



DISCIPLINARY MEASURES TOWARDS THE ATTITUDE OF LIBRARIANS IN SOME SELECTED UNIVERSITY LIBRARIES IN NIGERIA

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Abstract

Purpose: The paper examines disciplinary measures used in achieving the right attitude of librarians in rendering their services.

Design/Methodology/Approach: The study adopted a descriptive survey using questionnaire to collect data. The population of the study consists 78 librarians which were randomly picked from some selected university libraries in South-South Nigeria.

Findings: This paper found out that verbal warning, query, suspension, demotion and dismissal were the disciplinary measures instill by university librarians towards the right attitude of librarians in some selected university libraries in Nigeria. The study also revealed the right attitude expected from librarians after installing disciplinary measure in some selected university libraries in Nigeria in the following order: adaptability & resilience, positivity & optimism, commitment & diligence and integrity & ethics. The study recommend that for university libraries to perform academically, disciplinary measures should be instill to discipline library staff that are found wanting.

Originality/Value: The study captured all the necessary disciplinary measures that could be applied to enhanced the right attitude from librarians

Keywords: Disciplinary measures, attitude of librarians, university libraries, Nigeria

Paper type: Empirical research

Introduction

University library supports the curriculum and research of university teachers and students. University librarians have to ensure that the staff under her/him are diligent to carry out their responsibilities. For librarians to fulfill their obligation, the university librarians have to instill disciplinary measures to achieve this feat. According to Rose (2023), disciplinary procedures are steps performed by the university librarians to rectify or penalize

incorrect employee behavior, usually in reaction to infractions of workplace regulations or codes of conduct. These steps are intended to preserve a courteous and safe working environment, particularly in the context of workplace discrimination and harassment. They can range in severity from verbal warnings to termination, and their purpose is to enforce university policies and foster an accountable culture. Verbal and written warnings, suspension, demotion, and termination are all common disciplinary actions. When disciplinary measures are

instill in the university library, the attitude of the librarians also changes in the right direction, (Eserada & Obaidjevwe, 2022; Udo-Anyanwu et al., 2020)

The right work attitude entails a positive, devoted, and ethical approach defined by effort, punctuality, and integrity in order to optimize production and support professional success. The right attitude of a librarian refers to the good habit of carrying out tasks, responsibilities, obligations, or functions with all seriousness. The attitudes of librarians and their work environments have a considerable impact on service delivery. A cheerful attitude among librarians improves work satisfaction, performance, and service quality. An individual's attitude is a complex collection of emotions, convictions, and behaviors directed toward a certain thing, person, entity, or incident (Joe, Richard, & Sanford 2011). A study by Hussain et al. (2021) found that librarians who exhibit enthusiasm, professionalism, and a proactive approach significantly enhance the user experience. These attitudes foster a welcoming environment, encourage user engagement, and contribute to the overall success of library services. Disciplinary measures for librarians are designed to correct negative behaviors such as poor

attitude, absenteeism, insubordination, or negligence and to ensure that library services run efficiently. It is in the light of the above that the examination of disciplinary measures toward the attitude of librarians in some selected university libraries in Nigeria becomes imperative.

Statement of the problem

Discipline is vital for the successful operations of the university libraries. Discipline is defined as an action or behavior on the part of an organization's authority (typically management) intended at stopping all employees from engaging in behavior that threatens to disrupt the organization's operations. It is one of the fundamental tactics for establishing successful work performance and meeting the library's goals and objectives. The university library is a well-organized organization with standards and procedures that all employees must follow. Deviating from these rules constitutes indiscipline. They can take the shape of tardiness, absenteeism, pursuing authorized studies, and acts of insubordination, among others. If there is a problem with a library staff member's behavior or performance, disciplinary action may be required. Libraries use disciplinary methods to rectify inappropriate conduct and instill discipline. It is crucial to stress that it must be done in

line with the legislation and established disciplinary processes, as well as respecting the rights of library workers who are subject to the measure. Although disciplinary measures aimed at influencing the attitudes of librarians are known to exist, there is a noticeable lack of empirical studies examining this phenomenon within selected university libraries in Nigeria; this gap therefore justifies the need for the present study.

Research questions

The following were formulated to guide the study

1. What are the disciplinary measures instill by university librarians towards of librarians in some selected university libraries in Nigeria?
2. What is the right attitude expected from librarians after installing disciplinary measure in some selected university libraries in Nigeria?

Literature review

Disciplinary procedures are corrective actions used by corporations to ensure that workers maintain the proper attitude toward work. Every organization has disciplinary measures in place to give fundamental practical assistance to employers, workers, and representatives, as well as to establish principles for dealing with rules and processes. The success of

workplace disciplinary action is determined by the organization's open and good corporate governance culture and practices (Danku, Apeletey, Aboagye, & Benyebaar, 2015). According to Alegbeleye and Idris (2015), disciplinary measures used against erring employees include oral reprimand, written reprimand, job transfer, layoffs or suspension, demotion, reduced compensation, de-hiring, discharging, offenses against discipline, procedure at an inquiry, punishment, dismissal, desertion, and interdiction. Iheanacho, Edema, and Ekpe (2017) assert that the most commonly used disciplinary procedures in Nigerian public service include persuasion, the issue of queries, warning letters, and the withholding of rewards. Kogah and Ibegbulem (2021), stated that disciplinary measures are codes of conduct instituted by an organization to control and guide workers; they are written procedures used to correct workers' behavioral deficiencies in relation to organizational policies, rules, established practices, and other employment conditions. In the study of Udo-Anyanwu, Uwandu, and Obiano (2020), they proposed the implementation of a staff disciplinary policy that would be severely enforced without influence from people or unions.

Iheanacho, Edema, and Ekpe (2017) argue that disciplinary measures, while

requiring university librarians to be consistent and firm, can teach library staff what is expected of them and be used to develop library staff with knowledge and skills to help them function well in the organization by changing their positive attitudes toward work. The purpose of the disciplinary actions is not to penalize library employees, but rather to maintain good work performance and meet the library's aims and objectives. Thus, if the organization's norms and regulations are disregarded or broken, the employee has weak discipline (Sarwani, 2016). According to Onah (2014), discipline is concerned with the extent to which workers of an organization can adhere to and submit to the rules and regulations guiding their conduct at work. Anugwom (2007) described discipline as the use of incentives, punishments, force, and other disciplinary measures to ensure that accepted behavioral standards are maintained inside the organization. Without discipline, no company can thrive. Simatipang and Putu (2018) stated that the primary aim of discipline is to increase efficiency as much as possible by avoiding and correcting the individual's attitude required to support the smoothness of all organizational operations in order to accomplish the greatest goal. Discipline is

thought to help teach responsibility and rectify inappropriate conduct.

The implementation of disciplinary measures in libraries improves their efficacy, efficiency, growth, and goal attainment (Dumusan, 2002). This is true because, when disciplinary measures are used properly, workers are more likely to adopt the correct mindset. Wedaga (2012) discovered that disciplinary processes improve employee attitude when management tailors them to employee performance-driven goals. Cook (2012) demonstrated that organizations frequently consider disciplinary measures to be appropriate avenues through which supervisory personnel communicate with employees to correct behavioral deficiencies, maintain high standards of service and productivity, and ensure adherence to established and communicated company policies. Adekunle, Omobola, and Tella (2017) defined attitude as a taught, emotionally charged inclination to react consistently, favorably or unfavorably, to an individual or object. According to him, work attitudes indicate the conceptual worth of these services in the eyes of librarians, rather than the actual values of the services. They went on to say that the quality of a university is heavily influenced by the

quality of its library professionals because of their unique contributions to the attainment of the university's overall goals. A working attitude is described as a proclivity for thoughts and sentiments of happiness or discontent with the job that will be done, with the consequences proportionate to the effort expended (Eirsyah et al., 2019). According to Sya'baniahet al. (2019 cited in Sutrisno, Karyono, and Muhammad (2023), work attitude is divided into three dimensions: cognitive (beliefs or beliefs), affective (feelings), and attitudes.

Research Methodology

The study adopted a descriptive survey using questionnaire to collect data. The population of the study consists of 78 librarians which were randomly picked from some selected university libraries in South-South Nigeria. A total of the 78 questionnaire were distributed only 69 were retrieved. Descriptive statistics, (mean and percentage) were used for analysis. A mean score of 2.5 and above and a percentage score of 50% were considered positive for decision making.

Population of the study

Table 1

S/N	Selected University Libraries in Nigeria	Population of Librarians
1	Bayero University Kano State	21
2	University of Lagos	13
3	Kwara State University	24
4	University of Benin, Edo State	11
	Total	69

Table 1 depicts the population of librarians which were randomly picked in some selected universities in Nigeria. They are: University of Port Harcourt Library has (21) librarians, University of Delta Agbor (13)

librarians, Federal University of Petroleum Resources Effurun Kano has (24) librarians and University of Benin, Edo State has (11) librarians respectively.

Disciplinary measures instill by university librarians towards the right attitude of librarians in some selected university libraries in Nigeria

Table 2

S/N	Items Statement	SA	A	D	SD	-X	Remarks
1	Verbal warning	25	33	11	0	3.2	Accepted
2	Query	29	37	1	2	3.3	Accepted
3	Suspension	33	23	5	8	3.1	Accepted
4	Demotion	34	21	7	7	3.1	Accepted
5	Dismissal	21	22	12	14	2.7	Accepted

Table 2 depicts disciplinary measures instill by university librarians towards the right attitude of librarians in some selected university libraries in Nigeria in the

following order: Verbal warning (3.2), Query (3.3), Suspension (3.1), Demotion (3.1) and Dismissal (2.7) respectively.

Table 3

Attitude expected from librarians after installing disciplinary measure in some selected university libraries in Nigeria

S/N	Items Statement	SA	A	D	SD	-X	Remarks
1	Adaptability & Resilience	25	23	11	10	2.9	Accepted
2	Positivity & Optimism	34	23	2	10	3.1	Accepted
3	Commitment & Diligence	41	16	10	2	3.3	Accepted
4	Integrity & Ethics	27	25	6	11	2.9	Accepted

Table 3 shows the right attitude expected from librarians after installing disciplinary measure in some selected university libraries in Nigeria in the following order: adaptability and resilience (2.9), positivity and optimism (3.1), commitment and diligence (3.3) and integrity and ethics (2.9) respectively.

Discussion of results

The study is on disciplinary measure towards the attitude of librarians in some selected university libraries in Nigeria. Two research questions were formulated to guide the study. The study revealed that verbal warning, query, suspension, demotion and dismissal were the disciplinary measures instill by university librarians towards the right attitude of librarians in some selected

university libraries in Nigeria. The result agrees with the work of Alegbeleye and Idris (2015) who stated that disciplinary measures used against erring employees include oral reprimand, written reprimand, job transfer, layoffs or suspension, demotion, reduced compensation among others. In conclusion, the study established that disciplinary measures such as warnings, queries, suspension, demotion, and dismissal are commonly employed in selected Nigerian university libraries to promote appropriate librarian attitudes, consistent with existing literature.

The study also revealed the attitude expected from librarians after installing disciplinary measure in some selected university libraries in Nigeria in the following order: adaptability and resilience, positivity and optimism, commitment and diligence and integrity & ethics. The result is in line with the study of Wedaga (2012) who discovered that disciplinary processes improve employee attitude when management tailors them to employee performance-driven goals. It is obvious from the findings that disciplinary measures can foster desirable librarian attitudes such as adaptability, positivity, commitment, and integrity in selected Nigerian university libraries, supporting findings that well-

structured disciplinary processes enhance employee performance and behavior.

Conclusion

The link between disciplinary measures and librarians' proper attitude is typically positive and corrective, functioning as a tool to encourage professional behavior, increase productivity, and assure adherence to institutional norms. While punitive, disciplinary procedures are intended to remedy unwanted conduct such as tardiness, absenteeism, and insubordination, they also orient staff toward accomplishing library goals, fostering a more positive, responsible attitude.

Recommendations

The study recommends thus

1. For university libraries to perform academically, disciplinary measures should be instilled to discipline library staff that are found wanting
2. Orientation should be given to staff to stop indiscipline practices that they indulge in and there should be close monitoring of those involved.
3. There should be a policy on discipline of staff which should be adhered to strictly without interference from individuals or unions. This will also protect the staff who is carrying out the discipline.

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