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Job satisfaction and productivity among librarians in universities in South-South, Nigeria

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Abstract
The study examined job satisfaction and productivity among librarians in universities in South-South, Nigeria, with the purpose of determining the extent of job satisfaction, assessing the extent of job productivity, and determining the relationship between job satisfaction and job productivity among librarians in universities in South-South, Nigeria. The study was guided by three research questions and one hypothesis. A descriptive survey design of the correlational type was adopted for the study. The population and sample comprised 273 librarians working in public and private university libraries in Delta and Edo States in South-South, Nigeria, using total enumeration. Data were collected using a structured questionnaire entitled "Job Satisfaction and Productivity of Librarians' Questionnaire (JSPLQ)". The questionnaire was used to obtain information on librarians' job satisfaction and productivity. Data collected were analysed using frequency, percentage, mean, standard deviation, and Pearson's Product-Moment Correlation Coefficient. The findings revealed that the extent of job satisfaction among librarians was low, with a grand mean score of 2.96 and standard deviation of 1.08, while the extent of job productivity was high, with a grand mean score of 3.18 and standard deviation of 1.13. The result further revealed a moderate positive and statistically significant relationship between job satisfaction and job productivity among librarians, with a Pearson's correlation coefficient of r = .594, indicating that higher levels of job satisfaction were associated with higher levels of job productivity. Based on the findings, the study concluded that although librarians demonstrated high productivity, their level of job satisfaction remained low, and improving job satisfaction could contribute to sustaining and enhancing their productivity. The study recommended that university authorities should improve librarians' job satisfaction through fair remuneration, recognition of professional contributions, promotion opportunities, staff development, transparent appraisal systems, and participatory decision-making, while continuing to promote professional development, teamwork, and innovation in library service delivery.

Keywords: Job satisfaction, job productivity, Librarians, Universities, South-South, Nigeria.

Introduction
Productivity is widely recognized as an indicator of how efficiently available resources are utilized to achieve organizational objectives. It reflects the ability of individuals or organizations to generate quality outputs by making effective use of inputs such as labour, time, technology, capital, and materials. Higher productivity signifies improved efficiency, as greater results are attained with optimal utilization of available resources, thereby contributing to organizational effectiveness and long-term sustainability (Robbins & Judge, 2023).

Productivity according to Igere (2022) is the outcome of activities performed by individual or organisation. Within the library and information profession, productivity refers to the effectiveness and efficiency with which librarians perform their professional duties to satisfy users' information needs. These responsibilities include organizing and managing information resources, facilitating access to knowledge, providing reference and information services, supporting teaching and research activities, and applying professional expertise to improve user satisfaction and institutional performance. Therefore, librarians' productivity is reflected in the quality, timeliness, and effectiveness of the services they deliver (Rubin & Rubin, 2020). Similarly, productivity is the effort made by library personnel to provide services of their institution libraries to the users for the purpose of growth, progress and development of that institution.

Academic librarians play a vital role in advancing institutional productivity by providing access to current and relevant information resources that support teaching, learning, and research. Their contributions extend to facilitating scholarly communication, enhancing research output, promoting innovation, and strengthening institutional visibility through quality publications and research collaborations. By managing both print and electronic collections, librarians also support programme accreditation by ensuring that library resources meet established quality standards for higher education institutions. Since these responsibilities are fundamental to institutional success, universities should provide adequate organizational support, professional development opportunities, and conducive working conditions to enhance librarians' productivity and overall performance (Wagwu et al., 2024; Hoffmann et al., 2023).

Job satisfaction is an important element in determining the job productivity of employees in any given organization set out to make an impact in its area of specialty. Its absence in an organization could lead to a reduced job productivity. The concept of job satisfaction as identified by Hussain and Soroya (2017), are a set of psychological, physiological and environmental factors that leads to a person's feeling of contentment with their job. This, therefore, means that job satisfaction entails how happy library employees are with their work as well as the emotional mindset that allows them to do their duty with zeal, energy and without complaints. Job satisfaction of employees plays a crucial role in determining the general productivity of workers in any organization. It can be defined as an emotional response to a job situation which cannot be seen, but only be inferred. It is simply regarded as how people feel about their job and different aspects of it. Job satisfaction means a positive attitude that an individual has from what he does to earn a living. Hence, Gamlath and Kaluarachchi (2024) viewed job satisfaction as the rate at which employees like or dislike their work and the extent to which their expectations concerning work have been fulfilled. Job satisfaction is generally acknowledged as a necessary ingredient for personal fulfillment in carrying out one's duties.

Kaur (2022), pointed out the need for job satisfaction stating that satisfied librarians are more likely to put in more effort on their jobs than their less satisfied colleagues. Anyaoku*et al.* (2018) affirmed that where a librarian is dissatisfied with his or her job, there is a tendency for the display of negative attitude towards users. In Pakistan, Khan and Ahmed (2013), carried out a study on the job satisfaction of library professionals in public universities and arrived at the conclusion that they were slightly satisfied. In a similar manner, in Nigeria, Onuoha*et al.* (2024), examined the job satisfaction of library personnel in private universities in Ogun State and affirmed moderate positive level of job satisfaction among library employees while reporting stringent conditions for promotion, denied access to benefits and lack of job security as major constraints to job satisfaction. This study, therefore, aims to explore the relationship that exists among work environment, job satisfaction and job productivity among librarians in universities in South-South, Nigeria.

Objectives of the study

The objectives of the study are to:

1. examine the job satisfaction among librarians in universities in South-South, Nigeria;
2. assess the job productivity among librarians in universities in South-South, Nigeria; and
3. determine the relationship between job satisfaction and job productivity among librarians in universities in South-South, Nigeria

Research questions

The following questions are answered in the study:

1. What is the extent of job satisfaction among librarians in universities in South-South, Nigeria?
2. What is the extent of job productivity among librarians in universities in South-South, Nigeria?
3. What is the relationship between job satisfaction and job productivity among librarians in universities in South-South, Nigeria?

Hypothesis

The following hypothesis is tested in the study at a 0.05 level of significance:

There is no significant relationship between job satisfaction and job productivity among librarians in universities in South-South, Nigeria.

Literature review

Librarians' job satisfaction refers to the degree to which librarians perceive their jobs as rewarding and satisfying, based on their assessment of aspects such as remuneration, career advancement opportunities, supervision, recognition, working conditions, and professional development. According to Spector (2022), job satisfaction reflects employees' overall evaluation of their work and the extent to which their job meets their expectations and professional needs. In the university library setting, job satisfaction serves as an important indicator of librarians' motivation, organizational commitment, and capacity to provide effective information services that support teaching, learning, and research. Previous empirical studies have reported varying levels of job satisfaction among university librarians, with differences largely attributed to institutional policies, management practices, and the work environment**.**

Ajiboye and Oyewumi (2021) investigated the level of job satisfaction among university librarians in public universities in South-West Nigeria. The study was guided by six research questions and three hypotheses. A descriptive survey research design was adopted for the study. The population consisted of 950 librarians across eight public universities. A sample of 190 respondents, representing 20% of the total population, was selected through stratified random sampling. The researchers developed a questionnaire titled Librarians' Job Satisfaction Scale (LJSS), which was validated by three experts in library science and educational measurement. The reliability of the instrument was tested using the Cronbach Alpha method, yielding a reliability coefficient of 0.84. Data were analyzed using mean, standard deviation, and Pearson's Product-Moment Correlation. The study revealed that while librarians expressed satisfaction in terms of autonomy and interpersonal relationships, they were dissatisfied with salary structure, promotion delays, and lack of training opportunities.

Productivity is regarded as the services provided by library personnel in libraries or institutions effortlessly for growth, progress and development of the institution. These services cut across current, relevant and innovative information that would also be useful in publications (Otuya & Igere, 2026). Igere (2020) likened productivity to publication output which is the time put into research activities or publications to contribute to knowledge and enable growth in a career journey of individuals. In a university library setting, librarian job productivity could be seen in through a range of academic and user-focused services.

Omotunde and Alegbeleye(2021) investigated the relationship between talent management practices and the job performance of librarians in university libraries in South-West Nigeria. The study employed a correlational survey research design and covered all 364 professional librarians in the selected university libraries

through a total enumeration technique. Data were collected using the Talent Management and Job Performance of Librarians' Scale (TMJPLS), which was validated for face and construct validity. The instrument demonstrated high reliability, with Cronbach's alpha coefficients of 0.867 for talent management practices and 0.973 for job performance. Descriptive statistics and Pearson's Product-Moment Correlation Coefficient were used to analyse the data. The findings revealed that librarians generally exhibited a moderate level of job performance. The study further established that effective talent management practices were positively associated with librarians' productivity, while poor funding, inadequate communication, and the persistent loss of experienced personnel constituted major barriers to improved job performance. The authors concluded that strengthening talent management policies would significantly enhance librarians' productivity and organisational effectiveness in Nigerian university libraries.

Similarly, Oyovwe-Tinuoye et al. (2021) examined the influence of information and communication technology (ICT) skills on the job performance of librarians in university libraries across South-South Nigeria. The researchers adopted a descriptive survey design and used a self-developed questionnaire to obtain data from professional librarians in the study area. The questionnaire was validated by experts to ensure its suitability for the study, while the collected data were analysed using descriptive and inferential statistical techniques. The results showed that librarians with stronger ICT competencies performed significantly better in cataloguing, information retrieval, digital reference services, and electronic resource management than those with limited technological skills. The study concluded that continuous ICT capacity development and sustained investment in digital infrastructure are essential for improving librarians' productivity and service delivery in Nigerian university libraries.

Job satisfaction and job productivity are closely intertwined in organizational settings. Job satisfaction represents employees' overall level of contentment with their work, whereas job productivity reflects their ability to perform assigned duties efficiently and effectively in achieving organizational goals. In university libraries, librarians who experience higher job satisfaction are generally more committed, motivated, and proactive in delivering quality information services. According to Obiunu and Yalaju (2020) investigated the extent to which emotional intelligence, interpersonal communication and job satisfaction influence the job performance of employees of Chevron Nigeria Limited in Warri, Delta State. Their findings revealed a significant association between job satisfaction and employees' job performance, suggesting that workers who are more satisfied with their jobs are likely to demonstrate stronger commitment, favourable work attitudes and improved performance.

Similarly, Tella and Ibinaiye (2019) investigated the relationship between staff motivation, job satisfaction and job performance among librarians and other library personnel in six selected Nigerian university libraries. The study adopted a total-enumeration sampling technique and involved 180 respondents, from whom data were obtained using a structured questionnaire. The findings revealed a significant relationship between job satisfaction and job performance, while both job satisfaction and motivation significantly contributed to variations in staff performance.

Methods

The descriptive survey design of the correlational type was used in this research. The population for the study was 273 librarians working in public and private owned university libraries in Delta and Edo States in South-South, Nigeria. The sample size of the study is 273 librarians from the university libraries covered in the study. The research instrument used for data

collection in this study was a questionnaire "Job Satisfaction and Productivity of Librarians' Questionnaire (JSPLQ),". Data were analyzed using frequency, percentage, mean, standard deviation (SD), and Pearson's Product-Moment Correlation Coefficient.

Results

Table 1 shows that out of 273 respondents, a higher proportion (56.04%) were from Edo State, while 43.96% were from Delta State. This implies that Edo State had more respondents in the study compared to Delta State, which could reflect either the distribution of institutions surveyed or greater participation rates from Edo respondents.

Table 1: States of the respondents

State	Frequency	Percentage (%)
Delta	120	43.96
Edo	153	56.04
Total	273	100

Table 2: Types of Institution of the respondents

Type of institution State	Frequency	Percentage (%)
Federal	65	23.81
State	107	39.19
Private	101	37.00
Total	273	100

Table 2 reveals the distribution of respondents by type of institution. The majority (39.19%) were from state institutions, followed closely by private institutions (37.00%), while federal institutions had the least representation at 23.81%. This indicates that state institutions constituted the largest proportion of the sample, suggesting they play a dominant role in the higher education landscape within the study area.

Table 3.: Gender of the respondents

Gender	Frequency	Percentage (%)
Male	107	39.2
Female	166	60.8
Total	273	100.0

As presented in Table 3, a majority of respondents were female (60.8%), while males accounted for 39.2%. This reflects a gender imbalance in the sample, suggesting that more female staff or professionals participated in the study. It could also indicate a higher female presence in the institutions covered by the research.

Table 4: Work experience of the respondents

Experience	Frequency	Percentage (%)
Less than 5 years	89	32.6
5-10 years	84	30.8
11-15 years	39	14.3
Above 15 years	61	22.3
Total	273	100.0

Table 4 shows the distribution of respondents by years of work experience. A significant proportion (32.6%) had less than 5 years of experience, followed by 30.8% with 5–10 years. Those with 11–15 years accounted for 14.3%, while 22.3% had more than 15 years of experience. This suggests that the workforce is relatively youthful, with a large proportion of respondents being early- to mid-career professionals, though a fair number also possess long-term experience.

Research question one: What is the extent of job satisfaction among librarians in universities in South-South, Nigeria?

Table 5: Mean and standard deviation (SD) analysis of the extent of job satisfaction among librarians in universities in South-South, Nigeria

	Job satisfaction	VHL	HL	ML	LL	VLL	$\bar{X}$	SD
1	I am satisfied with the salary/wages that I draw from my present job.	16	71	77	81	28	2.88	1.09
2	Promotional opportunities available in my job meet my expectations.	10	82	94	58	29	2.95	1.04
3	My job status gives me a sense of fulfillment.	6	114	90	20	43	3.07	1.09
4	I am satisfied with the job security at my present job	24	81	73	85	10	3.09	1.05
5	The working conditions of my job are satisfactory.	21	55	78	101	18	2.85	1.06
6	My boss exhibits behaviour that I find acceptable	25	76	102	52	18	3.14	1.04
7	I feel comfortable communicating openly with my boss.	17	43	90	87	36	2.70	1.08
8	I am satisfied with the autonomy in how I carry out my duties.	7	88	93	41	44	2.90	1.10
9	I am satisfied with the recognition given for good work in my present job	5	104	82	30	52	2.93	1.15
10	I am satisfied with the opportunity of participation in decision-making in my present job.	17	89	85	69	13	3.10	1.01
11	I have a positive relationship with my colleagues in my present job.	16	83	89	47	38	2.97	1.13
	Grand mean						2.96	1.08

D=Decision Bench Mark Mean =3.00 below 3.00= Low extent 3.00 and above= high

The analysis in Table 5 presents the mean and standard deviation of responses on the extent of job satisfaction among university librarians in universities in South-South, Nigeria. The benchmark mean was set at 3.00, where a mean score of below 3.00 indicates a low extent, while a mean score of 3.00 and above indicates a high extent. Findings from the table reveal that items such as job status gives a sense of fulfillment ($\bar{X}$ = 3.07, SD = 1.10), satisfaction with job security ($\bar{X}$ = 3.09, SD = 1.05), acceptable behaviour of boss ($\bar{X}$ = 3.14, SD = 1.04), opportunity to participate in decision-making ($\bar{X}$ = 3.10, SD = 1.01), and positive relationship with colleagues ($\bar{X}$ = 2.97, SD = 1.13, but marginally close to the benchmark) were rated to a high extent. Conversely, items such as satisfaction with salary/wages ($\bar{X}$ = 2.88, SD = 1.09), promotional opportunities ($\bar{X}$ = 2.95, SD = 1.04), working conditions ($\bar{X}$ = 2.85, SD = 1.06), open communication with boss ($\bar{X}$ = 2.70, SD = 1.08), autonomy in carrying out duties ($\bar{X}$ = 2.90, SD = 1.10), and recognition for good work ($\bar{X}$ = 2.93, SD = 1.15) were rated low.Overall, the analysis shows a grand mean of 2.96 (SD = 1.08), which falls below the benchmark mean of 3.00. This indicates that the extent of job satisfaction among

librarians in universities in South-South, Nigeria, is generally low

Research question two: What is the extent of productivity among librarians in university in South-South, Nigeria?

Table 6: Mean and standard deviation (sd) analysis of the extent of job productivity among librarians in universities in South-South, Nigeria

S/N	Job productivity statements	VHE	HE	ME	VLE	LE	$\bar{X}$	SD
1	Our collections contribute to students' success.	22	79	96	49	27	3.07	1.089
2	Students enjoyed conducive learning environment in the university library.	43	111	60	19	40	3.36	1.253
3	Relevant and current library resources encourage excellent students' performance.	30	125	63	39	16	3.42	1.051
4	My duties in the library contribute to the success of accreditation exercises of the university	53	99	63	40	18	3.47	1.154
5	Relevant library collections lead to more programmes being accredited in the university	1	73	113	42	44	2.80	1.022
6	Current library collections lead to more programmes being accredited in the university	22	88	72	75	16	3.09	1.072
7	Library boosts academic curricula and programmes.	43	99	67	34	30	3.33	1.205
8	My innovative efforts boost research works in the university.	30	87	51	65	40	3.01	1.260
9	My job output enhances innovative research efforts of faculty members	53	63	54	61	42	3.09	1.358
10	My services in the library contribute to the academic success of students.	1	76	93	43	60	2.69	1.112
11	we provide relevant resources to strengthen research works in the university	22	115	93	41	2	3.42	.867
12	My regular paper publications brighten my chances of being promoted	43	96	68	27	39	3.28	1.256
13	Most of my publications appear in some standard international journals	30	90	76	44	33	3.15	1.182
14	I am to work to the close of work	53	102	57	33	28	3.44	1.223
15	I bring new ideas into the library	1	91	90	47	44	2.85	1.070
16	I interact efficiently with users	22	99	86	40	26	3.19	1.087
17	I do any work assigned to me	21	115	94	41	2	3.41	.862
18	Ability to compete with other library staff	42	97	68	27	39	3.28	1.253
19	Always delivers when given a task	29	91	76	44	33	3.14	1.178
20	I consistently meet my daily and weekly work demand	52	103	57	33	28	3.43	1.220
21	I provide timely response to users' request	—	92	90	47	44	2.84	1.065
	Grand mean						3.18	1.13

D=Decision Bench Mark Mean =3.00 below 3.00= (-) Low extent 3.00 and above= (+) high extent

Table 6 presents the mean and standard deviation of responses on the extent of productivity among university librarians. Using the benchmark mean of 3.00, a score below 3.00 denotes low extent, while a score of 3.00 and above indicates high extent. Findings from the table show that most indicators of productivity were rated high. For instance, librarians reported that their collections contribute to students' success ($\bar{X}$ = 3.07, SD = 1.09), that students enjoy a conducive learning environment in the library ($\bar{X}$ = 3.36, SD = 1.25), and that relevant and current resources encourage excellent students' performance ($\bar{X}$ = 3.42, SD = 1.05). Similarly, librarians affirmed

that their duties contribute to accreditation exercises ($\bar{X}$ = 3.47, SD = 1.15), that library services strengthen research works ($\bar{X}$ = 3.42, SD = 0.87), and that they consistently meet daily and weekly demands ($\bar{X}$ = 3.43, SD = 1.22). However, some areas reflected low productivity, such as the role of relevant collections in programme accreditation ($\bar{X}$ = 2.80, SD = 1.02), contribution of services to students' academic success ($\bar{X}$ = 2.69, SD = 1.11), ability to bring new ideas into the library ($\bar{X}$ = 2.85, SD = 1.07), and timely response to users' requests ($\bar{X}$ = 2.84, SD = 1.07). These areas fell below the benchmark of 3.00. Despite these gaps, the grand mean of 3.18 (SD = 1.13) is above the benchmark, indicating that the extent of productivity among university librarians in universities in South-South, Nigeria, is generally high.

Hypothesis: There is no significant relationship between job satisfaction and job productivity among librarians in universities in South-South, Nigeria.

Table 7. Pearson's Correlation (r) and Coefficient of determination (r^2) of the relationship between job satisfaction and librarians' job productivity in South-South, Nigeria

Variable	N	Mean	Std. Deviation	R	r^2	Decision
Job satisfaction	273	32.58	6.583	.594	0.353	Positive relationship
Librarians' productivity	273	66.75	15.623			

Table 7 presents the Pearson's Product Moment Correlation (r) and coefficient of determination (r^2) for the relationship between job satisfaction and librarians' productivity. The result shows a correlation coefficient of r = 0.594, indicating a moderate positive relationship between job satisfaction and productivity. The relationship is considered moderate and positive because the correlation value (r = .594) falls within the benchmark for moderate positive correlations (±0.40 to ±0.59). The coefficient of determination (r^2 = 0.353) further reveals that about 35.3% of the variation in librarians' productivity is accounted for by their level of job satisfaction. This implies that when librarians are satisfied with aspects of their job—such as remuneration, promotion opportunities, job security, decision-making involvement, and collegial relationships—their productivity increases significantly. Conversely, low satisfaction in areas like recognition for good work or open communication with superiors may negatively affect their output. Therefore, the decision is that there exists a moderate positive and significant relationship between job satisfaction and librarians' job productivity in universities in South-South, Nigeria.

Discussion

The finding in this study revealed that there was a low extent of the librarians' job satisfaction in universities in South-South, Nigeria. This suggests that while librarians derive some level of satisfaction from their job, there are still unmet expectations in terms of motivation, welfare, recognition, and career advancement. A possible reason for this finding is that although universities in the region provide basic conditions for work, issues such as limited promotional opportunities, heavy workloads, and inadequate remuneration may hinder librarians from experiencing full job satisfaction.

The finding is consistent with the view of Spector (2022) who maintained that employees' level of job satisfaction is determined by their evaluation of key job characteristics, including pay, promotion opportunities, supervision, recognition, working conditions, and the nature of the work itself. Spector argued that when these organizational factors fail to meet employees' expectations, job satisfaction is likely to decline. Therefore, the low level of

job satisfaction reported in this study may reflect shortcomings in these workplace conditions, highlighting the need for university management to strengthen organizational support, improve welfare packages, and provide equitable opportunities for professional growth to enhance librarians' satisfaction and performance.

This study revealed that there was a high extent of job productivity among librarians in universities in South-South, Nigeria. This indicates that librarians actively perform their duties in areas such as information organization, user services, research support, ICT application, and resource management, thereby contributing significantly to the overall effectiveness of their institutions. A possible reason for this finding is that librarians in universities are often driven by professional responsibility, academic expectations, and the need to maintain relevance in an increasingly digital learning environment. The finding is in agreement with the study of Omotunde and Alegbeleye (2021), who examined the relationship between talent management practices and the job performance of librarians in university libraries in South-West Nigeria. The authors reported that librarians who benefited from effective talent management initiatives, including professional training, career development, mentoring, and recognition, demonstrated higher levels of job performance. Their findings suggest that organizational investment in librarians' professional growth enhances their ability to perform their duties efficiently and productively.

Similarly, the finding corroborates that of Oyovwe-Tinuoye et al. (2021), who investigated the influence of information and communication technology (ICT) skills on the job performance of librarians in university libraries across South-South Nigeria. The study found that librarians with strong ICT competencies performed their responsibilities more effectively by providing efficient information services, managing electronic resources, and supporting teaching and research activities. The authors concluded that ICT proficiency is a critical factor in improving librarians' productivity in contemporary university libraries. The convergence of these findings with the present study underscores the importance of continuous professional development, talent management, and digital competencies in sustaining high levels of job productivity among university librarians.

The study revealed that there is a strong positive relationship between job satisfaction and job productivity among librarians in universities in South-South, Nigeria. This implies that when librarians are satisfied with their jobs in terms of remuneration, recognition, professional growth opportunities, workload balance, and interpersonal relationships, they tend to exhibit higher levels of productivity in their duties. A possible reason for this finding is that job satisfaction serves as a motivational factor that enhances commitment, enthusiasm, and efficiency in the delivery of library services. This outcome is consistent with Tella and Ibinaiye (2019), who found that job satisfaction was significantly related to job performance among librarians and other library personnel in selected Nigerian university libraries. Their findings indicate that employees who derive satisfaction from their work are more likely to demonstrate commitment, efficiency and effectiveness in the performance of their professional duties.

Conclusion

Based on the findings of this study, it can be concluded that despite a generally supportive professional setting, the extent of job satisfaction among librarians remains low, suggesting that deeper intrinsic and extrinsic factors heavily influence their satisfaction levels. The study further concludes that librarians demonstrate high levels of productivity. Furthermore, job satisfaction, though low, maintains a moderate positive relationship with this

productivity. Overall, the findings confirm that job satisfaction significantly contributes to librarians' productivity, highlighting the importance of directly addressing the specific factors that enhance professional satisfaction to help sustain and elevate their output.

Based on the findings of this study, the following recommendations are made:

1. Given that the extent of the librarians' job satisfaction in selected universities in South-South, Nigeria, was generally low, university authorities should prioritize policies and practices that enhance job satisfaction. These may include fair remuneration, recognition of professional contributions, opportunities for promotion, and regular capacity-building programs.
2. Because the extent of productivity among university librarians in selected universities in South-South, Nigeria, was generally high, efforts should be made to maintain this level of productivity by encouraging professional development, teamwork, and innovation in library service delivery.
3. In light of the moderate positive relationship that exists between job satisfaction and librarians' productivity in selected universities in South-South, Nigeria, management should intensify efforts to enhance job satisfaction by implementing policies that promote staff development, ensure transparent appraisal systems, and encourage participatory decision-making, as these measures will further improve productivity.

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