Role clarity, Self-Concept and Job Satisfaction of Library Personnel in Selected University Libraries in Ogun State, Nigeria

Onuoha, Uloma Doris[1], Ogunjinmi, Tolulope[2] & Owodunni, Mayedun[3]
Adeleke University, Osun State, Nigeria[1,] Department of Information Resources Management Babcock University, Nigeria[2]

Abstract

Purpose: This research study aimed to discover the relationship between self-concept, role clarity and the job satisfaction of library personnel in selected university libraries in Ogun State, Nigeria.

Design/Methodology/Approach: The study adopted a survey research design. The population consisted of 136 library personnel. Sampling was enumerative as all members of the population were included in the study. A self-constructed questionnaire was used for data collection. Data analysis was carried out using frequency and percentage counts, Pearson's Product Moment Co-efficient.

Findings: The results revealed a high level of self-concept, role clarity and job satisfaction among respondents. Despite the high level of job satisfaction, respondents were, however, found to be dissatisfied with the relationship with co-workers and the implementation of library policies. Positive relationships were found to exist between self-concept and job satisfaction as well as role clarity and job satisfaction.

Implications: Self-concept and role clarity are important variables in attaining job satisfaction. Therefore, the need for a better working relationship between co-workers and a re-assessment of the way library policies are implemented, to improve the level of job satisfaction among librarians.

Originality: It was recommended that library management can further improve on the concepts of role clarity, self-concept and job satisfaction by organising seminars, lectures or workshops to address psychological issues or personal challenges faced by library personnel in order to device active solutions for resolving such.

Keywords: self-concept, role clarity, job satisfaction, library personnel, university libraries, Ogun State.

Introduction

University libraries are an essential part of every academic institution, responsible for the provision of information materials in print and non-print formats and delivering quality services to satisfy identified information needs of users. For university libraries to achieve their service goals, competent staff are employed to manage and facilitate the use of collections, serve as gatekeepers to the educational and recreational needs of users, regulate collections by buying, classifying, and weeding information materials as well as act as conservators of the past hence Lancaster (1993) opines that library operation is a marriage between information resources and the library personnel. Considering the importance of the human resources to organizational success it is, therefore, necessary that libraries maintain a satisfied workforce.

Every individual has either a known or unknown desire to realise his or her goals and maximise their full potential in every aspect of life, from personal development to career achievement. However, the extent to which each individual reaches his or her potential is highly dependent on the disposition of such an individual. This provides the basis for the theory of self-concept. Rogers (1959) describes self-concept as the organized, consistent set of perceptions and beliefs about oneself. Self-concept encompasses what we think about ourselves and how we view ourselves. Our concept of self can be either negative or positive. While a negative self-concept can significantly hinder development and the chance to live a fulfilling life, a positive self-concept, on the other hand, helps one maintain a healthy and realistic view of self. For library personnel, working in a service unit of a university, the issue of self-concept and role clarity are important because they can interfere

with service provision to library patrons Role clarity is defined by Sawyer (1992) as the extent to which an employees' work goals and responsibilities are communicated clearly, and whereby the employee understands the process required to achieve the specific goals. The opposite of role clarity is role ambiguity which Kahn, Wolfe, Quinn, Snoek and Rosenthal (1964) define as lack of clarity on one's job profile. Going by this definition, role clarity can, therefore, be defined as clarity on one's job profile. For library personnel, there is a need to clearly understand one's job role because the lack of job clarity would not only have an adverse impact on service delivery, but also on the job satisfaction of individual staff members. It is in the light of the aforementioned, that this study, therefore, sought to examine self-concept, role clarity and the job satisfaction of library staff in university libraries in Ogun State.

Statement of the problem

Tremendous focus has been on patrons of the library and how library personnel should aim to satisfy their diverse information needs. However, little attention has been given to library personnel themselves and how their perceptions about themselves and understanding of their roles in the library affect their job satisfaction. Negative self-concept and poorly defined work roles could not only affect library personnel's job satisfaction but also negatively affect the way they serve library patrons. This study, therefore, investigates the relationship between self-concept, role clarity and job satisfaction among library personnel in selected university libraries in Ogun State.

Objectives of the study

The specific objectives of the study were to:

1. identify the level of self-concept of library personnel in university libraries in Ogun State;

2. ascertain the extent to which library personnel in the study locale perceive their roles to be clearly defined;

3. ascertain the level of job satisfaction of library personnel in the study area;

4. determine the relationship between self-concept and job satisfaction of library personnel in university libraries in Ogun State;

5. determine the relationship between role clarity and job satisfaction of library personnel in university libraries in Ogun State.

Research hypotheses

The following null hypotheses were also formulated to further guide the study

H_0: There is no significant relationship between self-concept and job satisfaction of library personnel in university libraries in Ogun State.

H_0: There is no significant relationship between role clarity and job satisfaction of library personnel in university libraries in Ogun State.

Review of Related Literature Review

The concept of Job satisfaction

Job satisfaction is an important variable for organisational success as the optimal functioning of organisations depends in part on the level of job satisfaction of employees (Rothman & Coetzer, 2002). It is a worker's sense of achievement and success on the job which implies doing a job one enjoys, doing it well and being rewarded for one's efforts (Kaliski,2007) Several factors such as pay levels (Luthans, 1998); promotion (Locke, 1976); supervision, nature of work and communication (Mowday & Sutton, 1993; Khaleque & Chowdhury, 1984); participation in decision making (Chieffo, 1991); self-concept (Furham, 1992; Chimanikire, Mutandwa, Gadzirayi, Muzondo & Mutandwa, 2007) have been found affect job satisfaction.

In a study of academic librarians in the United States, Ingersol, et al (2002), established that librarians are satisfied with the relationship with patrons, co-workers, assigned duties, and variety of work. They were, however, found to be dissatisfied with opportunities for promotion, recognition, and salary. A similar study by Togia et al. (2004) which examined job satisfaction among Greek academic librarians revealed that librarians were generally satisfied with their job. Investigating the job satisfaction of library personnel in the Federal Civil Service of Nigeria, Fanimehin, and Popoola (2013) found out that library personnel are mostly satisfied with the relationship with co-workers, appreciation of services and leadership competence of superior officers. Similarly, Samuel, Onuoha and Ojo (2014) in a study of library personnel in private universities in Ogun State, Nigeria found out that library personnel

are generally satisfied with their jobs. Relationship with supervisors, co-workers, and office environment accounted for the most part of the satisfaction while the least areas of satisfaction were found to be pay (salary) and opportunity for personal development. Unlike other factors associated with job satisfaction, however, little attention has been given to role clarity and self-concept.

Role clarity and job satisfaction

A role is a set of expectations about behaviour corresponding to a particular position in society (Sullivan & Decker, 2009). Role clarity refers to how clearly a set of activities expected from an individual are expressed. It is the extent to which an employee's work goals and responsibilities are communicated clearly, and whereby the employee understands the process required to achieve the specific goals (Sawyer, 1992). It can be described as the lucidity of an individual's roles and responsibilities on a job thereby enabling the worker to perform more efficiently and exhibit behaviours relating to the role in order to attain improved job performance.

Role clarity is important to employees as it determines how well tasks are being carried out and consequently the performance of an employee. Allameh, et al. (2013), opine that employees who perceive their roles as clearly defined, know what is expected of them and are more probable to provide services with high quality. Blumethal, Lavender, and Hewson (1998) affirm that poor role clarity is linked to increased levels of stress, ill health, and absenteeism. Bass (1990) sees the relationship between role clarity and job satisfaction from a personality dimension. He explains that people who have a high need for structure prefer to work in clear settings where they are clear about their task roles and aware of what is expected of them. This would increase chances of higher satisfaction in the workplace (Bass & Avolio, 2004). Studies conducted by Singh (1993) and de Ruyter; Wetzels and Feinberg (2001) as cited in Allemeh, Harooni, Chaleshtari, and Asadi (2013) affirm that employees who understand their roles are more satisfied than those who are not.

Self-concept and job satisfaction

The most prominent theory as regards to self-concept is that of Carl Rogers, a humanistic psychologist, who believed that the essence of personality is embodied in the concept of self. Rogers (1959) describes self-concept as the organized, consistent set of perceptions and beliefs about oneself. Self-concept encompasses what we think about ourselves, that is, our self-esteem, how we view ourselves (self-image) and our ideal self – the person we would like to become. Self-concept is described as a product of an interaction between a number of factors, including physical and mental growth, personal experiences and environmental characteristics and stimulation (Super, 1990). Judge, Erez, and Bono (1998) reveal that individuals with poor or low self-concept have inaccurate, incomplete self-knowledge and that failing to know oneself would lead to loss of control over one's reputation. Corroborating this, Modupe (2010) argues that negative self-concept can limit what one is willing to try and can forestall opportunities for a growth and enjoyment thereby leading to anxiety, hopelessness, frustration, depression, suicide etc. Individuals with negative self-concept would, therefore, be less successful in achieving acceptance and status because they are less able to control and manage their reputation.

For library personnel, the issue of self-concept is critical as Aboyade (n.d. p34) affirms that "library personnel with positive self-concept and personality traits of endurance and patience will be able to satisfy the library's clientele in terms of meeting their information needs, especially in the area of reference queries and selective dissemination of information". Okonedo and Popoola (2012) in their study of self-concept, knowledge sharing and research productivity among librarians in public universities in South-West, Nigeria, found out that librarians exhibit high levels of self-concept as they take positive attitudes towards themselves. In a related study, which examined the relationship between self-concept, role conflict and job satisfaction Sung and Oh (2011) established a significant positive relationship between self-concept and job satisfaction.

Methodology

This study utilised the survey research design using respondents from four university libraries namely: Babcock University, Covenant University, Bells University of Technology, and Olabisi Onabanjo University.

Table 1   Library personnel in selected university libraries

S/N	University Libraries	Library personnel
1.	Babcock University	38
2.	Covenant University	46
3.	Bells University of Technology	20
4.	Olabisi Onabanjo University	32
	TOTAL	136

The study population was, therefore, made up of 136 library personnel in the four university libraries used for this study. Sampling was enumerative as all members of the population were included in the study. The instrument for data collection was a questionnaire titled Self-concept, Role clarity, and Job Satisfaction (SRJS) questionnaire. Self-concept was measured using an adaptation of the Tennessee self-concept scale developed by William F. Fitts and W.L. Warren (1971). Role clarity was measured using an adaptation of Rizzo, House and Lirtzman (1970) role ambiguity scale. Job satisfaction was measured using an adaptation of Weiss, Davis, England and Lofquist (1967) Minnesota Job satisfaction. Frequency and percentage counts as well as Pearson's Product Moment Correlation Coefficient (PPMC) were used for data analysis.

Presentation of findings

Out of 136 copies of the questionnaire distributed 120 (88.2%) were retrieved. The breakdown of distribution and retrieval is shown in Table 2.

Table 2: Questionnaire distribution and retrieval

S/N	University Library	Library personnel	Number Distributed	Number Returned	Percentage (%)
1	Babcock University	38	38	35	92.1%
2	Covenant University	46	46	45	97.8%
3	Bells University of Technology	20	20	16	80.0%
4	Olabisi Onabanjo University	32	32	24	78.1%
	TOTAL	**136**	**136**	**120**	**88.2%**

Table 3: Self-concept of library personnel

S/N	Statement	VHE F (%)	HE F (%)	LE F (%)	VLE F (%)	Mean	SD
1.	I try to change when I know I am doing things that are wrong.	78 (65.0)	40 (33.3)	2 (1.7)	-	3.63	.52
2.	I am a friendly person in and outside the library.	74 (61.7)	45 (37.5)	1 (0.8)	-	3.61	.51
3.	I take the blame for things I do without getting mad.	63 (52.5)	55 (45.8)	2 (1.7)	-	3.51	.53
4.	I am an attractive person.	66 (55.0)	50 (41.7)	2 (1.7)	2 (1.7)	3.50	.62
5.	I have a lot of self-control.	60 (50.0)	58 (48.3)	2 (1.7)	-	3.48	.53
6.	I am satisfied with the way I treat other people.	60 (50.0)	58 (48.3)	2 (1.7)	-	3.48	.53
7.	I can always take care of myself in any situation.	57 (47.5)	59 (49.2)	1 (0.8)	3 (2.5)	3.41	.64
8.	I feel that I have some good qualities which helps me to be creative on the job.	55 (45.8)	60 (50.0)	5 (4.2)	-	3.41	.57
9.	I am full of energy and enthusiasm which helps me to do a great deal of work.	53 (44.2)	61 (50.8)	5 (4.2)	1 (0.8)	3.38	.61

The average mean score is 3.46, and average standard deviation score is 0.57 which suggest a high level of self-concept among library personnel in the university libraries under study. The respondents were found to have high scores in the areas of accepting change when they realize they are wrong, being friendly and taking responsibility for their actions. Although, respondents scored above average on all the statements, having energy and enthusiasm needed for coping with a great deal of work had the lowest mean score.

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Table 4: Extent to which library personnel perceive their roles to be clearly defined

S/N	Statements	SA F (%)	A F (%)	D F (%)	SD F (%)	Mean	SD
1.	I know how my performance on the job is going to be evaluated.	79 (65.8)	39 (32.5)	2 (1.7)	-	3.97	3.72
2.	I feel certain about how much authority I have on the job.	77 (64.2)	40 (33.3)	3 (2.5)	-	3.62	.54
3.	Clear planned goals and objectives exist for my job.	76 (63.3)	38 (31.7)	5 (4.2)	1 (0.8)	3.57	.62
4.	I understand how my roles affect the effectiveness of the library.	53 (44.2)	63 (52.5)	4 (3.3)	-	3.41	.56
5.	I know what my responsibilities are.	55 (45.8)	60 (50.0)	3 (2.5)	2 (1.7)	3.40	.63
6.	I know exactly what is expected of me.	53 (44.2)	61 (50.8)	4 (3.3)	2 (1.7)	3.37	.63

SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree

Findings from Table four indicates a high level of job clarity with an overall average mean score of 3.56. From the Table, it was apparent that respondents have a good understanding of their role especially when it comes to criteria for performance evaluation and authority on the job.

Table 5: Level of job satisfaction

S/N	Statement	VS F (%)	S F (%)	FS F (%)	D F (%)	VD F (%)	Mean	SD
	On my present job, this is how I feel about:							
1.	The way my job provides for steady employment.	50 (41.7)	57 (47.5)	10 (8.3)	3 (2.5)	-	4.28	.72
2.	The chance to do something that makes use of my abilities.	43 (35.8)	69 (57.5)	5 (4.2)	3 (2.5)	-	4.27	.66
3.	The chance to do different things from time to time.	47 (39.2)	58 (48.3)	14 (11.7)	1 (0.8)	-	4.26	.69
4.	The chance to tell people what to do.	45 (37.5)	62 (51.7)	11 (9.2)	2 (1.7)	-	4.25	.69
5.	The chance to be 'somebody' in the community.	45 (37.5)	63 (52.5)	8 (6.7)	4 (3.3)	-	4.24	.72
6.	The way my boss handles his/her workers.	50 (41.7)	55 (45.8)	8 (6.7)	5 (4.2)	2 (1.7)	4.22	.87
7.	The competence of my supervisor in making decisions.	44 (36.7)	62 (51.7)	12 (10.0)	1 (0.8)	1 (0.8)	4.22	.72
8.	The praise I get for doing a good job.	43 (35.8)	63 (52.5)	9 (7.5)	5 (4.2)	-	4.20	.75
9.	Being able to do things that don't go against my conscience.	42 (35.0)	63 (52.5)	11 (9.2)	3 (2.5)	1 (0.8)	4.18	.77
10.	The pay and the amount of work I do.	47 (39.2)	52 (43.3)	15 (12.5)	5 (4.2)	1 (0.8)	4.16	.86
11.	The chances for promotion on the job.	44 (36.7)	54 (45.0)	15 (12.5)	6 (5.0)	1 (0.8)	4.12	.87
12.	The chance to do things for other people.	36 (30.0)	61 (50.8)	17 (14.2)	5 (4.2)	1 (0.8)	4.05	.83
13.	The freedom to use my own judgment.	38 (31.7)	55 (45.8)	19 (15.8)	5 (4.2)	3 (2.5)	4.00	.93
14.	The feeling of accomplishment I get from the job.	33 (27.5)	64 (53.3)	13 (10.8)	8 (6.7)	2 (1.7)	3.98	.89
15.	Being able to keep busy all the time.	37 (30.8)	55 (45.8)	19 (15.8)	7 (5.8)	2 (1.7)	3.98	.92
16.	The working conditions.	38 (31.7)	51 (42.5)	19 (15.8)	9 (7.5)	3 (2.5)	3.93	1.00
17.	The chance to work alone on the job.	28 (23.3)	52 (43.3)	25 (20.8)	9 (7.5)	6 (5.0)	3.72	1.06
18.	The way my co-workers get along with each other.	28 (23.3)	54 (45.0)	18 (15.0)	14 (11.7)	6 (5.0)	3.70	1.10
19.	The way library policies are put into practice.	31 (25.8)	44 (36.7)	19 (15.8)	17 (14.2)	9 (7.5)	3.59	1.23

VS = Very Satisfied, S = Satisfied, FS = Fairly Satisfied, D = Dissatisfied, VD = Very Dissatisfied

The average mean score for the level of job satisfaction among library personnel in the selected university libraries is 4.07 while the standard deviation is 0.86 which suggest that the level of job satisfaction is high. Respondents were found to be satisfied mostly with the steady employment that their jobs provide and the opportunity that they have to utilize their abilities. The least level of job satisfaction, however, dealt with the way co-workers get

along with each other and how library policies are put into practice.

Presentation of hypotheses

There is no significant relationship between self-concept and job satisfaction of library personnel in the selected university libraries in Ogun State.

Table 6: Pearson Product Moment Correlation Co-efficient Analysis of Self-concept and Job satisfaction

Variables	N	Mean	SD	R	Sig.	Remark
Self-concept	120	3.4608	.34962	.295*	.010	Significant
Job satisfaction	120	4.0719	.56866			

Correlation is significant at 0.05 Level (2-tailed)

As shown in Table 4.5, there is a significant positive relationship between self-concept and job satisfaction. Thus, the higher the self-concept among library personnel, the higher the

job satisfaction (r =.295, $p < .05$). Therefore, the null hypothesis is rejected.

There is no significant relationship between role clarity and job satisfaction of library personnel in the selected university libraries in Ogun State.

Table 7: Pearson Product Moment Correlation Co-efficient Analysis of Role clarity and Job satisfaction

Variables	N	Mean	SD	R	Sig.	Remark
Role clarity	120	3.5583	.75706	.298*	.020	Significant
Job Satisfaction	120	4.0719	.56866			

Correlation is significant at 0.05 Level (2-tailed)

As shown in Table 7, there is a significant positive relationship between role clarity and job satisfaction. Thus, the higher the role clarity among library personnel, the higher the job satisfaction (r=.298, $p < .05$). Therefore, the null hypothesis is rejected.

Discussion of findings

The level of self –concept among library personnel in the studied universities was found to be high as respondents had positive perception of self. The findings corroborate the study of Okonedo and Popoola (2012) whose study revealed high levels of self-concept among librarians in public universities in South-West Nigeria. A high level of role clarity with an overall average mean score of 3.56 also made it apparent that respondents have a good understanding of their roles especially when it comes to criteria for performance evaluation and authority on the job. While respondents were found to have a high level of job satisfaction, they were mostly satisfied with the opportunity to have steady employment and the ability to utilize their skills. The least aspect of job satisfaction was affirmed as the way co-workers get along with themselves and how library policies are implemented. The findings

corroborate those of Togia, et al (2004), Samuel, Onuoha and Ojo (2014) whose studies affirmed that librarians are indeed satisfied with their jobs. It was, however, in partial agreement with the findings of Fanimehin, and Popoola (2013) whose study of job satisfaction of library personnel in the Federal Civil Service of Nigeria, found out that library personnel are mostly satisfied with the relationship with co-workers, appreciation of services and leadership competence of superior officers.

The test of hypothesis revealed a significant positive relationship between self-concept and job satisfaction. Although when examined as single variables, one of the least areas of job satisfaction happened to be the way co-workers treat each other. While one of the highest rating for self-concept was the friendly nature of librarians both inside and outside the library. The inconsistency in these observations suggest that librarians overestimate their level of friendliness as individuals. The findings, however, supports the work of Sung and Oh (2011) which established a significant positive relationship between self-concept and job satisfaction. A significant positive relationship was also established between role clarity and job

satisfaction in this study, which is in line with the findings of Bass (1990), Koustelios, et al. whose studies concluded that role clarity is a significant predictor of job satisfaction.

Conclusion

In summary, the study revealed that self-concept and role clarity have significant relationships with job satisfaction. It is, therefore, important for library management to promote role clarity by ensuring that library personnel have a clear understanding of who they are as individuals as well as their assigned duties. When mechanisms have been put in place to encourage self-concept, role clarity, and job satisfaction, library personnel will be able to perform efficiently and effectively in the library, realizing both personal and organizational goals.

Recommendations

Based on the findings, the following recommendations are made:

1) There is a need for a better working relationship between co-workers to improve the level of job satisfaction among librarians as this would enhance the level of job satisfaction.

2) Considering the fact that the least area of job satisfaction was in the way library policies are put into practice, adequate information flow should be encouraged between library personnel and management to ensure that both parties are clear on policy implementation procedures as a means of improving job satisfaction

3) Although librarians were found to have high self-concept and role clarity, Library management can further improve on those concepts by organising seminars, lectures or workshops to address psychological issues or personal challenges faced by library personnel and device active solutions to solve such issues.

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