

**Influence of Work Attitude and Demographic Factors on Job Performance of Librarians in Public University Libraries in “South-west” Nigeria**

**Gboyega K. OYENIRAN**

**Senior Librarian**

**University Library, Federal University Otuoke,**

**Bayelsa State, Nigeria**

**[gboyega.oyeniran@gmail.com](mailto:gboyega.oyeniran@gmail.com) (08033872053)**

**&**

**Monday M. OGBOMO**

**Senior Lecturer, Delta State University, Abraka, Nigeria**

**[ogbomomo@gmail.com](mailto:ogbomomo@gmail.com) (08133911689)**

**Abstract**

*The study investigated the influence of work attitude and demographic factors on job performance of librarians in public university libraries in “South-west” Nigeria. The study employed an expo-facto research design survey with a sample size of two hundred and sixty librarians (260) from all the public university libraries in “South-west” Nigeria. The total enumeration sampling technique was used to select the sample and a well-structured questionnaire that focused on the influence of work attitude and demographic factors on job performance was raised and answered in the study. Frequency means ( $\bar{x}$ ) and Standard Deviation (SD) were used to analyze the data. The study established that there is a significant relationship between work attitude and job performance of librarians in public university libraries in “Southwest” Nigeria with the frequency mean of 2.76 (SD= 0.81) which is greater than the criterion means of 2.50. The findings equally showed that age, gender, qualifications significantly influence the job performance of librarians, while work experience has no significant contribution to the influence of job performance of librarians. Hence university management, as well as library managers, are encouraged to sustain the level of work attitude of librarians by providing them with incentives such as regular payment of fringe benefits and other allowances to make the job more interesting and this will go a long way to increase the overall job performance.*

*Keys Words: Work attitude, University Librarians, Job performance University libraries South-west.*

**Introduction**

The Library is a service-based organization established for the provision of relevant information resources and quality services to meet their users’ information needs. Libraries aid the tertiary institutions to perform their functions by obtaining all the relevant information resources needed for sustaining teaching, learning, research and the public service functions

of their universities. The effectiveness and efficiency of these roles depend on the commitment of the library personnel. Therefore, to effectively run a university library, librarians have a veritable role to play. However, it has been observed in most recent literature such as that of (Ntui, Adu & Usang, 2014; Adekunle, Omoba & Tella 2012) that there is a decline in job performance of librarians. This downward trend noticed in the job performance may not be unconnected with the work attitude of librarians to their job and the role demographic factors play in the library as an organization.

For instance, studies such as (Baro and Oyeniran, 2014; Luo 2011) showed that reference queries in most of these libraries stay for weeks on reference desks without being attended to; locating books on the shelves has become a challenge to users because of wrong shelving of books that were left in the hands of users. This kind of attitude noticed among librarians might be the consequences of benefit operated in the university system that might not be enjoyed or extended to librarians or career growth and development that might not be monitored and many other motivational factors that might not be addressed. On the other hand, work attitude and the job performance of employees in any organization are vital not only for the growth of the organization but also for the growth of individual employees. An organization must know who are its outstanding workers, those who need additional training, and those not contributing to the efficiency and welfare of the organization. Mallaiah and Yadapadithaya (2009) summed up the reaction of researchers and stated that to increase the efficiency and job performance of library personnel the information managers must be viewed as physiological, sociological, and psychological creatures. They further stated that with this present situation, most library managers must realize that for their library to compete favourably, the job performance of their staff has a serious influence on the success of the library service delivery.

Besides, according to the researchers, a situation where a low level of job performance is noticed from employee or employers, it would have been assumed that the management was unable to provide a good working relationship with their employees thereby creating a poor attitude to work or probably the demographic factors of staff are not taken into consideration thereby hindering their organization job performance. In complimenting the findings of Mallaiah and Yadapadithaya (2009) on job performance, Robbins (2003) examined work attitude and demographic factors as factors that may be lowering the job performance of librarians while rendering the library services today. Adekunle, Omobola and Tella (2007) submitted that attitude is a learned emotionally toned disposition to react in a consistent way favorable or unfavorable towards an individual or object. According to him, work attitudes represent the conceptual value of these services in the minds of the librarians, not the values of the services themselves. They further said that to a large extent the quality of a university is measured by the quality of personnel in the library because of the unique contributions in the achievement of the overall goals of the university.

Hence for a university library to perform its myriad functions, quality and efficient staff are a prerequisite and it is important to note that the effectiveness of a library does not depend on the collection of resources and facilities therein but success lies in the staff's attitude towards users. Ntui, Adu, and Usang (2014) in their study ascertained that an employee with a poor work attitude will bring poor performance to such an organization, while those with a positive attitude will increase the productivity of such an organization. It is clearly shown that the productivity of an organization such as the library depends immensely on the attitude of

workers towards their job and their level of commitment. Generally, the societal progress will not be fully attained unless job productivity is high and workers are satisfied.

In the same vein, demographic factors have been seen as frequent factors that have been associated with librarians' productivity and overall job performance. Kotler and Armstrong (2001) described demographics as the study of human population in terms of size, density, location, age, gender, race, occupation, and other statistics. The most obvious of these are personnel factors or demographic characteristics such as age, gender, marital status, educational qualification, and so on. Therefore it's important to examine these factors as they might be affecting the job performance of librarians in the university libraries.

A recent study by Ogunjinmi, Onadeinko, and Ladebo (2014) observed that gender ( $\beta = 0.20$ ,  $p < 0.01$ ), age ( $\beta = -0.21$ ,  $p < 0.05$ ), and education ( $\beta = 0.31$ ,  $p < 0.01$ ) were the determinants of employees' job performance and organisation commitment. The value of adjusted R square in their study was (0.15) implying that this model explained that 15% of the total variance is job performance. Teooreco (2000) in his study using a random sampling of 228 colleges and universities in the United States that offered agricultural education reported that there was no significant evidence that age determined a drop in academic staff job performance. The studies of the relation between age and job performance according to Ali (2003) shows that age, which is one of the biographical characteristics of an employee, could affect job performance. Ali (2003) stated clearly that males are more physically active than females. The world of "men's work" and "women's work" are as different as east and west; they are vastly unequal in power, pay, and prestige. This has made a comparison of job performance between the two genders to come late.

Oloruntoba and Ajayi (2006) found that most male academic librarians have higher job performance than their female colleagues. While relating years of experience to job performance, several studies carried out by scholars have revealed that the number of years of experience is a significant predictor of the job performance of academic staff. This assertion, therefore, has confirmed the study of several researchers that professional maturity is accompanied by years of accumulated experience on the job. On this premise, it is imperative to investigate if work attitude and demographic factors such as age, gender, educational qualification, and work experience may significantly influence the job performance of librarians in the university libraries in Nigeria. Consequently, it is easier to believe that librarians' job performance solidly rests on their demographic factors and attitude to work. Therefore investigating the influence of librarians' work attitude and demographic factors on job performance is important.

### **The Purpose of the study**

The main purpose of this study is to investigate work attitude and demographic factors such as age, gender, educational qualification, and work experience of librarians on their job performance in the university libraries in "Southwest" Nigeria. The study specifically set out to:

1. find out the work attitude of librarians on job performance in the university libraries in "South-west" Nigeria;
2. ascertain the influence of age of librarians on job performance;
3. determine the influence of gender of librarians on job performance;

4. find out the influence of educational qualifications of librarians on job performance;
5. investigate the influence of work experience of librarians on job performance;

### **Review of related Literature**

#### **Work Attitude on Job Performance of Librarians**

The ultimate aim of an organization is to maximize productivity, through the discharge of organization functions. Hence, to a large extent, the quality of a university is measured by the quality of staff in the library because of their unique contributions to the achievement of the general goals of the university. For a university to achieve its numerous functions, quality and effective staff are the requirement. It is essential to note that the efficiency of a library does not rest on the gathering of resources but the achievement lies in staff attitude towards the work (Martin, 2005). Staff motivation is one of the most substantial in managing people and the vital skill in changing attitudes.

The most simple and cost-effective method in increasing efficiency is simply to show employees that you care about them and appreciate their hard work. It is therefore important that employers motivate their workforce and ensure adequate remuneration of the workers. Ajila and Abiola (2004) affirmed that no matter how automated an organization may be, high productivity depends on the attitude of providing incentives to the workforce. This will give the librarians and other information professionals encouragement for self-improvement and development to meet their job challenges. Akintoye (2000) advocated the establishment of incentive wage systems as a means of stimulating workers' attitudes to higher performance, commitment, and eventually, satisfaction. Akintoye further concluded that attitude to work does not involve only tangible rewards in form of good salaries but it also involves intangible factors such as training, facilities, equipment to work with, co-operation from the other members of staff, and other incentives. Therefore, if the library staff are to improve in their productivity and overall job performance, attention must be given to the power of acknowledgment that encourages a positive attitude to work.

#### **Demographic factors of Librarians on Job Performance**

Demographic factors have been seen as frequent factors that have been associated with librarians' productivity and job performance. According to Kotler and Armstrong (2001) demographics is the study of the human population in terms of size, density, location, age, gender, race, occupation, and other statistics. The most obvious of these are personnel factors or demographic characteristics such as age, gender, marital status, educational qualification, and so on. In other words, it is also used to identify the study of quantifiable sub-set within a given population which characterizes that population over a specific point in time. Therefore it's important to examine these factors as they might be affecting the job performance of librarians in the university libraries.

Several studies have been carried out on age and librarian's job performance but, the outcome of such studies produced contradictory correlations or conflicting results. Teodorescu (2000) in a study carried out in the United States, revealed that age significantly influenced the librarian's job performance. He explained further that the new generation typically likes to perform any given task but the challenge commonly face is inexperience.

They always request for programmes and training to help them improve their skills. By comparison, the groups of old academics librarians who are nearly at retiring age rarely participate in any task but play a supervisory role. Amagala (2013) found a positive correlation between age and job performance. He hypothesised that older individuals may be more committed to their organization and invariably increase job performance because they have a stronger investment and a greater history with the organization than younger employees. Given the variation in the finding of studies presented above, it is of interest to examine whether age affects the job performance of librarians.

One difficulty encountered by investigators of sex differences and performance among workers in organizational settings is the difficulty of comparing the performance of men and women carrying out the same job owing to gender segregation in the allocation of work tasks. Men and women differ significantly in their characteristics. Males and females differ automatically. As a rule, males are more physically active than females. The world of “men’s work” and “women’s work” are as different as east and west; they are vastly unequal in power, pay, and prestige. This has made a comparison of performance between the two genders to come late.

While relating the years of experience to job performance, several studies carried out by scholars have revealed that the number of years of experience is a significant predictor of the job performance of academics staff. Saklas and Ajainah (2011) indicated that years of experience have a positive influence on job performance. They further established in their study that respondents who have been working for 3-6 years scored the highest means than those who worked for 7-14 years and those who worked for 1-2 years. Surprisingly, such variation was found to be statistically significant. It could be said that job performance is less in the early years of experience and tends to increase up to 6 years and gradually reduce after 6 years of experience. One of the reasons is that the organizations have tendencies to encourage the youngsters on their aptitude for new skills knowledge and attitude. Educational qualification is another important demographic factor that could affect the job performance of librarians. The findings at times might be inconsistent in the literature; it appears that there are significant differences between the job performance of employees and their educational level.

A number of other researchers have also maintained that the higher the employees’ level of education, the lower their level of job performance. Concurring with these conclusions Meyer and Allen (1997) revealed that the level of education does not seem to be constantly related to employees with a higher level of job performance. What this means is that employees with higher levels of education are postulated to have enhanced possibility of finding alternative employment and this may tend to reduce their level of commitment hence there may be a drop in the job performance. Babalola (2014) in his study researched librarians’ job performance in colleges of education in Nigeria. The findings identified educational qualification(s) as a significant influence on job performance. This showed that there is a significant relationship between the educational level and job performance of librarians.

## Methodology

The research employed an *ex-post facto* research design survey. The population of the study comprises two hundred and sixty (260) librarians from all the public university libraries in “Southwest” Nigeria. The total enumeration sampling technique was used for the study. The total population has to be used when the population was not large enough to achieve a desirable level of precision. A self-structured questionnaire that focused on the assessment of work attitude and demographic factors on job performance of librarians was raised. Frequency counts and standard deviation were used for data analysis. In all, a total of 260 copies of the questionnaire were distributed and 213 (82%) copies were returned and found usable which made up (82%) response rate and was considered adequate for the study.

**Table 1: Population of the Study**

S/ N	University Library	Ownership	Location	Year/ Founded	Target Population	Response
1	Obafemi Awolowo University Library	Federal	Osun State	1961	30	25
2	The Federal University of Tech. Library Akure	Federal	Ondo	1981	28	16
3	Federal University of Agriculture Library Abeokuta	Federal	Ogun	1982	34	30
4	University of Ibadan Library Ibadan	Federal	Oyo	1948	35	32
5	University of Lagos Library Akoka	Federal	Lagos	1962	28	24
6	Federal University Oye, Library Oye- Ekiti	Federal	Ekiti	2011	15	11
7	Osun State University Library Osogbo	State	Osun	2006	14	12
8	Adekunle Ajasin University Library, Akungba Akoko	State	Ondo	1999	16	13
9	Ondo State University of Science and Technology Library	State	Ondo	2010	10	05
10	University of Medical Science Library, Ondo	State	Ondo	2014	09	06
11	Tai Solarin University of Education Library, Ijebu-Ode	State	Ogun	2005	18	14
12	Olabisi Onabanjo University Library, Ago-Iwoye.	State	Ogun	1982	24	20
13	Lagos state University Library, Ojoo	State	Lagos	1983	22	19
14	Ekiti State University Library Ado-Ekiti	State	Ekiti	1982	18	15
15	Ladoke Akintola University of Technology Library, Ogbomoso	State	Oyo	2005	21	18
	<b>TOTAL</b>				<b>322</b>	<b>260</b>



**Findings of the study**

**i. Work attitude and job performance of Librarian in University libraries**

**Table 2: Attitude of Librarians.**

<b>S/N</b>	<b>Work Attitude</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>	<b>SD</b>
1	My interest in the job has led to good job performance	102	100	10	0	3.44	0.59
2	Poor remuneration leads to poor job performance	84	114	12	2	3.32	0.62
3	Non-challant attitude of library managers have minimized good job productivity	80	113	14	4	3.27	0.67
4	The desire to be promoted and earn better pay have influence in work attitude towards higher job performance	68	115	22	5	3.17	0.70
5	The work I do relate to the overall goals of the library	80	114	17	0	3.30	0.61
6	Librarians' job related skills are used effectively	68	104	33	2	3.15	0.71
7	In library, the staff who are promoted are those who are generally well qualified	42	83	66	21	2.69	0.90
8	Staff are encouraged and rewarded for good job performance	34	66	93	15	2.57	0.85
9	Training programmes organized by the library managers have improved the work attitude to meet the organizational job challenges	32	70	95	14	2.57	0.83
10	Staff are provided with the right tools and resources for the achievement of their career goals.	32	60	94	24	2.48	0.89
<b>Career Growth &amp; Development/Compensation</b>							
11	Library staff are satisfied with the medical plan and career choice.	41	67	87	16	2.63	0.88
12	Librarian's salary is comparable with similar job, found elsewhere outside library job.	22	52	88	49	2.22	0.92
13	Safety challenges in library office are promptly addressed and corrected	26	77	91	16	2.54	0.81
14	Department makes library staff aware of the available training and	21	77	96	18	2.48	0.79

	development activities and opportunities.						
15	Library physical or environmental working conditions are reasonable.	27	82	91	11	2.59	0.78
16	In the library, there are adequate training opportunities that develop staff knowledge and skills to help me better in my work.	19	84	97	9	2.54	0.72
17	In the library bonus plans, goals and progress are communicated to librarians regularly.	25	63	106	17	2.46	0.81
18	Department makes library staff aware of available training and development activities and opportunities.	72	79	50	9	3.02	0.87
19	Overall, librarians are satisfied with total packages (Salary, bonuses, health benefits, retirement benefits) compared with others who work in a similar positions other than libraries.	23	44	104	40	2.24	0.88
20	Health care (medical cost) deducted from library staff paycheck is comparable to other employees in other universities.	20	60	92	38	2.30	0.87
21	Librarians are satisfied with the retirement plan option. (pension scheme with their pension administrators)	16	38	77	69	2.01	0.93
<b>Supervisory Relationships</b>							
22	The supervisor fosters in an atmosphere of mutual trust, respect, and confidence.	83	91	31	07	3.18	0.80
23	The supervisor does a good job of sharing necessary information.	62	82	56	07	2.96	0.84
24	Staff regularly receive routine feedback from the supervisor about job performance.	54	74	72	11	2.81	0.88
25	Discussion with the supervisor about job performances are beneficial	78	69	57	04	3.06	0.85
<b>Organizational Climate</b>							
26	Librarians feel secure in speaking up about the department, practices, and policies that are ethically questionable.	78	99	31	04	3.18	0.75
27	Discipline is administered fairly and constantly to all librarians in the library	70	93	48	01	3.09	0.75
28	The work environment is free of violence and harassment.	108	62	28	04	3.36	0.79
<b>Effective Communication and Feedback</b>							



29	Overall, librarians are aware of the strategies, direction, vision, mission and value of library work.	55	80	54	20	2.81	0.93
30	The library does a good job of communicating information promptly	34	54	93	30	2.44	0.93
31	staff are informed about the issues facing a job that affect them in the Library	39	103	22	00	2.25	0.88
32	There is regular feedback from the immediate supervisor on job performance	24	44	83	61	2.15	0.96
<b>Aggregate Mean/SD</b>						<b>2.76</b>	<b>0.81</b>
<b>Criterion Means</b>						<b>2.50</b>	

The results in Table 2 showed that with an aggregate mean of 2.76 (SD=0.81) which is greater than the criterion mean of 2.50, it can be concluded that the work attitude of librarians in university libraries in South west, Nigeria is high. This implies that there is a positive work attitude of librarians in the university libraries in South-west, Nigeria.

**ii. Influence of age of librarians on job performance in university libraries;**

**Table 3: Age of the Respondents**

<b>Age Range</b>	<b>Frequency</b>	<b>Percentage (%)</b>
20-30 years	15	7.0
31-40 years	68	31.9
41-50 years	59	27.7
51-60 years	50	23.5
Above 60 years	21	9.6
<b>Total</b>	<b>213</b>	<b>100.0</b>

Table 3 revealed that there were 68 (31.9%) librarians aged 31-40 years, 59 (27.7%) of them were aged 41-50 years, 50 (23.5%) of them were within 51-60 years, 21(9.6%) of them were above 60 years and 15(7.0%) of them were 20-30 years. This study further showed that the majority of the librarians in university libraries in South-west, Nigeria was within the ages of 31-40 years while the least categories were those that fall within 60 years above. The implication is that the most active years of most workers especially those in the academic environment including librarianship are within 30-50 years age range. This has led to the reason for the increase in job productivity and overall job performance of librarians in South-west, Nigeria. In other words, Age has an influence on job productivity and overall job performance.

**iii. Influence of gender of librarians on job performance in university libraries;**

**Table 4: Gender of the Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Male	110	51.6
Female	103	48.4
<b>Total</b>	<b>213</b>	<b>100.0</b>

Table 4 shows that there were 110 (51.6%) males while there were 103 (48.4%) females. This study further revealed that there were more male librarians in university libraries in “Southwest” Nigeria than their female counterparts. The implication is that most women might not be have much interest in the profession because it is regarded as energy work that requires carrying and shelving heavy books especially encyclopedia and other reference materials. All these may lead to poor commitment and eventually cause reduction in their job performance.

**iv. Influence of educational qualification of librarians on job performance in university libraries**

**Table 5: Educational Qualification of the Respondents**

<b>Education Qualification</b>	<b>Frequency</b>	<b>Percentage (%)</b>
BLS/BA/B.Sc/B.Ed	97	45.5
PGDLIS	3	1.4
MLIS	63	29.6
M.Info.Sc	9	4.2
M.Sc	13	6.1
M.Ed	4	1.9
PhD	24	11.3
<b>Total</b>	<b>213</b>	<b>100.0</b>

Table 5 indicates that there were 97 (45.5%) of the librarians who hold BLS/BA/Bed/BSc degree. This is closely followed by 63 (29.6%) of them who hold MLIS degree. Only 24 (11.3%) of them hold a Ph.D. degree. This study showed that the majority of the librarians in university libraries in “South-west” Nigeria hold BLS/BSc/Bed and MLIS degrees which is the minimum qualification and requirement to be regarded as certified librarians. The implication is that there is an increase in job productivity and overall job performance because the majority of librarians in “South-west” Nigeria are certified librarians and they are qualified to operate

as librarians, while a few of the librarians that hold Ph.D. are very close to the retirement age. In other words, the level of education possessed has an influence on job performance.

**v. Influence of work experience of librarians on their job performance in the university libraries in Nigeria;**

**Table 6: Work Experience of the Respondents**

<b>Work Experience</b>	<b>Frequency</b>	<b>Percentage (%)</b>
1-5 years	19	8.9
6-10 years	19	8.9
11-15 years	23	10.8
16-20 years	45	21.1
21-25 years	35	16.4
26-30 years	42	19.7
30yr& above	30	14.1
<b>Total</b>	<b>213</b>	<b>100.0</b>

Table 6 reveals that there were 19 (8.9%) librarians who have worked for 6-10 years, 23 (10.8%) of them have worked for 11-15 years, 45 (21.1%) of them have worked for 16-20 years, 35 (16.4%) of them have worked for 21-25 years, 42 (19.7%) of them have worked for 26-30 years and 30 (14.1%) of them have worked for 30 years and above. This study showed that the majority of the librarians in university libraries in “Southwest” Nigeria have worked for a few years in service. The study further revealed that as the length of years increases the number of librarians reduces. The implication is that the length of years in service or work experience has no significant contribution to the overall job performance of librarians. In other words, work experience does not influence the job performance of librarians in the university libraries in Nigeria.

**Discussion of Findings**

This section reports the findings of the study and discusses them in line with the objectives of the study. The findings indicated that there is a significant relationship between work attitude and job performance of librarians in university libraries in Nigeria. The findings also revealed that the university management and library managers in Nigeria ensured that librarians are well remunerated and promoted as an when due and those who were promoted were those that were generally qualified. The findings are in line with that of Ajila and Abiola (2004) which affirmed the role incentives such as fringe benefit, and other allowances play in motivating workers for high productivity. In the same vein, Akintoye established that if the library staff are to improve

in their productivity and overall job performance, attention must be given to the power of acknowledgment that encourages a positive attitude to work.

The findings equally revealed that the majority of the librarians in public university libraries in the “South-west” Nigeria fall within 30 and 50 years of age. This is the most active year range of any worker especially in the academic work including librarianship. The findings revealed that the age of librarians has a positive influence on their job performance. This finding is in conformity with Teodorescu (2000) who asserted in his study which was carried out in the United States, that age, significantly influenced the librarian’s job performance.

The findings revealed that there are more male librarians than their female counterparts in the university libraries in “South-west” Nigeria. This implies that most women believe librarianship is an energy-consuming profession that requires carrying and shelving heavy books especially encyclopedia and other reference books. This factor reduces the commitment of the female librarians and eventually reduces their overall job performance. However it is always a difficult challenge for investigators in comparing the performance of men and women carrying out the same job owing to gender segregation in the allocation of work tasks. In other words, gender influences the job performance of librarians. The finding is in line with Olorunfoba and Ajayi (2006) who both affirmed that most male academic librarians have more higher job performance than their female colleagues.

The finding established that educational qualification has a significant influence on the job performance of librarians. It was revealed in the study that the majority of the librarians in “Southwest” Nigeria possess minimum qualifications which means the majority are certified librarians, while fewer librarians are with less qualifications. The implication is that there is an increase in job productivity and overall job performance because the majority of librarians in “South-west” Nigeria are certified librarians and they are qualified to operate as librarians. The finding showed that educational qualifications contributed significantly to the influence of job performance of librarians in the university libraries in Nigeria. This finding is at variance with Meyer and Allen’s (1999) who revealed that the level of education does not seem to be constantly related to an employee’s level of job performance. What this means is that employees with higher levels of education are postulated to have enhanced possibility of finding alternative employment and this may tend to reduce their commitment towards the organization. Therefore it leads to a drop in job performance.

The study further revealed that as the length of years increases the number of librarians reduces. Therefore work experience has no positive influence on job performance of librarians in university libraries in Nigeria. The implication is that, length of the year in service or work experience has no significant contribution to the overall job performance of librarians. This finding is at variance with Saklas and Ajainah (2011) who established that years of experience have a positive influence on job performance.

## Conclusion

The study has shown that work attitude influence job performance of librarians and there was equally a high level of job performance of librarians in the university libraries in South-West, Nigeria. The study has equally shown that demographic factors especially gender, age, years of experience, and educational qualifications significantly influence job performance of librarians in the university libraries in “Southwest” Nigeria.

## Recommendation

Based on the findings of the study, the following recommendations are suggested

1. To sustain the work attitude of librarians, since the finding shows that work attitude could predict job performance of librarians, it is recommended that library management should sustain the level of work attitude by providing librarians with more incentives such as fringe benefits, health allowances, and other innovative ways of making the library work more interesting and attractive.
2. University management, as well as the library managers, are encouraged to take demographic factors of librarians seriously especially gender imbalances in the recruitment exercises. This will go a long way to encourage both male and female librarian to be adequately represented in any given organizational setting and eventually increase the overall job performance.

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### **Authors' Biographies**

Kayode Gboyega OYENIRAN (CLN) holds a PhD in Library and Information Science. Delta State University Abraka. He is a certified Librarian with Librarian Registration Council of Nigeria (LRCN) and a member of Nigerian Library Association (NLA). He is currently the Vice Chairman Nigerian Library Association (NLA) Bayelsa Chapter. He works as Senior Librarian at Federal University Otuoke Library, Balyelsa State, Nigeria. His major research interest are information literacy, Digital library, School librarianship, Job performance, Work Attitude and social media.





Monday O. OGBOMO.(CLN) holds a PhD in Library and Information Science. University of Ibadan, ibadan. He is a Reader with the Department of Library and Information, Delta State University, Abraka. Dr. M. O Ogbomo is a certified Librarian with Librarian Registration Council of Nigeria (LRCN) and a member of Nigerian Library Association (NLA). His research interests are in Electronic resources, Information literacy, Knowledge management, social media etc.