, to improve their efficiency in the work environment, (Motowidlo, 2013.) Motowidlo further stated that job Performance is the expected organizational value of what people do conditions of people or things that are changed by what they do, in ways that contribute to or detract them from organizational effectiveness. This means that job performance is the end product of an individual's behaviour that helps or hinders an organization from reaching its objectives. Saka and Salman (2014) posited that job performance is the discharge of statutory duties or functions based on workers' fields of specialization, these statutory duties are tailored towards the attainment of an organization's objectives. In line with the above assertion, job performance is the

accomplishment of assigned duties following organizational guidelines subject to the normal constraints of reasonable utilization of available resources (Ogunleye & Osekita, 2016).

Job performance implies the way employee act in discharging their responsibility in the workplace. This action is determined by job satisfaction. Job performance is determined by factors such as knowledge, skill, motivation; ability, and work environment (Knust, 2013). In a similar view, Apenteng (2012) opined that job performance is determined by capacity to perform, opportunity to perform, and willingness to perform. Kheyrollah, and Nasser, as Cited by Awogbami and Opele (2021) noted that Performance on the part of the staff is essential for the success of the organization. Such performance, to a large extent, will depend on their knowledge, skills, (especially through satisfaction), and confidence in originating ideas as to how best to carry out the task or the job. Job performance in the university library depends on the quality of the individuals that constitute the workforce and how they play their roles in discharging their responsibilities. These qualities are embedded in traits measured in selection programs, exposure to motivation and satisfaction intervention practices, situational constraints and growth opportunities. In collaboration with this statement, People's University (n. d) noted that library performance depends upon how effectively librarians perform their roles and responsibilities at different levels of management and how they share their





responsibilities among different classes of library staff in meeting their mission. Aboyade and Aboyade (2016), noted that it is not sufficient to have all the facilities, resources, materials, infrastructure, and equipment but also, the staff that would make the library beautiful, accessible, and beneficial to aid teaching, learning, research, and community service. Therefore, library staff must acquire the skills that will enable them to perform effectively in large and increasingly competitive organizations considering the nature of the services they render especially as a non-profit-oriented organization. An individual's performance can vary over time with changes in motivational factors and situational constraints; to improve performance satisfaction levels have to be maintained.

However, Socio-demographic factors such as age, gender, and work experience may likely affect library staff's job satisfaction and performance. In line with this, demographic factors are seen as essential factors for effective service delivery of librarians (Oyovwe-Tinuoye & Ogbomo, 2022). Sentuna (2015) proclaimed that it is easier to believe that librarians who are more contented with their jobs are likely to be young or older, male or female endowed with educational qualifications. Thus, the library profession is open to both the male and female gender; several studies affirm that it is female-dominated (Onuoha, Samuel, and Ojo 2014, citing Carmichael; Wiebe,). Ugwu and Ugwu (2018) maintained that men in academic libraries tend to be found in jobs that have wider opportunities for adventure and promotion. Nwosu, Olise, and Idioko

(2019) argue that Men are often given fixed roles and opportunities based on their biological makeup and societal expectations in libraries. Nwosu, Olise, and Idioko further explained that a man may be more skillful in certain jobs in the library (for instance, at reference service in the library), but may be placed in a more masculine position, like of head digitization unit when they cannot perform efficiently in the unit because of societal expectations. This in one way or the other may affect job performances in libraries. The issue of gender bias is, however, not limited to women as men also complain about gender bias. Odhiambo, Gachoka, and Rambo (2014) remarked that this diversity comes with heterogeneity that needs to be nurtured, cultivated, and appreciated as a means of increasing organizational performance. This suggests that since every organization is made up of people irrespective of gender, requiring their services, developing their skills, motivating them to higher levels of performance, and ensuring that they continue to maintain their commitment to the organization are essential to achieving organizational aim and objectives such as the university library. Gender issues should not be a determinant of job satisfaction.

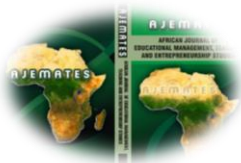
The major aim of university libraries is to support their parent bodies in accomplishing organizational objectives. These goals can be attained in the university libraries when library staff are equipped and satisfied with their job. Librarians are the link between created information and users for generations. This stresses the need for proper



management of university library personnel with the view to increasing efficiency and improving job satisfaction and performance. From the foregoing, job satisfaction can be seen as what an individual feels about his or her job, it could be positive or negative which makes him/her act in a certain manner toward his or, her job. Job satisfaction refers to, the attitude and feelings people have about their jobs, a positive attitude indicates satisfaction with the job, and a negative attitude indicates dissatisfaction with the job. Job satisfaction in the context of this study is the situation where the library staff feels satisfied with his or her work environment. It is the extent of pleasure or fulfillment and perception librarians derive in their profession. Job Satisfaction brings about commitment to the job which in return boosts the performance of the staff. It instills organizational loyalty in the staff. The library staff requires recognition, security, rewards, or compensation for their input. Secondly, library staff is likely to be satisfied with the job they are good and competent at, when the library staff is made satisfied with their jobs and their needs are met, they will develop an attachment to work as a result make an effort to perform maximally. The satisfaction derived from the job influences their job performance. It will create a sense of job satisfaction because they are given the required tools for quality productivity which is an asset to the organization and the staff. A satisfied staff is a good staff and a more productive employee who is motivated to perform well.

Job Satisfaction shows the level of fulfillment library staff derive from a particular job. Job satisfaction is catalysts that trigger quality job performance. a satisfied individual tends to do positive things and help the leader. Job Satisfaction occurs when the staff on the job experienced, relates to his value or needs. Staff constantly equates their input to a particular job with benefits such as staff development derivable from the job, and they tend to have a feeling of satisfaction. When the library staff are satisfied with their jobs they tend to put in more effort, time, and interest in the job, this is expected to increase the job performance of the staff because it is believed that satisfied staff is happy staff and happy staff are productive and efficient.

However, report has shown that there are five federal university libraries in South-East Nigeria. These libraries are managed by the academic librarians with the help of other staff. These personnel are expected to perform duties that will enable the parent institution accomplish its goal of conducting research, learning and community development. Obiamalu and Echedom (2022) revealed that the university libraries in South-East do not have the required manpower to man the university libraries, also the libraries were not leaving up to its expectation in the area of supporting its parent institutions in achieving its mission and vision, as revealed by Obiamalu and Echedom most university libraries in South-East Nigeria were not providing services as stipulated by LRCN to the users. A Lack of continuous job satisfaction could contribute



to the inability of these university libraries leaving up to its expectation. The continuous changes in the information environment cause by emerging technology could also contributes to the inability of the university libraries leaving up to it expectations in the area of service delivery to the library users. Akinyemi and Ifijeh (2013) maintain that this change has affected both the library and the library personnel. It is required that the library staff possesses knowledge and skills expected of them to perform their duty effectively and efficiently. It is therefore necessary to examine how job satisfaction correlate with job performance of library staff.

## Research Questions

The following research questions were formulated to guide the study:

1. What is the relationship between job satisfaction and job performance of library staff in federal university libraries in South –East Nigeria?
2. What is the relationship between job satisfaction and job performance of male and female library staff in federal university libraries in South – East Nigeria?
3. What is the relationship between job satisfaction and job performance of academic librarians and library officer in federal university libraries in South –East Nigeria?

## Research Hypotheses

The following null hypotheses were tested at 0.05 level of significance.

**Ho1:** There is no significant relationship between job satisfaction and job performance of library staff in federal university libraries in South- East Nigeria

**Ho2:** There is no significant relationship between job satisfaction and job performance of male and female library staff in federal university libraries in South- East Nigeria.

**Ho3:** There is no significant relationship between job satisfaction and job performance of academic librarians and library officers in federal university libraries in South-East Nigeria

## Review of Related Literature

Job satisfaction is the fulfillment and sense of achievement employees derive from their occupation which may have a positive or negative effect on the job performance of the employee. Tobin, Iiombu, Igbonsun, and Iniomor (2013) posited that job satisfaction involves employees' effect or emotions; it influences an organization's well-being regarding productivity, employee turnover absenteeism, and life satisfaction i.e. how employees report to work and execute their duties. Supporting this statement George (2015) opined that job satisfaction is an employee's affective response to his job environment. An employee could have a positive or negative attitude towards his or her job or express like or dislike towards his or her job based on the outcome of the evaluation from the experiences associated with a particular job. In the same vein Gamlath and Kaluarachchi (2014), noted that job satisfaction is the rate at which employees like or dislike their work and the extent to which their expectations concerning work



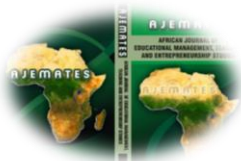
have been fulfilled. Thus Brown and sheppard (2012) emphasized that fulfillment of needs and attainment of values can lead to job satisfaction. This is in line with Maslow cited in Yayah (2016) which holds that job satisfaction exists in an environment where the job meets individual needs. Maslow further categorized individual needs into five in hierarchical order as follows physiological, safety and security, affection and social activity, self-esteem status, and self-actualization needs. These needs are arranged in order of importance. Maslow explained that the basic need of all humans is the physiological need. This is the need for biological maintenance of oneself. Need for food, water, and shelter. The second lower need is that of safety. Safety needs include the need for security, protection, and stability in the work environment. The third lower need is affection and social activity. This is the need for self-belonging, love, acceptance, and cordial relationship among staff in the work environment (library) self-esteem, status, and self-actualization needs. This is the need to respect individual views and opinions in the work environment and the need to achieve one's aspiration in life or get to the apex of an individual profession.

In the library working situation, basic needs could relate to adequate facilities, working tools, basic salary Promotion, incentives, in-service training, and working conditions. On the other hand, library safety refers to safe working conditions, jobs, and stable working relationships. The library staff has social needs; individuals need affection and a sense of belonging in their relationship, love, and

acceptance from fellow workers. Social needs in the libraries include compatible work groups, recognition, appreciation, and rewards friendship at work, cordial relationship between the head and subordinate, and an approachable and empathetic boss. When all these are adequately provided it will bring about an increase in job satisfaction. Job satisfaction as noted by Babalola and Nwalo (2013) enhances the productivity of workers in any organization, especially in academic libraries as a job-satisfied worker is a happy and productive worker. There are three dimensions of job satisfaction. First job satisfaction can be an emotional response of an employee to a particular job situation which may be inferred. Secondly, job satisfaction is usually determined by the relationship between outcomes and expectations, failure of such expectations might impact negatively on the job. Thirdly Job satisfaction can be stated by a lot of factors such as the nature of employee connections to their managers, level of gratification with their workplace, and the sort of physical environment in which they carry out their jobs (Ali, Bin, Piang, & Ali, 2016). Agag, (2018) opined that an organization should pay close attention to recognizing and managing the work environment, both internally and externally, because when staff is confronted with a negative perception of a work environment, there are undoubtedly cases facing stress which can influence performance.

For this study, job satisfaction is conceptualized as factors that encourage and





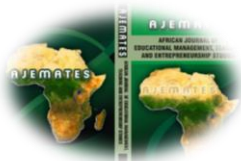
maintain desirable skills and attitudes of the library staff for quality job performance. Job satisfaction is everything in the work environment which could make the library staff focused on their job and perform as required by the management. Job satisfaction is a positive emotional response that the library staff experiences when doing his/her job or when present at work, this is achievable when the staff's basic needs are met.

Ayodeji, Ismaila, and Olusanya (2022) examine motivation and job satisfaction as correlates of job performance of library staff in Landmark University, Omu-Aran, Kwara State. The study revealed that the level of job performance of the respondent is high; that appreciation, promotion, and financial incentives, among others, are the major motivational factors that influence the job performance of the respondents while salary structure, job security, relationship with co-workers, institution's policies, and work itself are the factors that determine the job satisfaction of the respondents; that motivation and job satisfaction influence the job performance of the respondents to a great extent while inadequate funds to support career development program of the staff, insufficient technological skills, and lack of proper motivation from the superior are the major barriers to the effective performance of the respondents. Igbokwe (2011) examined job satisfaction and performance of librarians in Federal University Libraries in South East Nigeria. The findings revealed that general job satisfaction exists among the librarians in federal university libraries in Southeastern

Nigeria. This was a result of the existence of constituents of job satisfaction such as opportunity for promotion, good working environment, and salary. It also revealed that job satisfaction has a great influence on the job performance of the librarians. Na'angap (2012) carried out a study on job satisfaction and job performance of library personnel of the National Library of Nigeria. The study revealed that library personnel are generally satisfied with their job but not satisfied with their salary and also their overall job performance is average. The relationship between their job satisfaction and job performance shows that there is a strong positive relationship between salary, responsibility, and relationship with job performance, a weak negative relationship between work itself and job performance, and a negative relationship between growth/advancement and recognition. Saka and Salman (2014) investigated the levels of motivation, job satisfaction, and job performance of library personnel in government and privately-owned universities in North-Central, Nigeria. Findings showed moderate levels of motivation and job satisfaction respectively while there was a high level of job performance of library personnel.

## Research Method

The correlation research design was adopted for this study. The population of this study consists of 299 library staff in the five federal universities in South-East Nigeria. The universities are Alex Ekwueme Federal University Ebonyin State, Michael Okpara University of Agriculture Abia State, Federal



University of Technology Owerri, Imo State, Nnamdi Azikiwe University Awka, Anambra State, and University of Nigeria Nsukka Enugu State. The face validity of the instrument was established by three experts, two experts from the Department of Library and Information Science and one expert from the measurement and Evaluation units, Department of Educational Foundation, Faculty of Education Nnamdi Azikiwe University Awka. Copies of the questionnaire were given to the experts together with the topic of the research work, purpose of the study, research question, and hypothesis. The experts made corrections and adjustments where necessary. The researcher adheres to the experts' suggestions before the final production of the instrument. The reliability of the instrument was established using Cronbach's alpha. To achieve the reliability estimate, 20 copies of the questionnaire were administered to 10 librarians and 10 library officers at the University of Uyo in Akwa-Ibom State which is not the area of this study to establish the reliability. The data were collected to determine the internal consistency of the items in each instrument. The coefficient for the questionnaire items' on job satisfaction

was 0.89 while job performance was 0.86. The reliability coefficients were considered sufficient because they fall within the high and very high-reliability indices as described by Creswell (2014) that a reliability coefficient ranging from 0.50 is high. Pearson's Product Moment Correlation Coefficient (r) and was used to answer research questions and test hypotheses. The decision on the significance of the relationship between variables was based on obtained probability value (p-value). Where a p-value is less than or equal to 0.05 level of significance, the relationship was considered significant and the null hypothesis was rejected. On the other hand, a p-value greater than 0.05, implies a non-significant relationship between the variables, and the null hypothesis was not rejected. Package for Social Science (SPSS) version 25 was used to ascertain the accuracy of the analyses.

## Analysis and Result

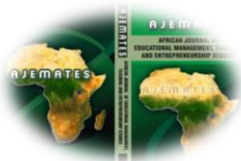
**Research Question 1:** What is the relationship between job satisfaction and job performance of library staff in federal university libraries in South –East Nigeria?

**Table 1.1: Pearson's Correlation on Relationship between Job Satisfaction and Job Performance of Library Staff**

Variable	N	Job Satisfaction	Job Performance	Remark
Job satisfaction	236	1	.40	Moderate Positive Relationship
Job performance	236	.40	1	

The result displayed in Table 1.1 shows that the correlation between job satisfaction and job performance of library staff in federal

university libraries in south-East Nigerian is = .40. The value indicates that as job satisfaction of the library staff increases, their



job performance also increases but at moderate rate. This implies that there was a moderate positive relationship between job

satisfaction and job performance of the library staff in federal university libraries in south-East Nigerian

**Hypothesis 1:** There is no significant relationship between job satisfaction and job

performance of academic librarians in federal university libraries in South- East Nigeria

**Table 1.2: Pearson’s Correlation on the significant relationship between Job Satisfaction and Job Performance of Library Staff**

Variable	N	Job Satisfaction	Job Performance	p-value	Decision
Job satisfaction	236	1	.40	.000	Significant
Job performance	236	.40	1		

Table 1.2 shows that there was a significant relationship between Job Satisfaction and Job Performance of library staff in federal university libraries in south-East Nigeria,  $r = .40$ ,  $p < 0.05$  level of significance. Considering that the p-value was less the 0.05, the null hypothesis was rejected.

**Research Question:** What is the relationship between job satisfaction and job performance of male and female library staff in federal university libraries in South –East Nigeria?

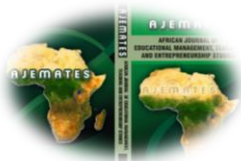
**Table 2.3: Pearson’s Correlation on Relationship between Job Satisfaction and Job Performance of Male and Female Library Staff**

Variable	N	Job Satisfaction	Job Performance	Remark	
<b>Male</b>					
Job satisfaction	100	1	.50	Moderate Positive Relationship	
Job performance	100	.50	1		
<b>Female</b>					
Job satisfaction	136	1	.33	Weak Positive Relationship	
Job performance	136	.33	1		

The result presented in Table 2.3 shows that the correlation between job satisfaction and job performance of male library staff is = .50, and the correlation between job satisfaction and job performance of female library staff in federal university libraries in South-East Nigeria is =.33. The values indicate that there was moderate positive relationship between

job satisfaction and job performance of male library staff but a weak positive relationship among the female library staff s.

**Hypothesis 2:** There is no significant relationship between job satisfaction and job performance of male and female librarians in



federal university libraries in South- East Nigeria

**Table 2.4: Pearson’s Correlation on the Significant Relationship between Job Satisfaction and Job Performance of Male and female Library Staff**

Variable	N	Job Satisfaction	Job Performance	p-value	Decision
<b>Male</b>					
Job satisfaction	100	1	.50	.000	Significant
Job performance	100	.50	1		
<b>Female</b>					
Job satisfaction	136	1	.33	.000	Significant
Job performance	136	.33	1		

Table 2.4 shows that there is a significant relationship between Job Satisfaction and Job Performance of male and female library staff in federal university libraries in south-East Nigeria,  $r = .50$  and  $.33$  respectively,  $p < 0.05$  level of significance in both samples. The null hypothesis was, therefore, rejected since the  $p$ -value was less the  $0.05$ .

**Research Question 3:** What is the relationship between job satisfaction and job performance of academic librarians and library officers in federal university libraries in South –East Nigeria?

**Table 3.5: Pearson’s Correlation on Relationship between Job Satisfaction and Job Performance of Academic librarians and Library Officers**

Variable	N	Job Satisfaction	Job Performance	Remark
<b>Academic Librarians</b>				
Job satisfaction	124	1	.50	Moderate Positive Relationship
Job performance	124	.50	1	
<b>Library officers</b>				
Job satisfaction	112	1	.24	Weak Positive Relationship
Job performance	112	.24	1	

The Pearson’s correlation coefficient result displayed in Table 3.3 shows that the correlation between job satisfaction and job performance of academic librarians in federal university libraries in South-East Nigerian yielded  $r = .50$ . On the other hand, the correlation between the same variable among library officers yielded  $r = .24$ . These values

suggest that there was a moderate positive relationship between job satisfaction and job performance of academic librarians, and a weak positive relationship among library officers. It further implies that the relationship between job satisfaction and job performance was stronger among librarians than library officers.





**Hypothesis 3:** There is no significant relationship between job satisfaction and job performance of librarians and library officers

in federal university libraries in Southeast Nigeria.

**Table 3.6: Pearson’s Correlation on the significant Relationship between Job Satisfaction and Job Performance of Librarians and Library Officers**

Variable	N	Job Satisfaction	Job Performance	p-value	Decision
<b>Academic Librarians</b>					
Job satisfaction	124	1	.50	.000	Significant
Job performance	124	.50	1		
<b>Library officer</b>					
Job satisfaction	112	1	.24	.000	Significant
Job performance	112	.24	1		

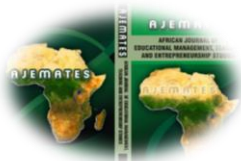
Table 3.2 shows that there was a significant relationship between job satisfaction and job performance of librarians and library officers in federal university libraries in south-East Nigeria,  $r = .50$  and  $.24$  respectively,  $p < 0.05$  level of significance in groups. Since the  $p$ -value was less the  $0.05$ , the null hypothesis was rejected.

### Discussion of Results

The result of this study revealed that there is a positive moderate relationship between job satisfaction and job performance of library staff. This implies that as the job satisfaction of library staff increases, their job performance also increases but at a moderate rate, on the contrary, as the job satisfaction of library staff reduces, their job performance also reduces. This study is in agreement with Igbokwe's (2011) investigation of the influence of job satisfaction on the job performance of librarians. The result of the study revealed that job satisfaction has a great influence on the job performance of librarians, that the existence of promotion opportunities and other factors such as salary

increments, opportunities for training, and concrete job descriptions will to a very great extent enhance the job satisfaction and performance of the librarians, the absence of these factors could influence job performance of librarians negatively. In any organization job satisfaction among the employees is a catalyst that could enhance employee’s focus, organizational loyalty, and commitment. The present study is also in agreement with Opeke and Onuoha, (2016) investigation on the relationship between job satisfaction and productivity of librarians in Nigerian public universities. In line with the hypothesis tested revealed that there is a significant relationship between job satisfaction and job performance of librarians in the federal university library in South – East Nigeria.

The outcome of the study revealed that there is a moderate positive relationship between job satisfaction and job performance among males and weak/low positive satisfaction among female librarians. This study is in line with the result of Ekere and Ugwu (2013)



who pointed out that the mean of job satisfaction of males is higher than females. present study opposes Badawi (2006) investigation on the levels of job satisfaction of female librarians in Nigeria, Which revealed that female librarians in Nigeria are very satisfied with achievement, interpersonal relationships, recognition, growth/ advancement, work itself, salary, personal life, and job security. In a similar view, Onuoha, Daniel, and Ifeoluwa (2014) also affirmed that gender has no significant influence on job satisfaction while other factors such as stringent conditions for promotion, denied access to benefits, and lack of job security were identified as major constraints to job satisfaction. However, the present study is in agreement with Onuoha, Daniel, and Ifeoluwa's affirmation that a moderate level of job satisfaction exists across genders, The result of this study also shows that there is a significant relationship between Job Satisfaction and Job Performance of male and female librarians in federal university libraries in South-East Nigeria,

The result of this study revealed that there is a moderate positive relationship between job satisfaction and the job performance of librarians and the Job Performance of library officers. This implies that there exists a moderate positive relationship between job satisfaction and job performance among librarians and a weak positive relationship among library officers. This implies that job satisfaction was higher among the academic librarians compared to the library officers.

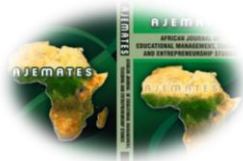
The weak moderate positive relationship between job satisfaction and job performance among library officers indicates weak performance. Na'angap (2012) found a weak negative relationship between work itself and job performance and a negative relationship between growth/advancement and recognition. This may be a result of weak job satisfaction as posited by Ismaila, and Olusanya (2022) who found that insufficient technological skills and lack of proper motivation from the superior are the major barriers to the effective performance of the respondents. However the result of the present study aligns with Saka and Salman (2013) on the level of job satisfaction among library personnel in government and privately owned universities, the study revealed that there was a moderate level of job satisfaction among personnel. Naangap (2012) also found out that library personnel are generally satisfied with their salary and their overall job performance was average. Similarly, the hypothesis tested shows a significant relationship between.

## Conclusion

Based on the findings of the study, it was concluded that a significant relationship exists between job satisfaction, and job performance of library staff. The present study, therefore; concludes that job satisfaction correlate with the job performance of library staff in federal university libraries in South-East Nigeria.

## Recommendations

1. The library management should develop a policy that will increase



and sustain the job satisfaction of the personnel by providing conducive work environment and recognition of inputs of the workforce.

2. Male and female librarians should be treated the same to bridge the gap between their job satisfaction levels.
3. Job satisfaction of academic librarians and library officers and the provision of conducive work environment are very essential for the achievement of the library mission. The library management should ensure these are provided.

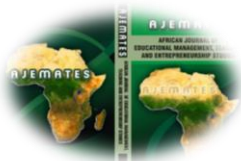
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