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# Exploring The Relationship Between Work Attitudes and Job Performance of Librarians in Universities in Delta State, Nigeria

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**ABSTRACT**
The study examined work attitudes and job performance of librarians in university libraries in Delta State, Nigeria. Three research questions were answered and hypothesis was tested in the study. The study adopted a correlation research design. The population consisted of eighty-four (84) librarians. A total enumeration sampling technique was employed. The research questionnaire was the instrument used for the study which was validated by experts in the Department of Library and Information Science, Delta State University, Abraka. The reliability test carried out on the instrument yielded the following coefficients: work Attitude 0.80 and job performance 0.61. The instrument was administered to the respondents and the data obtained were analysed using mean and standard deviation, Pearson's Product Moment Correlation Coefficient and linear regression. Findings revealed that Librarians in universities in Delta State have a negative attitude toward work-related issues and exhibit a high level of job performance.The findings also demonstrate a weak, negative correlation between work attitude and job performance among librarians. Work attitude had no significant impact on the job performance of librarians in the university libraries investigated. The study concluded that despite facing negative work attitudes librarians in universities in Delta State, librariansalso report a high level of job performance, indicating the presence ofstrong self-efficacy. The study recommends better funding, improvement in infrastructure, and professional development opportunities to improve job satisfaction. Additional research should explore the unique factors influencing the relationship between work attitude and job performance among librarians to develop specific interventions towards improving the work environment.

**Keywords:** work Attitude, job performance, librarians, universities, Delta State

## I. INTRODUCTION

Libraries play a central role in assisting tertiary institutions in discharging their functions by acquiring all the relevant information necessary to sustain their universities' teaching, learning, research, and public service functions. The extent to which tertiary institution libraries can perform these functions will depend on several factors, among them library personnel's job performance. Job performance is a commonly used concept in industrial and organisational psychology. It refers to how people perform their jobs (Oyeniran, 2023). Job performance, as defined by James (2002) and cited in Oyeniran (2023), is the observable and quantifiable conduct of an individual within a specific context, or the act of carrying out a directive, responsibility, or objective. Another definition of job performance is that the employee's actions align with the importance of the duties outlined in the job description (Gulduran&Percin, 2020; Alpaslan&Yesim, 2021).

According to Naktiyak (2019), performance refers to the extent to which an employee or group can accomplish their intended goals in terms of quantity and quality (Alpaslan&Yesim, 2021). Oyeniran (2023) noted that most employers of labour have realised that for their organisations to compete favourably, the performance of their employees goes a long way in determining the success of the organisation. The organisation must also know who its outstanding workers are, those who require additional training, and those who do not contribute to the organisation’s efficiency and welfare. Mallaiah and Yadapadithaya (2009), as cited in Oyeniran (2023), summarised the response of researchers and asserted that to enhance the efficiency and job performance of library personnel, we must view information managers as physiological, sociological, and psychological entities. On the other hand, work attitude and the job

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performance of employees in any organisation are vital not only for the growth of the organisation but also for the growth of individual employees. They further stated that with this present situation, most librarians must realise that for their library to compete favourably, the job performance and work attitude of their staff has a serious influence on the success of library service delivery.

Besides, in a situation where a low level of job performance is noticed in the library, it would have been assumed that the librarian was unable to provide a good working relationship with their staff, thereby creating a poor work attitude among staff, and when these are not taken into consideration, it thereby hinders their job performance. In complementing the findings of Mallaiah and Yadapadithaya (2019) on job performance, Robbins (2020) examined work attitude and stress as factors that may be lowering the job performance of librarians while rendering library services. Adekunle, Omobola, and Tella (2017) submitted that attitude is a learned, emotionally toned disposition to react in a consistent way, favourable or unfavourable, towards an individual or object. According to him, work attitudes represent the conceptual value of these services in the minds of the librarians, not the values of the services themselves. They further said that, to a large extent, the quality of a university is measured by the quality of personnel in the library because of their unique contributions to the achievement of the overall goals of the university.

A working attitude is defined as a propensity for thoughts and feelings of contentment or dissatisfaction with the work of everything that will be done, and the outcomes are proportional to the effort performed (Eirsyah*et al.,* 2019). According to Sya'baniah*et al*. (2019), as cited in Sutrisno, Karyono, and Muhammad (2023), work attitude has three dimensions: cognitive (beliefs or beliefs), affective (feelings), and attitudes (behaviours or actions).

Work attitude refers to how an individual feels about their work and demonstrates their commitment to it. It encompasses elements such as enthusiasm, diligence, and a willingness to collaborate with others. In general, an attitude refers to a particular way of thinking or feeling about something, often manifested through behaviour. In the workplace, attitude is defined as one's feelings and beliefs about the work environment. A person's attitude towards their workplace can influence their internal and external self-perception. For example, someone may dislike a task they need to complete at work. However, if they approach the task with a positive attitude, it will likely improve their overall outlook and potentially influence the attitudes of those around them (Baldwin, 2023).

A positive work attitude is extremely important because it fosters productive thinking, increases productivity, enhances job performance, and contributes to overall success in the workplace. Employers value employees with a strong work attitude, as they tend to be more motivated and engaged in their roles. Positive individuals are more approachable and easily build constructive relationships, which are essential for creating cohesive teams (Tutorial Point, n.d).

Work attitudes, such as job satisfaction and motivation, can have a significant impact on job performance and productivity. Satisfied, motivated, and engaged employees are more likely to invest effort and energy into their work, leading to increased productivity, higher-quality work, and greater overall job performance. Conversely, dissatisfied, demotivated, or disengaged employees may experience decreased productivity, increased absenteeism, and a higher likelihood of turnover. Employers recognise the importance of fostering positive work attitudes through various strategies, including creating a supportive work environment, providing opportunities for skill development, and acknowledging employees' contributions (Onwubiko, 2019).

Recent literature, including studies by Ntui, Adui, and Usang (2014); Adekunle, Omoba, and Tella (2012) and Oyeniran and Irenona (2021), has observed a decline in the job performance of librarians. Librarians' work attitudes towards their jobs, as well as the negative impact of organisational constraints on library services, may contribute to this trend.

Workattitude is the most influential factor in enhancing employee work productivity." Employee work attitudes, whether positive or negative, play a significant role in their ability to perform effectively and take responsibility for their work. Librarians with high work ethics will carry out their responsibilities properly and efficiently (Pitriyani&Halim (2020);Sutrisno, Karyono& Muhammad, 2023:55).

**Research Questions**

The following research questions were articulated for the study:

1. What is the extent of work attitude among librarians in the universities in Delta State?

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2. What is the extent of the job performance level of the librarians?
3. What is the relationship between the work attitude and job performance of the librarians?

**Purpose of the Study**

The main purpose of this study is to explore work attitude and job performance of librarians in university libraries in Delta State, Nigeria. Specifically, the study set out to:

1. investigate the extent of job performance among librarians in the university libraries;
2. identify the extent of work attitude among librarians in the university libraries;
3. determine the relationship between the work attitude and job performance of the librarians.

**Hypothesis**

The null hypothesis below was tested at 0.05 level of significance:

There is no significant relationship between work attitude and the job performance of the librarians in university libraries in Delta State.

## II. Literature Review

This chapter focuses on a review of related literature on the following topics: librarians' work attitude, the stress they experience on the job, and the quality of their performance in university libraries.

**Work Attitude of Librarians**

Attitude refers to the predisposition to respond in a certain way to a person, object, situation, event, or idea. An individual's attitude towards something may reflect their perception rather than its actual state. Attitudes influence how people act in both personal and broader contexts. According to Chiyem and Bojeghre (2016), work attitude is the disposition of an employee towards assigned duties, shaped by concepts, feelings, beliefs, habits, and motives, which can be either positive or negative. Employees integrate their beliefs and motives into their work, which affects their resourcefulness. Good leadership and a supportive work environment can foster a positive attitude, while poor leadership and inadequate facilities can lead to negative work attitudes.

Attitude reflects one's feelings about a specific object or situation. Therefore, work attitude encompasses an employee's feelings or opinions about their job, as well as their beliefs and behavioural tendencies towards it. Val and Kemp (2015) defined work attitude as the affective and evaluative reactions, along with the extent to which an employee identifies with and is involved in their work.

Sari and Karakas (2020) examined job satisfaction among librarians in Turkey and found that intrinsic factors like achievement, recognition, and the nature of the work itself were significant predictors of job satisfaction, thus fostering a positive work attitude. However, Awoyemi(2022) found that librarians in public libraries in Nigeria experienced job dissatisfaction due to inadequate funding, poor infrastructure, and lack of professional development opportunities, leading to a negative work attitude.

**Job Performance of Librarians in the University Libraries**

Every organisation's founding goal was to achieve a specific objective or goal. Both human and material resources are required to accomplish this. Managers of any organisation or institution strive for effective and efficient productivity from their staff, as they believe that achieving set goals and objectives is the most beneficial outcome for any organisation, regardless of size. Most often, job performance reveals this rise in productivity (Oyeniran, 2023). Oduwole (2015) provided a generic definition of job performance as how one carries out the tasks and responsibilities linked to a particular job. It is also considered an output of staff on the job, measurable in terms of quality and quantity of work done. This demonstrates that every organisation expects a certain level of job performance from its employees. Based on the above, we can deduce that trained and proficient personnel, as well as a favourable working environment, are critical to the achievement of librarians' roles and tasks in universities.

In a study on the impact of job stress on librarians' job performance in selected public university libraries in Nigeria, Oyeniran (2023) employed a descriptive research design. The study's population consisted of two hundred and sixty (260) librarians from all of South-West Nigeria's public university libraries. The study employed the total enumeration sample technique. The findings revealed that there is a high level of job performance among librarians in Nigerian university libraries. This implies that the librarians in Nigeria displayed a high level of commitment to their duties. This may be due to the library managers' regular training programmesto meet the library's challenges or an

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improved work environment with opportunities for career growth and development.

**Relationship between Work Attitude and Job Performance**

The relationship between work attitude and job performance has been a focal point of organizational research, revealing intricate connections that influence employee effectiveness and productivity. Katabi*et al.* (2021) noted that work attitude, encompassing elements like job satisfaction, organizational commitment, and work engagement, plays a crucial role in shaping job performance.

Recent studies have explored how specific attitudes such as job involvement and work motivation affect performance. Nerstad*et al.* (2018) found that job involvement and an employee's dedication to their role positively influence job performance by enhancing focus and commitment. Additionally, work motivation often mediates the relationship between work attitudes and job performance, with motivated employees typically setting and achieving higher performance standards (Deci& Ryan, 1985). The interplay between work attitude and job performance is complex, and influenced by various factors including job satisfaction, organizational commitment, work engagement, and specific workplace attitudes. As organizational environments evolve, particularly with increasing remote work, understanding and fostering positive work attitudes remain essential for enhancing job performance across different contexts. Future research should continue to explore these dynamics to provide deeper insights into optimizing employee performance.

## III. Methods

This study this study's employed a correlational research design. The correlational design help to determine and examine the relationship between two or more variable (Lumen Learning, 2021) this design is appropriate to this study because it examines the relationship between the variable job stress and job performance among librarians in universities in Delta State.The study's population consists of eighty-four (84) librarians from all the public university libraries in Delta State, Nigeria.Given the small size of the population, a total enumeration sampling technique was adopted involving all the 84 librarians. A purposive sampling technique was used to select the population for the study. Total enumeration sampling is used when the population is small and shares well-defined features, as using only a fraction of it may not measure what is desired and can eliminate any potential bias from the sampling technique (Canonizado, 2021).

The research instrument used for data collection was a structured questionnaire, comprising two parts.Part A is divided to items on bio data of the respondents. Part B comprises of the two scales:I. Work Attitude Scale adapted from Bolelliand Durmus (2017) Work Attitudes Influencing Job Involvement among 'Y' Generation and II. Job Performance Scale, adapted from A Survey Questionnaire-Job Performance. Each of the two is a five point Likert response of Very Large Extent (VLE), Large Extent (LE), Moderate Extent (ME), Small Extent (SE) and No Extent (NE).

The instrument was submitted to face and content validation bythe experts in library and information science departments at Delta State University,Abraka, to ensure a thorough scrutiny and cross-check of the questionnaire items for their relevance to the study.

Using the split-half method, the researcher collected data from eight respondents at Niger Delta University, Wilberforce Island, Bayelsa State, which was outside the scope of the study. The reliability of the instrument was determined by calculating the separate splits using Cronbach's alpha statistics. The reliability coefficients are as follows: Work Attitude is 0.80; and Job Performnce is 0.61."With the reliability indexes above 0.60, the instrument is judged reliable (Konting, 2009).

The Researcher administered copies of the questionnaire to the respondents with the help of a research assistant, and data collected were analysed using mean and standard deviation to research questions 1 and 2 while research questions 3 with Pearson's Product-Moment Correlation Coefficient. Hypothesis was tested with simple linear regression and established the relationship between the two variables.

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## IV. Results

This section is concerned with the analysis and report from the field.

**Table 1: Questionnaire Response Rate**

| Number of Questionnaires Administered | Number of Questionnaires Returned | Percentage of Questionnaire Returned |
|---|---|---|
| 84 | 80 | 95% |

A total of 84 copies of the questionnaire were distributed and 80 (95%) copies were returned. The response rate of 95% is considered adequate for the study because the standard and acceptable response rate for most studies is 60% (Kubai, 2019).

**Answers to the Research Questions**

**Research Question 1**: What is the extent of work attitude of librarians in the universities in Delta State?

**Table 2: Extentof Work Attitude of Librarians**

| S/N | Please indicate the extent to which each of the following describes you: | 5 VLE | 4 LE | 3 ME | 2 SE | 1 NE | | Std. |
|---|---|---|---|---|---|---|---|---|
| 1. | I have no respect for authority from my bosses | 5 | 2 | 5 | 15 | 53 | 1.64 | 1.13 |
| 2. | Generally speaking, cannot complete my library assigned task on time | 3 | 6 | 9 | 25 | 37 | 1.91 | 1.11 |
| 3. | I hate being considered as young among colleagues at work | 6 | 10 | 8 | 6 | 50 | 1.95 | 1.39 |
| 4. | Though I easily take responsibility, I lack total commitment to duty | 4 | 5 | 3 | 12 | 56 | 1.61 | 1.14 |
| 5. | I like to extend my leave days | 3 | 5 | 4 | 3 | 65 | 1.48 | 1.09 |
| 6. | I normally fake sickness as an excuse to avoid work | 2 | 4 | 3 | 20 | 51 | 1.57 | 0.97 |
| 7. | I question work methods a lot | 2 | 7 | 6 | 18 | 47 | 1.74 | 1.09 |
| 8. | I hate being regarded as inexperienced in my workplace | 6 | 5 | 6 | 19 | 44 | 1.88 | 1.25 |
| 9. | I dislike going early to work | 3 | 6 | 1 | 13 | 57 | 1.56 | 1.09 |
| 10. | I consider the eight hours a day work a great problem for me | 11 | 3 | 3 | 18 | 45 | 1.96 | 1.42 |
| 11. | Lack of interest in my job has resulted in poor job performance | 26 | 13 | 1 | 14 | 26 | 2.99 | 1.73 |
| 12. | Poor salary cases poor work performance | 27 | 10 | 9 | 14 | 20 | 3.12 | 1.63 |
| 13. | Poor library management attitude has resulted in low job performance | 17 | 20 | 5 | 19 | 19 | 2.96 | 1.52 |
| 14. | The wish to get promoted and receive higher pay has influenced my attitude towards work and higher performance on the job | 39 | 17 | 9 | 10 | 5 | 3.94 | 1.30 |
| Grand Mean | | | | | | | 2.17 | 0.7 |

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Decision Rule : Very Large Extent = 4.51 - 5.00; Large Extent = 3.51 - 4.50; Moderate Extent = 2.51 - 3.50; Small Extent = 1.51 - 2.50 and No Extent = 1.00 - 1.50.

Table 2 examines the extent of work attitude among librarians in universities in Delta State. The grand mean of 2.17, falling within the "Small Extent" (SE) range, indicates a generally low level of positive work attitude. This suggests that many librarians may lack strong commitment, punctuality, or enthusiasm for their duties.

Items such as “I dislike going early to work” (mean = 1.56) and “I fake sickness to avoid work” (mean = 1.57) reflect poor work behaviors, although not highly prevalent. Meanwhile, items like “Poor salary causes poor work performance” (mean = 3.12) and “Lack of interest in my job has resulted in poor job performance” (mean = 2.99) highlight systemic factors affecting staff motivation.

The highest-rated item, “The wish to get promoted and receive higher pay...” (mean = 3.94), shows that librarians are motivated by incentives and recognition. Overall, the data points to a need for improved management practices, better remuneration, and staff development initiatives to enhance work attitudes and job performance.

**Research Question 2**: What is the extent of the job performance level of the librarians?

**Table 3: Extent Job Performance Level of Librarians**

| S/N | Please indicate the extent to which each of the following describes you: | VLE | LE | ME | SE | NE | | Std. |
|---|---|---|---|---|---|---|---|---|
| 1 | I feel satisfied with my level of participation in decisions that affect my work. | 36 | 10 | 9 | 19 | 6 | 3.64 | 1.44 |
| 2 | I demonstrate proficiency in cataloguing and organizing library materials to enhance accessibility. | 13 | 38 | 23 | 2 | 4 | 3.68 | 0.95 |
| 3 | The information given by the management on what is going on in my section is satisfactory to me | 53 | 7 | 12 | 2 | 6 | 4.24 | 1.25 |
| | The tools and resources to perform my job well are adequately available | 30 | 30 | 14 | 2 | 4 | 4.00 | 1.06 |
| 5 | I gain a sense of personal accomplishment and fulfilment through my work. | 36 | 26 | 11 | 3 | 4 | 4.09 | 1.09 |
| 6 | There are opportunities for career advancement in my library. | 12 | 33 | 25 | 8 | 2 | 3.56 | 0.95 |
| 7. | Performance appraisal influences increment in salary | 34 | 14 | 17 | 9 | 6 | 3.76 | 1.31 |
| 8. | I am able to solve problems always to the satisfaction of my superiors. | 38 | 27 | 10 | 1 | 4 | 4.17 | 1.04 |
| 9. | I receive adequate rewards for the quality of my efforts in my library | 30 | 20 | 8 | 16 | 6 | 3.65 | 1.36 |
| 10. | I am happy with my job in the library | 46 | 19 | 9 | 3 | 3 | 4.27 | 1.06 |
| Grand Mean | | | | | | | 3.91 | 0.88 |

Decision Rule :

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Very Large Extent = 4.51 - 5.00; Large Extent = 3.51 - 4.50; Moderate Extent = 2.51 - 3.50; Small Extent = 1.51 - 2.50 and No Extent = 1.00 - 1.50

Table 3 examines the job performance level of librarians in universities in Delta State. With a grand mean of 3.91and astandard deviation of 0.88, the results fall within the "Large Extent (LE)"category, indicating a high level of job performance**.**Librarians demonstrate strong abilities in areas such as problem-solving ("I am able to solve problems always to the satisfaction of my superiors"-mean = 4.17)**,** job satisfaction ("I am happy with my job"– mean = 4.27)**,** personal fulfillment (mean = 4.09)**,** andaccess to necessary resources (mean = 4.00)**.** These reflect a high degree of engagement, competence, and motivation in their roles.

However, areas like career advancement (mean = 3.56)andreward systems (mean = 3.65**)** show potential for improvement, suggesting the need for better support structures to sustain high performance. Librarians in Delta State universities generally perform well, but enhancing opportunities for growth and recognition can further improve job satisfaction and effectiveness.

**Research Question 3:** What is the relationship between a librarian's work attitude and their job performance?

**Table 4: The Relationship Between Librarian's Work Attitude and Job Performance**

| | | Work Attitude | Job Performance |
|---|---|---|---|
| Work Attitude | Pearson Correlation | 1 | -.197 |
| | Sig. (2-tailed) | | .079 |
| | N | 80 | 80 |
| Job Performance | Pearson Correlation | -.197 | 1 |
| | Sig. (2-tailed) | .079 | |
| | N | 80 | 80 |

The correlation coefficient between work attitude and job performance is -0.197, indicating a slight inverse relationship. This negative correlation suggests that as work attitude becomes more negative, job performance tends to decrease, though the relationship is relatively weak. With a p-value of 0.079, which exceeds the conventional significance level of 0.05, this correlation is not statistically significant. Therefore, the results demonstrate a weak, negative correlation between work attitude and job performance among librarians.

Ho.1: There is no significant relationship between work attitude and the job performance of librarians in university libraries in Delta State, Nigeria.

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**Table 5: Prediction Between Librarian's Work Attitude and Job Performance**

| **Model Summary** | | | | | |
|---|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | |
| 1 | .197[a] | .039 | .027 | .86626 | |
| **ANOVA** | | | | | |
| Model | Sum of Squares | Df | Mean Square | F | Sig. |
| Regression | 2.375 | 1 | 2.375 | 3.165 | .079[b] |
| Residual | 58.532 | 78 | .750 | | |
| Total | 60.907 | 79 | | | |
| **Coefficients** | | | | | |
| Model | Unstandardized Coefficients | Standardized Coefficients | | T | Sig. |
| | B | Std. Error | Beta | | |
| (Constant) | 4.387 | .287 | | 15.278 | .000 |
| Work Attitude | -.222 | .125 | -.197 | -1.779 | .079 |

a. Dependent Variable: Job Performance
b. Predictors: (Constant), Work Attitude

The R-value of 0.197 indicates a weak positive correlation between work attitude and job performance. The $R^2$ value of 0.039 means that only 3.9% of the variance in job performance can be explained by work attitude, suggesting very weak explanatory power. Additionally, the p-value of 0.079 is above the conventional significance level of 0.05, indicating that the correlation is not statistically significant. Therefore, the model does not significantly predict job performance based on work attitude. As a result, the null hypothesis is accepted, meaning there is no significant relationship between work attitude and job performance among librarians in public university libraries in Delta State.

## V. Findings and Discussion

The discussion of findings is done in line with the findings of the study. the work attitude of librarians in universities in Delta State is generally low. This means that librarians in universities in Delta State generally have negative attitudes towards work-related issues, suggesting a need for initiatives to address and improve their work attitudes and overall job performance. This finding is in agreement with that of Awoyemi(2022) that librarians in public libraries in Nigeria experienced job dissatisfaction due to inadequate funding, poor infrastructure, and lack of professional development opportunities, leading to a negative work attitude. However, it is at variance with Sari and Karakas (2020) who examined job satisfaction among librarians in Turkey and found that the nature of the work itself was a significant predictor of job satisfaction, thus fostering a positive work attitude. Librarians possess a moderate level of job stress among librarians.

This suggests a need for organizational improvements, including better funding, improved infrastructure, and more professional development opportunities to enhance job satisfaction and subsequently improve work attitudes. Therefore, organizations should focus on creating enriching work experiences that enhance the intrinsic value of the job to foster positive work attitudes.

The finding indicates that the extent of job performance among librarians in universities in Delta State is generally high. Librarians exhibit a strong level of proficiency, satisfaction, and fulfilment in their roles, contributing positively to their job performance. This finding is in line with that of Oyeniran (2023) that there is a high level of job performance among librarians in Nigerian university libraries. The implication of this is that the librarians are confident in their job performance and believe they are doing well in their roles. This positive self-assessment suggests high levels of job satisfaction and self-efficacy among librarians.

There is a weak negative correlation between work attitude and job performance among

librarians. This finding contradicts that of Nerstad*et al.* (2018) who found that work motivation often mediates the relationship between work attitudes and job performance, with motivated employees typically setting and achieving higher performance standards. The discrepancy indicates that the relationship between work attitude and job performance may vary significantly across different contexts or professions. While Nerstad*et al.* found that work motivation mediates this relationship positively; the weak negative correlation among librarians suggests that, in this specific context, work attitude alone may not be a strong driver of performance. Thus, the null hypothesis that was tested at 0.05 level of significance in this study was accepted.

## Conclusion

In conclusion, the study underscores the complex interplay between job stress, work attitude, and job performance among librarians. Despite facing negative work attitudes and moderate job stress, librarians generally report high levels of job performance, indicating the presence of effective coping mechanisms and strong self-efficacy. Enhancing organizational support, such as improved funding and professional development opportunities, along with fostering a positive work environment, is essential for sustaining and improving job performance. Further research is needed to delve deeper into these dynamics and tailor interventions accordingly.

## Recommendations

The following recommendations were made to improve the study.

1. To address negative work attitudes and improve job satisfaction, libraries should invest in better funding, infrastructure, and professional development opportunities. Improving these areas can contribute to more positive work attitudes and job satisfaction, ultimately impacting overall performance.
2. Libraries should create enriching work experiences that enhance the intrinsic value of the job. This could include recognizing achievements, providing opportunities for career advancement, and creating a supportive work culture to foster positive attitudes and enhance job performance.
3. Since work attitude alone may not strongly influence job performance in this context, it is important to consider other factors, such as motivation and job resources, when evaluating and supporting librarian performance. Understanding the specific dynamics of this relationship can lead to more effective performance management strategies.

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