

# Job Motivation, Satisfaction and Its Effects on Library Officers' Productivity in Three Selected Libraries in Ibadan, Oyo State, Nigeria

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## Abstract

**Purpose:** This research work was carried out to examine how job satisfaction affects library officer's productivity in three selected universities in Nigeria.

**Design/Methodology/Approach:** The research was carried out in three selected libraries in Ibadan, sampled population was 72 library officers. The data collected were analyzed using frequency and percentages to answer the research questions. And they were presented in tables. The design adopted for this study was the survey research design. The instrument used for collecting data was Questionnaire and direct Observation. A questionnaire was designed to obtain information relating to the research questions and research objectives from the respondents

**Findings:** The study concludes that job satisfactions affects productivity of library officers in institutions to a very large extent. The result shows that a positive attitude will increase the quality and quantity of library officers' performance. Hence such a situation is good for a library. But, some institutions do not show concern about satisfaction of library officers. It further revealed that intrinsic rewards also play an important role in satisfying library officers. Hence, the attitudes of librarians towards intrinsic rewards should be changed.

**Implications:** The study recommends that if institutions can be more concerned about the job satisfaction of library officers, better performances can be achieved and advised that employers should show more concern about extrinsic rewards than intrinsic rewards in order to improve performance of library officers.

**Originality/Value:** This work has not been published before. Since the findings shows that job satisfaction has great influence on the librarians performance, appraising the staff performance will ensure that the factors that makes for job satisfaction are still in place before making a decision on whether a librarian is performing well or bad and take responsibility for management induced inefficiency. Positive attitudes will increase the quality and quantity of library officers' performance. Hence such a situation is good for an institution.

**Keywords:** Job Satisfactions, Library Officers, Productivity, Compensations, extrinsic Rewards.

**Paper type:** Researched work

## Introduction

Job Satisfaction is a pleasurable emotional state resulting from the appraisal of one's job - an affective reaction to one's job and an attitude toward ones' job (Shahnawaz & Jafri, 2009). Librarian job satisfaction refers to a Librarians affective relation to his or her working role. It's a function of the perceived relationship between what one wants from working and what one perceives it is offering to a Librarianship ( Zembylas & Papanastasiou, 2004).

Job satisfaction can be described as a positive emotional state resulting from the characteristics and aspects of a work setting (Arches 1991; Dressel 1982; Jayaratne & Chess, 1982). So many studies on job satisfaction revealed several complex and interrelated ways to conceptualize that concept (Madlock & Kennedy-Lightsey, 2010). Woods & Weasmer (2002) suggested that when librarians are satisfied, the rate of attrition is reduced, collegiality is enhanced, and job performance improves. Lester (1982)

defined Librarian job satisfaction as the extent to which a Librarian perceives and values various factors such as evaluation, collegiality, responsibility and recognition. The major factor associated with school Librarians' decision to leave or to remain in the working profession is their job satisfaction. Their individual feelings may arise as a result of several factors such as relationship to co-workers, salaries, benefits, educational policies, administration, working conditions, advancement opportunities, responsibilities within the job, recognition, and so on (Ossai 2004; Ubom & Joshua 2004). Job satisfaction comprises the characteristics of the individual and the situation and the individual's perception of that situation (Sisk, 2008). Holler, Clay and Perkins (2009), discovered that nearly 50% of the public school librarians sampled in their study were not satisfied with their jobs. Librarians were least satisfied with finances related to working and most satisfied with their co-workers. Librarian job satisfaction has been positively related to school reform issues such as librarian professionalism, participative decision-making, Librarian growth, and Librarian empowerment, perceptions of school climate and workplace conditions, (Stockard & Lehman 2004). If one turns his attention solely to library officers in Nigeria, it has been observed that certain compensation and benefits enjoyed to workers are not extended to practicing library officers. The reason may not be farfetched in the sense that institution sees library officers as supporting staff, thus placing them as second tier staff. Library personnel are expected to maximally utilize the University Library resources as one of their major sources of information both for personal usage and to enhance their effectiveness. However, noting from observation and from the studies conducted on information usage has established that library personnel do not use most of the library information resources these maybe as a result of several factors among which is job satisfaction. However,

### **Statement of the Problem**

Library personnel need to exhibit high enthusiasm because most frequently, they socially interact with the users when trying to

satisfy their information needs. This study aimed to fill this gap and provide real insight into job satisfaction assessment with productivity in libraries. Consequently, much has been written about librarians association between job satisfaction among workers and their productivity but this research work centers on assessing the extent job satisfaction affects library officers' productivities of library workers in selected universities. Despite the important roles of librarians, some librarians still exhibit poor attitude towards their work and those they serve. This apparent attitude exhibited by some librarians might be linked to lack of job satisfaction and this leads to lack of commitment to work which makes them perform below expectations. This however will affect meeting the information needs of library users thereby hindering the general progress in research, scholarship and the institutional development. This study therefore aims at identifying those benefits and compensation enjoyed by staff that may be of significant value in boosting the moral of library officers and assess if it affects their productivity during their course of their job with a view to recommending a way out of the situation.

### **Objectives of the Study**

The main objective of this study is to find out how job motivation and satisfaction effect library officers' productivity in 3 selected libraries in Ibadan, Oyo state, Nigeria. The Specific objectives are to examine;

- i. the extent of job satisfactions among library staff in the selected libraries
- ii. intrinsic and extrinsic factors that may contributes to the satisfaction level of library staff
- iii. the relationship between Job satisfaction and Productivity among library staff

### **Research Questions**

The following research questions were developed to guide the study:

- i. what is the extent of job satisfaction of library staff in the selected libraries?
- ii. What are the intrinsic and extrinsic factors that may contribute to the satisfaction level of library staff?

- iii. What is the relationship between Job satisfaction and Productivity among library staff?

### Literature Review

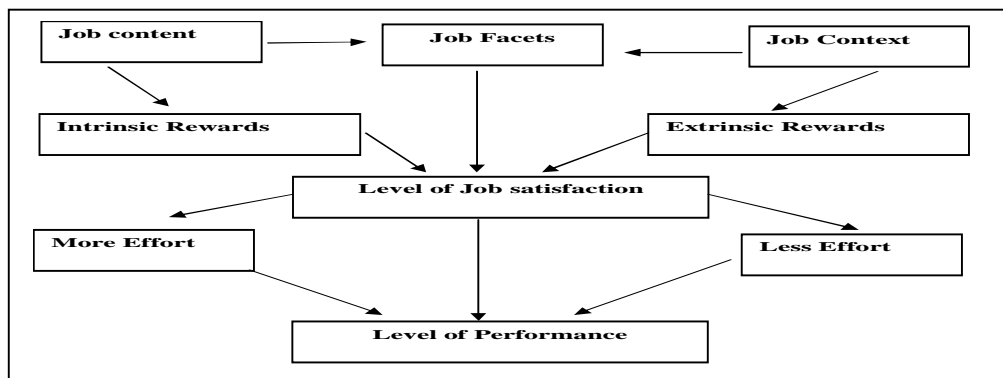
Library officers are ubiquitous office workers needed in every type of library (big or small) to assist their superiors or executives in carrying out their responsibilities. Library officers are produced from the universities, polytechnics and colleges of education in Nigeria.

**Relationship between job Satisfaction and Productivity:** Job satisfaction is an important attribute of all labor market matches as it is a useful summary measure of utility at work. The effects of job satisfaction on various labor market outcomes have been widely explored in the literature (e.g. Freeman 1978). Despite this, there are still relatively neglected areas of research. One of those concerns the effect of library officers' job satisfaction on firms' performance. Job satisfaction can have a positive effect on performance if it increases effort e.g. by reducing employee shirking and superfluous on-the-job activities. The issue has been at a high place in the policy agenda. For example, European Union argues in its Lisbon strategy that job satisfaction positively contributes to firms' performance. This is a rather provocative claim, because it implies that policies to improve job satisfaction would be beneficial for both library officers and employers.

The empirical evidence on the relationship between job satisfaction and productivity is quite sketchy owing to the lack of suitable data. The connection between job satisfaction and productivity is also challenging to identify, because job satisfaction is only one of the many different factors that affect firms' productivity. Judge et al. (2001) perform a meta analysis covering 312 samples with a combined number of observations of 54 417. The mean correlation between job satisfaction and job performance is estimated to be 0.30. The 80% confidence intervals range from 0.03

to 0.57. Some of the highest estimates are likely to be caused by the fact that establishment characteristics are not controlled for in all studies. Furthermore, the causal effect of job satisfaction is difficult to establish, as there may be reverse causality from firm performance to job satisfaction. Employee satisfaction refers to 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. Job Satisfaction is an emotional response to a job. Job satisfaction is one of the most popular and widely researched topics in the field of institutional psychology (Spector, 1997). Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction has been studied both as a consequence of many individual and work environment characteristics and as an antecedent to many outcomes. Library officers who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display institutional commitment, and more likely to be satisfied with their lives (Lease, 1998).

There are a variety of factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements). The happier people are within their job, the more satisfied they are said to be. The concept of job satisfaction has gained importance ever since the human relations approach has become popular. Job satisfaction involves complex number of variables, conditions, feelings and behavioral tendencies.



### Job Satisfaction Models

**Affect theory:** Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met.

**Dispositional approach:** The dispositional approach suggests that individuals vary in their tendency to be satisfied with their jobs, in other words, job satisfaction is to some extent an individual trait. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins raised apart have similar levels of job satisfaction. A significant model that narrowed the scope of the dispositional approach was the Core Self-evaluations Model, proposed by Timothy A. Judge, Edwin A. Locke, and Cathy C. Durham in 1997. Judge et al. argued that there are four Core Self-evaluations that determine one's disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism. This model states that higher levels of self-esteem (the value one places on his/her self) and general self-efficacy (the belief in one's own competence) lead to higher work satisfaction. Having an internal locus of control, (believing one has control over her/his own life, as opposed to outside forces having control) leads to higher job

satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction.

**Opponent process theory:** Events that seem negative in manner will give rise to the feelings of stress or anxiety. Events that are positive give rise to the feeling of content or relaxation. The other process is the opponent process, which induces feelings that contradict the feelings in the primary processes. Events that are negative give rise to feelings of relaxation while events that are positive give rise to feelings of anxiety. A variety of explanations have been suggested to explain the uniformity of mood or satisfaction. This theory shows that if you try to enhance the mood of individual it will more likely fail in doing so. The opponent process theory was formulated to explain these patterns of observations.

**Equity theory:** Equity Theory shows how a person views fairness in regard to social relationships such as with an employer. A person identifies the amount of input (things gained) from a relationship compared to the output (things given) to produce an input/output ratio. They then compare this ratio to the ratio of other people in deciding whether or not they have an equitable relationship. Equity Theory suggests that if an individual thinks there is an inequality between two social groups or individuals, the person is likely to be distressed because the ratio between the input and the output are not equal.

**Discrepancy theory:** The concept of discrepancy theory explains the ultimate source of anxiety and dejection. An individual, who has not fulfilled his responsibility feels the sense of anxiety and regret for not performing well, they will also

feel dejection due to not being able to achieve their hopes and aspirations. According to this theory, all individuals will learn what their obligations and responsibilities for a particular function, over a time period, and if they fail to fulfill those obligations then they are punished. Over time, these duties and obligations consolidate to form an abstracted set of principles, designated as a self-guide. Agitation and anxiety are the main responses when an individual fails to achieve the obligation or responsibility. This theory also explains that if achievement of the obligations is obtained then the reward can be praise, approval, or love. These achievements and aspirations also form an abstracted set of principles, referred to as the ideal self guide. When the individual fails to obtain these rewards, they begin to have feelings of dejection, disappointment, or even depression.

**Two-factor theory (motivator-hygiene theory):** Frederick Herzberg's Two-factor theory (also known as Motivator Hygiene Theory) attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and institutional goals.

**Job characteristics model:** Hackman & Oldham proposed the Job Characteristics Model, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model states that there are five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation, and performance).

### Strategies for Motivating Workers

Bernard in Stoner, et al (1992) accords due recognition to the needs of workers saying that

"the ultimate test of institutional success is its ability to create values sufficient to compensate for the burden imposed upon resources contributed." Bernard looks at workers, in particular librarians, in an organized endeavour, putting in time and efforts for personal, economic, and non-economic satisfaction. In this era of the information superhighway, employers of information professionals or librarians must be careful to meet users' needs, otherwise, they will discover that they are losing their talented and creative professionals to other institutions / schools who are ready and willing to meet their needs and demands. The question here is what strategies can be used to motivate information professionals, particularly librarians? The following are the suggested strategies:

#### Salary, Wages and Conditions of Service:

To use salaries as a motivator effectively, personnel librarians must consider four major components of a salary structures. These are the job rate, which relates to the importance the institution attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of information professionals or librarians, or with long service; and fringe benefits such as holidays with pay, pensions, and so on. It is also important to ensure that the prevailing pay in other library or information establishments is taken into consideration in determining the pay structure of their institution.

**Money:** Cascio, W.F. (2003) asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success.

**Staff Training:** No matter how automated an

institution or a library may be, high productivity depends on the level of motivation and the effectiveness of the workforce. Staff training is an indispensable strategy for motivating workers. The library institution must have good training programme. This will give the librarian or information professional opportunities for self-improvement and development to meet the challenges and requirements of new equipment and new techniques of performing a task.

### Methodology

A research design has to do with procedure or method used in carrying out the study. The design adopted for this study is the survey

research design. This is because it is an ascertained procedure that reasons, answers and explains the procedures preferring solution to the stated problem of the study. The instrument used for collecting data was Questionnaire and direct Observation. A questionnaire was designed to obtain information relating to the research questions and research objectives from the respondents. Population was made up of 72 Library officers/ library assistants from 3 selected institutions which were Lead City University, University of Ibadan and The Polytechnic of Ibadan. Data collected were analyzed, using simple frequency counts and percentage. The results were presented in tables.

### Results:

**Table 1:** Distribution of the respondents by Place of work

Place of work	Frequency	Percentage
University of Ibadan	30	50%
Lead City University	15	25%
The Polytechnic Ibadan	15	25%
<b>Total</b>	<b>60</b>	<b>100.0</b>

Source: Field work, July 2015

Table 1 above shows 3 institutions that were selected for the study. The table shows that 30(50%) of the respondents were from

University of Ibadan, 15(25%) were from Lead City University, 15(25%) were from the polytechnic Ibadan

### Demographical Characteristics

**Table 2:** Distribution of the respondents by Qualification

Qualification	Frequency	Percentage
NCE / OND	13	21.6%
M.Sc Above	2	3.4%
HND/PGD/B.Sc	45	75%
<b>Total</b>	<b>60</b>	<b>100.0</b>

Source: Field work, July 2015

From the table above 2, 13(21.6%) of the respondents have NCE / OND, 2(3.3%) have M. Sc and 45 (75%) have HND, PGD / B.Sc.

certificate. The table reveals that majority of the respondents that responded to this research work are degree holders.

**Table 3:** Distribution of the respondents by the year spent in the institution

Year Spent	Frequency	Percentage
1-3 years	11	18.3%
3-5 years	23	38.3%
6years above	26	43.3%
<b>Total</b>	<b>60</b>	<b>100.0</b>

Source: Field work, July 2015

The table above shows that 11 (18.3%) of the respondents have spent 1-3 years in the institutions library, 23 (38.3%) of them have being in these institutionsfor between 3 – 5

years and about 26 (43.3%) have spent 6 years and above in the institutions library. The result shows majority of the personnel sampled in there institution have spent between above 4years in their various offices.

It simply tell us that library officers are not very mobile when it comes to 'job mobility' as they tend to stay long in their chosen

profession and institutions as indicate from the table above.

### Answers to Research Questions

Research Question 1: to what extent are library officers satisfied with their jobs?

**Table 4: Sowing responses to Job Satisfaction of Library officers**

S/No	Variable	SA (%)	A (%)	D (%)	SD
5	I am happy with the state of my Job	54 (90)	6 (10)	0 (0)	0
6	I am satisfied with my workload	53 (88.3)	5 (8.3)	2 (3.3)	0
7	I can work with this institution for the rest of my life without regretting	54(90)	5 (8.3)	1 (1.6)	0
8	My institution have severe packages for library officers	51(85)	1 (1.6)	8 (13.3)	0
9	My Medical Bills and Insurance are being taking care of by my institution	30(50)	13 (21.6)	17 (28.3)	0
10	I am happy with the daily challenges my work throws at me	5 (8.3)	55 (91.6)	0 (0)	0

Source: Field work, July 2014

From the result above, one could clearly observe that majority of library officers / library assistants are happy doing their work. A 100% response was given in favour of library officers being happy with their job as library officers and a further 97% said they were satisfied with their workload in their various offices. When further questions were asked on them working in their present jobs for the rest of their working carrier, 98.3% of the respondents strongly agreed, though they love their job and are satisfied with their duties they were ready to commit their future to their present job. When asked if their institution have severe packages for library officers 86.6% response was yes. They said they are working in there institution with great hope for severe packages outside after their careers. On the aspect of Medical Bills and Insurance being paid by institution, the

response were 71.6% agreed that their medical bills are taken care of by their institution. The last question on this section was on if library officers were happy with the challenges their work throws at them daily it was surprising to observe that all the responded agreed that they were very satisfied and pleased with the challenges they face daily on their duties.

This finding agrees with Thierry (1998), who stated that satisfied people will put more effort in their job. Keller (1997) and Querles (1994) reported positive relationship between organizational commitment and performance, and sees satisfaction as a predictor of turnover. Equally, Mathieu and Zajac (1990), reported that low satisfaction can result in low turnover, and absenteeism.

**Research Question 2:** What is the extent of librarian job satisfaction on their productivity?

**Table 5: Librarian job motivation and its effects on their productivity**

		SA	A	D	SD
11	The daily routine of my job has no effect on my health	52 (86.6)	6 (10)	2 (3.3)	0 (0)
12	The conditions in my office determines my daily productivity	51 (85)	6 (10)	3 (5)	0 (0)
13	I am more productive when I am happy with my financial benefits	57 (95)	3 (5)	0 (0)	0 (0)
14	I feel sad and less productive when my benefits are not being paid	49 (81.6)	9 (15)	2 (3.3)	0 (0)
15	My productivity is determined by the extent of my motivation in the office	51 (85)	3 (5)	6 (10)	0 (0)
16	Money has a lot to do with how motivation I am in the office	4 (6.6)	52 (6.6)	4 (6.6)	0 (0)
17	Salary, benefits, bonuses and environments are related to my productivity	52 (86.6)	5 (8.3)	3 (5)	0

Source: Field work, July 2015

The table above shows the position of respondents on job motivation and its effects on library officer's productivity. From the first question on library officer's daily routine of their job and the effect on their health, over 96% agreed that their daily work routine definitely has effect on their health. When asked on if the conditions in their office affect their daily productivity, 95% agreed that it do affect their productivity while 5% said it does not. A 100% of respondents tied their productivity to their happiness financially and said they are more productive whenever they are in a better financial state. And over 96% said they are less productive when their benefits i.e. salaries are being delayed or not being paid. This means that people are more productive and are willing to even give more of their best when they are in a motivated financial state than when they are being denied of their benefit or their benefits are being delayed. Quite a number agreed to this fact that they tend to be more productive as a result of their happiness with their

institutions / schools. On the question of if money has a lot to do with how motivated workers are in the office, 93.2% agreed that money has a lot to do with how motivated they are in the office. They opined that they can't really be happy in their office when they are not being financially well rewarded. It simple means that their productivity will be hampered when they are not happy and their happiness with their work has a lot to do with their financial rewards in their institution. The last question in this section was to see how other benefits relate to library officers productivity. The question on salary, benefits, bonuses and environments and if they are related to their productivity, 95% of respondent said yes. They agreed that all these benefits affect their productivity. This means that library officers productivity can be enhance by the institution paying more attention to staff benefits and welfare.

**Research Question 3:** to what extent are library officers productive in their place of work?

**Table 5: Library officers Productivity**

		SA (%)	A (%)	D (%)	S.D (%)
18	I am productive when I complete assigned duties and schedules	55 (91.6)	4 (6.6)	0 (0)	0 (0)
19	I am less productive when I am not satisfied with the state of things in my office	48 (80)	6 (10)	6 (10)	0(0)
20	If possible, I can work extra hours to ensure things are okay in the office	6 (10)	54 (90)	0 (0)	0 (0)
21	I always ensure I give my best irrespective of my financial state.	8 (13.3)	4 (6.6)	48 (80)	0 (0)

Source: Field work, July 2015

The result above shows the respondents response on library officers' productivity. 100% agreed response rate was gotten from respondents who respond that they are productive whenever they complete their assigned duties and daily schedules of work. They see productivity as being able to complete assignment. Another question on library officers productivity, on if they are less productive when things are not going well and they are not satisfied on the state of things in their office, 90% of respondents agreed that their productivity is affected when things are not going as planned in their office, on this, only 10% disagreed. This shows that library officers tend to be affected with the state of things in their office and this at the long run affects their productivity. On the question of

library officers working extra hours to ensure productivity is achieved, 100% of the respondents agreed. They believe they can give in more hours to ensure target goals are met and this means to ensure adequate productivity. The last question on this section was on library officers giving their best irrespective of their financial state. 80% disagreed to this, they believe their financial state has a lot to do with the motivation behind their productivity and so cannot be productive without a good and stable financial state.

**Summary of the Findings**

The following are the summary of findings from the study;



- i. It found out that intrinsic values have a lot to do with how library officers perform or remain productive. The respondents agree in no small measure that job motivation has to do with monetary rewards, bonuses and environmental related productivity. Therefore, the promotion of intrinsic schemes will most probably improve the degree of job satisfaction.
- ii. It was also observed that librarians are not so mobile when it comes to job mobility. They tend to stay longer on particular jobs overtime when given the opportunity with the right motivation.
- iii. The research found out that library officers see themselves as productive when they complete assigned duties and schedules in respective of their state and comfort in the institution.
- iv. The research also found out that though library officers are willing to work and give their best to their institutions / schools, they can hardly do so when they are facing an uncertain financial state as a result of poor motivations from their employers.
- v. The research discovered that library officers also derive satisfaction from their job, if they have opportunity for career development. Therefore, institutions / schools can arranged their internal programs for providing prospects to career development of library officers and library assistants.
- vi. The study also revealed that, financial benefits have a significant influence on attracting and retaining library officers in institutions / schools. In highly competitive industries, most library officers are satisfied with money rewards when properly motivated with it. Therefore, institution should be more concerned about the financial benefits and rewards systems to retain and attract library officers.

### Conclusion

The conclusion of this paper ascertains that financial benefits play an important role to satisfy, retain and attract library officers in institutions. Satisfied library officers have

high commitment to the job than dissatisfied library officers. The positive attitudes will increase the quality and quantity of library officers' performance. Hence such a situation is good for an institution. Therefore, if institutions / schools can be more concerned about the job motivation /satisfaction of library officers, better performances can be expected, because the relationship between satisfaction and performance is positive and significant.

### Recommendations

The following recommendations were suggested;

- i. Positive attitudes will increase the quality and quantity of library officers' performance. Hence, such a situation is good for an institution. Therefore, if institutions / schools can be more concerned about the job satisfaction of library officers, better performances can be expected. This is because the relationship between satisfaction and performance is positive and significant.
- ii. Major source of job motivation of most library officers is related to job content factors than job context factors. Such as achievement, autonomy, growth, recognition, variety challenge, feedback etc. Therefore, when institutions / schools do job enrichment and job redesign, library officers and library assistants should be given more autonomy, responsibility challenging and interesting work. It will help to satisfy library officers at all levels.
- iii. Since the findings shows that job satisfaction has great influence on the librarians performance, appraising the staff performance will ensure that factors that make for job satisfaction are still in place before making a decision on whether a librarian is performing well or bad and take responsibility for management induced inefficiency.

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