

PERFORMANCE AND IMPROVEMENT OF JOB SATISFACTION FOR LIBRARY DEVELOPMENT IN NIGERIA

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ABSTRACT

The purpose of this research paper is to appraise Performance and improvement of Job Satisfaction for library development in Nigeria. The study was carried out to investigate the following: Factors that constitute job satisfaction and performance of librarians in Kashim Ibrahim library of Ahmadu Bello University Zaria. The extent to which job satisfaction influences librarians' performance in Ahmadu Bello University, Zaria. And Factors that can hinder job satisfaction and performance of librarians as well as Strategies for enhancing job satisfaction and performance of librarians in Ahmadu Bello University, Zaria. Review of related literatures was also observed. Furthermore, survey method was adapted for the study with questionnaire constructed, validated and used for the collection of data related to the research question were formulated to guide the study. The population of the study was 50 library staff and students of the institution were sampled and simple percentage, means were used for data presentation and analysis, the researcher in the course of this study found out that salary status is the factor that constitute job satisfaction and performance of librarians in Ahmadu Bello University, Zaria. Herzberg's two-factor theory was adopted for the purpose of this paper. Consequently, it was therefore recommended that, 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 need for quick efforts to adjust.

Keywords: *Performance, Job satisfaction, Library, Development, Nigeria.*

1.1 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. Therefore, job is very natural to man, controls and animates him both in everyday existence and in social and intellectual life. 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. People have always asked questions on why people stay on a particular job all the days of their life?. Not all jobs have high salaries, high prestige or pleasant working conditions. Some have long hours at work, dangerous environment and a high stress. However, some people are just willing to endure these negatives and still hold onto their jobs. This can be attributed to the fact that some people might naturally like their job as it is, and not the conditions surrounding the job or they have no opportunity for a better job; and so they hold to it. However, It will not be a perfect situation even when an employee sticks to a job and the performance is in a high scale, but the workers mind is dull, his emotions

wrapped and in a shattered working condition. Even if it seems perfect in the short run the effect in the long run might be doubtful. Therefore it is not appropriate to think of human element in an establishment in terms of productive efficiency alone, but of equal importance is the satisfaction derived by the individual from the job. Job satisfaction entails, the feeling on the part the individual that he shares the basic purpose of a group of which he belong. A mind set which makes it possible for him to perform his task with energy, enthusiasm, and self discipline, sustained by a conviction that in spite of obstacles and conflicts, his personal and social ideas are worth pursuing. However, librarians attitude in terms of satisfaction towards work may have an effect 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. It can also be seen an observable, or measurable behavior of a person in a particular situation, (Thompson, 1992).

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. If the problem is with the environment, the library management can adjust to promote higher performance. If a librarian lacks ability, the person can be trained, though the effect of such trainings seems unsatisfactory with some staff in terms of output. 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.

1.2 Statement of the Problem

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. Ekere (2006) stated that the university library is supposed to serve all the areas of knowledge taught in the university. Therefore, to achieve these ends, the librarians have a veritable role to play. Aguolu (1986) explains that the librarians are entrusted with the responsibility of having to select from a universe of rapidly proliferating records, growing at exponential rate, those that may be needed by their actual and potential users. Equally stating that the librarians are responsible for acquiring, describing, classifying, administering, preserving and organizing these materials by introducing effective access control devices

and interpret their contents through personalized services. 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 and this leads to lack of commitment to work which makes them perform 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. This state of affairs can be attributed to the fact that sometimes, the importance of libraries are overlooked in budget allocation, and this creates an undesirable state of affairs, which will manifest in poor working environment, security, and poor working structures. However, Abifaram (1997) stating that librarians generally are not satisfied with their work environment as a result of poor funding of universities shows that some of these factors that constitute job satisfaction such as good salary, promotional opportunities, good working environment and good interpersonal relationship, well defined library goals, opportunity for achievement and recognition are not adequately in existence, and these can result to job dissatisfaction which might give rise to

lateness to work, laziness, lack of motivation, inability to meet targets, constant sick leave and poor health condition. If the above scenario becomes the case performance may be negatively affected.

Therefore, it is important to investigate this problem, in order to gain an understanding of how job satisfaction affects performance of librarians in university libraries in Ahmadu Bello University Zaria.

1.3 Objective of the Study

The general objective of this study is to investigate the job satisfaction and performance of librarians in Kashim Ibrahim library of Ahmadu Bello University Zaria. This study will specifically investigate:

- i. Factors that constitute job satisfaction and performance of librarians in Kashim Ibrahim library.
- ii. The extent to which job satisfaction influences librarian's performance in Kashim Ibrahim library
- iii. Factors that can hinder job satisfaction and performance of librarians in Kashim Ibrahim library
- iv. Strategies for enhancing job satisfaction and performance of librarians in Kashim Ibrahim library.

1.4 Research Questions

This study investigates the job satisfaction and performance of librarians in Kashim Ibrahim and specifically seeks answers to the following questions:

- i. What are the factors that constitute job satisfaction and performance of librarians in Kashim Ibrahim library?
- ii. To what extent does job satisfaction influence the performance of librarians in Kashim Ibrahim library?
- iii. What are the factors that can hinder job satisfaction and performance of librarians in Kashim Ibrahim library?
- iv. What are the strategies to be adopted to enhancing job satisfaction and performance among librarians in Kashim Ibrahim library?

1.5 Literature Review

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). Hodson and Sullivan (1990) view job satisfaction as a summary attitude that people experience about their work. It is the result of their task, the

characteristics of the organization. Similarly Parmer and East (1993) describe job satisfaction as relating to individual's feeling or emotion towards work. The happier people are with their job, the more satisfied they will be. Job satisfaction (JS) as defined by Cranny, Smith and Stone, (2002) is conceived as effective reaction to one's job. 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. The relationship between a worker and his job can be described in terms of the meaning, which the work holds for the persons. A person who engages on a particular job has certain values for the job; such values are strongly related to the basic needs of the individual. That is why Eze (1998), continued that job satisfaction refers to the degree to which personal needs, material and physiological, intrinsic and extrinsic are realized by the individual while performing the tasks involved in his job. Schneider (1991) describes job satisfaction as personality evaluation of conditions existing on the job. 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. Job satisfaction and performance are vital issues in any establishment, be it an institution or corporate organization. In fact, anywhere work is done, the issue of satisfaction and level 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 satisfaction, and need to reduce loose and maximize profit. The achievements of these needs are vital for the sound and successful operation of the establishment. Societal progress will not be fully attained unless productivity is high and workers are satisfied. And 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.

1.6 Core value of Development

The concept of development has literally been defined as a futuristic concept, meaning to bring forth from a latent state, to cause to grow into a higher fuller and mature condition. In this sense it is assumed that a country has certain latent or potential properties that need to be activated into a more dynamic or desired social form. Various economists have attempted to define development:

Michael Todaro (1978), posits that: Development must therefore be perceived as a multi-dimensional process involving changes in structures, attitudes and institutions as well as the acceleration of economic growth, the reduction of inequality and eradication of absolute poverty. "Thus according to Todaro Development= growth (improvement in income and outputs) + Change (institutions, attitudes, customs and beliefs)

Development is much broader than economic growth. Economic growth focuses on short-run changes. It considers such factors as Gross Domestic Products (GDP), per capita, Investment per capita, and household consumption per capita. Development

considers the whole question of human welfare. Essentially it is concerned with the problems that have hindered the Third World countries in their attempts to break away from underdeveloped state. These problems are not only economic conditions. Thus during the 1970s development came to be redefined in terms of the reduction or elimination of poverty, inequality and unemployment within the context of a growing economy.

In essence there are different interpretations and concepts of development since each society has its unique values, lifestyles, and preferences e.t.c. which determines what constitutes the desired conditions for a good society. It constitutes a wide range of variables which include the social, economic, cultural, political and environmental processes that result in perceptible and cumulative improvement in the standard and quality of life for an increasing proportion of the population.

The quality of life has been conceptualized by the UNDP in form of Human Development Index (HDI) as an appropriate measure of development of all Nations.

1.7 Relationship Between Job Satisfaction and Performance

For years back, a common assumption among managers has been that staff who are more satisfied in their work tend to be more productive. It makes an intuitive sense that a satisfied employee is a productive employee. However, research by organizational behaviorists on these two variables in numerous studies has concluded that there is no simple direct relationship between Job satisfaction and job performance. (Pinder, 1984). This conclusion follows from related evidence that shows it is Seldom the case that attitude lead to specific behaviour in a predictable fashion. Despite the common sense belief that satisfaction leads inexorably to better performance. Research according to Bhagat (1982) has shown that this is not amiably true. For instance, a highly satisfied individual can become complacent and then coast along on his or her past contributions. Conversely, an individual with a low level of satisfaction may be very productive if he or she perceives that performance will be rewarded by a promotion, a pay increase, or choice for another job elsewhere. However, Hackett, Bycio and Hausdorf (1994), Maintained that commitment does not seem to be strongly related to performance. That is, an employee

can be psychologically attached to an organization but not be particularly good worker.

If it is true that that managerial attempt to improve job satisfaction will not necessary result in improved staff performance or productivity. The question arises as to why managers should be concerned about job satisfaction at all. Several responses can be offered first, the fact that manager tend to assume there is more of a connection between staff attitude towards their job and staff performance, that in fact does not mean necessarily that there is never a connection. Research results have shown that, while there is not always a cause and effect relationship, sometimes there can be a direct relationship (Pinder, 1984). This can be in the form of negative consequence of the opposite of job dissatisfaction. A staff member who is chronically dissatisfied with his or her job will manifest this by any or several behaviors, including absenteeism, tardiness and turnover. This might result in expensive losses for the organization. From a strictly humanitarian point of view a manager concern about the staff satisfaction will deal with these elements or the work setting which affects the quality of work like or each member of the staff; that is making the work setting an enjoyable and pleasant place to

come daily. While many element external and physical condition or an individual, no one could fault the manager who shows a human to make their jobs as satisfying and fulfilling as possible.

Therefore, 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 relationship between job satisfaction and performance is an issue of continuing debate and controversy.

According to Thierry (1998) satisfied people will put more effort in their job, but dissatisfied people may also work harder, hence there is no link between job satisfaction and performance. However, other studies reveal that there is a relationship between job satisfaction and performance. Keller (1997) reported positive relationship between organizational commitment and performance. Bankhoff and Bhatt (1997) on their part stated that satisfaction is related to both involvement and commitment; while Querles, (1994) see satisfaction as a predictor of turnover. Thompson et al (1992) equally stated that a person's attitude towards their work may have an effect on their performance. Given the conditions under

which attitude and behaviour are consistent, it will be expected that job satisfaction would be an excellent way to speculate about workers performance (that is, if you are happy at work, you will work harder). There could be other factors that affect this relationship such as organizational factors (reward system, interest value of work, quality of supervision, work load, physical working environment and personal factors-personality traits, status, life satisfaction, and genetic factors) These factors may determine who is satisfied with job. However, Tett & Meyer (1993) stated that when job satisfaction is high, employees are likely to stay at their jobs longer and possibly expend more effort than when it is low.

As Hendrix (1990) stated, if one is a real contributor in an organization, work will be more satisfying than if you simply get by with a minimum performance. He further continued that, a causal analysis of this suggests that performance is more likely to cause satisfaction than vice versa (a productive worker is a happy worker.) Dissatisfied workers are likely to be absent in order to avoid job events or conditions causing the dissatisfaction. The ultimate question still remains, „is a happy or satisfied worker a productive worker“? For decades, researchers have been concerned with this.

The behavioural correlates of job satisfaction should be higher work performance, lower absenteeism and lower staff turnover. Equally, Mathieu and Zajac (1990) agrees that low satisfaction or organizational commitment can result in low turnover, and absenteeism. However, research has failed to establish a strong link between job satisfaction and work place behaviour. Job satisfaction and performance seems to be relatively independent of each other. This is explained firstly that in many jobs, variations in satisfaction cannot lead to variations in productivity and secondly, where correlations do occur they may be spurious in that both may be associated with other factors. According to Smither (1998) it appears that the relationship between satisfaction and performance or productivity is not as straight forward as once assumed. For example, dissatisfied employees can be highly productive, just as satisfied employees can be highly unproductive.

Although the relationship between job performance and satisfaction is not straightforward, evidence still suggests that dissatisfied employees are more likely than those who are satisfied to leave. Since turnover can be very expensive for an employer, many have attempted to raise

levels of job satisfaction in order to increase the turnovers of their employees.

1.8 Factors Affecting Job Satisfaction and Performance

In libraries as in any organizational setting, the issue of job satisfaction and performance is very paramount. In which ever nomenclature you call it; whether it is called motivation, loyalty, and contentment. Its importance is manifested in its reoccurrence in management and administrative literature. The literature of staff management in particular, abound with articles dealing with job attitudes and their correlate motivation and much on the writings centers around the diagnosis, treatment and prevention of negative employees attitude manifested in such problems as absenteeism, turnover, underproduction and withdrawal from job. Smith as quoted in Obioha (2003) identified five factors that influence job satisfaction and performance as follows:

- i. People on the present job.
- ii. Supervision on the job.
- iii. Opportunity for promotion.
- iv. Present pay.
- v. Work on the present job.

1.9 Work Redesign

Berlinger et al (1988) Stated that studies by organizational behaviorist have shown that work redesign is a consistently effective way to improve performance. In undertaking such an effort, Siggins (1992) continues that administrator and staff should focus on specific steps which may include:

- i. Reduce routine and repetitive tasks which tend to be avoided by staff. A reduction in the dysfunctional behaviour of avoidance should improve satisfaction and performance.
- ii. Restrictive job into meaningful units. This may uncover and reduce unnecessary supervision or coordination imposed when work was broken down into units. A higher quality output and work may also result.
- iii. Re-think work flow and structure. New methods may be discovered for performing the work more effectively.
- iv. Staff needs to participate in redesigning their job. Being that they will expect their new jobs to be better than the old ones their performance may improve.

- v. Steps should be taken to improve job clarity and reduce role ambiguity. Even highly motivated and able staff will perform less effectively and be less satisfied if they are unclear as to what they are exactly supposed to do.

1.10 Introducing Professional Development and Training Programs

Closely related with the desire for enriched jobs is the need for maintaining the skills required to be effective. Training programmes designed to provide staff with the techniques for doing their job better will help the organization directly; by sustaining competent staff. It will equally provide a degree of security that the staff member will remain employable, even if not employed, if layoffs occur. According to Kanter (1989) employment, during budget cuts and reductions of staff, is dependent upon continuing employability. To do this effectively, organizations must involve in an ongoing programme.

1.11 Methodology

The research method adopted for this study is the survey method. It involves gathering of extensive data from the Ahmadu Bello University, Zaria, as the study area covered by this study. The justification for using the

survey research method is as a result of the widely scattered population (Fagbemi, 2009). The area of the study covers Kashim Ibrahim Library of Ahmadu Bello University, Zaria, Kaduna. Population is the total number of persons inhabiting a country, city or any district or areas Sincare (2012) define population as a subset of subjects that is representative of the entire population that must have sufficient size to warrant statistical analysis. The population of study constitutes hundred (100) staff and student of ABU Zaria. The sample selected for the purpose of this study is fifty (50) staff and student were selected from Kashim Ibrahim Library ABU Zaria for the study. The researcher intends using simple random sampling technique since selected number of samples will be made for the purpose of getting definite and specific data that will suit the attainment of this study. The main instruments for data collection in this study are questionnaires and personal observations in schools. The reason for the use of this instrument is due to the form of population under study as well as to validate the quality of information gathered. The research instrument chosen for this study was designed to bring about valid responses from the respondents, it was carefully design by the researcher, the method has insured the capability of eliciting the required

information from the respondents. To obtain reliability for factual questions, the intended checks in the form of local test questions will be included. In line with this, a number of questions were built into the questionnaire and tested with selected librarians from other tertiary institutions in Nigeria. The instrument was reliable because it has been used over time and it has been proved effective. A total number of one hundred (100) questionnaires will be produced and distributed randomly in Ahmadu Bello University (ABU) library Zaria. The researcher will also make personal observations during library sessions for a week (date) the institution under study. The data that will be collected is questionnaire, which will be sorted into categories. The quantitative data collected from questionnaires under the purpose of study will be in percentage (%) and will be tabulated. The data gathered will be analyzed, interpreted and findings will be generalized to the existing institution.

1.12 Results and Discussion

To achieve the aim of this research work, fifty (50) copies of questionnaires were administered to the respondents at Ahmadu Bello University, Zaria, Kaduna, which was

returned representing 100% of the response rate of the respondents. Twelve (12) out of the questionnaires were given to the staff while the remaining forty-eight (48) were given to the students.

Table 1: Response rate of the sex of their staff

Sex	Frequency	Percentage (%)
Male	35	70%
Female	15	30%
Total	50	100%

Source: Survey 2023

Table 1: shows that majority of the respondents which is 70% are males while 30% were females. This simply means that they have more of male staff in the library to female staff.

Table 2: What are the educational qualifications of the staff?

Qualification	Frequency	Percentage (%)
DLS	10	20%
BLS	13	26%

MLS	12	24.7%
Others	15	30%
Total	50	100%

Source: Survey 2023

Table 2 shows that the educational qualification of the respondents' analyses proved that ten (10) of the staff are diploma holders which is represented by 20%, thirteen (13) others are BLS holders and another twelve (12) with 26% are also DLS holders. However, the categories of the other six (6) 50% have other qualifications that were not stated here.

Table 3: The Designation of Experience (years)the Staff

Variables	Frequency	Percentage (%)
1 – 5 years	10	20%
6 – 10 years	13	26%
11 – 15 years	12	24%

16 and Above	15	30%
Total	50	100%

Source: Survey 2023

The table 3 above shows the designation of experience years of staff in the library, 20% of the staff have stayed for 1 – 5years, 26% said they have worked for 6 – 10 Years, 24% of the respondents said they have worked for 11 – 15 years, while, 30 of the staff said they have worked for 16 years and above. This analysis proved that majority of the staffs have more than 16 years of working experience.

Research Question One

What are the factors that constitute job satisfaction and performance of librarians in Ahmadu Bello University, Zaria?

Table 4: Presents the result collected on factors that constitute job satisfaction and performance of librarians in Kashim Ibrahim

Variables	Frequency	Percentage (%)
My salary status	15	30%

Opportunity for promotion	5	10%
Good working environment	6	12%
Good interpersonal relationship in the work place	4	8%
Challenging nature of the job	13	26%
Good retirement benefits	7	14%
Total	50	100

Source: Survey 2023

Table 4, shows that, 30% of the respondents said that their salary status are the factors that constitute job satisfaction and performance of librarians in Ahmadu Bello University, Zaria, 10% said Opportunity for promotion, 12% said Good working environment, 8% said Good interpersonal relationship in the work place, 26% said Challenging nature of the job and 14% said Good retirement benefits. This implies that salary status is the factor that constitute job satisfaction and performance of librarians in Ahmadu Bello University, Zaria.

Research Question Two

To what extent does job satisfaction influence the performance of librarians in Ahmadu Bello University ?

Table 5: Presents the result collected on the extent to which job satisfaction influence the performance of librarians in Ahmadu Bello University Library, Zaria

Variables	Frequency	Percentage (%)
If I am satisfied with my job it will make me perform better	4	8%
Satisfaction with my job has no relationship with my performance	2	4%
My performance will determine my level of satisfaction	4	8%
I will be more productive if I am in a different job	7	14%

Some aspects of my job influences my performance while some do not	13	26%
If I am motivated I will perform better	20	40%
Total	50	100

Source: Survey 2023

Table 5, shows that, 8% of the respondents said that If they are satisfied with their job it will make them perform better this is the extent to which job satisfaction influence their performance, 4% said that Satisfaction with their job has no relationship with their performance, 8 % said that their performance will determine the level of satisfaction, 14% said they will be more productive if they are in a different job, 26% said Some aspects of

their job influences their performance while some do not and 40% said If they are motivated they will perform better in their job. This implies that motivation will help workers perform better in their job as this is the extent to which job satisfaction influence the performance of librarians in Ahmadu Bello University, Zaria.

Research Question Three

What is the level of job satisfaction by the Librarians in Kashim Ibrahim?

Table 6: Presents the result collected on the level of job satisfaction by the Librarians in Ahmadu Bello University, Zaria

Variables	Frequency	Percentage (%)
I am satisfied with my Job as a librarian	15	30%
I will be more satisfied doing another job	5	10%
My job gives me pleasure and that makes me satisfied	6	12%
If I am to make a choice, I will chose to remain in this job until I retire	4	8%

I am satisfied with some aspect of my job, but not with all	20	40%
Total	50	100

Source: Survey 2023

Table 6, shows that, 30% of the respondents said they are satisfied with their Job as a librarian, 10% said they will be more satisfied doing another job, 12% said that their job gives them pleasure and that makes them satisfied, 8% said If they are to make a choice, they will choose to remain in their job until they retire and 40% said that they are satisfied with some aspect of their job, but not

with all. This implies that majority of the librarians are satisfied with some aspect of their job, but not with all.

Research Question Four

Factors affecting job satisfaction and performance of Librarians in Kashim Ibrahim ?

Table 7: Presents the result collected on the Factors affecting job satisfaction and performance of Librarians in Ahmadu Bello University, Zaria.

Variables	Frequency	Percentage (%)
Lack of opportunities for promotion	4	8%
Poor working environment	2	4%
Level of management interest in my well being	4	8%
Lack of job description	7	14%
Opportunity for further training	10	20%
Cooperation among colleagues	5	10%
When my reward is not commensurate to my input	3	6%
When my salary is little when compared with people in other profession	15	30
Little opportunity to use personal initiative on my job	0	0%
Total	50	100

Source: Survey 2023

Table 7, shows that, 8% of the respondents said that Lack of opportunities for promotion is one of the Factors affecting job satisfaction and performance of Librarians in Ahmadu Bello University, Zaria, 4% said that Poor working environment, 8 % said that Level of management interest in my well being, 14% said they Lack of job description, 20% said Opportunity for further training, 10% said

Cooperation among colleagues, 6% said When their reward is not commensurate to my input and 30% said When their salary is little when compared with people in other profession. This implies that the Factors affecting job satisfaction and performance of Librarians in Kashim Ibrahim is When their salary is little when compared with people in other profession.

Table 8: Presents the result collected on the strategies that can enhance job satisfaction and performance.

Variables	Frequency	Percentage (%)
If I am given opportunity to participate in decision making	2	4%
When there is future for my job	2	4%
A good interpersonal relationship with my boss	2	4%
If I am promoted accordingly	2	4%
Increment in salary	15	30%
The existence of opportunity for training	5	10%
A conducive working environment	3	6%
Cordial relationship with co-workers	5	10%
The existence of well set library goals.	4	8%
When there is a concrete job description	4	8%
By restructuring my work pattern	2	4%
A sincere annual appraisal	4	8%
Total	50	100

Source: Survey 2023

Table 8, shows that, 4% of the respondents said If they are given opportunity to participate in decision making it can enhance job satisfaction and performance, 4% said When there is future for their job, 4% A good interpersonal relationship with my boss, 4% If I am promoted accordingly, 30% said that Increment in salary, 10% said that The existence of opportunity for training, 6% said that A conducive working environment, 10% said that Cordial relationship with co-workers, 8% said that The existence of well set library goals, 8% said that When there is a concrete job description, 4% said that By restructuring my work pattern, and 8% said that A sincere annual appraisal. This implies that the strategies that can enhance job satisfaction and performance is Increment in salary.

1.13 Conclusion

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. 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.

1.14 Recommendations

- i. 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.
- ii. It is recommended that librarians be giving opportunities to participate in workshops, seminars and trainings outside their domain to learn what others are doing that will enhance their job.
- iii. Great level of job satisfaction showed by the librarians should be sustained and The enhanced by ensuring that library policies are reviewed as and when due to fit into changes in

education, economic and political system.

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- ¹ Interview with a community leader, Idris Adamu Zango, in Minna, Niger State, November 10, 2023
- ² Interview with an elderly housewife and firewood vendor in Fuka town, Niger State, October 28, 2023.
- ³ Interview with a social historian and community leader in Minna, Niger State, November 10, 2023
- ⁴ Interview with a community leader in Paiko, Niger State, November 11, 2023
- ⁵ Interview with a housewife and firewood vendor in Gwam, Niger State, April 22, 2023. It is observed that men have recognized women as partners in household maintenance and women have accepted such responsibility across all households visited.
- ⁶ Interview with a social welfare officer and community member of Kuta, Niger State, November 25, 2023
- ^{vii} Interview with a house wife and community elder in Fuka town, Niger State, April 22, 2023
- ^{viii} Interview with a retired civil servant in Kuta, Niger State, April 20, 2023
- ^{ix}
- ^x Interview with a community leader in Gawu, Niger State, October 25, 2023.
- ^{xi} Interview with a community leader in Kuta, Niger State, November 14, 2023.
- ^{xii} Interview with a traditional title holder and community leader in Chanchaga, Minna, Niger State, April 10, 2023.
- ^{xiii} Interview with a housewife and firewood vendor in Ushafa Village, Federal Capital Territory, April 15, 2023.
- ^{xiv} Interview with a youth leader in Gawu, Niger State, November 12, 2023.
- ^{xv} Interview with social historian and community member of Kuta in Minna, October 28, 2023

- ^{xvi} interview with a farmer and community member of Gwam, Niger State, October 20, 2023
- ^{xvii} Interview with a female civil servant and community member of Chanchaga, Minna, Niger State, November 10, 2023.
- ^{xviii} Interview with a social historian in Ibrahim Badamasi Babangida University Lapai, Niger State, November 10, 2023
- ^{xix} Interview with a housewife and firewood vendor in Kafin Koro, Niger State, April 20, 2023.
- ^{xx} Interview with a business woman in Kuta, Niger State, April 25, 2023.
- ^{xxi} Interview with an elderly business woman in Kafin Koro, Niger State, April 20, 2023.
- ^{xxii} Interview with a social historian in Minna, Niger State, October 20, 2023.
- ^{xxiii} Interview with a social psychology expert in Ibrahim Badamasi Babangida University Lapai, Niger State, October 21, 2023.
- ^{xxiv} Interview with a woman activist in Ushafa, FCT, Abuja, April 20, 2023.
- ^{xxv} Interview with a firewood vendor in Lambata, Niger State, October 20, 2023.
- ^{xxvi} An interview with a firewood vendor in Lambata originally in Gbagyi Language but translated into English Language by an expert, November 10, 2023.
- ^{xxvii} Interview with a Gbagyi student in Niger State College of Education Minna, November 19, 2023.
- ^{xxviii} Interview with a social historian in Ibrahim Badamasi Babangida University Lapai, October 20, 2023.
- ^{xxix} Interview with a political economy expert in Ibrahim Badamasi Babangida University Lapai, October 20, 2023.
- ^{xxx} Interview with an environmental official in Paiko, Niger State, November 12, 2023.

^{xxx}i Interview with a forest management official in Paiko, Niger State, November 12, 2023

^{xxx}ii Interview with a forest management official in Paiko, Niger State, November 12, 2023

^{xxx}iii Interview with a social worker in Paiko, Niger State, November 10, 2023.

^{xxx}iv Interview with a woman activist and philanthropist in Minna, Niger State, November 20, 2023.

^{xxx}v Interview with a retired civil servant and woman leader in Chanchaga, Minna, Niger State, November 20, 2023.