JOB SECURITY AND DISCIPLINARY MEASURES AS DETERMINANTS OF JOB PERFORMANCE OF LIBRARIANS IN ACADEMIC LIBRARIES IN SOUTH-EAST NIGERIA

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ABSTRACT

This study investigated job security and disciplinary measures as determinants of job performance of librarians in academic libraries in south-east geopolitical zone of Nigeria. A total of 261 librarians were used for this study. The t-test statistical technique was used to test the two null hypotheses at 0.05 level significant. The findings showed that job security and disciplinary measures had no significant effect on job performance of librarians at t-test = 0.7 and 0.4, respectively. The general conclusion of this work is that these indices do not affect the performance of librarians in their work rather it can sometimes possibly trigger off infraction if not well handled, which can automatically affect the general productivity of such libraries. The study recommended that management should dissuade libraries from placing much reliance on their job security to engender enhanced productivity rather they should seek alternative ways to motivate staff. Caution should also be taken when executing disciplinary measures on staff so that it will not turn out to trigger infraction which will undermine job performance of workers.
Key Words: *Job security, disciplinary measure, job performance, librarians, academic libraries.*

INTRODUCTION

Academic libraries in Nigerian universities have been making significant contribution to the mandates of their parent institutions. These mandates are teaching, research and community services geared towards social, political and economic development of the country. Academic libraries provide bibliographic, and user services to the staff, students and immediate communities of their respective institution. These services are significant and crucial to the achievements of their institution's academic, intellectual and other interest of staff and students. This position was supported by Adeniran (2010) when he asserts that "academic libraries are essential contributors to knowledge generation and serve a wide spectrum of knowledge seekers''. Also Aina (2004) observed that services provided by an academic library in a university reflect the quality of teaching and research in such a university. The extent to which

academic libraries can provide bibliographic supports to universities therefore are factors of the personnel available and the work environments of the libraries.

The management and administration of human resources in organizations varies at different times and situations, and the overall productivity of any organization is based on sound working conditions. This means that human resources have an important role to play in achieving optimum productivity. A study by Nwachukwu (2010), on Nigerian workers, reveals that an average Nigerian worker is materially oriented, pleasure seeking, ego-centric and wants to get rich quick. And this being the case, workers always agitate for improvement of working conditions which often leads to incessant strike actions, work to rule, lock-outs and protests (Uzoigwe, 2011). To ward-off occasions of conflicts between the employees there is need to implement, direct, control and distribute activities in the libraries in conformity with laid-down rules, regulations and policies. Thus, some of the factors that can generate and sustain stability in workplace are assurances of stable working conditions.

According to Opperman (2002), the work environment of any organization or institution generally comprises three sub-environments. These are technical, human and organizational environments. Technical environment comprises tools, equipment, infrastructure and other technical elements; the human environment comprises peers, and colleagues with whom employees relate, team and work group, interactions, the leadership and management while organizational environment, on the other hand, includes systems, procedures, practices, values and philosophies (Opperman, 2002). Work environment of an organization can also be categorized into internal and external work environment. The totality of these environments has influence on the job performance of librarians. Arum and Mirza (2008) define working conditions as a voluntary effort of the employer to establish within the existing industrial system, working and sometimes living and cultural condition to the employee beyond that which is required by law, the custom of the industry and the condition of the market. Similarly in the library parlance, working conditions are those factors that contribute to librarians' degree of commitment. However. the future of any organization depends more on its staff than on any other factor and the usefulness of any service institution like the library is measured by the services rendered by them to the users (Neerputh et al., 2006). This in turn depends on the efficient and effective service delivery and general job performance.

According to Abdel-Razek (2011), job performance is the effort made by an employee within an organization in order to achieve particular pre-determined results through the use of available resources. That is to say that the level of performance of employees is determined by how favourable and unfavourable the working conditions are. However, when workers are employed, it is expected that they adhere to the operations/conditions of employment and conditions of service. This has necessitated several organizations to develop procedures, laws, polices, regulations and processes to ensure that their goals and objectives are met. Attempts have been made by various organizations to see that working conditions stipulated by the law, Public Service Rules (2009) and Pension Reform Act (2004) motivate the employees working in such organizations. Often times formal organizations use various working conditions such as reward, training, leave, job security, promotion, appraisal and disciplinary measures to control and encourage their employees to get a desirable job performance which will bring overall positive change in the organization. Moreover, it can be used to keep counterproductive conduct in control. Libraries like any other organization set out goals, objectives, policies and processes to ensure that the information resources available in the library are utilized by their users satisfactorily as well as the services rendered by the librarians. Efficiency and effectiveness of

libraries depends on the job performance of the librarians but most often on the conditions of service and the surrounding policies which always serve as a driving force to effectiveness. Though the librarians occupy important place in assisting research, teaching and learning in academic institutions, it is imperative that human resources (librarians) recruited and selected are properly and adequately motivated, maintained and controlled to provide quality services. In the light of this background, this study therefore seek to investigate the indices of working condition as determinant to job performance of librarians in academic libraries in South- East geo-political zone of Nigeria.

Statement of the Problem

The need for librarians and library services to the university community is so enormous that the university cannot function effectively without it. Continuous researches in the university might not be possible without effective function of libraries and librarians. Ekere (2006) stated that the university library is supposed to serve all the areas of knowledge taught in the university. Therefore to achieve these ends, librarians have a veritable role to play. However, despite these 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 poor working conditions 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. Therefore, the problem of this study is to assess working conditions as determinant of the job performance of librarians in academic libraries in Nigeria using south east geopolitical zone of Nigeria.

Objectives of the Study

The general purpose of this study is to investigate working condition as determinant factors of job performance of librarians in academic libraries in south east geo political zone of Nigeria. The specific objectives include:
1. To determine the effect of job security as a determinant of job performance of librarians in academic libraries in south-east geo- political zone of Nigeria.
2. To ascertain the effect of disciplinary measures as a determinant of job performance of librarians in academic libraries in south-east geo- political zone of Nigeria

Research questions
1. What is the effect of job security as a determinant of job performance of librarians in academic libraries in south east geo-political zone of Nigeria?
2. What is the effect of disciplinary measures as a determinant of job performance of librarians in academic libraries in south east geo-political zone of Nigeria?

Hypotheses

The study tested two null hypotheses using t-test statistical analyses, tested for significance difference at 0.05 level.
H01 Job security has no significant effect on job performance of librarians in academic libraries in south east geo-political zone of Nigeria.
H02 Disciplinary measures have no significant effect on job performance of librarians in academic libraries in south east geo-political zone of Nigeria.

Literature Review
Constituents of Job Performance

Job performance is a commonly used concept in industrial and organizational psychology. It refers to how people perform their jobs. Job performance as defined by James (2002) is the act of carrying out a command, duty or purpose; and equally an observable and measurable behavior of a person in a particular situation. Drafke and Kossen (1998) on their part define performance as the completion of a task or tasks; taking action in accordance with requirement. The most common conceptual approach to job performance was developed by Campbell (1990), He first defined performance as behaviour. It is something done by the employee. He however allows for exceptions when defining performance as behaviour. For instance he clarified that performance does not have to be directly observable actions of an individual. It can consist of mental productions such as answers or decisions. He however stated that, performance needs to be under the individual control regardless of whether the performance interest is mental or behavioural. He further stated that despite the emphasis on defining job performance, it is not a single unified construct. There are many jobs each with different performance standards. Therefore, job performance is conceptualized as multidimensional construct consisting of more than one behavioural kind.

Campbell (1993) further stated that job performance has behavioral and outcome perspectives. The behavioral perspective defines job performance in terms of measurable behaviours that are relevant to the achievement of organizational goals. The outcome perspective refers to the objective consequence of behaviour. Therefore in project context, the outcome perspective will suggest the assessment of performance on the basis of project outcomes such as out-turn cost, quality and time. The proponents of outcome perspective agues that, objective measures have advantages of limiting the bias inherent in the subjective evaluation of performance behaviours. Coming form a psychological perspective, he describes job performance as an individual level variable; that is something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance which a higher level variables. Armstrong (2000) stated that performance mean both behaviour and result; while behaviour emanates from the performer and transforms performance form abstraction to action. It is not just the instrument for result, behaviour is also outcomes in their rights the product of mental and physical efforts applied to a task and can be judged apart from the result.

Factors Affecting Job Satisfaction and Performance of Librarians

In any library in an organizational setting, the issue of job satisfaction and performance is very paramount. The literature of staff management in particular, abound with articles dealing with job attitudes and their correlate motivation and much on the writings centers around the diagnosis, treatment and prevention of negative employees attitude manifested in such problems as absenteeism, turnover, underproduction and withdrawal from job. Smith as quoted in Obioha (2003) identified five factors that influence job satisfaction and performance as follows:
1. People on the present job.
2. Supervision on the job.
3. Opportunity for promotion.
4. Present pay.

People on the Present job: Co-workers of an employee influences a worker's job satisfaction and performance. The Hawthorne studies highlighted the importance of interpersonal relationship on a job. If a worker associates with people who are committed and are motivated, he could get motivated and increase his performance, since interest and enthusiasm seems to be infectious.

Supervision on the job: The supervisor can make or mar an employee. The way the supervisor relates with the subordinates and how the employee perceives him can influence his satisfaction and performance.

Opportunity for promotion: An average employee looks towards to the day when he will earn a promotion and promotion is a reward for past performance, an encouragement to nudge him to continue to excel. Promotion motivates behaviour. An employee who is denied a promotion for a long time gets frustrated. Therefore this could affect his satisfaction and performance.

Present pay Money satisfies despite the fact that people have a sentimental attachment to it. Money can be seen as a symbol of achievement, success and status. Above all, people work to maintain their families or to meet their physiological needs (Nwachukwu, 1988).

Disciplinary Measures and Job Performance

Pathak (2011) states disciplinary measures as counseling and other employment action undertaken to correct or modify unacceptable job performance or behaviour to acceptable standard. One thing with disciplinary measures as put up by Geddes and Skickney (2011) is that it may divert attention instead of correcting unacceptable job behaviours and it can equally trigger infraction in the workplace. However, disciplinary measures serve as an indicator to an employee that he has failed and therefore deserves to be punished (King and Wilcox, 2003). Disciplinary measures do not mean strict and technical observance of rules and regulations for the survival of the organizational system, rather it implies a situation where workers are expected to cooperate and behave in a way as any reasonable person would expect an employee to do (Okeke, 1996).

Ferguson (2010) states that disciplinary measures instill good attitude to work in the organization. Study by Mallaia and Yadapadithya (2004) maintain that when staff are motivated, they tend to change towards positive behaviour that will lead to impressive job performance. But on the other hand, a study by Ebura and Coker (2012) find no significant influence between disciplinary policy and job performance, also over dependence on it, can bring a total breakdown in the job performance of employees as it can yield negative consequences that can lead to low job performance (Isrealstam, 2011). According to Chartered Institute of Personnel and Development (2007) disciplinary measures can serve as a tool of communication for staff that unacceptable norms of behaviour on their job are taken seriously and dealt with consistently and fairly. However oral warning, written queries, loss of entitlement, forceful retirement, suspension, demotion, termination, sack and dismissal are identified as disciplinary measures (Adiele, 2012).

Job security and Job Performance

Khan et al. (2012**)** discovered that safety/job security is significantly related to commitment and performance. This makes people oftentimes seek employment where there is

job security in order to protect themselves from the contingencies of life and actively try to avoid situations that would prevent them from satisfying their ambition. Kirnizi and Deniz (2009) emphasized that employees in the organization need a stable working environment that do not have risk. In this case, what job security does is to ensure that no employee whose appointment or employment is tenure-based is dismissed arbitrarily from the job. According to Lambert (1991), job security has an extrinsic comfort that has a positive relationship with worker's commitment and performance. Davy et al. (1997) discovered that job security is significantly related to employee commitment and performance.

Luthans (1992) emphasized that job security is not so easily fulfilled but may have a greater and more intense impact on the way an employee works. He further enunciated the need for job security as follows- being protected against loss of income or economic disaster, having protection against illness and disability, being protected against physical harm or hazardous conditions and avoiding tasks or decisions with a risk of failure and blame. According to Okojie (2009), some of the factors that affect motivation and performance do not necessarily come in stringent step but they vary from sector to sector. Organizations usually expect employees to follow rules and regulations to perform the task assigned to them while on the other hand employees expect good working condition, fair play, favourable retirement benefit, job security (Khan et al., 2010). Ajila and Abiola (2004) stress that performance on the job can be assessed at all levels of employment such a**s** personnel decision relating to job security, job enrichment and disciplinary measures. Further, Guest (2004) reports that job security and working condition had adverse effect on employee's commitment to their duties. Another study on performance of librarians by Kaya (1995) found out that librarians that are dissatisfied with physical conditions, promotions, job security, and disciplinary measures are not committed to their job. Schermerhorn et al. (2005) report pay, promotion, job security and disciplinary measures as factors that can affect employee's job performance.

Methodology
Survey design was used for the study. The population was made up of all academic librarians in academic libraries in south east geopolitical zone of Nigeria (Imo, Enugu, Anambra, Abia and Ebonyi) states. The total number of academic librarians in these libraries was 261 comprising of 151 in university libraries, 58 in polytechnic libraries and 52 in college of education libraries. The whole population was used because it was manageable. Questionnaire was used for data collection. A total of two hundred and sixty one copies of questionnaire were distributed by hand to the academic librarians with the help of four research assistants. The respondents were given few days to fill the questionnaire. Out of 261 copies of questionnaire distributed only 228 (87.4%) were completed and returned. Descriptive and inferential were used for this study. The data collected were analyzed using frequency tabulation and percentages to answer the research questions that were on four point scale. The hypotheses were tested using the statistical method of t- test analysis. These hypotheses were tested at 0.05 level of significance for rejection or retention.

RESULTS
Research question 1: What is the effect of job security on job performance of librarians in academic libraries in South east geo-political zone of Nigeria?
Table 1 presents data on the degree of agreement on of effects the job security will have on the job performance of librarians. The result of the findings revealed that 127(55.7%) of the

respondents were in agreement that job security give them confidence to work extra hard while 101(44. 2%) of the respondents disagreed. For those that recorded that the way they do their job has nothing to do with whether they have job security or not had total agreement response of 153 (65.8%), while 75(32.9%) respondents disagreed to this statement.

		SA(4)		A(3)		Total Score on Agreement		D(2)		SD(1)		Total Score on Disagreement	
Job Security and Job Performance	No. of Respondents	F	%	F	%	F	%	F	%	F	%	F	%
Job security gives me confidence to work extra hard	228	59	25.9	68	29.8	127	55.7	55	24.1	46	20.1	101	44.2
The Way I do my job has nothing to do with whether I have job security or not	228	77	33.8	76	33.3	153	65.8	35	15.3	40	17.5	75	32.9
I got scared of my job when I remember that I can be sacked at any time	228	25	11	26	11.4	51	22.3	90	39.4	87	38.1	177	77.6
My job security gives me emotional and psychological stability to commit more time to my job	228	36	15.8	46	20.1	82	36	86	37.7	60	26.3	146	64
I come to work always because I feel that my work has retirement benefits	228	91	39.9	88	38.6	179	78.5	21	9.2	28	12.2	49	17
No need to put more effort in my work since I will always get my entitlement	228	64	28	75	32.8	139	60.9	0	48	41	17.9	89	39
I no longer struggle to work hard since I will get my retirement	228	70	30.7	59	25.9	129	56.6	54	23.7	45	19.7	99	43.4

Table 1:

SA=Strongly Agree, A=Agree, D=Disagree, SD=Strongly Disagree, F=Frequency, %=Percentage

The respondents who were in agreement that they get scared of their job when they remember that they can be sacked at any time recorded 51 (22.3%) responses while a total of 177 (77.6%) respondents disagreed on the statement. My job security gives me emotional and psychological stability to commit more time to my job" total agreement responses for respondents was 82(36.0%) while disagreement responses was 146 (64.0%). The respondents that stated "they come to work always because they feel that their job has retirement benefits" had total agreement score of 179 (78.5%) while the total disagreement score was 49 (17.0%). Findings on this table also revealed a total agreement response of 139 (60.9%) by respondents that there is no need to put more effort since they are always sure of their entitlement, 89 (39%) were in disagreement to this statement. Respondents that recorded that they no longer struggle to work hard since they will get their entitlement had 129 (56.6%) agreement while 99(43.4%) were in disagreement. Result on the table proved that job security has nothing to do with the way the librarians studied carry on their duties in their various libraries.

Research question 2: What is the effect of disciplinary measures on job performance of librarians in the academic libraries in southeast geo-political zone of Nigeria?
Table 2 presents data on the effects disciplinary measures will have on job performance of librarians. Finding in Table 2 shows that a total of 93 (40.8%) of the respondents agreed that they come to work even when they are sick because of fear of being sacked while 135 (59.2%) were in disagreement. A total of 129 (56.5%) respondents agreed they have stress doing their job because of threat of demotion, 99 (43.4%) disagreed. 77 (33.8%) of the respondents agreed that

query attracts undue influence and pressure on their job, while a total of152 (66.7%) respondents disagreed with the statement. Those who stated that disciplinary measures in operation does not enhance their interpersonal relationship with their superiors had a total agreement score of 101 (44.2%) and a total disagreement score of 127 (55.7%). Respondents who agreed that disciplinary measure does not in any way interrupt their work life had a total agreement response of 73 (32.0%) while a total number of 155(68.0%) respondents disagreed to the statement.

Table 2 Frequency of responses on effects of disciplinary measures on job performance of Liberians													
Disciplinary Measures and Job Performance	No. of Respondents	SA(4)		A(3)		Total Score on Agreement		D(2)		SD(1)		Total Score on Disagreement	
		F	%	F	%	F	%	F	%	F	%	F	%
I come to work even when I am sick because of fear of being sacked	228	50	21.9	43	18.9	93	40.8	65	28.5	70	30.7	135	59.2
I have stress doing my job because of threats of demotion	228	64	28	65	28.5	129	56.5	45	19.7	54	23.7	99	43.4
Query attracts undue influence and pressure on my job	228	77	33.8	75	32.9	152	66.7	36	15.8	40	17.5	76	33.3
Disciplinary measures in operation do not enhance my interpersonal relationship with my superiors	228	51	22.3	50	21.9	101	44.2	59	25.9	68	29.8	127	55.7
Disciplinary measures do not in any way interrupt my work life	228	35	15.3	38	16.7	73	32	80	35	75	32.9	155	68
Fear of being disciplined will not make me to work harder especially when I have domestic challenges	228	64	28	65	28.5	129	56.6	43	18.9	56	24.6	99	43.4
Disciplinary measures will make me to correct unacceptable work behavior	228	60	26.3	59	25.8	119	52.6	55	24.1	54	23.6	109	47.8

SA=Strongly Agree, A=Agree, D=Disagree, SD=Strongly Disagree, F=Frequency, %=Percentage

129(56.6%) of the respondents were in agreement that fear of being disciplined will not make them to work harder especially when they have domestic challenges while 99(43.4%) of the respondents disagreed. Again more than half of the respondents 119 (52.6%) were in agreement that disciplinary measures will make them correct unaccepted work behaviour while less than half 109 (47.8%) disagreed. Evidence on the table showed that over dependence on disciplinary measures can bring negative influence therefore by this study it has no effect on job performance.

Testing of Hypothesis
Hypothesis 1
Job security as a working condition does not have any significant effect on job performance of librarians in academic libraries in south east geopolitical zone of Nigeria (Table 3).

Table 3: T-test Analysis of Influence of Job Security on Job Performance of Liberians						
Variable	No. of Item	Df	t-cal	t-tab	P-value	Decision
Values of effect of job security on job performance of librarians	7	12	0.07	2.18	0.05	Not Significant

Using t-test statistical technique, job security as a working condition was tested for significant effect on job performance of librarians, the t-cal value was 0.07. The value was tested for significance by comparing it with t-tab value of 2.18 at 0.05 level of significance with degree of freedom of 12. The t-cal value of 0.07 is less than the t-tab value of 2.18 therefore the null hypothesis that states that job security does not have significant effect on job performance of

librarians is accepted. This indicates that job security as a working condition has no significant influence on job performance of librarians in south east geo-political zone of Nigeria.

Hypothesis 2
Disciplinary measures as a working condition does not have any significant effect on job performance of
librarians in academic libraries in South East geo-political zone of Nigeria (Table 4).

Table 4: T-test analysis of effect of disciplinary Measures on Job Performance of Liberians						
Variable	No. of Item	Df	t-cal	t-tab	P. value	Decision
Values of effect of disciplinary measures on job performance of Liberians	7	12	0.04	2.18	0.05	Not Significant

Using t-test statistical technique, disciplinary measure as a working condition was tested for significant effect on job performance of librarians the calculated t-cal value was 0.04. The value was tested for significance by comparing the result with tab value of 2.18 at 0.05 level of significance with degree of freedom of 12. The t-cal value of 0.04 is less than the t-tab value of 2.18 therefore the null hypothesis that states that disciplinary measure does not have any significant effect on job performance of librarians is accepted. This indicates that disciplinary measures as a working condition has no effect on job performance of librarians in south – east geo-political zone of Nigeria.

DISCUSSION
The statistical out-come of this analysis in table 3 is that job security of librarians did not significantly result in any job performance of librarians as they still went about their routine duties with seriousness and commitment. The result of the finding validates what Luthan (1992) reports that job performance may not at all times be influenced by job security but may be influenced by other factors such as reward, recognition and relationship with the employers. Hence the finding of the hypothesis tested proves no significant effect on their job performance as regards to job security.

Evidence on the finding in table 4 shows that disciplinary measures has no effect on job performance of librarians as they have more confidence on their job security believing that nothing will happen to them. This is in conformity with the finding of Kura et al. (2013) that proves that disciplinary measures can negatively affect individual performance in the job. Ebura and Coker (2012) also found out that there is no significant influence between the disciplinary policy and job performance. However, finding from the hypothesis tested shows that disciplinary measures has no significant effect on job performance of librarians on the places studied.

Conclusion
It was concluded that job security and disciplinary measures as working conditions cannot always determine the way librarians perform their duties in various libraries. These two indices of working condition have no effect on the way their jobs are carried out. Even though these indices have no significant effect on their jobs, it could stir up a balance between negative and positive job performances among them.

Recommendations

Based on the findings of this study, the following recommendations are proffered;

1. It is recommended that librarians be given opportunities to participate in workshops, seminars and trainings outside their domain to learn what others are doing that will enhance their job.

2. Library administrators should look for alternative ways to motivate their staff to be more productive other than relying more on their job security.

3. .Library administrators and management of the academic libraries should be cautious when implementing disciplinary measures so that its intention will not turn out to undermine the performance of the workers in the library or divert attention.

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