

The Effect of Human Capital Development on Job Satisfaction of Librarians in Public Universities in Nigeria

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Abstract

This study investigated the effect of human capital development on job satisfaction of librarians in Nigerian public universities. A correlational survey research design was adopted. The study population consisted of 1,254 librarians in public university libraries in Nigeria, from which 923 were selected using simple random sampling. The research instrument used was a self-developed questionnaire. The study revealed a significant relationship between human capital development and job satisfaction ($r = 0.037$, $N = 620$, $P < 0.05$) of librarians in public university libraries in Nigeria. It concluded that contrary to general belief, job satisfaction and productivity levels of librarians in university libraries were high. It is recommended that university library management should continue to promote values such as improved employee recognition, good leadership style and improved human capital development programmes that would increase job satisfaction and productivity of its workforce.

Keywords

Human capital Development, Manpower Training, Career Development, Librarians' Job Satisfaction, Nigerian Public University Libraries

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1. Introduction

Job satisfaction of employees plays a crucial role in determining the general productivity of workers in any organization. According to Somvir and Kaushik [46], Job refers to occupational act that is carried out by an individual or group of individuals in return for a reward, while satisfaction refers to the way one feels about events, rewards, people, relation and amount of mental gladness on the job. Job could also be defined as work for which one receives regular payment or appreciation. Hence, job satisfaction can be defined as an emotional response to a job situation which cannot be seen, but only be inferred. It is simply regarded as how people feel about their job and different aspects of it. It means a positive attitude that an individual has from what he does to earn a living. Similarly, Gamlath and Kaluarachchi [19] see job satisfaction as the rate at which “employees like

or dislike their work and the extent to which their expectations concerning work have been fulfilled” (p. 54). Job satisfaction is generally acknowledged as a necessary ingredient for personal fulfilment in carrying out one’s duties.

Human capital development (HCD) is a key element in improving a firm’s assets and employees in order to increase job satisfaction and productivity of her workforce as well as sustain competitive advantage [Akindayo, 2]. HCD promotes the efficiency and effectiveness of employees in any organization especially in the university library. Therefore, to sustain competitiveness in the library, human capital becomes an instrument used to increase productivity and enhanced job satisfaction of the workforce. Hence, it is expected of every

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librarian to avail himself or herself with different relevant training and career development programmes available within and outside the organization in order to be more effective in meeting the information needs of library clientele.

In Nigeria, there are eighty one (81) public universities [National University Commission, 30]. The list comprises of forty one (41) Federal universities and forty (40) State owned universities. About six (6) of them are described as first generation universities (1948 – 1962); ten (10) are described as second generation universities (1970 – 1975); nine (9) are described as third generation universities (1979 – 1985); nineteen (19) are regarded as fourth generation universities (1988 – 1992); twenty two (22) are described as fifth generation universities (1999 – 2007) which are mainly State owned universities; and the remaining fifteen (15) were established during the civilian administration of President Goodluck Jonathan; they are described as the sixth generation universities (2011 – 2015).

Moreover, these universities are spread amongst the six geopolitical zones in Nigeria. In the South-West zone there are eight (8) Federal universities and 10 State universities; in the South-South zone there are seven (7) Federal universities and 7 State universities; in the South-East zone there are 6 Federal universities and five (5) State universities; in the North-Central zone there are 8 Federal universities and 6 State universities; North-East zone has 6 Federal universities and 5 State universities; while North-West zone has eleven (11) Federal universities and 7 State universities respectively. Each of these public universities have a library manned by a University Librarian working together with other professional librarians to provide relevant educational resources to support the curricula of the university programmes.

1.1. Statement of the Problem

Research has shown that the level of job satisfaction and productivity of library personnel is low [Babalola & Nwalo, 7] although their research productivity is relatively high [Okonedo, Popoola, Emmanuel & Bamigboye, 34]. While many of these studies have been directed towards library use, library collections and library services, few if any have been carried out from the perspective of personal welfare of employees. In other words, studies have not been directed at investigating the relationships between welfare and personal issues such as human capital development and job satisfaction. The aim of this research is to find out the relationships among these variables; specifically, the extent to which human capital development influence the job satisfaction of librarians in university libraries in Nigeria.

1.2. Objective of the Study

The general objective of this research work is to investigate how human capital development influences the job satisfaction of librarians in Nigerian public university libraries. The specific objectives are to:

1. determine the degree of job satisfaction of librarians in public university libraries in Nigeria;
2. examine the level of human capital development of librarians in public university libraries in Nigeria;
3. assess the relationship between human capital development and job satisfaction of librarians in public university libraries in Nigeria; and
4. find out the challenging issues in job satisfaction of librarians in public university libraries in Nigeria.

1.3. Research Questions

The following are the list of research questions slated for this research work:

1. What is the degree of job satisfaction of librarians in public university libraries in Nigeria?
2. What is the level of human capital development of librarians in public University libraries in Nigeria?
3. What challenges face librarians' job satisfaction and productivity in public university libraries in Nigeria?

1.4. Hypothesis

The under listed null hypothesis was tested at 0.05 level of significance:

Ho: There is no significant relationship between human capital development and job satisfaction of librarians in public university libraries in Nigeria

1.5. Scope of the Study

The study is limited to librarians in the public (that is, federal and state) universities in Nigeria. This means that private universities and other third level institutions were excluded. Respondents were librarians in the federal and state universities that are spread across the six geopolitical regions in Nigeria. Para-professional staffers as well as other personnel of the libraries were thus excluded because the researcher believed that librarians are the custodians of information resources that are kept in the university library; they are the policy makers as well as managers of other library personnel. Besides, the researcher was concerned with training and career development of librarians in the public university libraries in Nigeria while other aspects of human capital development such as health care, nutrition, population control, education, character, ethics, personality and

creativity were excluded from the study. The specific variable of human capital development was measured against librarians' level of job satisfaction.

1.6. Theoretical Framework

Due to inter-relationship of the variables that made up of this study, Maslow's Hierarchy of Needs theory shall be employed to discuss job satisfaction and human capital development of librarians in the public university libraries in Nigeria.

The hierarchy of needs theory was developed by a psychologist, Abraham Maslow in 1943. In the theory, he proposed that people are motivated by a predictable five-step hierarchy of needs.

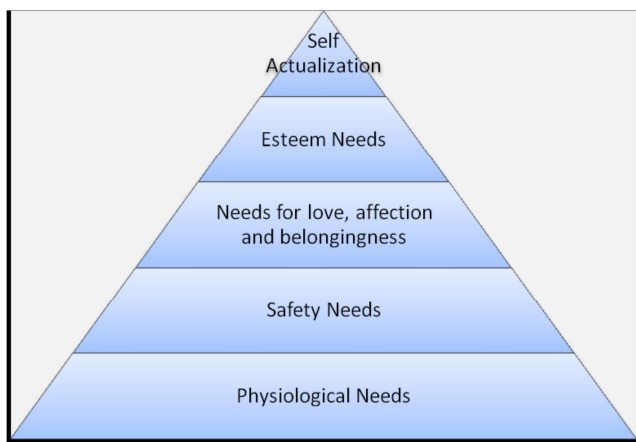


Figure 1. Maslow Hierarchy of Needs Theory.

Source: Maslow [25]

This theory is related to: job satisfaction, productivity, employee motivation and human capital development variables of the study. Abraham Maslow in his theory broadly classified human needs into five groups that consist of: physiological, safety, love, esteem, and self-actualization needs. According to Zameer, Ali, Nisar and Amir [52], if organizations fulfil basic need, safety need, belonging need, self-esteem need, self-actualization, training and career development needs of their employees then the performance of employee would easily increase.

Abraham Maslow broadly classified human needs into five groups as shown in Figure 1. The different levels of needs on Maslow's hierarchy are discussed as follows:

Physiological needs. These are biological needs which consist of the need for oxygen, food, gender, sleep, water, and a relatively constant body temperature. They are the strongest needs because if a person were deprived of all needs, it is these physiological ones that would come first in the person's search for satisfaction.

Safety needs. These needs consist of the need for protection,

security, law, stability, order and limits. When all physiological needs are met and are no longer controlling thoughts and behaviours, the needs for security can become active. While adults have little awareness of their security needs except in times of emergency or periods of disorganization in the social structure (such as widespread rioting), children often display the signs of insecurity and the need to be safe.

Needs for love, affection and belongingness. When the needs for safety and for physiological well-being are satisfied, the next class of needs for love, affection and belongingness can emerge. Maslow states that people seek to overcome feelings of loneliness and alienation. This involves both giving and receiving love, affection and the sense of belonging.

Self-esteem needs. When the first three classes of needs are satisfied, the needs for esteem can become dominant. These involve needs for both self-esteem and for the esteem a person gets from others. Humans have a need for a stable, firmly based, high level of self-respect, and respect from others. When these needs are satisfied, the person feels self-confident and valuable as a person in the world. When these needs are frustrated, the person feels inferior, weak, helpless and worthless.

Self-actualization needs. When all of the foregoing needs are satisfied, then and only then are the needs for self-actualization activated. Maslow describes self-actualization as a person's need to be and do that which the person was "born to do." "A musician must make music, an artist must paint, and a poet must write." These needs make themselves felt in signs of restlessness. The person feels on edge, tense, lacking something, in short, restless. If a person is hungry, unsafe, not loved or accepted, or lacking self-esteem, it is very easy to know what the person is restless about. However, it is not always clear what a person wants when there is a need for self-actualization.

However, despite the manifold benefits of Maslow theory yet it has the limitation of little evidence to support its hierarchical aspect although it makes sense from an intuitive standpoint. In fact, there is evidence that contradicts the order of needs specified by the model. For example, some cultures appear to place social needs before any others. Maslow's hierarchy also has difficulty explaining cases such as the "starving artist" in which a person neglects lower needs in pursuit of higher ones.

Moreover, when those employees' needs as spelt out in the Maslow hierarchy of need theory are fairly and adequately met by the university administrators, employees in such institutions of higher learning especially librarians in the university library will be happy discharging their duties, a happy worker is a satisfied and productive worker. There is

little evidence to suggest that people are motivated to satisfy only one need level at a time, except in situations where there is a conflict between needs. Even though Maslow's hierarchy lacks scientific support, it is quite well-known and is the first theory of motivation to which many people are exposed. To address some issues in Maslow's theory, Clayton Alderfer developed the ERG theory, a needs-based model that is more consistent with empirical findings [Arab British Academy for Higher Education, 5].

Finally, the relevance of this theory on the study is that it helps university administrators to know various needs that are applicable to workers especially librarians in the university library and how to meet them in order to improve the job satisfaction of librarians in the university system. This implies that when librarians' needs are systematically and adequately addressed by the university management, their morale will be boosted and the level of their job satisfaction in the university library will be greatly increased. Also, it helps librarians to ascertain those needs that have been adequately met by their employers and how those needs that are yet to be attended to will be met in future. This fosters peaceful relationship between university administrators and librarians, and it helps in boosting the morale of librarians in the university library to be more productive.

2. Review of Literature

Job satisfaction could be classified into two: intrinsic and extrinsic. Intrinsic job satisfaction is an internal desire of an employee to perform a particular task. It is an inbuilt factor within an employee that enables him or her to perform a given task in the organization. People perform certain activities because they give them pleasure. Intrinsic job satisfaction is related to intrinsic motivation. This refers to engaging in an activity for itself and for the pleasure and satisfaction derived from its participation [Cekmecelioglu, Gonsel & Ulutas, 11]. The authors noted that extrinsic job satisfaction factors are those external benefits or facilities provided to the employees by the organization to carry out a given task. Extrinsic factors are external to the individual and unrelated to the task they are performing but could enhance their job performance; examples include money, good grades during employee assessment, and other rewards offered by the organization. When externally motivated, individuals do not engage in the activity out of pleasure but rather do so to derive some kind of rewards that are offered by the organization for performing a given task. Therefore, to make employees satisfied and be more committed to their tasks in the organization, there is need for strong and effective job satisfaction indicators such as employee recognition, career advancement opportunity, a conducive working environment,

job security, promotion opportunities, job enrichment, reasonable salaries and wages among others. Here, job satisfaction is linked to employer meeting the basic needs of employees in an organization.

Researchers [Chuks-Ibe & Ozioko, 13; Noor, Khanl & Naseem, 32, among others] across disciplines have written countless articles concerning the job satisfaction of their various areas of specialization. Few of their findings indicate that managers have higher levels of job satisfaction than their lower level counterparts; pay for performance is an important antecedent for job satisfaction; job satisfaction dimensions (pay, promotion, work itself, supervision and co-workers) have a significant positive effect on employee job performance in the organization; and that workers' well-being is greatly influenced by the considered individual and organizational factors. It can be deduced from these findings that effective job satisfaction enhances productivity of employees in the studied organizations. Authors have borrowed from psychology, business administration, human resources management and the wide umbrella of organizational science to define, measure and interpret the significance of job satisfaction in their various subject areas, while a significant body of literature had been created concerning job satisfaction in the field of librarianship there are few literature that relate to the librarians' job satisfaction. Librarians seem somewhat reluctant than professionals in other fields to turn the searchlight upon themselves and study what makes them satisfied in their work. The majority of the literature in library science has focused on library users; how library resources could be relevant in meeting the information needs of library users and the best way through which librarians can make these materials available to them. What is sometimes forgotten is that information providers are not machines; the day has not come that computers would take the place of human beings in providing all information services to library patrons.

Therefore, job satisfaction is important to librarianship as it is to other professions [Murray, 28]. Librarians like other faculty members in the university, should be made to enjoy job satisfaction factors that would enable them to be more productive in the university library. As such, librarians and other information professionals of all types should remember that the organizational psychology that affects all other fields also applies to them. It is imperative to note that those factors that affect the library user as an individual can also affect his or her job performance as a service provider.

Thus in this study, job satisfaction is conceptualized to mean the level of positive attitude that a librarian displays when performing his/her duties in the university library and the rate at which his/her basic needs are met by the employers. It is interesting to note that if librarians are well catered for by the

university authorities in the area of giving them due recognition for a job well done, put in place a good leadership style for the administration of the university library coupled with a career development opportunity for librarians to enhance development of their managerial skills, and conducive work environment as well as improved remunerations (good salaries and wages); their level of productivity will be greatly improved from what is presently existing in most Nigerian public universities.

Unfortunately, it is observed that the level of job satisfaction among librarians in most public university libraries in Nigeria is probably very low compared to what is obtainable among other faculty members of the same educational sector. Therefore, job satisfaction of workers in the University system especially librarians could be influenced through an effective, consistent and periodic human capital development of her workforce as a well-trained worker is a satisfied and productive worker.

Human capital development (HCD) according to Akintayo [2] is a key element in improving a firm's assets and employees in order to increase productivity as well as sustain competitive advantage. Therefore, to sustain competitiveness in the organization, human capital becomes an instrument used to increase productivity and enhanced job satisfaction of the workforce. HCD encompasses a wide range of subjects such as health care, nutrition, population control, education, character, ethics, personality, training, career development and creativity of people in the organization or in the society. It can be generally believed that human resources are the most dynamic of all organization's resources. They need considerable attention from the management, if they are to realize their full potentials in their work. It is the human element that commands, directs, organizes, controls and maximizes other factors of production.

Thus in this study, the researcher shall be concerned about training and career development of librarians in the public university libraries in Nigeria. It is important for every worker in the organization to be trained periodically so as to enhance his or her productivity in the organization. Training is a major aspect of HCD and is generally acknowledged as an essential ingredient that promotes the efficiency and effectiveness of employees in any organization. Literature shows however that some employees are not well trained, and this has greatly affected the level of their job performance. Countless studies have been conducted by many scholars on training and human resources development in different organizations and their findings reveal that teamwork improvement and task efficiency had a strong relationship with training and motivation in HRD practices.

Training attracts a number of benefits to librarians. It enables

librarians to: effectively inspire other library personnel towards stated goal accomplishment, be more productive as well as effectively meet the information needs of users in this information age. Also, it enables librarians to identify, analyze and take critical decision that would enhance their productivity in the library hence, training should be done regularly in every university library in order to sustain productivity of its workforce especially librarians, while career development helps librarians in developing their managerial/leadership skills, eliminating unnecessary delays in completing work assignments and enhance librarians' effectiveness in the assigned higher responsibilities, among other benefits.

Human capital development comprises of skills, understanding, knowledge and experience - some of which may be innate while it could also be learnt from other people or events. Even if we are born with these attributes, it is often required we spend time, effort and money to retain or to develop them - thereby, increasing human capital in the organization. For librarians to be effectively satisfied with his job performance in the university library and be productive, they need to be concerned about their training and career development especially in this contemporary age of Information Communication Technology (ICT) where most of library resources and services have been digitized.

Besides, the leadership practices also had strong effects on motivating employees for training and therefore, caused better performances in the respondents' companies; the more opportunities for learning and development are made available to employees, the greater the chance of retaining key management and professional technical staff in these organizations was likely to be; the quality of manpower of any organization determines the productivity and profitability of that organization. The findings also established that human resource development programmes have direct influence on workers' efficiency and effectiveness; and organizational human capital has its positive and significant impact on organizational performance. It can be deduced from these results that training and staff development enhance job satisfaction and productivity of workforce in the organizations studied.

2.1. Job Satisfaction and Its Effects on Librarians

Job satisfaction of employees plays a very vital role on their performance in any organization [Latif et al, 23]; Perera et al, 38]. Job satisfaction has remained the most attractive subject for researchers since its interception in 1900s (Noor et al, 2015). Hence, employee job satisfaction according to Singh and Jain [44] can be defined as a "collection of positive and/or negative feelings that an individual holds toward his

or her job. Job Satisfaction is a part of life satisfaction. It is the amount of pleasure or contentment associated with a job” [p. 105]. Hence, job satisfaction is an emotional response to a job. It is essential to know how employees can be retained through making them satisfied to achieve extraordinary results. Target and achievement depends on employee satisfaction and in turn contribute to organizational success and growth, enhances the productivity, and increases the quality of work.

Thus, functions of librarians in the university library system cannot be over-emphasized. They are the custodians or managers of the intellectual resources that are stored in the university library. Also, they formulate information policies for the smooth running of the library in the university. Hence, the university authority should adequately cater for the needs of librarians so that they can effectively discharge their traditional roles in the university educational sector in the country. Badawi [8] posited that organizations, whether in the private or public sector, should be concerned with motivation, job satisfaction and concomitant productivity among its workforce. Employees on the other hand, serve as the foundation of any organization that desire to achieve its stated goals, without the commitment of librarians in the university library it will be difficult for the library to meet the information needs of its patrons. Hence, the university administrator should endeavour to meet the expectations of its employees especially the librarians, if they (employees) are to be committed to the organization in meeting their stated goals and objectives.

Similarly, Igbeneghu and Popoola [21] were of the view that the commitment of employees could decline if they believe that their organization was not committed to addressing their expectations. Also, Popoola [39] stated that employees tend to feel less committed to their organization when they experience negative psychological work climate. He listed the consequences of employees’ low levels of organizational commitment in any work like the university library as absenteeism, high turnover rate and turnover intentions, transfer of loyalty to non-work activities, inefficiency, job dissatisfaction, and low productivity. Thus, Clark [14] summarized the importance of job satisfaction for both employers and their workers:

Job satisfaction is important in its own right as a part of social welfare, and this (simple) taxonomy of a good job]allows a start to be made on such questions as ‘In what respects are older workers’ jobs better than those of younger workers?’ (and vice versa), ‘Who has the good jobs?’ and ‘Are good jobs being replaced by bad jobs?’ In addition, measures of job quality seem to be useful predictors of future labour market behaviour. Workers’ decisions about whether to work or not, what kind of job to accept or stay in, and how

hard to work are all likely to depend in part upon the worker’s subjective evaluation of their work, in other words on their job satisfaction (p. 5).

Furthermore, the term job satisfaction has been defined by several scholars in different ways and a definitive designation for the term is unlikely to materialize. A simple or general way to define it therefore is as an attitudinal variable: Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs [Spector, 48]. Here, Spector based job satisfaction on attitude an employee disposes toward his/her job. An alternative approach was proposed by Sousa-Poza and Sousa-Poza [47], based on the assumption that there are basic and universal human needs, and that, if an individual’s needs are fulfilled in their current situation, then that individual will be happy. This framework postulates that job satisfaction depends on the balance between work-role inputs - such as education, working time, effort - and work-role outputs - wages, fringe benefits, status, working conditions, intrinsic aspects of the job. If work-role outputs (‘pleasures’) increase relative to work-role inputs (‘pains’), then job satisfaction will increase [Sousa-Poza & Sousa-Poza, 47]. They based job satisfaction on fulfilling human needs.

Besides, job satisfaction is an essential ingredient in every profession and among different categories of workforce in any organization especially among professional librarians in the public university libraries in Nigeria. Darbar [15] in his study submitted that the greatest asset of any nation or organization is its human resources. It is her human resources that directs, controls and manipulates other factors of production to enhance a desired output. The author reiterated that job satisfaction should be an essential part that every human resource in any organization should enjoy in the course of carrying out their duties in order to enhance their productivity. However, contrary is the case with most Nigerian organizations especially librarians in public university libraries. In most public universities, librarians are seen and treated as second class employees; they are sometimes denied of some incentives that are freely given to their counterparts who are faculty members of the same institution. The author decried in his finding that the “overall Job satisfaction of librarians was not found sufficiently healthy particularly in terms of pay scale and other amenities” [p. 28]. He concludes his study by bemoaning that librarians were exploited in terms of salary, leave facility, good working environment and facilities.

In the same vein, Esakkimuthu and Vellaichamy [18] in their study postulated that job satisfaction of the librarian naturally depends on the economic, social and cultural conditions in a given country. Job satisfaction of the librarian who has an

important place in the information society will affect the quality of the service he renders. The authors recommended the review of conditions attached to promotion, salary, among others as measures for enhancing job satisfaction. It is also suggested in the study that, the encourage and motivate the library professionals more incentives and good salary packages are to be offered so that their achievement drive can be activated that in turn lead to high level of job satisfaction.

In addition, some authors in their various studies point out clearly, the necessity for job satisfaction among librarians in any organization especially in the public university libraries. Oluchi and Ozioko [35] investigated job satisfaction among Librarians in Academic Libraries in Niger State, Nigeria. The results showed that there is commendable level of job satisfaction among the librarians, ill health is not a factor for retrenchment, and the librarians do not resort to lateness to work or abandoning duty when they are not satisfied. Khan and Ahmed [22] studied the job satisfaction of library professionals serving in public sector universities of Khyber Pakhtunkhwa, Pakistan. The result shows that although library professionals working in these institutions were slightly satisfied with their nature of work, they were dissatisfied with supervision, benefits, promotion. Revision of service structure, promotion policies, improvement in academic qualification and advance training were suggested by the researchers.

Moreover, in order to improve employee job satisfaction, it is important to measure and establish the existing levels first [Wright, Gardner, Moynihan & Allen, 49]. However, due to its multi-faceted nature, the measurement of employee job satisfaction varies from one organization to the other [Mafini & Poee, 24]. Some organizations use anonymous employee satisfaction surveys which are administered periodically to measure the levels of employee satisfaction (Deshpande, Arekar, Sharma & Somaiya, 17). In other organizations, meetings are held between management and small groups of employees where the latter are asked questions pertaining to their satisfaction [Ybema, Smulders & Bongers, 51]. However, in other organizations, exit interviews are the primary employee satisfaction measurement tools [Schulz, 42]. The importance of these methods lies in that they elicit job satisfaction sentiments from employees themselves [Schneider, Hanges, Smith & Salvaggio, 41]. Employee job satisfaction has thus been widely recognized as a predictor of productivity and job performance in organizations [Dawal, Taha & Ismail, 16].

Also, Somvir and Sudha [46] in their study explored those factors which are related in a high manner to job satisfaction among library workers. Data were collected from a sample of 100 library professionals from private engineering and management colleges in Haryana state. The data analysis

indicated that job satisfaction among library professionals is not related to their sex, the type of library in which they worked, or their vocational needs, but it is related to the characteristics of their job environments. Hart [20] clearly identified in the findings of his study that dissatisfaction of respondents is in the context of frustration with insufficient resources and meagre payment. While Chuks-Ibe and Ozioko [13] in their study revealed that lack of opportunities for socialization and promotion, lack of managerial skills by administrators and bad library tools are some of the problems associated with job satisfaction. It was recommended that annual leave and medical coverage should be made a regular benefit for the librarians and that academic librarians should be encouraged through sponsorship to attend conferences, workshops and seminars as these will enable them acquire more knowledge and competence.

2.2. Job Satisfaction and Human Capital Development of Librarians

Several eminent researchers and scholars have revealed in their studies that there is close relationship between job satisfaction and human capital (resource) development of manpower in the organization. Many practitioners and scholars believe that effective HRM results in better job satisfaction level improving the organizational performance [Appelbaum, Bailey, Berg & Kalleberg, 4]. Sirca, Babnik and Breznik [45] in their study noted that “the role of human resource (HR) management practices in job satisfaction is rooted in the purpose of the HR function” (p. 978). It implies that training and career development are embedded in the human resource functions of any organization which must be vigorously pursued by the management in order to enhance job satisfaction of her workforce. The most referred relationship between job satisfaction and human capital development was revealed in the definition of job satisfaction given by Locke in 1976 as cited by Niazi [31], “job satisfaction as a pleasing or positive emotional state resulting from the evaluation of a person’s job” [p. 27], while Bibi, Lanrong and Haseeb [10] revealed in their study that “the high quality of employees through human capital development leads to positive societal changes and they are also important and essential for the personal, academic and professional development of the organization” [p. 16]. Therefore, employees pursue their professional development for improving their subjective knowledge and for enhancing their abilities to face the challenges.

In a related development, Sirca et al [45] in their study defined job satisfaction as a fundamental reaction of employees in relation to their job and the work environment, while Akintayo [2] and Akorede [3] referred to human capital development as a key element in improving a firm’s

assets and employees in order to increase productivity as well as sustain competitive advantages. Shaukat, Senin and Ahmed [43] concluded that human resource plays a vital role in the progress and attaining goals of an organization and society as a whole. “Money is the life blood of any organization but it is human resource which pumps the blood in the body” [Parveen & Khan, 37, p. 116]. This implies that human resources are the most essential factors in any organization; they drive home all other factors of production; thus, these essential resources needed to be developed in order to enhance healthy growth and development of the organization. Hence, to sustain competitiveness in the organization, human capital becomes an instrument used to increase productivity. Human capital refers to the stock of productive skills and technical knowledge embodied in labour. Also, it refers to process that relate to training, education and other professional initiatives in order to increase the levels of knowledge, skills, abilities, values and social assets of an employee’s satisfaction and performance, and eventually lead to the entire library performance [Akintayo, 2; Akorede, 3].

Similarly, Armstrong [6] in his book noted that “Human Resource (HR) function ensures that HR strategies, policies and practices are introduced and maintained that cater for everything concerning the employment, development and well-being of people in the organization; and the relationship that exist between management and workforce” [p. 82]. The author further posited that the employees are the human capital or human resource, the workforce or the labour of the organization. Human capital is viewed as an involvement and is often affected by management and relationships between employers and employees. When employees feel that they are working much harder than others in the workplace but are not being treated well and not given equitable pay they will probably have a negative attitude towards the work, the employer or co-workers [Akinbobola, 1].

Besides, Niazi [31, p. 26] in his study established the fact that a “relationship exist between HR practices i.e. (training and career development, respect and integrity, opportunities for growth/career path, increments & promotion, performance appraisal, compensation and benefits) with the employee job satisfaction in textile industry in Pakistan”. If HR practices (for instance, training & career development) are implemented in the organization, employees can be more committed to their work in the organization and show their extra roles for organizations’ benefit [Bibi, Lanrong, Haseeb & Ahmad, 10]. Therefore, the expectation of this strong relationship between human resource (capital) development system and overall job satisfaction could be justified [Sirca et al, 45].

This implies that human capital development and job

satisfaction are interrelated; if an employee receives adequate training in his workplace, this would enable him to gather some necessary knowledge and skills needed for the execution of a given task and thereby makes him to have positive attitudes towards performing such job. Therefore, Management should make a clear cut career advancement path in the staff development policy of the organization [Majumber, 24]. Hence, librarians needed to be trained on the new trends in librarianship especially in the area of Information Communication Technology (ICT) as this makes them gather enough knowledge in effectively discharging their duties to diverse population of readers that consult the library collections for their information needs. It can be summarily observed here that adequate training makes librarians to develop positive attitudes towards the job as this will enable them to comfortably meet the information needs of the library users; this equally increase the level of job satisfaction as those needs of library users are adequately met.

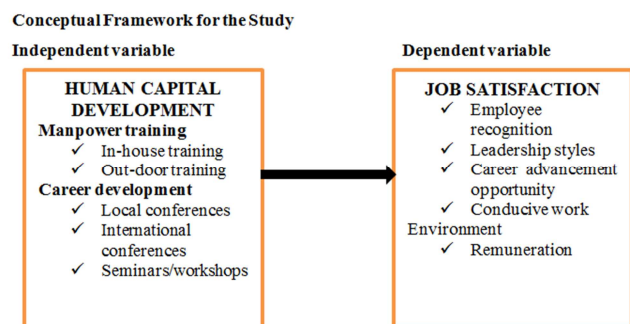


Figure 2. Conceptual model for the Study.

Source: Yaya [50]

3. Discussion of the Conceptual Framework

The conceptual framework for this study is built on the theories and literatures reviewed. The model is broadly divided into two parts: Independent and Dependent variables. The independent variable compartment consists of Human capital development; while the dependent variable box houses Job satisfaction of librarians in the university library. It can be observed from the literatures reviewed that several factors affect the job satisfaction of workers

Hunan capital development according to Akintayo [2] is a key element in improving a firm’s human assets and employees in order to increase productivity as well as sustain competitive advantages. It encompasses a wide range of subjects but in this study, the researcher shall be concerned about training and career development of librarians. Training and career development are generally acknowledged as essential ingredients that promote the efficiency and

effectiveness of employees in any organization especially in the university library however literature shows that most employees are not well trained most especially in this era of information communication technology (ICT), this has greatly affected their levels of job performance.

Job satisfaction of workers in the organization especially librarians in the university library is very crucial as it enhances their effective job performance. Job satisfaction factors like motivational factors can be intrinsic or extrinsic in nature; these would positively affect librarians' job performance in the university library. They consist of recognition, leadership styles, career advancement opportunity, and conducive work environment among others that are discussed in the study. It could be noted here that when a librarian is fairly and adequately motivated, he/she would be happy carrying out his/her duties and thereby increase his level of job performance in the entire university community. It can be affirmed that a happy worker is a productive worker while an unhappy worker is an unproductive one [Latif et al, 23]. Librarians' productivity would lead to increase in number of paper publications among librarians themselves as well as the faculty members, innovative research work that would attract more grants to the university, organizational growth and development, and among other benefits.

4. Research Design

The correlational research design was used for this study. According to Cheng [12], correlational research design could be used to describe the relationship between two or more variables, as well as how strongly these variables relates to one another. In other words, it aims to determine the relationship between two or more variables and the strength of this relationship. It can be observed that the whole purpose of using correlations in research is to figure out which variables are connected. The researcher concurs with this author's assertion. Thus, correlational research design was adopted for this study in order to establish the relationships between the variables.

4.1. Population

The population for this study consisted of 1,254 librarians from the 81 public universities (Federal & State) in Nigeria. The list comprised of 41 Federal universities and 40 State owned universities. The four which have not taken off at the time of conducting this study were excluded. From the analysis of States, each geopolitical zone has the following records of university libraries and librarians: North-Central (including Federal Capital Territory) has 13 university libraries with 244 librarians; North-East has 11 university libraries with 128 librarians; North-West has 16 university

libraries with 272 librarians; South-East has 10 university libraries with 167 librarians; South-South has 13 university libraries with 203 librarians; and South West has 15 university libraries with 240 librarians. Thus, all the university libraries and their librarians are potential respondents of this study.

4.2. Sample Size and Sampling Technique

The sample size for this study is 923 librarians. Random sampling technique was adopted for this study. The sampling was done by first stratifying the country (Nigeria) along the existing six geopolitical zones (strata); these include: North-Central, North-East, North-West, South-East, South-South and South-West. Each zone (stratum) is made up of six States except North-West and South East that are made up of seven and five States respectively.

Consequently, the researcher surveyed all the librarians in all the public university libraries established in the four selected geopolitical zones and states. The selected zones and states were listed as follow: North-Central (Benue, Kogi, Kwara, Nasarawa, Niger, Plateau and Federal Capital Territory); North-West (Kaduna, Kano, Katsina, Kebbi, Jigawa, Sokoto and Zamfara); South-East (Abia, Anambra, Ebonyi, Enugu and Imo); and South-West (Ekiti, Lagos, Ogun, Ondo, Osun and Oyo). The choice of these states was to give a wider coverage of all the professional librarians working in all public (federal & state) universities sited in each state of the geopolitical zones selected for the study. Also, each state has public universities to be surveyed, similar cultural and economic activities, as well as similar religious settings.

The researcher randomly selected 60% sample size from the six geopolitical zones in Nigeria which give approximately four zones; these included: North-Central, North-West, South-East and South-West. According to Nachimias and Nachimias [29], the rate between 50-75% of sample size were considered acceptable in research; hence, the choice of 60% of the geopolitical zones in the country was to give fair representation of the entire country (two geopolitical zones were selected from each part of the country i.e. North & South) as all the geopolitical zones in Nigeria might be too large and cumbersome to handle within the stipulated time frame. Also, to enable the researcher complete the study within the limited resources available for the study.

Besides, each of the geopolitical zones selected for the study has the following records of university libraries and librarians: North-Central has 13 university libraries with 244 librarians; North-West has 16 university libraries with 272 librarians; South-East has 10 university libraries with 167 librarians; and South-West has 15 university libraries with 240 librarians. The number of librarians in the fifty four (54)

selected public university libraries considered for this study was calculated at 923.

5. Research Instrument

The researcher employed the questionnaire in collecting data for this study. The questionnaire for this study was designed by the researcher. The researcher postulated six research questions for the study and designed the questionnaire along the identified research questions. Hence, the research instrument is divided into seven sections: A, B, C and D. Items in the instrument were gathered from the literature reviewed for the study.

Section A: Demographic information. It contained questions relating to demographic data of the respondents as per their institution, age, sex, marital status, educational qualification, designation, department and working experience.

Section B: Level of job satisfaction. It was sub-divided into six parts: employee recognition, good leadership styles, career advancement opportunities, conducive work environment, employee promotion opportunities, and remuneration.

Section C: Level of human capital development and job satisfaction. It was subdivided into two parts: manpower training and career development. It contained statements on manpower training such as training helps me to effectively inspire other employees towards goal accomplishment, it enables me in developing cooperative working relationship with other colleagues in the library, among others, and career development such as career development helps me in developing managerial/leadership skills, it helps me in eliminating unnecessary delays in completing work assignment, among others.

Section D: Challenging issues. It contains questions that mostly affected job satisfaction of librarians in the university library. These include: undemocratic leadership styles, lack of employee recognition, among others.

5.1. Validity of the Instrument

The research instrument was subjected to the scrutiny of some university librarians especially those with PhD degree in the field of librarianship and other experts in the areas of the variables studied; these were approached for their useful advice and input in order to validate the research instrument used for the study. Both face and content validity were employed in order to standardise the instrument and to make it more adequate for the study. Based on their useful feedback, the research instrument was modified where necessary.

5.2. Reliability of the Instrument

A pilot study was conducted. The researcher through friends

and research assistants administered 56 questionnaires and retrieved 38 copies (67.9%); among professional librarians of three public university libraries that were not part of the sample for the main study, these included: University of Benin, Delta State University and Ambrose Alli University all in the South-South geopolitical zone of Nigeria. These were subjected to Cronbach's alpha reliability analysis and with alpha reliability coefficient results as follows: Human Capital Development of Librarians $\alpha = 0.88$; and Job Satisfaction of Librarians $\alpha = 0.78$. With these results, the instrument was used for the study as the alpha reliability coefficient results for all the variables are more than 0.5 level of significant.

5.3. Research Procedure and Method of Data Collection

The corrected copies of the questionnaire were administered to professional librarians in all the fifty four (54) university libraries slated for the study. The respondents were assured that information supplied by them would be treated with utmost confidentiality and used solely for the purposes of academic research. Also, such information will not be divulged to a third party. The researcher intended to personally administer copies of the questionnaire to the affected librarians; but due to the wide geographical zones to be covered for the study and limited time frame, the researcher engaged the services of research assistants, electronic administration of the instrument to most of the respondents, friends working in most of these university libraries, NLA online forum and even the University Librarians so as to add credibility to the data collected and analysed for the study. On the whole, 923 copies of the corrected questionnaire were administered to librarians in all the 54 public university libraries slated for the study; out of which, a total number of 620 copies were retrieved. This gives 67.2% return rate of the administered research instrument for the study.

6. Data Analysis and Discussion of Findings

Data collected for this study was analysed using Statistical Package for Social Science (SPSS), 22.0 latest versions. The data collected were analysed using descriptive statistics, especially for research questions 1-3, while the hypothesis was tested using Pearson Product Moment Correlation (PPMC) analysis, this was used to test differences or relationships between the independent variable and dependent variable of the study. The result was to attest to the mutual relationship that existed among the variables (Human capital development and Job satisfaction) in the study.

6.1. Presentation of Demographic Information of Respondents

Table 1. Demographic characteristics of respondents.

S/N	Demographic Statement	Frequency	Percentage
1	Male	353	56.9
	Female	267	43.1
	Total	620	100
2	Single	114	18.4
	Married	455	73.4
	Divorced	33	5.3
	Widowed	18	2.9
	Total	620	100
3	Below 30	105	16.9
	31-40	186	30
	41-50	206	33.2
	51-60	116	18.7
	Above 60	7	1.1
	Total	620	100
4	BSc/BA	92	14.9
	BLIS	128	20.6
	MSc/MA	49	7.9
	MLIS	312	50.3
	PhD	39	6.3
	Total	620	100
5	Assistant Librarian	170	27.4
	Librarian II	133	21.5
	Librarian I	133	21.5
	Senior Librarian	81	13.1
	Principal Librarian	64	10.3
	Deputy University Librarian	27	4.4
	University Librarian	12	1.9
	Total	620	100
6	Below 6 years	213	34.4
	6-10 years	156	25.2
	11-15 years	108	17.4
	16-20years	52	8.4
	21-25 years	23	3.7
	26-30 years	54	8.7
	Above 30 years	14	2.3
	Total	620	100

Source: Field survey, 2016

From Table 1, it reveals that (56.9%) of the respondents were male. This implied that there were slightly more men in the librarianship profession than women in Nigeria. It was also revealed that majority of the respondents were married (73.4%). This implies that they would display maturity while discharging their duties to the library users in their various universities. It was revealed that there were more librarians in the age bracket of 41-50 years than any other age group closely followed by those in the age bracket 31-40. This simply meant a larger percentage of the respondents were relatively young and active.

Pertaining to the educational qualifications of the respondents, 50.3% were holders of Masters Degree in Library Science (MLIS) and others 20.6% were holders of Bachelor Degree in Library Science. This means that at least 71% of respondents were professionally qualified librarians. If it is assumed that the 6% who had Ph.D degrees got them from the field of librarianship, then this figure will increase to 77%. This shows that about a quarter (23%) of people working in Nigerian university libraries today hold degrees outside librarianship. This is understandable considering the role that information technology is playing in today's information provision services.

It was revealed from the table that 70% of librarians in Nigerian universities occupied the low level positions (Assistant Librarians, Librarian II, Librarian I) in the library. Assistant Librarians constituted the largest number in this group. Almost 80% of the respondents had spent less than 15 years as Librarians or Assistant Librarians, while almost half (34.4%) had spent less than 6 years. Those that had spent over 20 years on the job amounted to only 15% of respondents.

6.2. Data Analysis and Presentation Based on Research Questions

Research Question 1: What is the degree of job satisfaction of librarians in public University Libraries in Nigeria?

Table 2. Degree of job satisfaction of the respondents.

S/N	STATEMENT	VHD (%)	HD (%)	LD (%)	NA (%)	M	SD	AM
a.	Employee recognition							
i.	My opinion on work issues is respected	385 (62.1)	171 (27.6)	60 (9.7)	4 (0.6)	3.51	0.695	3.48
ii.	I am allowed to use my initiative on the job	355 (57.3)	206 (33.2)	53 (8.5)	6 (1)	3.47	0.692	
iii.	I am well respected	343 (55.3)	220 (35.5)	50 (8.1)	7 (1.1)	3.45	0.691	
B	Good leadership styles							
i.	My immediate boss is caring and considerate	296 (47.7)	246 (39.7)	66 (10.6)	12 (1.9)	3.33	0.743	3.33
ii.	My immediate boss is interested in my career progress	282 (45.5)	279 (45)	41 (6.6)	18 (2.9)	3.33	0.727	
iii.	Leadership style is generally democratic in my library	294	240	78	8	3.32	0.741	

S/N	STATEMENT	VHD (%)	HD (%)	LD (%)	NA (%)	M	SD	AM
		(47.4)	(38.7)	(12.6)	(1.3)			
c.	Employee promotion opportunities							
i.	My promotion boosts the level of my job performance	308 (49.7)	224 (36.1)	60 (9.7)	28 (4.5)	3.31	0.824	3.25
ii.	My promotion corresponds with the level of my input in the library	279 (45)	230 (37.1)	85 (13.7)	26 (4.2)	3.23	0.839	
iii.	My boss recommends me for promotion regularly	262 (42.3)	271 (43.7)	53 (8.5)	34 (5.5)	3.23	0.823	
iv.	My promotion is regular	258 (41.6)	249 (40.2)	99 (16)	14 (2.3)	3.21	0.789	
d.	Remuneration							
i.	My present designation in the library corresponds with my current salary.	315 (50.8)	212 (34.2)	67 (10.8)	26 (4.2)	3.32	0.828	3.21
ii.	I get salary increment as at when due.	319 (51.5)	199 (32.1)	60 (9.7)	42 (6.8)	3.28	0.897	
iii.	My salary is regular and it is been paid as at when due	277 (47.7)	258 (41.6)	63 (10.2)	22 (3.5)	3.27	0.785	
iv.	My salary corresponds with the level of my input in the library	295 (47.6)	217 (35)	68 (11)	40 (6.5)	3.24	0.888	
v.	The allowances paid to me are the same with other faculty staff of the university	309 (49.8)	191 (30.8)	74 (11.9)	46 (7.4)	3.23	0.929	
vi.	My salary is enough to meet all my basic needs.	241 (38.9)	255 (41.1)	75 (12.1)	49 (7.9)	3.11	0.903	
vii.	Some allowances are paid to other academic members without paying such to librarians in my university.	263 (42.4)	199 (32.1)	82 (13.2)	76 (12.3)	3.05	1.023	
e.	Conducive work environment							
i.	I have the resources I used to work effectively	271 (43.7)	251 (40.5)	89 (14.4)	9 (1.5)	3.26	0.755	3.20
ii.	I am happy to go to work everyday	272 (43.9)	233 (37)	88 (14.4)	27 (4.4)	3.21	0.844	
iii.	My office is air-conditioned	291 (46.9)	186 (30)	101 (16.3)	42 (6.8)	3.17	0.936	
iv.	My work mates are friendly	275 (44.4)	216 (34.8)	69 (11.1)	60 (9.7)	3.14	0.961	
f.	Career advancement opportunities							
i.	I am sponsored by the library to local conferences/workshops	291 (46.9)	199 (32.1)	110 (17.7)	20 (3.2)	3.23	0.852	3.13
ii.	I am allowed to attend conferences/workshops	280 (45.2)	227 (36.6)	80 (12.9)	33 (5.3)	3.22	0.865	
iii.	My boss encourages and seats with me to plan my career development	256 (41.3)	172 (27.7)	161 (26)	31 (5)	3.05	0.933	
iv.	I am sponsored by the library to international conferences	248 (40)	196 (31.6)	101 (16.3)	75 (12.1)	3.00	1.024	

Source: Field Survey, 2016

Key: VHD = Very High Degree, HD = High Degree, LD = Low Degree, NA = Not At All, M = Mean, SD = Standard Deviation; AM = Average Mean

It can be deduced from Table 2 that librarians in Nigerian Universities considered their degree of job satisfaction to be high judging by the average mean score of 3.13 on the scale of 4. They considered their being recognised by the authorities as well as the good leadership styles that were practised as the most important reasons for their job satisfaction in the university system. Each had average mean scores of 3.48 and 3.33 respectively. Specifically, librarians were satisfied with their job as their opinions on work related issues were respected (mean = 3.51), followed by the revelation that most librarians working in the university libraries were allowed to use their initiatives on some complex jobs (mean = 3.47). Also, it was revealed that their immediate boss showed keen interest in their career development efforts (mean = 3.33) so as

to improve their productivity.

Other degrees of satisfaction enjoyed by librarians in the university libraries were their promotion opportunities (average mean = 3.25), remuneration (average mean = 3.21), conducive work environment (average mean = 3.20) as well as career advancement opportunities (average mean = 3.13). Specifically, promotions privileges that librarians enjoyed in their various university libraries boosted their level of their job performance (mean = 3.31), it was revealed that their immediate bosses regularly recommended them for promotion to the next position they were to occupy in their libraries (mean = 3.23). Also, it was revealed by respondents that their present designations in their libraries corresponded with their current salaries (mean = 3.32) and they got salary increments

as and at when due (mean = 3.28). Librarians were provided with some resources that enabled them to discharge their duties effectively. Librarians were also sponsored by their university library authorities to attend local conferences/workshops within the country (mean = 3.23).

Research Question 2: What is the level of human capital development of librarians in public University libraries in Nigeria?

Table 3. Level of Human Capital Development and Job Satisfaction of the Respondents.

S/N	STATEMENT	SA (%)	A (%)	D (%)	SD (%)	M	STD	AM
a.	Manpower training							
i.	It helps me to effectively meet the information needs of library users.	386 (62.3)	204 (32.9)	20 (3.2)	10 (1.6)	3.56	0.639	3.48
ii.	Training enables me to put in my best in the library	398 (64.2)	172 (27.7)	40 (6.5)	10 (1.6)	3.55	0.689	
iii.	It enables me to identify, analyze and take critical decision that would enhance my productivity in the library.	377 (60.8)	215 (34.7)	22 (3.5)	6 (1)	3.55	0.614	
iv.	Training programmes are relevant to the needs of librarians in my library.	354 (57.1)	249 (40.2)	17 (2.7)	-	3.54	0.551	
v.	It enables me in developing cooperative working relationship with other colleagues in the library.	371 (59.8)	207 (33.4)	39 (6.3)	3 (0.5)	3.53	0.599	
vi.	Training should be done regularly in my library.	370 (59.7)	205 (33.1)	40 (6.5)	5 (0.8)	3.52	0.654	
vii.	It is flexible enough to cater for the needs of individual trainees.	344 (55.5)	254 (41)	14 (2.3)	8 (1.3)	3.51	0.611	
viii.	Training enables me to be more productive in this information age	359 (57.7)	217 (35)	36 (5.8)	8 (1.3)	3.50	0.667	
ix.	Training helps me to effectively inspire other employees towards goal accomplishment.	379 (61.1)	170 (27.4)	66 (10.6)	5 (0.8)	3.49	0.716	
x.	It assists me to be more relevant in the librarianship profession.	337 (54.4)	251 (40.5)	30 (4.8)	2 (0.3)	3.49	0.605	
xi.	Adequate training resources put in place in my library enhance my productivity.	345 (55.6)	219 (35.3)	48 (7.7)	8 (1.3)	3.45	0.693	
xii.	Knowledge I gained during training positively improves my work performance in the library.	330 (53.2)	238 (38.4)	41 (6.6)	11 (1.8)	3.43	0.696	
xiii.	They enable me to get the assigned difficult job done.	309 (49.8)	250 (40.3)	56 (9)	5 (0.8)	3.39	0.684	
xiv.	They help me to achieve quality work output in the library.	345 (55.6)	230 (37.1)	37 (6)	8 (1.3)	3.27	0.668	
b.	Career Development							
i.	Career development helps me in developing managerial/leadership skills.	379 (61.1)	213 (34.4)	22 (3.5)	6 (1)	3.56	0.614	3.45
ii.	It helps me in eliminating unnecessary delays in completing work assignments.	392 (63.2)	184 (29.7)	35 (5.6)	9 (1.5)	3.55	0.670	
iii.	It serves as criterion for my promotion to the next grade.	343 (55.3)	248 (40)	17 (2.7)	12 (1.9)	3.49	0.649	
iv.	It helps me to be open to changes that come up while discharging my duties in the library.	343 (55.3)	234 (37.3)	34 (5.5)	9 (1.5)	3.47	0.668	
v.	It assists me to deal effectively with work pressure.	340 (54.8)	233 (37.6)	41 (6.6)	6 (1)	3.46	0.663	
vi.	Career development opportunities enhance the level of my productivity in the library.	338 (54.5)	231 (37.3)	26 (4.2)	25 (4)	3.42	0.755	
vii.	It brings me up-to-date on changing technology in the librarianship.	346 (55.8)	198 (31.9)	68 (11)	8 (1.3)	3.42	0.736	
viii.	It enhances my effectiveness in the assigned higher responsibilities	333 (53.7)	220 (35.5)	59 (9.5)	8 (1.3)	3.42	0.715	
ix.	It enables me to overcome the challenges and complexities of the work environment.	346 (55.8)	198 (31.9)	49 (7.9)	27 (4.4)	3.39	0.812	
x.	Career development programme in my library is motivating and it improves productivity.	321 (51.6)	196 (31.6)	69 (11.1)	34 (5.5)	3.30	0.873	

Source: Field Survey, 2016

Key: SA = Strongly Agree; A = Agree ; D = Disagree; SD = Strongly Disagree; M =Mean; STD = Standard Deviation; AM = Average Mean

It could be seen in Table 3 that librarians in Nigerian Universities considered their level of human capital

development to be very high judging by the average mean score of 3.45 on the scale of 4. They considered their

manpower training as the greatest measures of their human capital development in the university system. This had an average mean score of 3.48. Specifically, training helps librarians to effectively meet the information needs of library users (mean = 3.56) and it equally enables them to put in their best (mean = 3.55) as well as having ability to identify, analyze and take critical decision that would enhance their

productivity in the library (mean = 3.55). They were of the view that training programmes are relevant to their needs (mean = 3.54).

Research Question 3: What challenges face librarians' job satisfaction and productivity in public university libraries in Nigeria?

Table 4. Challenging issues affecting job satisfaction and productivity of librarians.

S/N	STATEMENT	VGE(%)	GE(%)	ME(%)	NE(%)	M	SD	AM
i.	Non-payment of similar allowances payable to other academic staff in the university	264(42.6)	209(33.7)	85(13.7)	62(10)	3.09	0.978	
ii.	Lack of employee recognition	273(44)	192(31)	88(14.2)	67(10.8)	3.08	1.005	
iii.	Marginalization of librarians by the university authority.	266(42.9)	190(30.6)	85(13.7)	79(12.7)	3.04	1.037	
iv.	Irregular payment of salary and wages	269(43.4)	172(27.7)	107(17.3)	72(11.6)	3.03	1.035	
v.	Lack of conducive work environment in my university	256(41.3)	194(31.3)	101(16.3)	69(11.1)	3.03	1.011	
vi.	Irregular promotion opportunities	237(38.2)	221(35.6)	93(15)	69(11.1)	3.01	0.989	3.02
vii.	Lack of effective job design that would enable library services to be effectively carried out	250(40.3)	200(32.3)	96(15.5)	74(11.9)	3.01	1.018	
viii.	Inadequate provision for my basic needs by the organization	218(35.2)	236(38.1)	111(17.9)	55(8.9)	3.00	0.942	
ix.	Inadequate security of lives and library resources	221(35.6)	248(40)	65(10.5)	86(13.9)	2.97	1.009	
x.	Undemocratic leadership styles in my library	236(38.4)	196(31.6)	114(18.4)	74(11.9)	2.96	1.021	

Source: Survey Field, 2016

Key: VGE = Very Great Extent; GE = Great Extent; ME = Moderate Extent; NE = Not Extent; M = Mean; SD = Standard Deviation; AM = Average Mean

Table 4 reveals that librarians in Nigerian Universities considered those issues affecting librarians' job satisfaction and productivity to be high judging by the average mean score of 3.02 on the scale of 4. Major challenging issues facing Nigerian university librarians were non-payment of similar allowances payable to other academic staff (mean = 3.09), lack of employee recognition (mean = 3.08) and marginalization of librarians by the university authorities (mean = 3.04), irregular payment of salary and wages (mean = 3.03), lack of conducive work environment (mean = 3.03). Others were irregular promotion opportunities (mean = 3.01), lack of effective job design (mean = 3.01), inadequate provision of basic needs to librarians (mean = 3.00), inadequate security of lives and properties (mean = 2.97) as well as undemocratic leadership styles (mean = 2.96).

6.3. Hypothesis Testing

Ho: There is no significant relationship between human capital development and job satisfaction of librarians in public university libraries in Nigeria

Table 5. Correlation Analysis between Human Capital Development and Job Satisfaction of Librarians in Public University Libraries in Nigeria.

Variables	Mean	Standard Deviation (SD)	N	R	P	Remark
Human capital development	3.27	0.78	620	0.037	0.000	Sig.
Job satisfaction	3.47	0.62				

Significant at 0.05 level

The mean of human capital development of librarians in Nigerian university libraries was 3.27, SD = 0.78 while that of job satisfaction was 3.47, SD = 0.62. The correlation of coefficient obtained was 0.037 with p-value < 0.05. The result showed positive correlation between human capital development and job satisfaction of librarians. There was a positive significant relationship between the variables as indicated in the above table as (r = 0.037, N = 620, P < 0.05). Null hypothesis is rejected. This indicates that there is significant relationship between human capital development and job satisfaction of librarians in public university libraries in Nigeria.

Discussion of major findings of this study was in relation to past studies and research questions on which sources of relationships between human capital development and job satisfaction of librarians were established through past empirical studies. Each of the six research questions and ten hypotheses were based on determining the influence they had on the job satisfaction and productivity of librarians. The study also determined whether or not all the three independent variables (i.e. employee motivation, emotional intelligence and human capital development) had any significant effect on the two dependent variables (i.e. job satisfaction and productivity) of librarians in the public university libraries in Nigeria. The findings of the study are discussed as follows:

Research question one showed that librarians considered their being recognised by the authorities as well as good leadership styles that were practised as the greatest measures

of their job satisfaction in the university system. The results were supported by the submissions of Singh and Jain [44]; Research question one showed that librarians considered their being recognised by the authorities as well as good leadership styles that were practised as the greatest measures of their job satisfaction in the university system. The results were supported by the submissions of [Singh & Jain, 44; Chuks-Ibe & Ozioko, 13; Noor et al, 32] who opined that job satisfaction of an employee in the organization was the collection of positive and/or negative feelings that an individual holds toward his or her job. They reported that achievement depends on employee satisfaction and in turn contribute to organizational success and growth. They concluded in their studies that job satisfaction boosts productivity of employees in the organization.

The findings were also supported by Russell [40] as well as Massachusetts Institute of Technology [27] who submitted in their findings that employee recognition was a motivational element that could be applied in the managerial level to motivate the employees for better job performance and being more innovative. They further stressed that recognition was a positive feedback that enabled employees to know that they were valued and appreciated by their employers and co-workers.

Research question five showed that librarians considered their manpower training as the greatest measures of their human capital development in the university system. Specifically, training librarians to effectively meet the information needs of library users, and it enables them to put in their best as well as having ability to identify, analyze and take critical decision that would enhance their productivity in the library. They were of the view that training programmes are relevant to the needs of librarians. It should be noted here that library was a service delivery institution; it was saddled with a major responsibility of meeting the information needs of its users. Thus, its personnel especially librarians must be well trained.

This result confirmed the earlier studies of Akintayo [2], Akorede [3] as well as Banabo and Ndiomu [9] who asserted that training and development of staff in any organization was an integral part of the success or failure of the organization. They further posited that, for an organization to utilize the full potentials of its employees it must be willing and able to spend huge amount of capital in training and development of skills either on-the-job or through educational institutions. To buttress the aforementioned scholars, Onuka and Ajayi [36] opined that manpower or staff training and development was a necessary work activity that makes a very significant contribution to the overall effectiveness and profitability of an organization.

On the other hand, career development of librarians in relation to their productivity in the university library was the second focus of HCD in this study. It was revealed by high percentage of respondents that career development helped in developing their managerial and leadership skills. This result corroborated Oluchi and Ozioko [35], who noted that lack of managerial skills by administrators and bad library tools were some of the problems associated with job satisfaction of librarians. Masood et al [26] posited that training was an important factor that helped in increasing the satisfaction of employee, as it acknowledged the person about his or her jobs and provided a better understanding. Training equipped employees with certain skills that are required for the enhanced performance regarding job responsibilities. It helped in developing the mental capabilities of librarians to face the new challenges in librarianship that was brought about with the application of Information Communication Technology (ICT) into processing and disseminating information resources to the library users. Also, the managerial skills of every librarian had to be developed through attending of management seminars, conferences and workshops within and outside the shores of Nigeria.

The researcher concurred with the submissions of the aforementioned scholars; this implied that the university library management must devote more financial resources into the human capacity building of its workforce especially librarians; thus, the university management in addition to the annual budget devoted for the staff development in the organization should access the Tertiary Educational Trust Fund (TETFUND) that was set up by the Federal Government of Nigeria to cater for the manpower capacity building of mostly academic staff of various institutions of higher learning in Nigeria instead of allowing the fund staying idle in the Central Bank of Nigeria account.

Research question three showed that librarians were facing some challenges that affected their level of job satisfaction and productivity in the university libraries. Specifically, it was showed that non-payment of similar allowances payable to other academic staff followed by inadequate employee recognition and marginalization of librarians by the university authority greatly affected job satisfaction of librarians in the university. It could be reiterated here that job satisfaction of employees plays a crucial role in determining the general output of workers in any organization. "Job is an occupational act that is carried out by an individual in return for a reward" while satisfaction is "the way one feels about events, rewards, people, relation and amount of mental gladness on the job" [Somvir & Kaushik, 46, p.1]. In other words, job satisfaction of workers in any organization especially the university library, is the pivotal of its growth and development. Therefore, job satisfaction is important to

librarianship as it is to other professions [Murray, 28]. Librarians like other faculty members in the university, should be made to enjoy job satisfaction factors that would enable them to be more productive in the university library.

The study revealed unequal payment of allowances payable to other academic staff in the university as the highest problem affecting job satisfaction of librarians in most university libraries. This finding confirmed the submission of Nwosu et al [33] that majority of librarians in Nigeria were being poorly paid and motivated. Unfortunately, some public university authorities maintained segregation administrative system; they were not treating their faculty members equally; there were some allowances paid to lecturers which were regarded by the university management as “core academic staff” but which were not paid to the librarians. It could be noted that with such composition, the morale of librarians in such university would be low and this would as well affected the level of their job satisfaction and productivity. It showed that librarians were not recognized as full academic staff of the university management and they were being treated as second class academic staff in the same university. Hence, this apartheid management style must stop; if not there would be high rate of staff turnover in the public university library.

The result of inadequate recognition of librarians in most Nigerian university system has contradicted the submissions of Russell [40] as well as Massachusetts Institute of Technology [27] who noted in their findings that employee recognition is a motivational element that could be applied in the managerial level to motivate the employees for better job performance and being more innovative. They further stressed that recognition is a positive feedback that enables employees know that they are valued and appreciated by their employers and co-workers.

From the findings and analysis presented in Table 5, the null hypothesis six was rejected. This indicates that there was a significant relationship between human capital development and job satisfaction of librarians in the public university libraries in Nigeria ($r = 0.037$, $P < 0.05$). The result agreed with other previous studies of Akintayo [2], Akorede [3], Bibi et al [10], Sirca et al [45], Majumber [24] and Niazi [31]; they established the relationship between human capital development and job satisfaction of employees in the organization. This implied that human capital development and job satisfaction were interrelated; if an employee received adequate training in his workplace, this would enabled him to gather enough knowledge and skills needed for the execution of a given task and thereby makes him to have positive attitudes towards performing such job. Therefore, Management should make a clear cut career advancement path in the staff development policy of the organization.

However, the major findings of the study were summarised as follows:

1. Librarians in Nigerian Universities saw their level of job satisfaction as very high judging by the average mean score of 3.13 on a scale of 4. They attributed this to being recognised by the authorities as well as good leadership styles that were practised as the greatest measures of their job satisfaction in the university system.
2. Also, librarians' level of human capital development was very high judging by the average mean score of 3.45 on the scale of 4. They considered their manpower training as the greatest measures of their human capital development in the university system. They posited that training would enable them to effectively meet the information needs of library users.
3. Challenging issues facing university librarians' job satisfaction was very high judging by the average mean score of 3.02 on the scale of 4. They attributed these to non-payment of similar allowances payable to other academic staff as well as lack of adequate recognition and marginalization of librarians by the university authorities.

7. Conclusion and Recommendations

The study had succeeded in disabusing the earlier submission of low level job satisfaction of library personnel judging from its findings. It was directed towards librarians' welfare and personal issues such as human capital development and job satisfaction. The study established that human capital development was positively correlated with job satisfaction of librarians in the Nigerian public university libraries.

Besides, the study confirmed the assertion that job satisfaction enhances productivity of workers in any organization especially in the public university libraries as a job satisfied librarian is a happy and productive librarian. Therefore, in the public university institutions, the welfare of librarians should be taken seriously. They should be adequately and fairly motivated so as to enable them discharge their duties effectively. It is expedient for the university authorities to seek and put in place those motivating factors that would enhance job satisfaction of workers in the university community. Hence, the findings and recommendations that emanated from this study would be relevant to our local needs in Nigeria.

Therefore, based on the findings and challenges that were revealed in this study, the following recommendations are hereby proffered as the way forward:

1. Lower level of career advancement opportunities when

compared with employee recognition job satisfaction factor, suggests that librarians may lack adequate sponsorship to attend international conferences. The researcher recommends that the university authorities should allocate reasonable fund in her annual budget mainly for sponsoring librarians to attend both local and international conferences, seminars, and workshops in order to equip them to effectively discharge their professional duties.

2. The study revealed low level career development in comparison with manpower training programme in most Nigerian public university libraries. This was attributed to inadequate career development programmes in most public university libraries. Every library should put in place a well-designed career development programme for its personnel especially librarians. Librarianship subject experts and other professionals in psychology, ICT and other relevant fields should be engaged to conduct periodic in-house training/career development programmes for the librarians in order to boost their productivity.
3. The study equally revealed that job satisfaction of librarians in most Nigerian public university libraries were been challenged by non-payment of similar allowances payable to other academic staff as well as inadequate employee recognition and marginalization of librarians by the university authorities. The university authorities should mete out equal treatment to every academic staff and none should be marginalized nor given higher priority over the others. In other words, no academic staff should be treated as a core staff or regarded as a very important personality (VIP) over the others. Hence, they should be paid equal salaries and allowances in line with the government approved salary structures. Also, librarians should be given adequate recognition as custodians and managers of information resources needed in supporting the curricula of each academic programme in the university system.

Nevertheless, the study has the following implications. First, the findings of this study indicate that Librarians in Nigerian Universities saw their level of job satisfaction and productivity as very high. They attributed this to being recognized by the authorities as well as good leadership styles that were practiced as the greatest measures of their job satisfaction in the university system. They considered their contribution to students' academic success and the universities' success in getting more courses accredited as major measures of their level of productivity. These would improve growth and development of the university system as there will be increase in students enrolment and more new programmes will be accredited for the university.

Besides, the study equally revealed that human capital development correlated with the job satisfaction of librarians in the Nigerian Public university libraries. This implies that a fairly motivated librarian who received relevant training coupled with constant career development will have high level job satisfaction and will be more productive in the university library. Also, the study affirmed that a satisfied worker is a productive worker.

On the whole, the study showed some challenging issues facing university librarians' job satisfaction and productivity was very high. They attributed these to non-payment of similar allowances payable to other academic staff as well as lack of adequate recognition and marginalization of librarians by the university authorities. If these problems were not checked, they will lead to low productivity and loss of experienced librarians in the university system. Also, the finding of this study in the area of inadequate funding of library resources; will result in inadequate provision of relevant educational resources to support the curricula and programmes in the university system.

8. Contribution to Knowledge

The centrality of the findings of this study established the link between human capital development with job satisfaction of librarians in public university libraries in Nigeria.

The study provides detailed information on those employees' motivation and job satisfaction factors that would boost the productivity of librarians in the university community. Also, it would enable the university authorities to effectively meet the basic needs of her workforce especially librarians and thereby help in retaining the experienced workforce in the university libraries.

The findings of this study confirmed the dearth of research in investigating the relationships between welfare and personal issues such as human capital development on one side and job satisfaction on the other side. Thus, this study has created a platform through which the existed gap has been filled and a bedrock through which future research could be based.

Moreover, the present study focused on the human capital development as correlates of job satisfaction of librarians in public University libraries in Nigeria. The study surveyed all the public universities in North-Central, North-West, South-East and South-West geopolitical zones in Nigeria. Therefore, the following areas of study are suggested for further research:

1. An investigation on how librarians in the Public Universities in North-East and South-South geopolitical zones of Nigeria perceive the factors identified in this study in relationship to their job satisfaction and productivity.

2. A study on how librarians in the Private Universities in Nigeria perceive the factors identified in this study in relationship to their job satisfaction and productivity.
3. A study on how librarians in other Tertiary Institutions in Nigeria perceive the factors identified in this study in relationship to their job satisfaction and productivity.
4. A study on how the perceptions of librarians in the Public Universities in Nigeria compare with those of the librarians in Private Universities.
5. Finally, the study also restricts itself to manpower training and career development; investigation should be made into other areas of human capital development that would enhance job satisfaction and productivity of workers in the university system or in similar institutions of higher learning.

9. Limitation of the Study

One of the major constraints of this study was that it was difficult to retrieve the administered research instrument from many librarians as most of them refused to complete it with an excuse that the instrument is too voluminous, some even refused to participate in the study. This situation was solved by the researcher and those that worked with him as they had to convince and persistently pleaded with the respondents through constant telephone calls and regular emails sent to remind them. He personally pleaded with others that were in nearby universities for their assistance in completing the research instrument. Also, he sent money to some of his Research Assistants as their compensation and to buy soft drinks for the respondents. This motivating factor greatly improved the return rate of the research instrument. Nevertheless, many librarians especially in the Northern States of Nigeria showed great enthusiasm towards the study and they completed the instrument sent to them promptly. Besides, finance also constituted a great hindrance, but God divinely helped the researcher. He got credit facilities from banks, individuals and cooperative societies of his office to finance the programme. However, these limitations were not insurmountable, as the researcher worked around them to record success in the outcome of the research.

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