

The Role of Job Satisfaction on Productivity of Librarians in Public Colleges of Education in Southwestern Nigeria

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ABSTRACT

This study investigates the role of job satisfaction on research productivity of librarians in public colleges of education in Southwestern Nigeria. It aims to find out the level of job satisfaction possessed by the librarians and investigate its role on their research productivity. Descriptive survey design was adopted to carry out the research using librarians in public colleges of education in Southwestern Nigeria. Questionnaire was used for data collection purposes. Data collected was analysed using descriptive statistics such as frequency counts, percentages, means and standard deviation for research questions. The Pearson's Product Moment Correlation (PPMC) was adopted to analyse the only hypotheses stated at a 0.5 level of significance. The study concluded that the level of job satisfaction possessed by the librarians in public colleges of education is high. Findings also revealed that the job satisfaction possessed by the librarians greatly contribute to their level of research productivity. The study concludes that job satisfaction plays significant role on the research productivity of librarians in public colleges of education.

KEYWORDS: *job satisfaction, significant role, productivity, librarians.*

INTRODUCTION

Research productivity can be broadly looked at as the volume and caliber of a researcher's output, which may encompass terrains such as publications, patents, and citations, in line with the time and resources invested. At its core, productivity emphasises optimising efficiency and effectiveness to yield superior outcomes with equivalent or fewer resources. It surpasses mere diligence with priority placed on strategic work, time and energy management and minimise overhead costs. In Nigerian colleges of education, librarians' productivity has direct influence on the success of educational processes. Institutional libraries are tasked with enabling knowledge transfer, storage, and preservation of information products.

Librarians with higher research productivity contribute more to library profitability and the efficient use of resources. They generate value through user services, with their output measured by consistently producing research reports and documents (potentially per session). Their diverse

roles spanning collection development, technical services, circulation, and reference require effective task management and efficiency, attainable through research activities. This enables strategic scheduling of research time, selection of research types, and determination of fieldwork duration, fostering clear goal-setting, achievement, and enhanced research productivity. Access to both qualitative and quantitative data is essential for key tasks, such as defining the research population and procedures. Highly productive librarians tend to think more creatively and solve research challenges more effectively than their less productive counterparts. Job satisfaction may be involved in the research productivity of the librarians.

Job satisfaction is a critical factor shaping employees' attitudes and behaviours toward their work. It represents a positive emotional state that result from an individual's evaluation of their job as fulfilling their work-related values. In essence, job satisfaction

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reflects how people feel about their roles and the various aspects of their jobs. It represents a positive perspective on the work individuals perform to sustain their livelihoods. Ultimately, employee job satisfaction significantly impacts an organisation's overall workforce productivity.

Job satisfaction of librarians sometimes gives them the ability to provide knowledge, support institutional engagement, and provide academic support and create access to information resources. Many librarians derive joy in assisting library patrons in navigating vast arrays of information resources that meet their academic needs. The attitude of librarians will reflect if they are satisfied with the job or not. Nelson, Monson, Melissa and Adibifar (2020) asserted that job satisfaction is an emotional status and an affective reaction to a job that results from the incumbent's comparison of actual outcomes with those that are desired.' This, according to Nelson, et al., suggests that Librarians' job satisfaction reflects the pleasure and sense of fulfillment they experience in their engagement with work, colleagues, and workplace processes. This may therefore have a role to play on research productivity of librarians in colleges of education.

Statement of the problem

Librarians in colleges of education are expected to provide services that facilitate teaching and learning and research. However, literatures have revealed low research productivity among librarians in colleges of education. There still remains a scarcity of literature on the research productivity among librarians in public colleges of education in Nigeria. The existing studies on it have taken a general human resource management (HRM) focus, which had created wide gap on issues such as job satisfaction and its role on research productivity among librarians in public colleges of education, most especially in Southwestern Nigeria. Therefore, this study aims to investigate the role of job satisfaction on research productivity among librarians in public colleges of education in Southwestern Nigeria to fill the existing gap in the literature.

Objectives of the study

The main objective of this study is to investigate the role of job satisfaction on research productivity of librarians in public colleges of education in Southwestern Nigeria.

The specific objectives are to:

1. find out the level of research productivity of librarians in public colleges of education in Southwestern Nigeria;

2. find out the level of job satisfaction among librarians in public colleges of education in Southwestern Nigeria;
3. find out the role of job satisfaction on research productivity among librarians in public colleges of education in Southwestern Nigeria.

Research questions

The following research questions were answered in the study

1. What is the level of research productivity of librarians in public colleges of education in Southwestern Nigeria?
2. What is the level of job satisfaction of librarians in public colleges of education in Southwestern Nigeria?
3. What is the role of job satisfaction on productivity of librarians in public colleges of education in Southwestern Nigeria?

In this study, one null hypothesis was tested at a 0.05 level of significance

1. There is no significant relationship between job satisfaction and research productivity among librarians in public colleges of education in Southwestern Nigeria.

Scope of the Study

This study dwelled on the role of job satisfaction as likely predictive of research productivity of librarians in public colleges of education in Southwestern Nigeria. The respondents for the study were professional librarians because they were found suitable to respond to items on the questionnaire that were skewed to librarianship fields.

The study also covered all public colleges of education in Southwestern geo-political zone of Nigeria (Federal and State). The public college of education refers to both federal and state owned colleges of education in Southwestern Nigeria.

Significance of the study

The study is significant in that, it would reveal the contribution of job satisfaction to the research productivity of librarians in public colleges of education in Southwestern Nigeria. This study is also expected to create incentives to invest in public colleges of education libraries by recruiting qualified professional librarians. This would also provide information that will enable the Government of Nigeria, Federal and States, National Colleges of Education Commission, College of education Administrators, College Librarians and Ministries of Education formulate appropriate policies on capacity building necessary for achieving research productivity of librarians in colleges of education.

This will facilitate qualitative teaching and learning processes in public colleges of education in Nigeria.

LITERATURE REVIEW

Research Productivity

Productivity studies that have been published in the literature are varied and complex. They include research on both individual personnel productivity and organisational productivity. Eniekebi (2023) generally defined productivity as a measure of how well-specified resources and services are offered and rendered to meet stated goals promptly. Productivity is sometimes looked at as a measure that compares the efficiency of transforming inputs (effort, resources) into outputs (goods, services), to the effort and resources used. It is often expressed as a ratio of the volume of output to the volume of input. According to Innocent (2022), research productivity may be seemed as the relationship between the outputs generated by a system and the inputs provided to create those outputs. It may also include the term 'efficiency' and more importantly 'effectiveness', which measures the total output or results of performance. Research productivity, according to the author is the outcome of two components they are; (i) knowledge creation (research) and (ii) knowledge distribution (productivity).

Uwizeye, Karimi, Thiong'o, Syonguvi, Ochieng, Kiroro, Gateri, Khisa, Wao, (2022) described research productivity as a key benchmark for evaluating the academic performance of universities globally. Monographs, journal articles, working papers etc. but unlike natural science researchers, the researchers working in social sciences and humanities disciplines use considerably less journal articles and more books, book chapters, monographs, discussion papers, working papers etc. apart from journal publishing. Nishane (2019) also explained that research productivity refers to the measurable output of scholarly work, often indicated by publications in peer-reviewed journals, conference presentations, book chapters, and patents. Uwizeye et al further stressed that research productivity, often measured by publications in peer-reviewed journals, conference papers, and other scholarly outputs, remains a critical determinant of academic reputation and institutional ranking in higher education.

Job Satisfaction

Job Satisfaction has been defined in a variety of ways, Kaur, Malhotra and Sharma (2020) described job satisfaction as one of the important components that influence employee job-related attitude and behaviour. According to them, job satisfaction refers to 'a pleasurable responsive state caused by the assessment of one's job as achieving one's job

values.' Vuonga, Tungb, Tusharc, Quand and Giaoa (2021) defined job satisfaction as employees' ability to fully utilise their potential, skills, and strengths in their roles, coupled with a sense of comfort and fulfillment in their work. According to them, employees feel satisfied when they receive fair compensation that reflects their contributions. Chadwick (2019), quoted in Bankole, Akanbi, Sulaiman and Isiaka (2023) listed factors that may influence personnel job satisfaction to include rewards and recognition which according to them, go hand in hand. Training and learning allows employees to become more independent and better at doing their jobs. Leadership and the example set by leaders can definitely change the way people get motivated to work hard and give their best. People who feel secure in a job are inclined to remain with their existing employer for longer. Finally, the work environment has a major impact on how motivated and satisfied employees are, and therefore how effectively they work.

Empirical review

Productivity of Librarian

Iwu-James, Egbuchuwu, Ugwuanyi, et al (2023) studied research productivity of academic librarians in South-West Nigeria. The study was quantitative in nature, survey research design was adopted. Using a self-designed questionnaire as the instrument for data collection, the researchers also utilised all the 326 academic librarians working with Nigerian Universities in South-West, as the population for the study. In order to accurately provide answers to the research questions, descriptive statistics were used to interpret data obtained through the questionnaire. Frequency counts, means, ranges and standard deviation were descriptive statistics that were used to explore the two research questions. According to findings on their research output, most librarians in the universities exhibit low research productivity levels. Journals accounted for the highest format/mode of research output published by the respondents. This is followed by conference proceedings and chapters in books. Whole book publication constituted only a minor part of research output. In terms of the quality of research productivity, the finding of the study show that the academic librarians were not mindful of the quality of their publications, as shown by very low inclusion of their publication in selected indexing databases. Majority of academic librarians' research publications were indexed by Google scholar.

Job satisfaction of librarians

Job satisfaction among librarians in tertiary institutions is increasingly vital in the workplace, this

is associated with influencing factors such as efficiency, productivity, absenteeism, and turnover. Rewards and recognition as a component of job satisfaction in the attainment of productivity of librarians had been studied by researchers in recent past. Yusuf and Oluwaseyi (2021) for instance, studied the nexus between reward system and service delivery of librarians in federal universities in Southwest Nigeria. Descriptive survey design was adopted for the study with a population of 120 librarians in six federal universities in Southwest Nigeria. Findings showed that usage statistics, current awareness, virtual reference services, information literacy, Internet/E-mail services and online/CDROM and Database searching were some of the services delivered by the librarians. The major reward systems for librarians according to the report were: satisfaction of job security, giving annual leave allowance and good remuneration. The study concluded that reward system enhanced service delivery by librarians in the universities in Southwest Nigeria.

Abata-Ebire, Adetayo and Babarinde (2023) studied the influence of leadership styles, staff motivation and job satisfaction in private university libraries in Osun State, Nigeria. Library staff in the four (4) private university libraries in Osun State, Nigeria totaling 70 respondents were engaged in the study. Job satisfaction among library personnel in private universities in Osun State was evaluated based on three key indicators: promotion, conducive work environment, and employee recognition. Overall, the study found that library personnel in these universities reported high levels of job satisfaction, which reflect strong contentment with promotion activities, work environment, and employee recognition.

Babatunde (2021) examined the effect of job security and job satisfaction on the commitment of library personnel in academic libraries in Ogun State Nigeria. The population was estimated to be 300 personnel and as such the same copies of the questionnaire was produced to elicit data. Outcome of the study revealed a positive and significant relationship between job satisfaction and job security. The study also affirmed that the efficacy of job satisfaction and security is consequential to commitment to academic libraries.

Research Productivity and Job Satisfaction of librarian

The study of Friday and Okeke (2020) investigated the connection between job satisfaction and research productivity among librarians in public university libraries in South-South Nigeria. Employing a correlational research design, the study included 203

librarians from twelve public university libraries in the region. Data analysis showed a positive correlation between job satisfaction and research productivity in federal university libraries, but a negative correlation in state university libraries. In addition, findings from the study confirmed a statistically significant relationship between job satisfaction and research productivity of librarians in both federal and state university libraries.

Adamu, Usman, and Umar (2022) examined the connection between job satisfaction and productivity among librarians in academic libraries, focusing on a population of 48 librarians. Their analysis of job satisfaction levels among library personnel at ATBU and Federal Polytechnic Libraries in Bauchi indicated that librarians were satisfied with aspects such as the work itself, relationships, responsibility, recognition, and opportunities for growth and advancement, but less satisfied with their salaries. They demonstrated average level of productivity in job effectiveness and contributions to the library profession, but below-average performance in scholarly contributions

METHODOLOGY

Research design

This study adopted a survey design to collect quantitative data. A structured questionnaire was used to collect quantitative data. This design helped to find out the role of job satisfaction on productivity of librarians in public colleges of education.

Population of the Study

The population for the study comprised all librarians in all the public colleges of education in Southwestern Nigeria. As at the time of carrying out this study, the three colleges of education namely: Adeyemi College of Education, Ondo; College of Education, Ikere; Michael Otedola College of Primary Education, Epe; Osun State College of Education, Ilesa were still running NCE programmes. The total population for the study was 224.

Sampling Techniques and Sample Size

Total enumeration was adopted to cover all the 224 librarians in the 13 public colleges of education in Southwestern Nigeria.

Research instruments

The research instrument for this study was a structured questionnaire titled:

Questionnaire on Job Satisfaction and Research Productivity (QJSRP). It is divided into three sections A-C.

Section A dealt with the Demographic Information of the respondents such as Name of institution, gender, age, years of working experience, highest academic qualification.

Section B, The Job Satisfaction Scale (JSS). The determinants for measuring job satisfaction as propounded by (Marchant, 1999), and adopted by (Castillo and Cano, 2004) contained five indicators comprising of 25 items in total, such as reward and recognition, training and development, leadership style, job security and job environment. The scale for measuring the level of job satisfaction is structured using a four-point Likert scale: Strongly Disagree (SD) and Disagree (D), Strongly Agree (SA), Agree (A).

Section C, Research Productivity Scale (RPS) which was the standardised McAllister Productivity Scale of (2018) was adapted and modified using 4 items made of five items each for the purpose of task management and efficiency, quality of work and services, professional development and growth, research and publication subscales. The scale is presented in 4 Likert formats of Strongly Disagree

(SD) and Disagree (D), Strongly Agree (SA), Agree (A).

Method of data analysis

The data collected were analysed using descriptive statistics such as frequency counts, percentages, means and standard deviation for research questions 1-4, and multiple regression analysis for research questions 1-3. Pearson's Product Moment Correlation (PPMC) was adopted to analyse the hypothesis at a 0.5 level of significance.

Data Analysis

Demographic information of the respondents

The data collected were analysed based on the demographic information of the respondents, the research questions answered, the hypothesis tested.

Research Question: What is the level of job satisfaction of librarians in public colleges of education in Southwestern Nigeria?

Result from the respondents

Table 1. Job Satisfaction level of librarians in public colleges of education

S/N	Statements	SD	D	A	SA	Mean	S.D.
Reward and Recognition							
1	I receive recognition for research output	10 4.5%	20 8.9%	104 42.5%	90 40.2%	3.22	.789
2	I am satisfied with my salary and benefits	7 3.1%	25 11.2%	114 50.9%	78 34.8%	3.17	.746
3	I am able to utilise my skills and abilities fully in my research work	18 8%	39 17.4%	36 16.1%	131 58.5%	3.25	.011
4	Promotion procedure is satisfactory to me	10 4.5%	20 (8.950)	118 53%	76 33.9%	3.16	.764
5	Monetary reward gladdens my heart and encourage my research	3 1.3%	14 6.3%	126 56.2%	81 36.2%	3.18	.597
	Weighted mean=3.20						
Training and Development							
1	I have opportunities for professional development and growth at the library	21 9.4%	43 19.2%	92 41%	68 30.4%	2.92	.932
2	Librarians are assisted to develop their skills for research in this library	16 7.1%	22 9.8%	96 42.9%	90 40.2%	3.16	.873
3	Capacity building for research is a regular occurrence	22 9.85	28 12.5%	103 46%	71 31.7%	2.99	.915
4	Training facilitates improved research productivity	18 8%	39 17.45%	101 45.1%	66 29.5%	2.95	.890
5	Training promotes my job satisfaction and research.	10 4.5%	20 8.9%	118 53.4%	76 33.9%	3.16	.764
	Weighted mean=3.03						
Leadership Style							
1	I feel supported by my supervisors and library administrator for research	19 8.55%	35 15.6%	146 41.5%	77 34.4%	2.78	.746
2	I am satisfied with the level of autonomy and decision-making authority I have in my role.	11 4.9%	25 11.2%	110 49.2%	78 34.8%	3.13	.797
3	Academic freedom indicates job security and opportunity to publish	7 3.1%	21 (9.4%)	116 51.8%	80 35.7%	3.20	.733

4	Library leaders are concerned with my research productivity.	11 4.9%	14 6.3%	112 50%	25 11.2%	3.22	.773
5	Leadership style has positive effect on my research productivity.	9 4%	25 11.2%	108 48.2%	82 36.6%	3.17	.781
	Weighted mean=3.1						
	Job Security						
1	I feel secured in my job as librarian and researcher	19 8.5%	35 15.6%	93 41.5%	77 34.4%	3.00	.913
2	I am comfortable working with my colleagues	11 4.9%	25 11.2%	110 49.2%	78 34.8%	3.13	.799
3	I am satisfied with my overall job as a librarian	7 3.1%	21 9.4%	116 51.8%	80 35.7%	3.20	.733
4	I get coopted by other researchers	11 4.9%	14 6.3%	112 50%	87 38.8%	3.22	.773
5	Confidence of working as long as I desire motivates my research potential	9 4%	25 11.2%	108 48.2%	82 36.6%	3.17	.781
	Weighted mean =3.14						

Table 1 reveals the responses of the respondents on the level of job satisfaction among librarians in public colleges of education in Southwestern Nigeria. The responses of the respondents were rated as follows: Reward and Recognition (3.20) and Job Security (3.14) being the highest, while leadership has (3.1) and training and development (3.03) taking the least position. Table 1 further reveals grand weighted mean of (3.13). Out of the maximum 4.00 obtainable score which is higher than the standard mean of 2.50, this connotes that librarians in public colleges of education in Southwestern, Nigeria possessed high job satisfaction level. It could be inferred from the findings that Reward and Recognition (3.20), Job Environment (3.20), Job Security (3.14), leadership has (3.1) and training and development (3.03) were the major attributes of job satisfaction that contributed to research productivity among librarians in public colleges of education in Southwestern Nigeria.

Testing of Hypothesis

Ho: There is no significant relationship between job satisfaction and research productivity of librarians in public colleges of education in Southwestern Nigeria.

Table 2. Relationship between job satisfaction and research productivity among librarians

	Research productivity	Job Satisfaction
Research Productivity Pearson Correlation	1	.082
Sig. (2-tailed)		.112
N	224	224
Job Satisfaction Pearson Correlation	.082	1
Sig. (2-tailed)	.112	
N	224	224

Table 2 shows that there is a significant positive relationship between job satisfaction and research productivity among librarians in public colleges of education in Southwestern Nigeria. (Correlation=0.08). Hence the hypothesis of no positive relationship was rejected. This implies that as job satisfaction of librarians improves, their level of research productivity also increases.

Discussion of the findings

The level of Job satisfaction among librarians in public Colleges of Education in Southwestern Nigeria.

The findings showed that the level of job satisfaction among librarians in public colleges of education in Southwestern Nigeria was low. The interpretation of this is that, librarians were not maximally satisfied in respect of reward and recognition and their job environment. This was corroborated by Akinlade, Ajegbomogun and Okorie (2022) that librarians were generally satisfied with the good structural edifices, a

neat environment and good working relationships with colleagues. However, they were dissatisfied in the areas of ergonomic condition in their office, equipment and tools. Furthermore, findings revealed that training and development gave the respondents enough job satisfaction and interest in research. This was supported by Asante and Alemna's (2015) that librarians need to equip themselves with knowledge and skills to match with the fast-growing information and communication technologies (ICTs) to be able to work with various systems, software and the internet.

This will enhance their work competency and make them relevant and more useful in the library system.

The findings showed that library leaders were concerned with research requirements of librarians and as such they were satisfied. The high level of job satisfaction as reported in this study was validated by the findings of Ikonne and Fajounyomi (2019) that librarians in public university libraries in the South-West, Nigeria saw their level of job satisfaction as high.

There is no significant correlation between job satisfaction and research productivity among Librarians in public colleges of education in Southwestern Nigeria

This study showed that there is significant correlation between job satisfaction and research productivity among librarians in public colleges of education in Southwestern Nigeria. Therefore, the null hypothesis of no significant relationship was rejected. The study revealed that reward and recognition, conjoined with conducive job environment, immensely provided the basis for high research productivity among librarians in public colleges of education. This was corroborated in the study of Amusa et al (2013) that favourable work environment correlates with high productivity of personnel in any organisation. The findings of Amusa et al's study also revealed that the work environment of the librarians in South-West, Nigeria is fairly favourable.

This finding was contradicted in the study of Adetayo and Hamzat (2021) which submitted that librarians in Osun State were not satisfied with their finance. Findings from Eze, Okeke and Okoroafor (2019) also submitted contrary opinion that it could be deciphered that even though most of the public librarians had comfortable furniture, offices and work environments, most of their libraries were very poor in the area of functional ICT infrastructure and internet connectivity.

The result of this study also revealed that the benefit of job security gave the librarians the confidence to work for optimal research productivity. Furthermore, findings from this study revealed that training and development gave the respondents enough job satisfaction that promotes their job commitment to be productive. This was also supported in the findings of Abban (2023) that staff who participated in the various programmes is in a better position to perform their duties better than those who did not participate. It also shows that staff is satisfied with the content of specific training programmes offered. Again it came to light from the research that great benefits are derived from training and development programmes

which included job satisfaction, improved service to users, and enhanced research productivity.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary of the findings

The findings from the study are summarised as follows:

1. The findings showed that the level of job satisfaction among librarians in public colleges of education in Southwestern Nigeria is relatively high.
2. Findings indicated that there exist a symbiotic relationship between job satisfaction and research productivity among librarians in public colleges of education in Southwestern Nigeria.

Conclusion

The study investigated the role of job satisfaction on research productivity of among librarians in public colleges of education in Southwestern Nigeria. It has been established in the study that job satisfaction significantly influence increased research productivity among librarians in public colleges of education. Based on the findings, it could be concluded that, high job satisfaction would lead to enhanced research productivity among librarians in public colleges of education in Southwestern Nigeria.

Recommendations

Based on the findings of this study, the following recommendations were proposed:

1. The management of the public colleges of education should come up with a master plan that would create conducive environment for librarians in order to be satisfied with their job and deliver as expected.
2. The management of public colleges of education should appropriately utilise the interventions provided by Tertiary Education Trust Fund (TETFund) to train and retrain librarians and encourage their research development.

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