

An Empirical Study of Effect of Job Related Attitude on the Performance of Librarians

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ABSTRACT

The library as an institution has a sole social responsibility which is to satisfy the information needs of her teeming customers. To this end, librarians' performance is very crucial towards achieving this purpose and providing other library services. In this context, the role of librarians of any sort is very paramount in satisfying the information needs of these users. Given the nature of work, the degree of stress, poor working environment 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. Generally, performance of librarians 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 librarians. An empirical investigation was carried out to identify the factors that have bearing on work attitudes Standardized questionnaires of the Likert attitude testing known as Summated Ratings were used for this study. Statistically the information was tested and validated. P test, F test, correlation and regression showed a significant relationship between the attitudes of librarians and performances. This study suggested some human resource development policies in libraries that can create more positive attitude on librarians.

Keywords: Librarians, Attitude, Job Attitude, Job Performance, Job satisfaction, productivity, Library
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1. INTRODUCTION

1.1 BACKGROUND OF THE STUDY

In human resource management, there is this popular axiom: 'it is your attitude and not your aptitude that takes you to your altitude'. Which implies that one's attitude toward his job is the hallmark of his success or failure. The social psychologists Krech and Crutchfield (1948) argued that whilst the social behaviour of an individual is 'explicable in terms of motivational, emotional, perceptual and learning processes' it is not possible to describe, analyse or predict an individual's social behaviour by reference to these fundamental processes considered singly, and that it is more profitable and more realistic for psychologists to work with the higher order of psychological processes known as beliefs and attitudes. The distinction between beliefs and attitudes is an important one. Morgan (1956) defines a belief as 'the acceptance of some proposition or statement while Krech and Crutchfield (1948) use the term in a more

generic sense to include 'knowledge, opinions and faith'. Attitudes on the other hand, to use Morgan's phrase, are 'tendencies to respond positively or negatively towards persons, objects or situations', and Morgan refers to personal attitudes and social attitudes and defines the latter as 'those (attitudes) that are shared by several individuals or large groups of people' (Morgan, 1956). Whereas Collins Dictionary (2020), explain that Your attitude to something is the way that you think and feel about it, especially when this shows in the way you behave. A good deal of the recent work by social psychologists, psychologists and sociologists has been concerned with the nature of social and personal attitudes and the extent to which such attitudes are held.

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 librarians, 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. Some famous human resource 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 to influence job satisfaction and that job performance connection depends on the social exchange theory which states that 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. Library is one area which is people predominant. The sector can survive only when enough importance is given to librarians who are the pivot on which library services rotate.

1.2 STATEMENT OF PROBLEM

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. The fact is that many university libraries 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 librarians of these universities 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 librarians are satisfied with their job, that the library can expect better performance from them. 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 librarians 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 librarians 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 librarians engage in good service performance and, at the same time, what kind of factors interventions facilitate performance of librarians. Hence, in this study, the researcher aimed at assessing the most important factors of how work related attitude influences the performance of librarians in Universities.

1.3 OBJECTIVES

The major objective of this study is to investigate the effect of job related attitude on the performance of librarians. Other objectives are to:

1. Identify the relationship amongst job performance and job satisfaction of librarians in the library;

2. Establish the relationship between organizational commitment and job performance of librarians;
3. Discover the relationship between leadership and job performance of librarians in the library. and
4. Find the impact of the job satisfaction, job involvement, Organizational commitment and organizational leadership on job performance.

1.4. RESEARCH QUESTIONS

The present study seeks to provide answers to the following research questions:

1. What is the relationship that exist among job performance and job satisfaction of librarians in the library?
2. Is there any relationship between organizational commitment and job performance of librarians?
3. What is the relationship between leadership and job performance of librarians in the library?
4. What impact has job satisfaction, job involvement, organizational commitment and organizational leadership on job performance?

1.5 . RESEARCH HYPOTHESES

To properly investigate the relationship existing between the variables, four hypotheses were formulated as a follow-up to the research questions:

H01: There is no significant relationship between job satisfaction and productivity

H02: There is no significant relationship between leadership and productivity

H03: There is no significant relationship between job commitment and productivity

H04: There is no significant relationship between work related attitude and Job performance

2. LITERATURE REVIEW

2.1 Conceptual framework of the study

2.1.1. Attitude

The social psychologists Krech and Crutchfield (1948) argued that while the social behaviour of an individual is explicable in terms of motivational, emotional, perceptual and learning processes, it is not possible to describe, analyse or predict an individual's social behaviour by reference to these fundamental processes considered singly and that it is more profitable and more realistic for

psychologists to work with the higher order of psychological processes known as beliefs and attitudes. The distinction between beliefs and attitudes is an important one. Morgan (1956) defines a belief as the acceptance of some proposition or statement while Krech and Crutchfield (1948) use the term in a more generic sense to include 'knowledge, opinions and faith'. Attitudes on the other hand, to use Morgan's phrase, are 'tendencies to respond positively or negatively towards persons, objects or situations' and Morgan refers to personal attitudes and social attitudes and defines the latter as 'those (attitudes) that are shared by several individuals or large groups of people' (Morgan, 1956). Whereas Collins Dictionary (2020), explain that Your attitude to something is the way that you think and feel about it, especially when this shows in the way you behave.

2.1.2. Job related attitude

According to Kammeyer-Muller and John (2012), job related attitude 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

2.1.3. Job performance

Job performance is defined as the total expected value to the organization of the discrete behavioral episodes that an individual carries out over a standard period of time. (Motowidlo, Borman, & Schmit, 1997). One important idea in this definition is that performance is a property of behavior. In particular, it is an aggregated property of multiple, discrete behaviours that occur over some span of time.

The second important idea is that the property of behavior to which performance refers is its expected value to the organization. Thus, the performance construct by this definition is a variable that distinguishes between sets of behaviours carried out by different individuals and between sets of behaviours carried out by the same individual at different times. The distinction is based on how much the sets of behaviours (in the aggregate) are likely to contribute to or detract from organizational effectiveness. In other words, variance in performance is variance in the expected organizational value of behaviour.

Employees Job performance is therefore 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. 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.

2.1.4. 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.

2.1.5. Job involvement

Work involvement refers to employees perceptions of the concern and dedication they 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).

2.1.6. 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 behaviours 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 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) stated 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 there is 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. Furthermore, the 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.) averred that job attitude also determines the productivity of the employees in various sectors of the industry. The study also found that Banking professionals were most content with working conditions and least with financial terms. Gender has 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) study on 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 and 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 applied that 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) posited 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 did not show significant association.

Suresh, and Kodikal (2015) opined that over all, managerial skill has contributed more than 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, et al. (2016) studied that the level of burnout is significantly higher among the staff and had an inverse relation with affective commitment which invariably has strong impact on job performance of the staff. . Further, their finding on perceived organizational support and procedural justice showed a positive relation with affective commitment in contrast to burnout and found affective commitment.

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 improvjng 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. The above assertion was also corroborated by Onwubiko (2019) as he averred that job performance has a lot to do with job satisfaction and leadership quality.

4. RESEARCH METHODOLOGY

This research is cross-sectional analytic study using non-probability sampling technique, conducted among librarians in federal universities. The librarians numbering 170 were invited to participate in the research. The aim and objectives of the study were thoroughly explained to the librarians. Those who agreed to participate signed the written informed consent forms and the questionnaire sent through e-mail. Participation was therefore completely voluntary, anonymous and confidentiality of the information generated was ensured.

3.1 Area of study

The study covers all the federal universities in the five states made up the region called Southeastern region. These are; Michael Okpara University of Agriculture, Umudike (MOUA), Abia State; Nnamdi Azikiwe University, Awka (NAU), Anambra State; Alex Ekwueme Federal University (AE–FUNAI), Ebonyi State, University of Nigeria, Nsukka (UNN), Enugu State and Federal University of Technology, Owerri (FUTO), Imo State.

3.2. Population of study

The population of this study is all librarians working in the five federal universities in the states under study totaling 110. The break down shows:

Table 1

S/No	Name of University	No of librarians	Percentage
1	Michael Okpara University of Agriculture, Umudike (MOUA)	22	20
2	Nnamdi Azikiwe University, Awka (NAU)	28	25.5
3	Alex Ekwueme Federal University, Ikwo, (AE-FUNAI)	10	9.1
4	University of Nigeria, Nsukka (UNN)	33	30
5	Federal university of Technology, Owerri (FUTO)	17	15.4
	Total	110	100

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. Instrument for data collection

Standardized questionnaires of the Likert's attitude testing ratings known as Summated Ratings were used for this study. It is a 29-item self-reporting scale that assesses a person's overall attitude. This method of attitude testing was developed by Likert in 1932 (Johnson and Scott 1965). Although similar to the Judgment Method in that it requires the definition of an issue and the collection of a number of statements Likert's technique, according to Green, is based on methods then in use in the mental testing field. Likert's method dispenses with the use of judges and their task of category sorting. The statements were presented direct to the subjects who were asked to indicate their reactions within the five categories; strongly approve, approve, undecided, disapprove, strongly disapprove, (5, 4, 3, 2, 1 scores respectively). After the survey had been scored items with a high correlation to the total score were retained as relevant to the issue under consideration, whilst items not showing a high degree of correlation were rejected as being poor statements. The resulting Rating scale of attitudes was summated into for or against a particular attitude.

3.5. Method for data collection

The researcher applied the survey research method 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 librarians were involved. The questionnaires were sent to the respondents through e-mail and returned 100% within an interval of one month

3.6. Method for data analysis

Data generated from the study was entered into Excel spreadsheet, cleaned and coded. It was then exported into SPSS-IBM version 21 and analyzed using descriptive statistics (mean, standard error of mean, frequency, and percentage). Pearson's product moment correlation method was used to study

the association between attitude and performance. Statistically the information was tested and validated using P test, F test, correlation and regression.

4.0 PRESENTATION OF DATA

Table 2: Gender

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

Table 3: Marital Status

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

Table 4: Ages

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

Table 5: 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 influence job related attitudes on performance. Demographic variable of the librarians 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 librarians were 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 year, 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 ages of the respondents range from 25 to 65 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 45-65 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, junior librarians are more compliance with organisational regulation than senior counterparts.

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 librarians are more committed than senior and more experienced librarians. Job involvement usually increases performance of the employees. It can be deduced from the result that male librarians are more involved than their female counterparts in high job performance and productivity while married librarians are less involved in negative job attitude than the unmarried. The result also shows that senior and experienced librarians are more involved in playing truancy than the junior and less experienced librarians. (See tables 2-5)

5.1. Testing of hypotheses

H01: 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 (H01) was rejected and significant relationship found between job satisfaction and productivity.

H02: 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 H02 was rejected. This proves that there is positive level of significance found between leadership and productivity.

H03: 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 librarians' job commitment and productivity.

H04: 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 are 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)

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

Key: JS=Job Satisfaction; Ldsp=Leadership; JC=Job Commitment, JI= Job Involvement, Perf=Performance

5.2. Discussion of results

The synthesized data and the tested hypotheses show significant correlation between job satisfaction, leadership, job commitment, job involvement and job performance. If any of the factors is in the negative, it will definitely breed unfavorable job related attitude among the librarians which will hamper performance/productivity. On leadership and productivity, the result proves that there is positive level of significance between leadership and productivity. 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. 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. The bottom-line is that bad leadership is bound to have negative influence on the attitude of librarians towards their job and by extension their performance. Leadership in any library therefore should be one that can carry everyone along as to giving them that sense of responsibility that would enhance their productivity/performance.

It was also evidence from the study that, job satisfaction results to high-level of job commitment by librarians. As posited by James, James and Ashe, (1990), 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'. This thought was also shared by Leap and Crino (1993) who 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. This implies that the era of paying salaries alone to librarians is gone and should not be assessed as enough incentive and motivation to spur the librarian working and getting him/herself fully involved in the job. Suresh and Kodikal, (2015) thus add: employees satisfaction with job and managerial skill has an impact on job performance. The argument here is that money or salary remuneration is not an end to high-level commitment and performance as many of us usually assume rather factors like: job security; conducive and friendly working environment; training and re-training of librarians and concern and care for librarians' health and welfare as well as being promoted as and when due are key to positive attitude towards work.

In a nutshell, the entire job-related attitude factors which are: job satisfaction, leadership, job Commitment, and job involvement are significantly related with performance of 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 librarians' job performance. From this statistical observation, it is evident that performances of librarians are influenced by all the factors under study Werner (2000), 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. 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. The above assertion was also corroborated by Onwubiko (2019) as he averred that job performance has a lot to do with job satisfaction and leadership quality.

5.3. Conclusion and recommendations

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 librarians' job attitude must be positive if the university library is to achieve her stated objectives. Imperatively, the positive attitudes of librarians 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 the birth of information and communication technologies (ICTs).

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

To enhance the work performance of librarians therefore, the researcher is of the opinion that the library management should apply the following remedies:

1. There is the need to make librarians understand the importance of working as a team realizing that each unit of the library compliments one another;
2. The experienced and old librarians of the library should see themselves as the library's powerhouse and should encourage and mentor the young/fresh staff towards performing optimally by exemplary leadership;
3. 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;
4. University library management should as a matter of responsibility, make the female librarians to understand the difference between the home front and the office as it concerns the claim of being weaker sex thus should not be assigned challenging and time taking responsibilities. Let it be made known to them that both sex of same rank are receiving the same salary therefore are expected to work accordingly. After all, to whom much is given much is expected. Management should therefore ensure that redundancy and apathy to assigned duties are not tolerated. This can be achieved through punishing offenders accordingly;

5. Management should come up with stringent punitive measures (eg: seizure of allowances) against librarians with negative job attitude so as to serve as deterrent to other librarians who may be nursing such act;
6. Every librarian's responsibility must be defined and closely monitored by Unit Heads and offenders properly disciplined as stipulated in the university's Code of Conduct,
7. The Federal Ministries of Education, National University Commission (NUC) and Librarians Registration Councils should ensure that the position of University Librarian is on merit based on promotion instead of the present state where an university librarian is appointed mostly by 'who you know' or by political affiliation. This ugly system does contribute to lack of commitment and poor performance which leads to low productivity as the university librarian sees it as an avenue of enriching himself or herself within the five year tenure. This no doubt, has immensely contributed to the misappropriation of fund that would have been used for running the library,
8. Furthermore, the above mentioned method of appointing a university librarian, promotes the principle of 'divide and rule' in which the university librarian only appoints those who are loyal to him as heads of departments or units (HsODs) even when they do not possess the pre-requisite qualifications or experience. A situation like this, enhances truancy on the side of the senior librarians thus should be discouraged and avoided. The emphasis is that, good leadership brings about good followership that is focused and willing to perform optimally.
9. Finally, Government, policy makers and universities and library management should as a matter of necessity provide every enabling working environment in respect of librarians' welfare and well-being so as to avoid any negative job related attitude on the part of the librarians. Stating the obvious, attitude is a little thing that makes a big difference (positively or negatively depending on the direction) in any organisation. On this note, let it be stated that any positive job related attitude exhibited by any librarian will not only enhance the performance/productivity, it will also tremendously improve the services provided by such library to her clientele thereby marketing the library.

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