

Influence of Job Satisfaction, Need Achievement and Team Work on Work Performance of Staff in Academic Libraries in South West, Nigeria.

**Information Impact:**

Journal of Information and Knowledge Management  
2017, Vol. 8 (4) Pg 77 - 98  
ISSN: 2141 – 4297 (print)  
ISSN: 2360 – 994X (e-version)  
[www.informationimpact.org](http://www.informationimpact.org)

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**Abstract**

This paper presents the findings of an investigation on how job satisfaction, need achievement and teamwork influence work performance of staff in academic libraries in South West, Nigeria. Descriptive survey research design was used with a total population of 343 librarians and library officers working in 12 libraries in federal and state universities in South West, Nigeria. The questionnaire was used to collect data for the study. Out of this number, 314 copies of the questionnaire were returned and valid for data analysis, giving a response rate of 91.5%. The analysis of data collected was based on the use of simple descriptive statistical analysis of frequency counts, percentages, simple correlation and multiple regression analyses due to the multi-variate nature of the study. The outcome of the research showed that there was a significant relationship between job satisfaction and work performance ( $r = 0.511$ ,  $p < 0.05$ ), there was a significant relationship between need achievement and work performance ( $r = 0.887$ ,  $p < 0.05$ ), there was a significant relationship between teamwork and work performance ( $r = 0.423$ ,  $p < 0.05$ ) among academic libraries' staff in South West, Nigeria. The study revealed that job satisfaction, teamwork and need achievement accounted for 43% ( $\text{adj } R^2 = 0.430$ ) in variability of work performance of the respondents.

**Keywords:** job satisfaction, need achievement, teamwork, work performance.

**Introduction**

The need to improve social and economic development necessitated the establishment of tertiary institutions of learning. These institutions represent a major investment in the development of human resource and for these institutions of learning to be effective, there is need to have an organized and well coordinated library services aimed at supporting educational activities through the provision of timely, accurate and reliable information resources. Libraries act as providers of regular and up to date information and it is in this respect that academic libraries

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play a major role by virtue of being college or university agencies and are responsible for collecting, organizing and disseminating information resources. The usefulness of services component of higher institutions like academic libraries is measured by the services rendered to the users. This in turn depends on the personnel who are responsible for the effective and efficient delivery of such services. Personnel in libraries are the activators of functions and services therein, as people are the most important resources of any organization. How they feel about the work they are doing and the results received from that work directly impact an organisations performance and ultimately it stability (Milliman et. al. 2008).

Satisfaction depends basically upon what an individual wants from the world, and what he gets. However, job satisfaction is the favorableness or unfavorableness with which employees view their work. A definition of the concept of job satisfaction from Hulin and Judge (2003), noted that job satisfaction includes multidimensional psychological responses to an individual's job and that these personal responses have cognitive (evaluative), affective (or emotional) and behavioral components. However, employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their dreams and needs at work. Performance very much depends on perception, values, and attitudes. Value is created by satisfied, loyal and productive employees.

Also, need for achievement may play an important role in influencing work performance. Individuals with high need for achievement are likely to participate in teamwork because they have inner crave and motivation to perform well. However, this need is influenced by internal drive for action which is known as intrinsic motivation and the pressure exerted by the expectations of others known as extrinsic motivation. And employees who feel a sense of teamwork and common purpose are most able and willing to deliver good services. Meanwhile, in order to make employee satisfied and productive in their jobs in academics libraries, there is need for strong and effective teamwork at the various levels, departments and sections of the library. However, the success of any organization and especially academic libraries depends largely on the cooperation of the employees.

### **Purpose of study**

The purpose of this study is to investigate the influence of job satisfaction, need achievement and teamwork on work performance of staff in academic libraries in South West, Nigeria.

### **Hypotheses**

The following hypotheses were formulated and tested at  $\alpha = 0.05$  level of significance:

1. There is no significant relationship between job satisfaction and work performance among academic library staff in South West, Nigeria.
2. There is no significant relationship between need achievement and work performance among academic library staff in South West, Nigeria.
3. There is no significant relationship between teamwork and work performance among academic library staff in South West, Nigeria.
4. There is no significant multiple relationship among job satisfaction, need achievement, teamwork, and work performance of academic libraries staff in South West, Nigeria.
5. Job satisfaction, need achievement and teamwork will not significantly influence work performance of academic library staff in South West, Nigeria.

### **Literature review**

The nerve centre of the tertiary institutions, in fact that of all systems of education is a library (Arora, 2008). Katsirikou (2004) stated that academic libraries play a significant role as social institutions supporting knowledge and research. Tertiary institution's libraries are established to provide literature support services to the teaching, learning and research units of their institutions. The main objective of which these academic institutions were established can not be achieved in isolation without the complementary role of their libraries. The academic health, intellectual vitality and effectiveness of these institutions depend largely on the state of health and the excellence of the library – which is its blood (Quadri & Maduagwu, 2003). Thus libraries form a vital part of the world's systems of education and information storage and retrieval. They make available through print and non-print media, knowledge accumulated through age. However, the services provided by librarians go far beyond getting and arranging library materials or teaching users how to use library resources, to helping them find materials to

answer their questions. A large number of people turn to libraries to satisfy a desire for knowledge or to obtain materials for some kind of leisure time activity. Thus, the job of providing materials for the library users is a challenging one. To do it well, a librarian must constantly be aware of new publications and old materials that continue to be of value. The librarian evaluates vast amount of materials, either through personal inspection or by reading reviews. For these duties to be adequately performed and taken care of, the librarian must be competent and be satisfied with his job.

Attama and Ezema (2001) observe that the competence of a librarian is not only advantageous but it is also job enriching and enhances the profession. Job satisfaction is a factor that determines workers' competence and commitment to their chosen career. Basically, job satisfaction results from a good fit between work and the workers interest, ability, needs as well as expectations. The expectation level of employees affects their satisfaction level. If one receives more outcome than expected then he will be highly satisfied and vice-versa. Job satisfaction leads workers to put more effort, time and interest into their work. People tend to gravitate towards jobs that fit their needs. The discrepancy between expected occupational values and the actual value experienced at the workplace determine job adjustment, the greater the discrepancy, the lower the job satisfaction (Anyamene, Anyahebelu & Nwokolo 2007) cited in (Ejedimu, 2012). In library, a satisfied library professional is regarded as a productive professional. A satisfied professional not only renders quality services to the users but also ensures commitment to the library in which he/she is serving and contributes to its building. The level of job satisfaction of the library professional largely depends upon management-related issues. Job satisfaction is a general attitude towards one's job which involves the difference between the amount of reward workers receive and the actual amount they believe they should receive (Robbin 2001). Job satisfaction is known as a part of organisational commitments; it is a kind of pleasure resulting in adopting individual values for a certain job. Job satisfaction can also be defined as positive effect towards employment and it is arguably a fairly stable evaluation of how the job meets the employee's needs, wants, or expectations (Fisher, 2003). In simple terms, job satisfaction explains what makes people want to come to work, what makes them happy about their job or not to quit their job.

In research, job satisfaction has been assessed using global aspects as well as multiple facets like salary, career progression and supervisor (Fisher 2003). This notion that satisfied employees will perform their work more effectively is the basis of many theories of performance, reward, job value and leadership (Shipton et al., 2006). Managers and lay people are thought to believe in what has been called the ‘happy-productive worker hypothesis’ (Fisher, 2003). Regardless of the success (or lack thereof) scholars might have had in proving the connection between job satisfaction and performance, the latter remains one of the most prominent variables in study in business science and organisational behaviour (Spagnoli et al., 2012). To study job satisfaction two aspects are notable: first, human aspect, it is worthy to treat employees fairly and respectfully; second, behavioural aspect, considering job satisfaction can lead the behaviour of employees so that it influences organizational functions as well as tasks results in positive organisational behaviours (Mirkamaly et al.,2010). There have been some attempts to show that job satisfaction and work performance are positively related and that attempts to increase job satisfaction could be shown to have practical consequences. For example, Brayfield and Crockett (2002) conclude that there is little convincing evidence of any strong relationship between the two. They are of the opinion that satisfaction and performance simply moves in the same direction and satisfaction does not cause performance neither vice visa.

### **Teamwork**

In the late 1800’s, the typical workplace was characterized by autocratic authority, and supervisory feedback was “random, harsh, and primarily focused on level of output” (Rogers, Rogers, & Metlay, 2002). After the Second World War, more focus was turned to employee’s motivation and job satisfaction, and regular performance reviews between supervisor and employee became the norm. In the midst of the 20<sup>th</sup> Century, organisations streamlined structures to become more competitive, which in turn created a larger number of direct reports for each manager, and less time for a manager to observe each report. Therefore, employees were expected to work as teams, communicating more and relying more on each other to get the job done. These flattened hierarchies started undermining the reliability of traditional supervisor – employee evaluations and highlighted the relevance of peer feedback (Rogers et al. 2002).

A team is a unit of two or more people who interact and coordinate their work to accomplish common goal. According to Daft (2012: 520), there are four components that determine a team; two or more people are required; regular interaction; sharing a performance goal and they must be committed to the goal. Work teams are groups whose members work intensely on specific and common goal using their positive synergy, individual and mutual accountability and complementary skills (Robin, 2012: 365). It is its members' mutual accountability that distinguishes a team from a working group. Working groups share information, perspectives and insights to make decisions that might help members do their jobs more effectively. The focus, however, is on individual objectives and accountabilities. Rarely do members of working groups take on accountability for goals other than their own. True teams, conversely, require both individual and group accountability. Moreover, work team is an independent collection of individuals who share responsibility for specific outcomes for their organisations. The factors that influence team effectiveness begin with the organizational context. Daft (2012:523) suggest that creating effective teamwork includes such matters as overall clear goals, relevant skill, mutual trust, united commitment, good communication, negotiating skills, appropriate leadership, internal support, external support. By influencing the range of available task-relevant resources as well as how well team members communicate and cooperate with one another, team composition is believed to have a strong impact on team performance (Bell, 2007). According to Cohen and Bailey (1999), an employee team is a collection of individuals who are interdependent of the tasks and who share responsibility for the outcomes. Teamwork is an important factor for smooth functioning of an organization as most organisational activities become complex due to advancement in technology; therefore, teamwork is a major focus of many organisations including library and information centres. One research study concluded that teamwork is necessary for all types of organisation including non-profit organisations because it aids synergism (Pfaff & Huddleston, 2003). This was corroborated by Froebel & Marchington, (2005) that team members enhance the skills, knowledge and abilities while working in teams. The factors that influence team effectiveness begin with the organisational context. The elaboration of task-relevant information and collective team identification mediated effect of need for cognition on the relationship between both types of diversity and team performance (Kearney, 2009). A team can be the best approach to ensuring

the level of coordination, information sharing and exchange of materials necessary for successful task accomplishment. For many library employees, social interactions at work are a critical factor in job satisfaction. Synergy as well as departmental members' cohesion yields enhanced job satisfaction and work performance amongst employees (Buitenbach & De Witte, 2005). Having friendly and helpful colleagues also contributes towards increased satisfaction on the job (Kreitner, Kinicki & Cole, 2003). A study conducted by Viswesvaran, and Joseph (2000) further corroborates this in suggesting that there is a positive correlation between job satisfaction, teamwork and work performance of employees in organisations.

### **Need Achievement**

It was not unfair to say an individual enters the formal work organization, not only his personality been determined but many of his attitudes and much of his behavior have also been determined. People enter the formal work structure with multiplicity of needs; some are high and some are low in their need for achievements, affiliation and power; some are mature individuals and others are extremely dependent, as this are reflected in their behavior at the initial stage of their recruitment. University library management in Nigeria believes that librarians perform their work efficiently when they are newly employed but with time, their efficiency and productivity decreases. However, Achebe, (2004) had attributed decrease in efficiency and productivity of university libraries staff to the fact that they do not receive adequate incentives and motivation to enable them put in their best and this has reduced their attitude/willingness to work, and hampered their need for achievement. Need can described as a motive reflected in the degree to which a person establishes specific goals, cares about meeting those goals, and experiences feeling of satisfaction by doing so, (Douglas et al., 2006). It is possible that employees' need for achievement may affect their desire for participation. Similarly, Ravlin and Meglino (1987) reported that need for achievement acts as a motivating factor for employees to participate well as it facilitates their improved work performance. Librarian's attitude refers to a persistent tendency to feel and behave in a particular way toward some objects. Attitude provides people with a basis for expressing their values. Achievement need is a driving force to greater work performance of employees in an organisation like library establishment. Achievement need is described as the driving force behind all the actions of an individual. It refers to the dynamics of human behaviour, which involves man's needs, desires and ambitions in life. It is based on

individual emotion and achievement related goals. It has to do with the drive to excel, to achieve in relation to a set of standards, to strive to succeed. Achievement need is determination to strive for success, to perform well, overcome obstacles, exercise power to achieve excellent performance. According to Brunstein and Maier (2005), achievement need is a motivation which serves as one of the strong determinants of people behaviour towards task performances. This assertion was corroborated by Mullin (2007) who discovered that individuals with chronically high achievement motivation were motivated to attain high performance goals, enjoy pursuing standards of excellence, value competence and enjoy challenges and achievement, relevant feedback, while employees with low achievement motivation devalue competence and dislike challenges and ability assessment and may experience unpleasant psychological reactions to competitive professional settings. Thus, Rabideau (2005) states that achievement motivation can affect the way a person performs a task and represent a desire to show competence. Achievement as one of the egoistic needs can produce extremely high organisational performance if properly utilised. It can thus be inferred that employees with high need achievement would have higher work performance than employees with low need achievement because employees with strong need achievement set high standards and this determines the behaviour of the individual in terms of direction and passion.

### **Work performance**

Organisational performance can be defined as when an organisation meets its set targets putting into consideration all other variables, external and internal dimensions that influence performance (Kreitner & Kinicki, 2007). Performance is defined as how well an individual or individuals fulfill the requirements on their job. Work performance in the view of Oduwale (2004) is how one carries out a task, duties and responsibilities associated with a particular job. Commenting further, work performance is considered as an output of a staff on the job, measurable in terms of quality and quantity of job performed or done. Hakala (2008) gave the following performance indicators: effectiveness, efficiency, profits, value, innovation, creativity, work relationships, job skill, decision-making, communication etc. Shadare and Hammed (2009), while also commenting on job performance, proposed the following parameters to measure performance: quantity and quality, speed and accuracy, creativity and innovation, risk taking and skills for future development etc. the central theme of all the definitions revolves round

behaviour that are relevant and contribute to the realisation of the organisational goals and objectives. For effort to lead to performance, the individual must have a clear understanding of his /her expected role, abilities, need and other characteristics. A librarian's performance can be assessed in terms of how close his or her unit comes to accomplishing objectives. More than effort determines performance; librarians with high abilities attain higher performance for a given level of effort as opposed to those with less ability. Similarly, effort results in high performance when employees clearly understand and are comfortable with their roles. Employees with high need for achievement are potentially useful members of a firm in that they desire to excel in competition, tend to be independent, and have an interest in excellence (Ward, 1993). This attribution for success increases their feeling of self-worth.

### **Methodology**

The study adopted the survey research design of correlational type. This method is aimed at obtaining relevant information on the influence of job satisfaction, need achievement and teamwork on work performance of academic libraries' staff in southwest, Nigeria. The study population consisted of 343 library personnel (198 librarians and 145 library officers) in 12 public university academic libraries in South-West, Nigeria. See table 1. The questionnaire tagged job satisfaction, need achievement, teamwork and work performance scale (JONTWP) was used for the study. The questionnaire consists five distinct sections. Apart from eliciting demographic information from respondents, the questionnaire adopted several measuring scale to measure the various variables in the study. To measure the job satisfaction of librarians and library officers of the academic libraries is the short version of the MSQ – Minnesota Job Satisfaction Questionnaire of 20 items developed by Weiss (1967). The scale and its factors presented high levels of reliability, with Q cronbaach-Alpha value of 0.88 for the MSQ global scale. The MSQ was revalidated and the reliability coefficient of 0.89 was obtain using Cronbach alpha method.

Also, the study adopted a modified version of the Steers and Braunstein's (1976) Manifest Needs Achievement Questionnaire to measure the librarians and library officers' need for achievement. It has Q reliability coefficient of 0.72 using Cronbach-Alpha method, and it was revalidated with the reliability coefficient of 0.91 using Cronbach-Alpha method. In addition, the teamwork subscale adapted from a study by Buitendach and De Witte (2005) was

used. The scale was revalidated and the reliability coefficient of 0.83 was obtained using Cronbach alpha method. The study used a work performance scale designed by Popoola (2006) to elicit responses from the respondents on their level of performance in their workplaces. The reliability coefficient of 0.91 was obtained using Cronbach alpha method.

Copies of the questionnaire were administered to the librarians and library officers personally by the researchers at their various libraries. Adequate time was given for the copies of the questionnaire to be completed, after which they were retrieved from the respondents. The analysis of data collected was based on the use of simple descriptive statistical analysis of frequency counts and percentages. Figures and tables were also used to present findings; inferences were drawn from it and simple correlation and multiple regression analysis were also employed to analyse the data generated due to the multivariate nature of the study.

**Table 1: Questionnaire administration and retrieval.**

| S/N   | Name of institution                                | Population | Copies of Questionnaire administered | No. retrieved |
|---|--|------------|--------------------------------------|---------------|
| 1.  | Ekiti State University Library, Ado-Ekiti          | 21         | 21                                   | 16            |
| 2.  | University of Ibadan, Ibadan                       | 62         | 62                                   | 55            |
| 3.  | Obafemi Awolowo University, Ile-Ife                | 43         | 43                                   | 40            |
| 4.  | University of Lagos, Lagos                         | 45         | 45                                   | 42            |
| 5.  | University of Agriculture, Abeokuta                | 31         | 31                                   | 27            |
| 6.  | Ladoke Akintola University of Technology, Ogbomoso | 24         | 24                                   | 24            |
| 7.  | Federal University of Technology,                  | 28         | 28                                   | 25            |
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| 9.  | Olabisi Onabanjo University, Ago-                  | 28         | 28                                   | 26            |

|            |   |            |            |              |
|------------|---|------------|------------|--------------|
|            | Iwoye                                     |            |            |              |
| <b>10.</b> | Osun State University, Osogbo             | 16         | 16         | 15           |
| <b>11.</b> | Federal University Oye-Ekiti, Library     | 11         | 11         | 11           |
| <b>12.</b> | Adekunle Ajasin University, Akungba-Akoko | 10         | 10         | 10           |
|            | <b>Total</b>                              | <b>343</b> | <b>343</b> | <b>314</b>   |
|            | <b>Response rate</b>                      |            |            | <b>91.5%</b> |

### Findings and discussion

**Hi 5:** Job satisfaction, need achievement and teamwork will not significantly influence work performance of academic library staff in South West, Nigeria.

**Table 2: The influence of job satisfaction, need achievement and teamwork will not significantly influence work performance of academic library staff in South West, Nigeria**

| Model            | Unstandardised Coefficient |            | Standardised Coefficient | T      | Sig. p | Remark |
|------------------|----------------------------|------------|--------------------------|--------|--------|--------|
|                  | B                          | Std. Error | Beta Contribution        |        |        |        |
| (Constant)       | 60.543                     | 15.111     |                          | -4.007 | .000   | Sig    |
| Job satisfaction | .433                       | .166       | .254                     | 2.613  | .011   | Sig.   |
| Need achievement | .436                       | .094       | .455                     | 4.650  | .000   | Sig.   |
| Team Work        | .595                       | .187       | .312                     | 3.183  | .002   | Sig.   |

Table 2 reveals the relative contribution of the three independent variables to the dependent variable, expressed as beta weights, viz: Job satisfaction ( $\beta = .254$ ,) (i.e. 25%), Need achievement ( $\beta = .455$ ,) (i.e. 45.5%) and Teamwork ( $\beta = .312$ ,) (i.e. 31.2%). Thus the hypothesis which states that job satisfaction, need achievement and teamwork will not significantly influence work

performance of academic library personnel in South-West, Nigeria was therefore rejected. This means job satisfaction, need achievement and teamwork significantly influenced work performance of academic library personnel in South-West, Nigeria.

**Table 3: Correlation matrix of the relationships among variables of interest.**

| S/N | Variable         | Mean   | SD     | 1      | 2      | 3       | 4    |
|-----|------------------|--------|--------|--------|--------|---------|------|
| 1   | Work performance | 40.731 | 7.504  | 1.00   |        |         |      |
| 2   | Job satisfaction | 44.38  | 11.49  | 0.511* | 1.000  |         |      |
| 3   | Team work        | 35.26  | 12.45  | 0.423* | 0.776* | 1.00    |      |
| 4   | Need achievement | 31.81  | 12.783 | 0.887* | 0.581* | -0.513* | 1.00 |

\* Significant at  $P < 0.05$

The table above indicates a correlation matrix showing test of significant relationship between the independent variables (job satisfaction, need achievement, and teamwork) and the dependent variable (work performance). The table reveals that there is a significant positive relationship between job satisfaction and work performance ( $r = 0.511$ ,  $p < 0.05$ ), need achievement and work performance ( $r = 0.887$ ,  $p < 0.05$ ), teamwork and work performance ( $r = 0.423$ ,  $p < 0.05$ ). This result further laid credence to the fact that there are significant relationships among independent variables and the dependent variable.

**Table 4: Summary Result of multiple Regression Analysis of Work Performance of the Respondents**

| Model | Sources of variation | Sum of squares | Degree of freedom | Mean square | F -ratio | Sig. p            |
|-------|----------------------|----------------|-------------------|-------------|----------|-------------------|
|       | Regression           | 2624.471       | 3                 | 656.116     | 21.477   | .000 <sup>a</sup> |
|       | Residual             | 16642.563      | 311               | 30.535      |          |                   |
|       | Total                | 19267.035      | 314               |             |          |                   |
| Model | R                    | R square       | Adjusted R        | Std. Error  |          |                   |

|   |                   |      | square | of Estimate |
|---|-------------------|------|--------|-------------|
| 1 | .369 <sup>a</sup> | .436 | .430   | 5.525       |

The result of the regression analysis above shows that job satisfaction, need achievement and teamwork when taken together do significantly influence work performance among libraries personnel in academic libraries in south-west, Nigeria. About 43% of the variation ( $F = 21.477$ ,  $df = 3; 311$ ;  $p < 0.05$ ) in work performance of the respondents was accounted for by the linear combination of job satisfaction, team work and need achievement of the respondent while the remaining 56% was due to other factors.

### **Discussion of findings**

One major finding of this study is that there is a significant relationship between job satisfaction and work performance among academic library staff in South West, Nigeria. This finding is in agreement with Quadri (2010) that performance increases satisfaction through the intermediate effect of rewards. According to the findings of the study, the results show that majority of the respondents were satisfied with the benefits received in their libraries. This shows that majority of the respondents were satisfied with the benefits.

The study finds the benefits received in their libraries are adequate to fulfill their basic needs. This supports the assertion made by Illies, Rem us, Wilson, Kelly, Schwind and Wagner, (2009) when asked a question of how the material and moral elements affect the job satisfaction of the librarian, that job satisfaction is an attitude that relates to overall attitudes towards life, or life satisfaction. It also corroborates the result of previous studies carried out by Souza-Posa and Souza-Posa (2000). They reported a positive correlation between job satisfaction and work performance relating to individual's need. Their assumption was that there are basic and universal human needs and that if individual's needs are fulfilled in their current situation, then that individual will be happy. Also, the finding supports Fisher, (2003) who reports that job satisfaction has a positive effect towards employment and it is arguably a fairly stable evaluation of how the job meets the employee's needs, wants or expectations.

Another major finding of this study is that, there is a significant relationship between need achievement and work performance among academic library staff in South West, Nigeria. The result concurs with Ratzburg (2008), Mullin (2007), and Iyoro (2005). Ratzburg(2008) reported that there was positive relationship between need achievement and work performance as he asserted that achievement motivation is a non-conscious concern for achieving excellence through individual efforts. Mullin (2007) stated there was a strong relationship between need achievement and work performance among academic library staff in South-West, Nigeria. He stressed that individuals with chronically high achievement were motivated to attain high performance goals, enjoy pursuing standards of excellence. However, Iyoro (2005) noted that investigations have demonstrated that, when workers are given necessary motivation they require, they display maximum willingness in the discharge of their duties. The findings of this study revealed that majority of the respondents indicated their willingness to take extra responsibilities on each task. This finding shows that their need achievement is high this corroborates Brunstein and Maier (2005) who reported that achievement need is one of the strong determinants of people's behaviour towards task performance. This assertion also supports Mullin (2007) who contend that individuals with chronically high achievement motivation were motivated to attain high performance goals, enjoy pursuing standards of excellence, value competence and enjoy challenges and achieve relevant feedback.

The study also established that there was a significant relationship between teamwork and work performance among the academic library staff in south west, Nigeria. This finding is consistent with Pfaff and Huddleston, (2003), Froebel and Marchington, (2005), Jones et al., (2007), Hamilton et al., (2003), Benders et al., (2001) and Delarue et al., (2007). For instance, Pfaff and Huddleston, (2003) as well as Froebel and Marchington, (2005) report that teamwork is necessary for all types of organisation including non profit organisations and that team members enhances the skills, knowledge and abilities while working in a team. Jones et al., (2007) state there is a positive relationship between teamwork and work performance. They further argue that teamwork is an important factor for smooth functioning of an organisation. Hamilton et al., (2003) report that there is a positive relationship between teamwork and work performance as they find the adoption of teams improves worker productivity. In a wider European study,

Benders et al., (2001) also found a positive effect of group delegation for reducing employee absenteeism rates and improving organisational performance. Delarue et. al., (2007) argue that a review of survey based research over the last decade reveal that many studies had found positive effects of teamwork on operational measures of organisational performance. The study reveals that there is significant relationship between teamwork and work performance among academic library personnel in south-west, Nigeria. This finding supports the assertion of Conti and Kleiner (2003) that teams offer greater participation, challenges and feelings of work accomplishment.

The correlation matrix shows the relationship between the independent variables (job satisfaction, need achievement, and team work) and dependent variable (work performance). The finding reveals there is a significant positive relationship between job satisfaction and work performance, need achievement and work performance as well as team work and work performance. This finding further laid credence to the fact that there is significant relationship among independent variables and the dependent variable. The finding corroborates Manz and Neck (2002) as well as Mickan and Rodger, (2000). For instance, Manz and Neck (2002) found that high performance teams within the organisation exist when there is cooperation and unity among members however, stated that there is a positive correlation between performance and teamwork; Mickan and Rodger, (2000) discovered in their study that reducing mistakes, quality outputs, increase in productivity and satisfaction are the variety of criteria through which the performance is evaluated.

Finally this study revealed the relative contribution of the three independent variables to the dependent variable, expressed as beta weights, viz: Job satisfaction, Need achievement and Teamwork. The hypothesis which states that job satisfaction, need achievement and teamwork will not significantly influence work performance of academic libraries staff in South West, Nigeria was therefore rejected. This means job satisfaction, need achievement and teamwork will significantly influence work performance of academic libraries staff in South West, Nigeria. This finding corroborates Birdi et al., (2009) and Sanderback, (2009). For instance, Birdi et al., (2009) state that the success of an organised group involved in carrying out a task depends on the interpersonal relationship or interactions that are; engaging, fulfilling, creative, and productive.

## **Conclusion**

The following conclusions drawn from the study could provide some insight to the library managers to improve the level of work performance of academic library staff in Southwest, Nigeria.

- There is a significant impact of job satisfaction on work performance of academic library staff in Southwest, Nigeria.
- Academic library staff with chronically high achievement was motivated to attain high performance goal and enjoy pursuing standards of excellence. However, there was positive relationship between need achievement and work performance.
- There is a positive relationship between teamwork and work performance as the adoption of teams improves worker productivity.
- The findings revealed that job satisfaction, need achievement and teamwork will significantly influence work performance of academic library personnel in South-West, Nigeria.
- It was established that work value, work environment and salary/rewards jointly contributed to the significant variation changes of reported work performance among academic library personnel in South-West Nigeria. Therefore, there is a need to encourage the availability of these factors for employees to put up higher performance to enhance productivity in the library. The findings revealed that librarians and library officers were motivated to see their libraries succeed.

### **Recommendations**

The study also revealed that, there is a strong relationship between need achievement and work performance among academic library staff in South-west, Nigeria, as individuals with chronically high achievement need were motivated to attain high performance goals and enjoy pursuing standards of excellence. Therefore, library managers should be concerned about factors that can influence the achievement needs of the library personnel. Major source of achievement need of most library personnel is related to job content factors than job context factors. Such as achievement, autonomy, recognition, feedback e.t.c. therefore, when library managers do job

enrichment and job redesign, employees should be given more autonomy, challenging responsibility and interesting work. In other words give priority for job content factors.

Attitudes of library managers toward teamwork should be changed because the adoption of teams improves worker productivity.

Management of academic libraries should set in motion strategies to address especially benefits packages available to library employees across board; as well as creating a work environment that is appreciative of its employees and conducive to professional growth as that will trigger their need for achievement and encourage teamwork.

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