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EMMANUEL CHIDIADI ONWUBIKO

FEDERAL UNIVERSITY NDUFU - ALIKE, IKWO,, onwubikoemma@yahoo.com

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# **Effect of Library staff Attitudes on Job Performance: A study of the Library of Alex Ekwueme Federal University, Ebonyi State, Nigeria**

**ONWUBIKO, EMMANUEL CHIDIADI. FCAI, CLN**

**Acquisitions Librarian**

**Alex Ekwueme Federal University, Ndufu-Alike, IKwo, Nigeria,**

**[onwubikoemma@yahoo.com](mailto:onwubikoemma@yahoo.com) or [emmabikos@gmail.com](mailto:emmabikos@gmail.com)**

## **Abstract**

Staff performance is a very crucial aspect of librarianship when it comes to provision of library services in any university library. In this context, the role of library staff of any sort is very paramount in satisfying the information needs of their teeming users. Given the nature of work, the degree of stress and the working hours that the human capital of university library have; studying factors that have an impact on their job attitude becomes a necessity for the library management. Performance of such employees is influenced by Job related attitudes like satisfaction, leadership, work commitment and job involvement. Employee performance is the summation of commitment and involvement towards their organization and its value. An employee with positive attitude is well aware about the dynamics of business, can fine tune to organisational environment, leading to a holistic development in the performance and productivity of the entire organization. Keeping these facets as background, this research paper investigates the impact and factors that lead to better productivity of library staff members. An empirical investigation was done to identify the factors that have a bearing on work attitudes and the survey was carried out in the university library. Statistically the information was tested and validated. P test, F test, correlation and regression showed a significant relationship between the attitudes of library staff and performances. This study suggested some human resource development policies in libraries to creating more positive attitude on the staff.

**Keywords:** Job Attitude, Job Performance, Job satisfaction, productivity, Library

## **1.0 Introduction**

Job related attitude which according to Timothy, Kammeyer-Muller and John (2012), is a set of evaluation of one's job that constitute one's feelings towards, belief about and attachment to one's job

and organisational performance are the fundamental research issues in industrial psychology. The relationship between these factors is essential in every organisation for maintaining efficiency of a business enterprise. Several studies which examined the level of productivity of similar industries and establishments found that some enterprises persistently operate much more efficiently than others. (Gibbons and Henderson, 2012). According to Bandiera et al. (2007), the role of human resource management practices in similar enterprises which explained the persistent productivity differences are now receiving considerable weight age in both intra-industrial and cross industrial studies. While Platis (2015) hints that Job performance is considered as an imperative parameter in every profession including librarianship. Generally, work of the Manager is to delegate job and give information to co-workers. Facts regarding the possible link between manager-worker relation and job performance would allow the application of appropriate structures for organization, and consequently lead to better output for the business

An effective and productive organisation requires its manpower to be happy and content with their job profiles so that they can put in their efforts for the overall growth of the organization. It is important to identify the variables associated with the employee and organizational performance which have an impact on worker's performance and attitude in organization. Employees are expecting the company to enhance their performance by giving proper training and motivation. In the words of Fritzsche and Parrish (2005), a happy worker is a productive worker. This expectation plays a significant role in deciding employee attitude and the employee work performance.

Attitude has a direct impact on work performance of an employee. There are number of other variables that affect employee work related attitude on employee job performance. The study focuses on variables that are considered to have impact on workplace behaviour of employee, leadership, job satisfaction, commitment, motivation and training.

Job satisfaction is a significant area of research; it is correlated factor which can enhance job performance. Various studies have defined that job satisfaction and job performance have a vital relation

to a business. The most famous researchers and writers accepted that the job satisfaction can affect work performance of the employees in the organization. There are also specific conditions such as mood and worker level within the organization identified that the job satisfaction and job performance connection depends the social exchange theory; worker's performance is giving back to the business from which they get their fulfillment. Since service sector is dominated by people, focus on factors that lead to satisfaction of employees is dominant here. Health sector is one area which is people predominant. The sector can survive only when enough importance is given to manpower.

The library is one of the key systems in a society which needs to function systematically. The provision of library services has become major criterion to establishing the worth of academic programs of any university especially in Nigeria. The fact is that many university libraries in Nigeria including Alex Ekwueme Federal University are not only under-funded; they are also inadequately stocked with needed books and other information material as well as inadequate manpower. Inasmuch as these university libraries are not meeting up with the information needs of their users, they remain principle source of information for both the academia and students towards meeting the tripartite functions of the library which are: teaching, learning and research. The performances of staff of the university library can be assessed on timeliness of attending to users and attending to enquiries; regular evaluation of information needs of users, availability of needed information source, effective communication and ability to rapport with users and create the desired goodwill for continuity among others. Several studies proved that performance of Librarians and behavior in the library is related to job satisfaction, It is only if and when the library staff is satisfied with his job, that the library can expect better performance from him. The International Federation of Library Associations (IFLA) has rightly pointed out that libraries should not be viewed only as information centres but also as social organizations. Thus, in addition to meeting the needs of users, the library must also develop a healthy work environment in which individual employees and employee groups can meet their expected performance by self-developing job related attitude by which they satisfy their needs and desires to serve the best interest of the organization and the

users. Low level of job satisfaction among library staff may affect their relationship with users and this may compromise quality of services rendered.

This study is an attempt to bridge the macro and micro perspectives by developing a framework and providing a more comprehensive picture of what kind of employees engage in good service performance and, at the same time, what kind of factors interventions facilitate performance of library staff. Hence, in this study, the researcher aimed to assess the most important factors of how work related attitude influences the performance of the employees.

### **1.1. Objectives**

- ❖ To identify the relationship amongst job performance and job satisfaction of workers in the library;
- ❖ To establish the relationship between organizational commitment and job performance of the library staff;
- ❖ To discover the relationship between leadership and job performance of staff in the library,.
- ❖ To find the impact of the job satisfaction, job involvement, Organizational commitment and organizational leadership on job performance.

### **1.2. Research Questions**

1. The relationship amongst job performance and job satisfaction of workers in the library;
2. The relationship between organizational commitment and job performance of the library staff;
3. The relationship between leadership and job performance of staff in the library,.
4. The impact of the job satisfaction, job involvement, Organizational commitment and organizational leadership on job performance.

### **1.3. Research Hypotheses**

**H01:** There is no significant relationship between job commitment and job satisfaction

**H02:** There is no significant relationship between job satisfaction and productivity

**H03:** There is no significant relationship between leadership and productivity

**H04:** There is no significant relationship between job commitment and productivity

**H05:** There is no significant relationship between job involvement and productivity.

**H06:** There is no significant relationship between work related attitude and Job performance

## **2.0 Literature Review**

### **2.1 Conceptual framework of the study**

Employees Job performance is the essential factors in commercial analytics for keeping and raising efficiency for businesses. Job performance is defined as the extent to which one completes the duties that are important to carry in a given place. Common works of managers are to delegate job and give info to co-workers. In admitting that it is the responsibility of managers to certify Job performance is at ultimate impending. Facts regarding the possible link between manager-worker connection and job performance would allow the application of more real structures for organization, and consequently, better output for the business over enlarged job performance.

#### **2.1.1 Job Satisfaction**

Job satisfaction is defined as a positive or pleasant emotional state resulting from a person's appreciation of his/her own job or experience (Locke, 1976). Leap and Crino (1993) viewed job satisfaction as the attitude of workers toward their job, rewards that they get, the social, organizational, and physical characteristics of the environment in which they perform their working activities. Robbins (2003) sees job satisfaction as the general attitude of an individual toward his/her job.

#### **2.1.2 Leadership**

Leaders have been identified as ethical stewards who create organisational systems which support their values (Caldwell et al., 2008). Dhar and Mishra (2001) assert that in services, leadership is about purpose-process-people, rather than strategy-structure-systems; therefore, leadership is vital to attract the best talent and best leverage their skills and knowledge. Leaders are intrinsic to the adoption of brand

values. Edmonson and Cha (2002) explain that leaders are assessed, amongst other metrics, on the basis of their perceived brand values.

### **2.1.3 Organisational Commitment**

Organizational commitment is defined as the employee's feelings of obligation to stay with the organization: feelings resulting from the internalization of normative pressures exerted on an individual prior to entry or following entry. According to Meyer and Allen (1991) organizational commitment can take three distinct forms. Affective commitment refers to identification with, involvement in, and emotional attachment to the organization, in the sense that employees with strong affective commitment remain with the organization because they want to do so. Continuance commitment refers to commitment based on employee's recognition of the costs associated with leaving the organization.

### **2.1.4 Job Involvement**

Work involvement refers to employee perceptions of the concern and dedication who show for their job (Billings and Moos, 1982) Generally, a workplace appraised as consisting of motivated employees, willing to do more than just put in their time,' is apt to be interpreted as beneficial (James, James and Ashe, 1990).

### **2.1.5 Job Performance**

Job performance is one of the most important dependent variable. Borman and Motowidlo (1993) identified two types of employee behavior that are necessary for organizational effectiveness as task performance and contextual performance. Contextually, they defined performance as individual efforts that are not directly related to their main task functions. According to Werner (2000), these behaviors are important because they shape the organizational, social, and psychological contexts serving as the critical catalyst for task activities and processes. He explains that Job performance depends upon various factors which include: Job Attitude, Job Satisfaction, Job Involvement, leadership and organisational commitment. All these factors influence vital role in performance of employees in an organisation.

## **2.2. Theoretical and Empirical Framework**

Long (1979) explored the how employee /ownership may be related to job attitudes, job behaviour, and organisational performance. Tracing the relationships between employee, ownership, job attitudes and organisational performance and the variables which moderate these relationships, the central premise is that employee ownership may affect job attitudes both directly through the effects of individual share ownership and indirectly by changing patterns of organisation influence and employee participation in decisions.

Bhatnagar Deepthi (1987) studied impact of training programmes to explore the attitude towards women workers in management cadre in Indian banks. The study revealed that there was a marked difference in male and female attitudes towards women in the managerial positions i.e. female respondents have more positive attitudes for most of the attributes.

Shore and Wayne (1993) found that continuance commitment is negatively related to organisational commitment base. He further explained that organisational members who feel bound to their employing organisation because of an accrual of side bets are less inclined to perform organisational commitment base. In the workplace, employees' organisational commitment base is likely to result in thoughts of sharing knowledge.

Judge et al. (2001) identified three major gaps between human resource practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular. These are: job satisfaction which affects employee attitudes which may result to positive or negative job satisfaction and also measure and influence employee attitudes. Study also revealed how to close the gaps in knowledge and evaluating implemented practices.

Raymond Loi et al. (2004) examined the effect of professional identification on several job attitudes (i.e., job satisfaction, organizational commitment, and career satisfaction), and explored the moderating roles of gender and organizational tenure on these relationships. Their analysis revealed that

(1) Professional identification had a significant positive effect on both job satisfaction and organizational commitment;

(2) Gender moderated the relationship between professional identification—job satisfaction and professional identification, organizational commitment, and

(3) Organizational tenure moderated the relationship between professional identification and job satisfaction as well as the relationship between professional identification and career satisfaction.

Jones et al. (2008), study on the pervasiveness of role overload on job attitudes, turnover intentions and performance revealed that the job attitude for more experienced executives was more adversely affected by role overload than that for less experienced executives. Furthermore, while the differences between the means were not significant, the results suggested that work experience moderated the relationship between role overload and turnover intent. Thus, it is noteworthy that role overload has displayed inconsistent relationships with many job attitudes, turnover intentions and performance measures. The study was unable to obtain performance scores other than self-reports, possibly inducing common method bias. Walumbwa (2008), opined that transformational leadership was positively associated with follower identification with work unit and self-efficacy of employees and found that transformational leadership would be positively related to individual identification with the work unit and self-efficacy.

Singh et al. (2010), state that job attitudes, such as work commitment and job satisfaction, have attracted academic and professional attention for several reasons. In this study the effects of gender on job attitudes was investigated. The findings indicate that men and women have different attitudes towards their jobs. The results suggest support for the job model perspective; that is, women and men have similar job attitudes once we control for work-related and other variables

Bartel et al. (2011) found that distinctive workplace component to employee attitudes despite the common set of corporate human resource management practices that cover all the branches. Differences in the branch-level measures of employee attitudes across branches are highly significant and are too large to be explained by chance alone. Moreover, study also observed that the attitudes of new employees converge with the pre-existing attitudes of their longer-tenured co-workers, either through changes in employee attitudes over time or through turnover. The study also reveals that cross-branch differences in

attitudes are highly correlated with sales performance of the branches—branches in which employees have more favorable attitudes have superior sales performance.

Abbas et al. (2012.) opined that job attitude also determines the productivity of the employees in various sectors of the industry. Study also found that Banking professionals were most content with working conditions and least with financial terms. Gender have not played major significant difference in the level of job satisfaction.

Abdullah and Ramay (2012), posit that the relation between job security and organisational commitment was the most significant followed by work environment. Pay satisfaction and participation in decision making had low correlations with organisational commitment. Age and tenure seemed to affect the commitment of employees, with higher commitment shown for higher age and tenure whereas gender did not show significant change in commitment level of employees. The study could not bring in the effects of three components of commitment and their relation in the existing study

Pakkerrappa (2012) studied that the analysis of the levels of satisfaction of respondents working for public sector and private sector banks shows that though the overall level of satisfaction is similar for both the sectors the emphasis on various factors that affect the level of satisfaction is different. Given the higher level of job security and autonomy employees in the public sector associate their level of satisfaction with people related issues like supervisors, peers and training, whereas employees in public sector are more affected by work related issues like autonomy & financial rewards.

Gopalan et al. (2013) examined the performance motivation of community health workers (CHWs) and its determinants on India's Accredited Social Health Activist (ASHA) programme. The study discovered that there is no correlation between the level of dissatisfaction on the incentives and the extent of motivation. The study established inadequate healthcare delivery status and certain working modalities reduced their motivation.

Trivellas et al. (2013) studied the impact of job related stress on Job Satisfaction of nursing staff working in hospitals. Their study found that, Job stress is one of the most important workplace health risks for

employees, and job satisfaction has been considered as a crucial factor in the provision of high quality services and superior performance at hospitals. Their study results showed that conflict, heavy workload and lack of job autonomy are negatively associated with all job satisfaction dimensions, while shortage in information access and feedback is positively related to employees' satisfaction with rewards and job security.

Ang et al. (2013) examined the effects of management and employee perceptions of high-performance work systems (HPWS) on human resource (HR) outcomes. Their study found that only when management's implementation of HPWS is like employees adopted HR practices that HPWS are translated into greater engagement, job satisfaction, affective commitment and less intention to leave. Their results had implications for the management of employees in any library and the implementation of HPWS for different occupations within an organisation.

Suresh. et al. (2015) opined that, in health sector domains like interpersonal relationship and working condition, Doctors were highly satisfied, whereas rest of the domains: Organizational functioning, Financial incentives, Non-financial incentives, and Physical facilities doctors were moderately satisfied. In their study, demographic variable like age and gender both shown significant association on level of satisfaction whereas experience, designation and marital status of the doctors have not shown significant association.

Suresh, S., & Kodikal, R. (2015) opined that over all Managerial skill is contributed more by Technical skill then followed by Human skill and lastly, Conceptual skills. They also found that employees satisfaction with job and managerial skill has an impact on job performance. Their study also revealed that Demographic variables such as Age, Marital status, Professional qualification and experience have no significant impact on job satisfaction and managerial skills of employees.

Sharma, J. et al. (2016) studied that the level of burnout is significantly higher among the staff and had an inverse relation with affective commitment. Further, their finding perceived organizational support and

procedural justice showed a positive relation with affective commitment in contrast to burnout and found affective commitment had a strong impact on job performance of the staff.

Kodikal and Rahiman (2016) opined that there is low level of relationship between quality of work life and organizational commitment in manufacturing sector. Their study contributed to the existing literature and suggested some human resource development strategies to improve quality of work life, so that commitment of employees could improve.

In their study on work related attitudes on job performance of health workers in India, Rahiman and Kodikal (2017), conclude that though performance of employees and all the four factors (job attitude, job involvement, job satisfaction, job leadership and commitment are different they are so interwoven and influence each other.

### **3.0 Research Methodology**

#### **3.1 Area of Study**

The area of study is the Library of Alex Ekwueme Federal University, Ikwo, Ebonyi State. The university is one of the nine new Federal Universities that were set up by Former President of Nigeria, Dr. Goodluck Ebele Jonathan (GCFR) on the February 26, 2011 in order to expand access to quality education to all parts of Nigeria and to produce knowledge that will support the nation's economy and its industries. The university focuses on **Excellence and Integrity**. It is located in Southeastern part of Nigeria. The university Library was established alongside the parent institution – FUNAI. It has staff strength of 110 comprising 5 professional Librarians including the University Librarian, 10 library officers while others are junior library staff.

#### **3.2. Population of Study.**

The population of this study is all staff of Alex Ekwueme Federal University Library. They include: all junior staff, library officers and librarians totaling 110.

#### **3.3. Population Sample**

The census sampling method was applied, in which case, 110 respondents were considered. The analysis consisted of demographic variables to Job Performance, Job attitude, job commitment and Job involvement, Job satisfaction and leadership related questions.

### 3.4. Method of Data collection

The researcher applied the survey methodology in which case, the questionnaire was used as the principle tool for data collection. The primary data was collected on the basis of census sampling method ensuring that all employees of the library were involved. The questionnaires were personally administered and collected by the researcher within an interval of two days.

### 4.0 Presentation of Data

**Table 1: Gender**

	Number (n)	Percentage (%)
Male	34	31
Female	76	69
Total	110	100

**Table 2: Marital Status**

Single	40	36.4
Married	70	63.6
Divorced	-	-
Total	110	100

**Table 3: Ages**

Years	Number (n)	Percentage (%)
25-35	67	60
35-45	39	36
45-55	02	2
55-65	02	2
Total	110	100

**Table 4: Work Experience**

Duration	Number (n)	Percentage (%)
0-1years	27	25
1-5years	55	50
5-10years	26	23
10-15years and above	02	02
Total	110	100

### 5.0. Result Analysis

Various statistical analyses were employed to compare the scores of the respondents from the libraries on different factors which influences job related attitudes on performance. Demographic variable of the employees is closely related to their performance. Using various statistical tools impact of job related attitude and performance of employees on demographic variable were tested.

The analysis of gender shows, that Male staff was 34 representing 31% and Female 76 representing 69% of the workforce. In addition, marital status shows that 36.4% or 40 of the participants were single and 63.6% representing 70 respondents were married. The years of work experience of the participants ranges from 0 to 15 years and above. The responses were classified as follows: 25% (n = 27) were in range of less than 1 years, 50% (n = 55) were in the range of 1–5 years, 23% (n = 26) between 5 and 10 years, 2% (n = 2) in the range of more than 15 years. The year of age of the respondent, participants ranges from 25 to 55 years. The respondents were classified as follows; a large population 60% (n=67) were between 25-35 years of age, 36% (n=39) were in the range of 35-45 years, only 4% (n=4) were in the range of 45-55 years.

In the case of impact of organisational leadership, male respondents (31%) seem to be more contented than female (69%), in the area of marital status, married respondents 63.6% are happier than unmarried 36.4% respondent. In the case of age and experience, younger respondents are more compliance with organisational regulation than senior employees.

Job commitment generally contributes more to productivity of organisation. The result shows that, male respondents representing 31% of the respondents are more committed than female counterparts of 69%, while in the area of marital status, married respondents (70) or 63.6% are more committed than the unmarried 40 respondents. Data collected under age and experience of respondents, show that junior and middle level library employees are more committed than senior and more experienced employees. Job involvement usually increases performance of the employees. It can be deduced from the result that male library staff members are more involved than their female counterparts in high job performance and productivity while married staff are less involved in negative job attitude than the unmarried. The result also shows that senior and experienced library staff members are more involved in playing truancy than the junior and less experienced employees. (see tables 1-4)

## 5.1. Testing of Hypotheses

**H01:** There is no significant relationship between job commitment and job satisfaction

The analysis of the result of data collected, shows that Null hypothesis H<sub>01</sub> was rejected as F-test =2.51, P<0.05, at 0.05 level of significance. It implies that a significance relationship exists among the dimensions which include: Job satisfaction and Job commitment of employees in the library.

**H02:** There is no significant relationship between job satisfaction and productivity.

When administered data was statistically validated the hypothesis at 0.05 level of significance; the null hypothesis (H<sub>02</sub>) was rejected and significant relationship found between job satisfaction and productivity.

**H03:** There is no significant relationship between leadership and productivity.

Analyzed result indicated that P value is lesser than 0.05 and the data is statistically validated the hypothesis at 0.05 level of significant; the null hypotheses H<sub>03</sub> was rejected. This proves that there is positive level of significance found between leadership and productivity.

**H04:** There is no significant relationship between job commitment and productivity.

When Pearson correlation coefficient was administered to statistically validate the hypothesis at 0.05 level of significant; the null hypothesis was rejected and study revealed significant relationship between employee's job commitment and productivity.

**H05:** There is no significant relationship between job involvement and productivity.

As per the analysis null hypothesis rejected was as F value =2.396 and P value found to be .04 which is less than 0.05 in same significant level. This therefore proves that job involvement and productivity of the employees have significant relationship.

**H06:** There is no significant relationship between works related attitude and Job performance.

Study rejects null hypotheses as F test=1.194 and P value is 0.03in 0.05 level of significant. As per the table all the job-related attitude factors including: job satisfaction, leadership, job Commitment, and job involvement have significantly related with performance of the employees. From the result one can deduce

that work related attitude - Job satisfaction, leadership, job commitment and job involvement are directly influenced and have significant relationship with library staff job performance. From this statistical observation, it is evident that performances of library employees are influenced by all the factors under study.

(See table 5 below)

<b>Table 5: CORRELATION BETWEEN VARIABLE INFLUENCING JOB PERFORMANCE CORRELATIONS</b>						
		<b>Job Satisfaction</b>	<b>Leadership</b>	<b>Job Commitment</b>	<b>Job Involvement</b>	<b>Performance</b>
<b>Job Satisfaction</b>	Pearson Correlation	<b>1</b>	.439**	.357**	.324**	.371**
	Sig. (2-tailed)		<b>0</b>	<b>0</b>	<b>0.003</b>	<b>0</b>
<b>Leadership</b>	Pearson Correlation	.439**	<b>1</b>	.282**	.349**	.358**
	Sig. (2-tailed)			<b>0.003</b>	<b>0</b>	<b>0</b>
<b>Job Commitment</b>	Pearson Correlation	.357**	.282**	<b>1</b>	.556**	.433**
	Sig. (2-tailed)	<b>0</b>	<b>0.003</b>		<b>0</b>	<b>0</b>
<b>Job involvement</b>	Pearson Correlation	.324**	.349**	.556**	<b>1</b>	.269**
	Sig. (2-tailed)	<b>0.001</b>	<b>0</b>	<b>0</b>		<b>0.005</b>
<b>Performance</b>	Pearson Correlation	.371**	.358**	.433**	.269**	<b>1</b>
	Sig. (2-tailed)	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.005</b>	
**. Correlation is significant at the 0.01 level (2-tailed).						

### Conclusion/Recommendation

In conclusion, with the result of the analyzed data in this research, it is obvious that there is a correlation between organisational leadership, job satisfaction, job involvement, commitment and job attitude in providing effective services to the library clients but in all, job attitude, remains the most important factor for effective library services in an academic environment.

The staff job attitude must be positive if the university library is to achieve her stated objectives.

Imperatively, the positive attitudes of library staff towards their jobs remain the library major tool for marketing the services of the library to her public as failure to be portray danger to effective functioning of the library and her management. This development can also make the library irrelevant within the university community as the patrons are likely going to look for alternative sources to obtain their needed information knowing full well that the world has become a global village with birth of information and communication technology (ICT).

The university management must therefore, do everything possible to build a systematic human resource management if she wish to meet the expectations and objectives of the library as well as enhance the staff performance and productivity.

To enhance the work performance of the library staff therefore, the researcher is of the opinion that the library management should implement the following suggestions:

- ❖ There is the need to make the entire library workforce to understand the importance of working as a team realising that each unit of the library compliments one another;
- ❖ The experienced and old staff of the library should see themselves as the library's power-house and should encourage and mentor the young/fresh staff towards performing optimally by exemplary leadership;
- ❖ The library management should encourage excellence and commitment to duty of any staff through training and re-training as well as the application of other approved motivational incentives;
- ❖ The married women should be made to understand the difference between the home front and an office by ensuring that redundancy and apathy to assigned duties are not tolerated. This can be achieved through punishing offenders accordingly;

- ❖ Management should come up with stringent punitive measures (eg: seizure of allowances) against staff with negative job attitude so as to serve as deterrent to other staff who may be nursing such act;
- ❖ Every library staff responsibility must be defined and closely monitored by Unit Heads and offenders properly disciplined as stipulated in the university's Code of Conduct,
- ❖ Finally, the act of marketing products of any sort by staff during working hours at the detriment of their work should be out rightly discouraged.

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