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Influence of Job Satisfaction on Librarians' Job Performance in Federal University Libraries in South East Nigeria

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Abstract

The study was designed to ascertain the influence of job satisfaction on performance of librarians in federal university libraries in South East Nigeria. The study was guided by six specific objectives which include identifying factors that constitute job satisfaction and performance, determine the extent job satisfaction influences librarians' performance, find out the extent the librarians are satisfied with their jobs, and find out the strategies for enhancing job satisfaction and performance of librarians in federal university libraries in South East Nigeria. The instrument for the study was a questionnaire. The research design was a survey design and the population comprises all librarians that are working in federal university libraries in south east Nigeria. Data for the study was analyzed using mean, percentages and frequency. The findings of the study reveals that there is general job satisfaction existing among librarians in federal university libraries in south east Nigeria. This was as a result of the existence of job satisfaction factors such as promotion, salary, good working environment etc. Also that job satisfaction has a great influence on the job performance of these librarians; therefore, there is a strong relationship between job satisfaction and performance. Equally, lack of opportunity for promotion is the greatest factor that can affect their job satisfaction and performance. The existence of promotion opportunities, existence of training opportunities, cordial relationship with co-workers, well set library goals, existence of concrete job description, restructuring of work pattern, a sincere annual appraisal, and conducive working environment will greatly enhance the job satisfaction and performance of the librarians in federal university libraries in South East Nigeria.

Key Words: Job, Performance, Satisfaction, Librarians', Libraries, Influence, Constituents, University, Federal, Nigeria,

Introduction

Job is a purposive human activity. It is an exercise of man's faculties for the production of a particular desired goal in the form of goods and services. (Eze,2002). Job has been and will continue to be part and parcel of man's existence in this physical world. It is a means by which

societal and individual needs are met. Job is not just about an employment; rather it goes further to mean an activity that produces something of value to and for the society.

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 (Adeyemo, 2000). Weiss (2002) on his own part argues that job satisfaction is an attitude, but points out that it should be clearly distinguished, the objects or cognitive evaluation which affect emotion, behaviors' and beliefs. Therefore, librarian job satisfaction deals with how contented librarians are with the work they do; an emotional mind set which enables librarians perform their duty as librarians with every enthusiasm, energy and conviction. This also entails the tendency of librarians to execute their duty with joy and happiness being committed to the achievement of library goals and objectives. The following according to Ezema (2003) can constitute sources of job satisfaction for a librarian: good wages, supervisory responsibility, a good working condition, challenging job, cordial relationship in the work place and interesting work. The absence of these conditions might manifest in a decline in the physical and mental health of the worker, absenteeism, and apathetic attitude.

Job performance are vital issues in any establishment, be it an institution or corporate organization. In fact, anywhere work is done, the issue of performance or productivity can never be over emphasized; this explains the rationale behind job appraisal, evaluation, job redefinition and restructuring; because every establishment including the library faces the need for maximum performance, need to enhance staff productivity, and need to reduce loose and maximize profit. The achievements of these needs are vital for the sound and successful operation of the establishment.

However, librarians' attitude in terms of satisfaction towards work may have influence on their performance. Given the conditions under which attitude and behavior are consistent, it would be expected that job satisfaction would be a way to speculate the level of performance. Job performance therefore, can be said to be an act of executing a command, duty, purpose, promise. Every establishment aims at high productivity or performance without which the goal and objective of such establishment cannot be realized. It is evident that the efficiency of an organization such as the library depends immensely on the attitude of workers towards their job and their level of commitment to job performance. Generally, societal progress will not be fully attained unless productivity is high and workers are satisfied. According to Buchanan (2002), an individual performance is generally determined by factors such as motivation, the desire to do the job, the capability to do the job, and the work environment, the tools, material and information needed to do the job. Most libraries therefore spend huge sums of money for training librarians for better performance; considering the vital roles of University library and their librarians.

University libraries vary in shape, size, objectives and goals, but the function are both academic and administrative, and are all designed towards the achievement of the educational objectives of the institution. It is a central service unit of operation established to provide materials and facilities for study, teaching and research carried out in the university. The vision, mission and strategies which are selected by universities as a guide for meeting these functions, form the foundation on which the roles of university library are based. Therefore, the library caters for the information needs of the university by providing reading materials for the various programmes of the university. Librarians working in most federal university libraries are referred to as academic librarians. For one to become a librarian in most if not all university libraries,

one requires at least a university or college degree. An additional graduate education in librarianship is a factor that can enhance promotions or salary increases. Education and learning are essential in making a good Librarian, but also important, is the personality of the librarian. A librarian personality is very essential in delivering an effective service. This entails his relationship and attitude towards library users, colleagues and management. To be able to achieve success, a librarian must have satisfaction with his or her work, with working conditions, and an extrinsic and intrinsic job satisfaction (Bamgboye, 2007). Furthermore, he must be committed to organizational goals and objectives; and need to abide with the ethics of the profession. The above creates an enabling environment for both the library staff and users. It is also equally obvious that the quality of library services is dependent to a great extent on the quality of the staff; his or her background, training, motivation and experience. Talking about the nature of university library, Ekere (2006) stated that all libraries attached to University, Polytechnics, Colleges are all academic libraries. He further stated that academic libraries can be grouped into two: University libraries and College libraries.

Statement of Problems

The need for librarians and library services to the university community is so enormous that the university cannot function effectively without it. Continuous researches in the university might not be possible without effective function of libraries and librarians. 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 which will lead to performing below expectations. This however will affect meeting the information needs of library users thereby hindering the general progress in research, scholarship and the institutional development. Therefore it is important to investigate the

influence of job satisfaction on performance in order to gain an understanding for appropriate action on how job satisfaction influences performance of librarians in federal university libraries in South East Nigeria.

Purpose of the Study

The general purpose of this study is to investigate the influence of job satisfaction on performance of librarians in Federal University Libraries in South Eastern Nigeria. This study will specifically investigate:

1. Factors that constitute job satisfaction of librarians in federal university libraries in South East Nigeria.
2. Factors that constitute job performance of librarians in federal university libraries South East Nigeria.
3. Factors that can influence job satisfaction and performance of librarians in federal university libraries in South East Nigeria.
4. The extent librarians are satisfied with their job in federal university libraries in South East Nigeria.
5. Strategies of enhancing job satisfaction and performance of librarians in federal university libraries in South East Nigeria.

Research Questions

This study investigates the influence of job satisfaction on performance of librarians in Federal University Libraries in South Eastern Nigeria. and specifically seeks answers to the following questions:

1. What are the factors that constitute job satisfaction of librarians in federal university libraries in South East Nigeria?
2. What are the factors that constitute job performance of librarians in federal university libraries in South East Nigeria?
3. What are the factors that influence job satisfaction and performance of librarians in federal university libraries in South East Nigeria?
4. To what extent are librarians in federal university libraries in South East Nigeria satisfied with their job?
5. What are the strategies of enhancing job satisfaction and performance among librarians in federal university libraries in South East Nigeria?

Literature Review

Constitute job satisfaction

Job Satisfaction according to Ezeji (2000) may be defined as the degree to which personnel wants both material and psychological satisfaction while performing assigned tasks. George (2005) seems to agree to this definition when he defined job satisfaction as an employee's affective response to his job environment. Eze, (2000) in her study view job satisfaction as a worker's perception of contentment which depend on the extent to which the individual finds adequate outlets for his abilities interests, personality and values as well as the establishment in a type of work situation in which he can play the kind of role he considers appropriate and congenial. She also view it as the result of various attitudes possessed by an employee and these attitudes are related to job and are concerned with such specific factors as

wages, supervision, condition of work, promotion opportunities, social relations, and fair treatment. It is equally a direct expression by workers that they enjoy their work on the job and that stimulate him for more performance. Weiss (2002) stated that it is an attitude towards ones job; a pleasurable emotional state resulting from the appraisal of one's job.

Employees are most likely to stay put when they are both satisfied with their jobs and also committed to the organization. The question then becomes; what constitutes job satisfaction? Ezema (2003) carried out a study on job satisfaction among librarians and it was discovered that; good wages, supervisory responsibility, a good working condition, challenging job, cordial relationship in the work place, and interesting work as factors that constitute job satisfaction. The above according to Ekere (2010) are largely consistent with the idea that most employees are socialized in society where money, benefits and security are sought after and often used to measure the worth of a person, thus the greater the financial reward, the less worry employees have concerning their financial state, thereby enhancing their impression of their self worth to the organization. An employee's perception that the job future is good will derive satisfaction from the job (Drafke and Kossen 2002). MaCormick and Ilger (2005) equally maintains that an employee's satisfaction with opportunities for promotion will depend on factors such as probability that employees will be promoted, as well as the basis and the fairness of such promotion. The effect of organizational structure as stated by Srivastava (2008) and its environment on the behaviour of its members has been an important issue of discussion and analysis since long back.

Constituents of job performance

Job performance is a commonly used concept in industrial and organizational psychology. It is refers to how people performs their. 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. Armstrong (2000) stated that performance mean both behaviour and result; while behaviour emanates from the performer and transforms performance form abstraction to action. It is not just the instrument for result, behaviour is also outcomes in their rights the product of mental and physical efforts applied to a task and can be judged apart from the result.

Factors that influence job satisfaction and performance

Job satisfaction is a complex and multifaceted concept, which mean different things to different people. Job satisfaction is naturally linked with motivation, but the nature of these relationships is not clear. Therefore, Buchanan (2002) maintained that the influence of job satisfaction on performance is an issue of continuing debate and controversy. Owolabi and Salaam (2010) observed that attractive salary and wages were the major factors that influence job satisfaction and also that age is the major determinant of organization commitment.

Smith as quoted in Obioha (2003) identified five factors that influence job satisfaction and performance as follows:

1. People on the present job.
2. Supervision on the job.
3. Opportunity for promotion.
4. Present pay.
5. Work on the present job.

Again Obioha, (2003) further listed the following as factors that could equally influence the performance of an employee, such as ability, possession or lack of technological know-

how or skill, possession or lack of physiological drive, managerial ability, attitude and technology employed.

Strategies for Enhancing Job Satisfaction and Performance

Work redesign, introducing professional development and training programs, empowering the staff or involvement building an effective performance management system, constructing a fair reward system, hiring the best staff, work redesign, job enrichment, introducing professional development and training programs, empowering the staff, building an effective management system, identify carrier paths, and job enlargement. The above will likely when present have a positive influence on job satisfaction and performance of a librarian. According to Buchanan (2002), an individual performance is generally determined by factors such as motivation, the desire to do the job, the capability to do the job, and the work environment, the tools, material and information needed to do the job. Most libraries spend huge sums of money for training librarians for better performance; considering the vital roles of University library and their librarians.

Methodology

The research design for this study is a descriptive survey. A descriptive survey is defined by Nworgu (2006) as those studies which aim at collecting data on, and describing in a systematic manner, the characteristics, feature or facts about a given population. This was used to investigate the influence of job satisfaction on performance of librarians in the Federal University Libraries in South East Nigeria.

Area of the Study

The area of the study is South East Nigeria. All the federal university libraries under study are located in the zone. States covered are: Enugu, Anambra, Imo, Ebonyi and Abia.

Population of the Study

The population of the study comprises all the librarians in the four Federal University libraries in South East Nigeria. The librarians in these university libraries are one hundred and ten (110) in number. For the purpose of this study librarian here refers to those from the rank of Assistant librarian to the University Librarian. There is no need for sampling since the populations are not so large and the study covers the entire population of librarians in federal university libraries in South/East Nigeria. Questionnaire was used as an instrument for data collection for the study. It is a forty six item questionnaire entitled “Influence of Librarians Job Satisfaction and Performance Questionnaire”. Mean and percentage was used as the major descriptive statistics for data analysis. A four point likert type scale was used to determine the mean scores of respondent.

Data Analysis

Table I: Constituents of job satisfaction

S/N	Items	VGE	GE	ME	LE	MEAN	REMARK
1	Opportunity for promotion	44	29	17	2	3.3	Accept
2	Good interpersonal relationship in the work place	37	41	10	4	3.2	Accept
3	Good working environment	41	29	15	3	3.2	Accept
4	Salary status	38	25	25	1	3.1	Accept
5	Challenging nature of the job	30	40	15	4	3.1	Accept
6	Good retirement benefits	30	34	20	7	3.0	Accept

Table 1 show the mean responses on constitutes of job satisfaction of librarians in federal university libraries in South East Nigeria.

The table reveals that what constitutes their job satisfaction are salary status (3.1), opportunity for promotion (3.3), good working environment (3.2), good inter personal relationship in the work place (3.2), and good retirement benefits (3.0), challenging nature of the job (3.1).

The above findings shows that the majority of librarians accepted that salary status, opportunity for promotion, good working environment, good interpersonal relationship in the work place, challenging nature of the job and good retirement benefits as what constitutes their job satisfaction.

Table 2: Constituents of job performance

S/N	Items	VGE	GE	ME	LE	MEAN	REMARK
1	When the job perform is of high quality	54	31	4	1	3.5	Accept
2	The accuracy with which perform my work	45	39	7	-	3.4	Accept
3	When I exhibit good attitude while performing my job	41	41	6	-	3.4	Accept
4	The extent I am able to follow instructions and directions.	35	48	7	-	3.3	Accept
5	When work assigned is completed on time	38	41	7	2	3.3	Accept
6	When the quantity of work performed is high.	37	33	16	-	3.2	Accept

Table 2 shows the mean responses on constituents of job performance of librarians in federal university libraries in South East Nigeria.

The table reveals that what constitutes job performance are when the job perform is of high quality (3.5), when the quantity of work performed is high. (3.2), accuracy with which work is performed (3.4), good attitude while performing the job (3.4), timely completion of work (3.3) and ability to follow instructions (3.3), constitutes job performance.

The findings shows that all the items were rated positive, indicating that they are what constitute job performance of librarians.

Table 3: Factors that influence job satisfaction and performance

S/N	Items	VGE	GE	ME	LE	MEAN	REMARK
1	Opportunity for further training	38	30	12	7	3.1	Accept
2	Poor working environment	33	33	11	11	3.0	Accept
3	Level of management interest in my well being	33	32	14	12	2.9	Accept
4	When my reward is not commensurate to my input	34	30	11	14	2.9	Accept
5	Lack of opportunity for promotion	39	19	12	16	2.9	Accept
6	When my salary is little when compared with people in other profession	28	31	19	12	2.8	Accept
7	Cooperation among colleagues	18	26	20	10	2.7	Accept
8	Lack of job description	18	29	22	16	2.6	Accept
9	Little opportunity to use personal initiative on my job.	21	27	24	19	2.5	Accept
10	My job does not have high status and it is negatively affecting my level of satisfaction and performance	6	15	26	36	1.9	Reject

Table 3 shows the mean responses to influence of job satisfaction and performance of librarian in federal university libraries in South East Nigeria?

The table indicate that; lack of opportunities for promotion (2.9), poor working environment (3.0), level of management interest in the librarians well being (2.9), opportunity for further training (3.1), reward not being commensurate to input (2.9), lack of job description (2.6), little salary when compared with people in other profession (2.8), cooperation among colleagues (2.7), little opportunity to use personal initiative on my job (2.5). While, low status of job (1.9) was rejected as factor that influence job satisfaction and performance.

Table 4: Extent librarians are satisfied with their job

S/N	Items	VGE	GE	ME	LE	MEAN	REMARK
1	I am satisfied with my job as a librarian	63	23	3	1	3.6	Accept
2	I have a good future with my job as a librarian and that gives me satisfaction	51	33	7	1	3.5	Accept
3	My job gives me pleasure and that makes me satisfied	54	28	7	1	3.5	Accept
4	If I am to make a choice, I will choose to remain in this job until I retire	48	26	10	4	3.3	Accept
5	I am satisfied with some aspect of my job, but not with all.	6	35	27	20	2.3	Reject
6	I will be more satisfied doing another job	5	7	18	57	1.5	Reject

Table 4 shows the mean responses on the extent librarians are satisfied with their job.

The table reveals that items 1, 2, 3, 4, are rated positive, which indicates that librarians are satisfied with their job (3.6), they are satisfied because their job has a good future (3.5), satisfied because their job gives pleasure (3.5), choose to remain on the job until retirement (3.3). The table also shows a low response to the question of being satisfied doing another job (1.5).

The finding therefore shows that majority of the librarians to a very great extent are satisfied with their job.

Table 5: Strategies of enhancing job satisfaction of librarians in federal university libraries in South East Nigeria.

S/N	Items	SA	A	D	SD	MEAN	REMARKS
1	If I am promoted accordingly	60	31	1	-	3.6	Accept
2	A sincere annual appraisal	56	32	2	-	3.6	Accept
3	A conducive working environment	59	28	1	1	3.6	Accept
4	Increment in salary	58	28	2	-	3.6	Accept
5	The existence of opportunity for training	56	30	2	-	3.6	Accept
6	When there is concrete job description	47	41	1	-	3.6	Accept
7	The existence of well set library goals	54	30	3	-	3.6	Accept
8	When there is future for my job	52	31	5	2	3.5	Accept
9	A good interpersonal relationship with my boss	42	38	6	2	3.4	Accept
10	Cordial relationship with co-workers	39	44	3	-	3.4	Accept
11	If I am given opportunity to participate in decision making	45	33	5	5	3.2	Accept
12	By restructuring my work pattern	29	38	17	4	3.0	Accept

Table 5 above shows the mean responses of the librarians on how job satisfaction and performance can be enhanced in federal university libraries in South East Nigeria. The table reveals that quite a number of factors can enhance job satisfaction and performance of these librarians. The data shows these factors to be given the opportunity to participate in decision making (3.2), good future for the job (3.5), good interpersonal relationship with the boss (3.4), being promoted accordingly (3.6), salary increment (3.6). The table equally reveals that job satisfaction and performance can be enhanced by the existence of training opportunities (3.6), cordial relationship with co-workers (3.4), well set library goals (3.6), existence of concrete job description (3.6), restructuring of work pattern (3.0), and a sincere annual appraisal (3.6), and conducive working environment (3.6).

From the table, it can be seen that all the items were rated positive; this explains that in order to enhance job satisfaction and performance, there has to be continual sustenance and improvement of these factors.

DISCUSSION

It was found in this study that factors that constitute job satisfaction for librarians are opportunity for promotion, salary status, good working environment, good interpersonal relationship in the work place, challenging nature of the job and a good retirement benefits. This is in line with other studies such as that of Ezema (2003), who carried out a comparative study on job satisfaction among librarians of University of Nigeria Nsukka, and Institute of Management and Technology Libraries, and discovered as well that good wages, supervisory responsibility, a good working condition, challenging job, cordial relationship in the work place and interesting work as what constitutes the librarians job satisfaction. Opportunity for

promotion ranks very high as what constitutes the librarians job satisfaction. This agrees with Drafke and Kossen (2002), who stated that an employee's perception that the job future is good will derived satisfaction from the job. Also in line with the findings of McCormick and Ilger (2005), who reported that an employee's satisfaction will depend on factors such as probability that the employee will be promoted as well as the basis and the fairness of such promotion. The finding also shows that salary status also constitutes job satisfaction of librarians. This also agrees to the finding of Ekere (2010), and Katz in Sinclair (2005), who stated that financial reward plays significant role on job satisfaction. Good working environment also constitute job satisfaction. An examination of these responses shows that these constituents of job satisfaction are very essential for a librarian to be satisfied with his job.

The study again reveals that constituents of job performance include high quantity and high quality of work performed, timely completion of work, accuracy of work performed, good attitude while performing the job and ability to follow instructions. This is in line with James (2002), who looks at constituent of job performance to involve the act of carrying a command, duty or purpose and also as an observable measurable behavior of an employee in a particular situation. Equally, Armstrong (2000) stated that performance does not have to be only a direct observable action, but can constitute of mental productions such as answers or decisions. Therefore, it constitutes both behavior and result; result such as quality and quantity of work performed, timely completion and accuracy of work performed. Behavior on the other hand can be good attitude while performing the job and ability to follow instructions. From the findings, the constituent of job performance of librarians in federal university libraries in South East Nigeria determines the overall performance of these librarians in their libraries.

The result of the analyzed data shows that majority of the librarians indicated that job satisfaction influences their job performance; and that satisfaction with their jobs makes them perform better. This indicates that job satisfaction has great positive influence on performance of these librarians. The study revealed that factors that influence job satisfaction and performance of librarians includes lack of opportunities for promotion, poor working environment, level of management interest in the librarians well being, lack of job description, opportunity for further training. This is in line with Obioha (2003), who identified people on the present job, opportunity for promotion, nature of work on the present job, managerial ability, and lack of physiological drive as factors influencing job satisfaction and performance. The findings shows that lack of opportunities for promotion, opportunity for further training, level of management interest in the librarians well being, lack of opportunities for promotion and poor working environment, and opportunity to use personal initiative on the job ranks very high in factors influencing their job satisfaction and performance; while job not having high status was not accepted as factors influencing job satisfaction and performance. Obioha (2003), who reported that an employee who is denied a promotion for a long time gets frustrated and therefore affect his job satisfaction and performance. Also stating that management must create a favourable environment in which the employee would work, and also motivate employees to a greater performance. Equally, the existence of training programmes designed to provide staff with the techniques for doing their job, will help to keep the librarian satisfied and enhance their performance. The finding that reward not being commensurate to input, little salary when compared with those in other profession and little opportunity to use personal initiative on the job as factors affecting job satisfaction and performance of the librarians. Therefore, for greater job satisfaction and performance of these librarians, the existing positive factors influencing job

should be encouraged such as opportunity for further training, management interest in the librarians well being. And equally the non existing factors such as lack of opportunities for promotion, poor working environment, should be put in place.

The analysis of the data indicates that majority of the librarians (3.6) stated that they are satisfied in general with their job as librarians. Stating also that their job gives them pleasure and the good future the job has for them makes them satisfied. Only a mean response of (1.5) of the librarians indicated that they will be, more satisfied doing a different job. Therefore, findings that most librarians in federal university libraries in South/East Nigeria are satisfied with their job is in line with a study by Owolabi and Salaam on job satisfaction and organizational commitment of academic librarians in Nigerian universities. Their findings reveals that majority of the academic librarians are satisfied with their job. Similarly, Ekere (2010), stated that librarians in university libraries exhibit average level of job satisfaction. This finding is based on overall job satisfaction of the librarians and does not mean that there is no aspect of their job they are not satisfied with.

It was found in this study that the means through which job satisfaction and performance of librarians can be enhanced are opportunity to participate in decision making, good future for the job, good interpersonal relationship with boss, promotion, salary increment, existence of opportunity for training, conducive working environment, cordial relationship with co-workers well set library goals, restructured work pattern and a sincere annual appraisal.

Recommendations

Based on the findings of the study, the following recommendations are made.

1. The existing constituents of job satisfaction can be sustained and improved through constant evaluation of the librarians on these areas to ascertain whether there is a shift in

what previously constituted job satisfaction for them and when there is, quick effort should be made to adjust to it.

2. Similarly, due to fast introduction of Information and Communication Technology (ICT) in library services, work pattern has equally changed. What takes a week to accomplish can be accomplished in a day or two. What a librarian do with many errors can accurately be performed with ICT. Therefore, it is important that appraisal system be restructured to accommodate these changes for better result. For instance the recent policy of promotion of academic staff based on publication in impact-facto journals.
3. Since the findings shows that job satisfaction has great influence on the librarians performance, in appraising the staff performance, effort should be made to ensure that factors that makes for job satisfaction are still in place before making a decision on whether a librarian is performing well or bad and take responsibility for management induced inefficiency.
4. The great level of job satisfaction showed by the librarians should be sustained and enhanced by ensuring that library policies are reviewed as and when due to fit into changes in education, economic and political system.
5. Effort should be made when recruiting librarians, to recruit those who have liking for the profession and will perform better when the conditions surrounding the job are not so favourable, and will perform best when there is a favourable environment.

Conclusion

The findings of the study reveals that there is general job satisfaction existing among librarians in federal university libraries in south east Nigeria. This was as a result of the existence

of job satisfaction factors such as promotion, salary, good working environment etc. Also that job satisfaction has a great influence on the job performance of these librarians; therefore, there is a strong influence of job satisfaction on performance. Equally, lack of opportunity for promotion is the greatest factor that can affect their job satisfaction and performance and equally, the existence of promotion opportunities will greatly enhance the job satisfaction and performance of the librarians in federal university libraries in South East Nigeria.

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