JOB SATISFACTION AND PERFORMANCE OF LIBRARIANS IN UNIVERSITIES IN SOUTH EAST NIGERIA

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Abstract
This study is guided by an interest on job satisfaction and performance of librarians in universities in South East Nigeria. The satisfaction of librarians who play important role in the dissemination of information should not be undermined, if libraries are to recruit and retain a diverse and effective workforce. Consideration should be given to what would engender that these employees remain on the job and in the profession. The paper looks at the concept of job satisfaction and reviews theory on job satisfaction and its relevance to library work environment. Job performance; relationship between job satisfaction and performance; appraisal; as well as criteria for performance were equally discussed. It was revealed from the reviewed literatures that, what appears paramount in increasing job satisfaction and performance of the librarians in Universities in South East Nigeria are financial rewards, fringe benefits and recognition. How much money these librarians hope to take home at the end of the day and how well they are being recognized for a job well done determine their job satisfaction. The study affirmed that employee performance and job satisfaction are correlates and dependent. The study made suggestions on how and what should be done to enhance job satisfaction and performance of librarians in universities in South East Nigeria.

Introduction
The management of people at work is an essential part of management process. To understand the importance of human resources and the organization are synonymous. A well managed organization should always see its workers as the root source of quality and productivity gains. Such organizations do not look to capital investment, but to employees as the fundamental source of improvement. An effective organization will make sure that there is spirit of co-operation and sense of commitment and satisfaction within the sphere of its operation. In order to make librarians of South East Universities satisfied and committed to their jobs in the university libraries, there is need for strong and effective motivation, at the various levels, departments and sections of the library.

Job satisfaction refers to people's attitude toward their work, based on their job responsibilities, the organizational structure in which they work and their individual needs and values (Kendal, Lothian and Linden, 2004). A person with high level of job satisfaction has a positive attitude

towards the job while a person who is dissatisfied with the job has a negative attitude. Specific employee attitude relating to job satisfaction and organizational commitment are of major interest to the field of organizational behaviours and the practice of human resource management. Attitude has direct impact on job satisfaction, while organization commitment focuses on their attitudes towards the entire organization.

Libraries are indispensable cornerstones of universities that are responsible for acquiring, storing, organizing and disseminating of information materials. The recruitment of librarians who are qualified by training for library services by the library management should not be their utmost aim, but rather consideration must be given to what would make these employees remain on the job and in the profession. Due to the fact that provision of effective services in libraries depend on the human resources, the job satisfaction of the librarians will necessarily affect the quality of the services they render (Ebru, 1995). No one can underplay the position that employee satisfaction on the job is a most compelling factor. The ways Librarians in universities perceive motivation influence their level of satisfaction and performance. Though job satisfaction and commitment have been the topic of many researches, this particular work gives us an appreciable slant as it describes job satisfaction and performance of librarians in universities particularly in the context of South East Nigeria.

Concept of Job Satisfaction

The concept "job satisfaction" has numerous definitions. Mccormic and Tiffin (1974:74) gave a comprehensive definition of job satisfaction as: "The total of the sentiments related with the job conducted. If the worker perceives that his/her value are realized within the job, he/she shows a positive attitude towards his/her job and acquires job satisfaction". Similarly Vroom (1976:99) defined job satisfaction as the reaction of the workers against the role they play in their work. Job satisfaction is a result of employees' perception of how well their jobs provide those things that are viewed as important according to Mitchell and Lasan (1987). It is generally recognized in the organizational behaviours field that job satisfaction is the most important and frequently studied attitude. Luthan (1998) posited that there are three important dimensions to job satisfaction:

> Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred. Job satisfaction is often determined by how well outcome meets or exceeds expectations. For instance, f organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have negative attitudes towards the work, the boss and or coworkers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job. Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. These to Luthans are: the work itself, pay, promotion opportunities, supervision, and coworkers.

Ebru (1995) believed that job satisfaction of the librarian naturally depends on the economical, social and cultural conditions in a given country. A librarian who cannot get a sufficient salary will be faced with the problem of maintaining his or her family's life. This problem puts the librarian far from being satisfied. Job satisfaction is so important that its absence often leads to inaction and reduced organizational commitment. Lack of job satisfaction is a predictor of quitting a job. A

satisfied employee tends to be less absent on the job, makes positive contributions, and makes efforts to stay with the organization. In contrast, a dissatisfied employee may be absent more often, may experience stress that disrupt coworkers; and may be continually looking for another job (Moorheed and Griffin, 1998).

Sometimes workers may quit from public to the private sector and vice versa. At other times, the movement is from one profession to another that is considered to be lucrative. Other researchers like Armstrong (2004) and MacDonald (1996) argued in favour of the control of job satisfaction by factors intrinsic to the workers. Their arguments are based on the idea that workers deliberately decide to find satisfaction in their jobs and perceive them as worthwhile. Studies of job satisfaction and librarianship seem to consistently show that there is a relationship between professional status and the job satisfaction. High levels of job satisfaction are observed in those professions that are of good standing in society. That is why Purcell et al: (2003) and Adams (1963) though using different words, noted that people compare their achievement and the resulting awards with those of others and observed that, if the result is balanced then we can talk about job satisfaction. In contrast, if the result is imbalanced then dissatisfaction will exist. In addition, if some workers receive several awards compared to others, this will result in a feeling of guiltiness after a certain period of time which causes dissatisfaction.

St. Lifer (1994) reported the results of a survey of librarians' perceptions of their jobs to include: compensation and benefits, advancement opportunities, and technological challenges. The result showed that salaries and benefits are related to job satisfaction. Horenstein (1993) reported a study that examined the job satisfaction of academic librarians in relation to faculty status. The finding included that librarians with academic rank were more satisfied than non-faculty groups. Predictor of satisfaction included perception, participation and salary. Similarly, the results of some other studies have shown meaningful relations between job satisfaction and organizational commitment, job involvement, motivation, organizational citizenship behaviours, and job performance. Prybil (1973) conducted a research work on the relationships between job satisfaction and performance and between occupational level and job satisfaction among three occupational levels of library personnel. His findings revealed a low but positive relationship between job satisfaction and job performance.

Job Performance

A wide variety of definitions and measure of job performance exist. Job performance commonly refers to whether a person performs his or her job well. Performance in fact is an extremely important criterion that relates to organizational outcomes. Campell (1990) cited in Ezinne (2007) describe job performance as an individual level variable. That is performance is something a single person does. This differentiates it from more encompassing construct such as organizational performance or national performance which are higher level variables.To Vroom (1976), the performance of a worker on the job is perceived as being influenced by two distinct variables. First, the ability or skill of the individual to perform the job. Second, there is the motivation to see his/her ability in the actual performance on the job. Therefore, performance indicates the product of the two variables, ability and motivation. To support this view, McGregor (1999) equally emphasized that, the performance of a person at work, in a business unit, or organization is influenced by certain attributes of the individual among which are his knowledge, motivation skills and certain aspects of the environment including the nature of his job, reward system and leadership that is in place.

Job performance of workers are determined by numerous factors. Some researchers have carried out studies on job performance of workers on their different job situations. However, a good number of these researches on job performance according to Vroom (1964); Hachman and Odman (2001); and Sutermaster (2000) clearly stated that, certain variables such as skill, knowledge, motivation, attitudes, autonomy, recognition, challenges, responsibility, supervision, environmental factors have impact on worker's job performances.

Job Performance Appraisal
There are many reasons to measure how employees are performing. Appraisals are done in order to provide information about performance rankings.This information helps in making decisions regarding salary fixation, confirmation, promotion, transfer and demotion. Ezinne (2007) is of the view that, job performance appraisals provide feedback information about the level of achievement and behaviour of subordinates. This information helps to review the performance of the subordinate, rectifying performance deficiencies and to set new standards of work, if necessary. A similar idea on job performance appraisal emphasizes its importance in job performance. Ukeje, Akanwa and Akekem (2006) believed that organizations have reasons for performance appraisals. To buttress their idea, they said that many administrative decisions such as those dealing with promotions, salary increase, and lay offs, depend on performance appraisals. Secondly, if employees are to do their jobs better in the future they need to know how well or bad they have done them in the past, so that they can make adjustments in their work.Performance appraisal is necessary as a check on new policies and programmes. The methodology utilized to evaluate employee performance may vary, but the overall purpose should be consistent with principles of the organization involved.

Criteria for Performance Appraisal
Every organization decides upon the content to be appraised before the exercise is approved. Generally, content to be appraised is determined on the basis of job analysis. Content may be in the form of contribution to organizational objectives and measures such issues like production, cost saving, return on capital, etc. Other measures are based on behaviour, which measure observable physical actions.Furthermore, Akanwa and Akekem (2006) said that appraisal can focus on employee traits, behaviour or outcome approaches. Criteria for performance appraisal in some organizations depend on the following points, according to Ezinne (2O07):

i. Contribution towards the society.
ii. Extent of achievement of organizational goals.
iii. Degree of organizational growth and expansion.
iv. Profitability and return on capital employed.

In the same view, academic libraries of South East Universities in Nigeria evaluate their employees (librarians) performance based on the extent of their achievements of the library goals and objectives, and also their contribution to the society including their academic works in the form of teaching, researches and publications. In summary, appraisal is an important aspect of the management to motivate the employees. Employees should look forward to their appraisals as an opportunity to find out how they are progressing. The evaluation should confirm their own view of whether they are doing well or not. In addition, the evaluation should help employees identify specific areas in which they could grow or improve their performance.

Job Satisfaction in Relation to Job Performance

Attempting to understand the nature of job satisfaction and its effect on work performance has not been an easy task. For more than 50 years now, industrial/organizational psychologists have been wrestling with the question of the relationship between job satisfaction and job performance Researchers have put a considerable amount of effort into attempt to demonstrate that, the two are positively related in a particular fashion. This is in accordance with an old myth that high satisfaction always leads to high employee performance, but Newstrom (2007) was not in support of this assumption, but rather believed that, satisfied workers actually may be high, average, or even low producers, and may tend to continue the level of performance that previously brought them satisfaction. He maintained that satisfaction— performance relationship is more complex than the simple path of "satisfaction leads to performance, arguing that high performance contributes to high job satisfaction"

One useful stream of research has studied the causes and consequences of job satisfaction and its inter-relationship with other important job-related variables. For example Kinick... et al. (2002) submitted as evidence from the result of their findings that job characteristics and leader relations are generally considered to be antecedents of job satisfaction and motivation, while citizenship behaviours and job performance are generally considered to be consequences of job satisfaction. This helps to clarify another long running controversy in the literature. Researchers have sometimes encountered problems in specifying causal paths and determining their true direction. For example, it has been unclear whether job satisfaction contributes to individual performance or vice-versa. The researchers have put a considerable amount of effort into attempj to demonstrate that the two are positively related in a particular fashion. Laffaldano and Muchinsky (1985) examine the relationship between satisfaction and performance in 74 empirical studies. The median among 267 reported correlations between these two variables was neither large enough nor consistent enough to warrant a conclusion that, they were, in fact related. However, Schwab and Cummings (1970) have reviewed the literature concluding that there is indeed a relationship between the two, but it is moderated by variables such as self-esteem and individual ability. Steer (1977) found out that, female clerks with high need for achievement exhibited significant positive correlation between job satisfaction and performance, whereas those with low achievement needs showed no relation between these two variables. Thus, reviews and empirical studies show the possibility that values, needs or motivational patterns may act as moderators of the link between performance and satisfaction. Similarly, evidence from Rice...suggests that leadership style is one individual difference variable that may strongly moderate the performance satisfaction relationship. To support this view, Judge ... et al (2001) said that job satisfaction is positively correlated with organizational commitment, job involvement, motivation, organizational citizenship behaviour, life satisfaction, mental health and job performance, and also negatively related to turn over, absenteeism and perceived stress.

In summary, the relationship between job satisfaction and performance has become an issue of continuing debate and controversy. One view associated with the early human relations approach says that "satisfaction leads to performance and an alternative view is that performance leads to satisfaction". One other assertion says that a happy worker is a good worker, but the question remains: what makes the university librarians of South East happy? And which is the focus of this theoretical work.From the reviewed literatures, both past and present studies, one can equally posit that, there are so many motivational factors or variables either from the individual or the organization itself that will make the job satisfaction performance real.

Theoretical Framework

It is certain that people work for one reason or the other: to many, it may be for money; while to some, it is for security purposes. Obviously, there are other needs these people have which are being gratified through their jobs. A job can satisfy people's needs to enjoy the companionship and support of their co-workers; to be identified with an organization; to make a meaningful contribution to something they think is important; or to challenge their abilities to accomplish a task. In support of this idea, Okwandu (1992:45) stated that "Every individual inherently has fundamental needs, drives or instincts such as self-preservation, desire for power, desire for possessions, sexual gratification and others". A need can be defined as a conscious or unconscious experience of what people form or join existing organization, with the aim of satis1ring certain needs of theirs, which individually they could not and may never meet. Much has been written about job satisfaction and performance in library literature, but it is however, imperative to emphasize that this research work is centered on the theoretical work of Fredrick Herzberg and his converts called the Two Factor Theory or Job Satisfiers and Dissatisfiers which they proposed from their studies on job attitudes.

The Job Dissatisfiers: These are also called Hygiene or Extrinsic Factors. These factors contain such things as company policy and administration, supervision, working conditions, interpersonal relations, salary status, job security and personal life. These factors are called dissatisfiers because they are not motivations in that, they do not yield satisfaction. However, their absence in an organization results in dissatisfaction. Motivation cannot be effective if these hygiene factors are missing.

Satisfiers: These are also called Motivators or Intrinsic Factors. The satisfiers category contain the following: achievement, recognition, challenging work, advancement, growth in the job, the work itself and responsibility. These are found to be the real motivators because they have the potential of yielding a sense of satisfaction. These factors, according to Herzberg, are directly related to the job itself or to the content, rather than the context of the job. A critical look at Herzberg's theo will show that its application to the Nigerian environment in general and Librarians in particular will raise series of questions, for Herzberg's major thesis is on what motivate people in organizations to perform: is it the challenge and pleasure to be out of work itself? the sense of achievement they get from doing the work? and the desire for achievement?; while such factors as little money and fringe benefits are provided to prevent dissatisfaction and are meant to motivate the workers. A look at the attitude of South East university librarians and Nigerian workers in general will reveal that, they are motivated more by money and fringe benefits than any other factors (Otokito, (2001).

In agreement to this view, Nkereuwem (1990) defined the Nigerian worker in which librarians being studied are part of as the wage earner whose source of livelihood and property ownerships are derived from no other source except the wages he or she receives through the sale of his labour, and buys in the same market as his employers and has the same social commitments. He further stressed that, it is not difficult to understand why wages or money should dominate the needs of the workers including librarians because in the capitalist system in which he operates, money is the ultimate "be all and end all" of the system.The South East librarians as part of workers in Nigeria will always see money as the only remedy to their problems. This view confirms the finding of a research work on "job satisfaction in two Nigerian establishments carried out by Obi (1981) which revealed that in both organizations, "pay" emerged as the greatest source of dissatisfaction or satisfaction.

Job Satisfaction in the Library

Despite the fact that job satisfaction is fraught with ambiguity and conflicting opinion, researchers are still attempting to assess the level of job satisfaction within a given profession or within types of work. Organizations frequently attempt to measure job satisfaction among their employees, both through formal and informal means.1 Rooks (1988) ascertained that, library offers its employees an excellent opportunity to learn and grow every job in the library has the capacity to instill a sense of satisfaction that comes with a job well done. To support her idea, Plate and Stone (1974) conducted a research work on factors affecting librarian' job satisfaction, using librarians in the United States and Canada, and which research was based on Maslow's Hierarchy of needs and Herzberg's theory on Hygiene and Motivation. The result of the study demonstrated that librarians respond positively to the motivational factors of achievement, recognition and work that is intrinsically satisfying. "Similarly, Paramer and East (1993) conducted another research on job satisfaction among Ohio academic library staff using Paul E. Specter's job satisfaction survey.

The 434 respondents indicated general satisfaction among females with less experience. In the same vein Philips (1994) studied the career attitudes of 109 Librarians and the relationship between age, career, satisfaction and career identity. His results indicated that over time Librarians become more happy with their profession and more committed to their line of work. The result of some other studies revealed that individuals are attracted to libraries at both the professional and support staff level, because they perceive library work as being socially significant, and also the library objectives as an organization are compatible with their own objectives as individuals. (Rooks, 1988).These studies revealed job satisfaction of librarians in developed countries, showing they are satisfied with their jobs. But is the same obtainable in universities in South East Nigeria? What are the perceptions of the librarians there over their jobs Nkereuwem (1986) conducted a research on job performance attitudes and work behaviour among the staff in academic libraries. He found out that, library work environment often frustrate librarians who want to be creative and high achievers. It has also been found that the management style in most South East Universities is authoritarian characterized by university administrators who make decisions regulating the library. He further stressed that most academic libraries morale and motivation among the staff are anything from "fair" to "good" but certainly "not high".

Factors that Enhance Job Satisfaction and Performance

There are so many factors that can enhance job satisfaction and performance of the librarians under study:

The nature of decision making: Employees who believe that, there is decentralized decision making, meaning that authority extends throughout the organization, experience greater job satisfaction than those in organizations that have centralized decision making where the power and authority rest in the hands of just a few people at the top of the organization.

Supervision: The supervisory style of a worker's boss represents another important factor affecting job satisfaction and performance. Employees who perceive their boss as being considerate of their own needs tend to be more satisfied with their work than those who view their supervisor as insensitive. (Stogdill, 1974).

The nature of the job: The degree of explicitness of the rules that determine what is expected of a worker is called job clarity. Jobs that have very well-defined expectations have a high degree of clarity. While those that lack clear cut definitions tend to be low clarity. The greater the clarity the more satisfied employees tend to be.

Role conflict: Role conflict arises when job expectations are defined in a way that makes it impossible to carry out the job properly. An individual faced with role conflict must respond to two or more sets of pressure or demands that contradict one another so that if one set of requirements is followed, the other cannot be complied with.

Fitting the person to the job: Because job satisfaction has been viewed as so important to employees as well as the organizations for which they work, organizational and industrial psychologists have worked for ways in which it can be promoted. They have identified three main approaches; changing the nature of the job; changing people so they are better matched to the requirements of a particular job; and changing both the job and the people in order to produce a more appropriate match between person and job (Feldman, 1993).

Achievement and success in the work place: (Bernestein, ..et al, 2006:268) gave credence to this point as they believed that, "workers are most satisfied when they are working toward their own goals and are getting concrete feed back". Jobs that offer clear and specific goals, a variety of tasks, individual responsibility, and other intrinsic rewards are the most motivating.

Recognition: is another basic factor contributing to job satisfaction. Employees need to feel that what they are doing is useful and worth while and they receive credit and recognition for their accomplishments. Supporting this idea, Adams (1965:132) said that "Individuals need to feel they are getting fair treatment at work in terms of the input they make through their skills, experience or effort and the outcomes they receive in the form of pay, praise, promotion or recognition. Also employees need to feel that, they are being treated fairly when they compare themselves with others in similar jobs.

Money: Frederic Taylor was the first psychologist to demonstrate the widespread view on money as a motivational factor for increasing production. He based his argument on the assumption that, workers will put forth, more effort on the job in order to maximize their economic gain: This means that money can influence action and encourage extra- effort, extra-creativity or any other kind of non-routine, but it can do this when the increment or net gain for the employee is large enough to meet both his social and economic needs.

Atmosphere that encourages self-improvement: While some managers think that, the potential for salary increase and promotions are the only incentives that encourage employees toward self-improvement, many of the tangible rewards are actually more influential in self improvement.

Conclusion

Job satisfaction is one of the key drives for employees to work harder, and to reduce high turnover. It is affected by individual values and expectation which may vary with age, gender, occupational level and social group. University libraries in South East have what it takes to produce high levels of job satisfaction for all librarians. It is a goal that can be attained regardless of the size or budget of the institution. When librarians are motivated they will be committed to their job, and may put their total resources including going extra-miles to achieve the set objectives. No library can achieve good result without total commitment to the well being of her librarians.

Suggestions on how to improve job satisfaction and performance of librarians In South East Universities in Nigeria

The framework for employee motivation and high levels of job satisfaction does exist in libraries. Yet, as shown by the studies of job satisfaction among library staff, much remains to be done. There is need for continuing education of the librarians understudy so that they will be able to compete with their counterparts elsewhere.

The continuing education may be either formal or informal and may be offered either on or off the job. This may incorporate a variety of activities including academic course work, to get additional certificate, attendance to workshops or seminars, job exchange or internship within the library. Rotation between departments during the first two or three years of appointment at the beginning level will provide an invaluable experience as well as assist new professionals in selecting a field of specialization for career commitment and also to prevent redundancy. Selecting people who value high achievement and have the skills to achieve: The reviewed literatures demonstrated that, librarians respond positively to such motivational factors as recognition, achievement and work that is intrinsically satisfying. To achieve this, the library manager should look out for those employees that have such ability and place them on the right post. Provide Good Working Environment: One major factor which librarians would appreciate highly is the existence of a conducive working environment where they are happy to work with others. Teamwork, cooperation, friendship with colleagues and bosses and mutual respect. are some of the signs of a good working environment.

Empowerment: Empowerment means giving people the power, authority, freedom and responsibility to carry out their jobs. This gives them a sense of control over their work and makes them feel worthy of doing things on their own. Empowerment leads to greater job satisfaction, performance and sense of control which can result to better commitment and loyalty. Finally, it is important for library management to meet the demands of their personnel to strengthen their motivation, satisfaction and performance to reduce turnover. Governments and university management should concentrate on improving the conditions for librarians, mainly on-the-job training so that, they will cope with the integration of information technology into library practices.

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