# DEMOGRAPHIC AND PSYCHOLOGICAL FACTORS AS DETERMINANTS OF SCHOOL LIBRARY MEDIA CENTRE USERS' SATISFACTION IN FEDERAL UNITY SCHOOLS IN NORTH-CENTRAL NIGERIA

# Olusegun A. EGUNJOBI (Ph.D.)

Centre for Educational Media Resource Studies, Faculty of Education.
University of Ibadan, Nigeria.
olusegunegunjobi@yahoo.com+2348023298265

## Florence O. AJANI

Kwara State University, Malete, Nigeria florence.ajani@kwasu.edu.ng; +2348032287734

#### **Abstract**

This study investigated the demographic and psychological factors (level of education, experience, job satisfaction and resilience) as determinants of school library media centre (SLMC) users' satisfaction in Federal Unity Schools (FUSs) in North-Central Nigeria. A descriptive research design of the correlation type was adopted in the study. A multistage sampling procedure was employed to select the sample of 1376 SLMC users consisted of 345 teachers and 1031 students from the 21 FUSs in the region. A validated structured questionnaire was used to collect data. Four research questions were answered in the study. Descriptive statistics (frequency, percentage, mean and standard deviation) and Pearson's product moment correlation with multiple regression were used to analyse the data collected. Findings revealed that the SLMC users had high level of satisfaction. Demographic and psychological factors (level of education, experience, job satisfaction and resilience) jointly contributed to users' satisfaction. However, level of education and experience had the least contributions, while job satisfaction and resilience contributed mostly to the users' satisfaction. Therefore, job satisfaction and resilience should be promoted in the SLMC users by the school library media personnel so as to boost the users' satisfaction.

*Keywords:* Demographic and psychological factors, School library media centre users' satisfaction, Federal unity schools in North-Central Nigeria

## Introduction

School Library Media Centres (SLMCs) are transformations of the school libraries due to the advent of technology to provide users with varieties of resources together with the applications of computer and other IT equipment to carry out library services in pre-tertiary institutions such as primary and secondary schools. These varieties of resources are selected to meet the curriculum and information needs of the various schools. With SLMC, learners are able to use the centre for education, information, inspiration, and preparatory work (Bagudu and Sadiq, 2013).

The term 'library users' include all individuals who avail themselves of the services offered by a library. This term encompasses various other terms such as patrons, clients, information users, information seekers, consumers, readers, among others. These terms can be used interchangeably, because they all apply to those seeking the services of a library. The library user is the most important person in any library setting

and the SLMCs primarily exist to satisfy the users. According to Aina (2004), the library user is the focal point to the library and information services. The mission statement of any library always reflects their determination to render excellent services to library users. As such, a library is said to be productive when the library users are satisfied through the school library media personnel's performance.

School Library Media Personnel (SLMP) must be interested in knowing the satisfaction that library users derived from their performance. For users to make good use of the library, they must be getting their desired purpose for coming to the library that is, they must be satisfied in using the library, hence, user satisfaction is paramount to SLMP. User satisfaction is a concept that includes how users feel after visiting and using the library and their willingness to return to that library for more information sourcing. Kachel and Lance (2017) defined users' satisfaction as the extent to which a library user's information needs are fulfilled with the available services and information resources of a given library. Satisfying the requests of users implies providing the actual information or services that will meet the needs of the user (Bassey, 2016). It is imperative to know that satisfactory service cannot be provided unless the views of users are considered. Libraries from time to time, need to be assessed and evaluated by its users. The users' satisfaction is considered to be a reliable benchmark for determining library effectiveness and performance. However, users' satisfaction is a function of psychological factors resident in the SLMP.

Psychological factors, therefore, refer to thoughts, feelings and other cognitive characteristics that affect the attitude, behaviour and functions of the human mind and thereby influence how individuals think and make decisions. The mental state of individuals is being influenced and thus, can have positive or negative effect on the behaviour or performance of employees in any organisation or business. Examples of these factors are: job satisfaction and psychological resilience that were examined in this study. These factors, either singly or jointly, have influence on the way personnel perform jobs in their respective work places which invariably lead to satisfaction on the part of the recipient of the service been rendered.

Job satisfaction is a feeling of fulfilment or enjoyment that people derive from their job. Greenberg and Baron (2008) viewed job satisfaction as a feeling that can produce a positive or negative effect toward one's roles and responsibilities at work. This makes job satisfaction an issue of substantial importance for both employers and employees. As many studies suggest, employers benefit from satisfied employees as they are more likely to profit from lower staff turnover and higher productivity. It could, for example be associated with a person's achievement, either quantitatively or qualitatively (Buchanan, 2008). SLMP that are satisfied with their job may perform well and have positive impact on the users or clients using the SLMCs. Goulding (2015) opined that positive attitude towards job are equivalent to job dissatisfaction. Employees who feel satisfied with their jobs provide higher levels of customer satisfaction, that is satisfied personnel provides satisfied customers (Hoseong and Beomjoon, 2012). On the other hand, employees who experience frustration in the cause of performing their duties have

their negative emotions spill over into their relationships with the customers. Meanwhile, another factor that can determine the users' satisfaction is the psychological resilience.

Psychological resilience, is the process of adapting well in the face of adversity, trauma, tragedy, threats, or even significant sources of stress including family and relationship problems, and serious health challenges. Also workplace and financial stressors are other psychological factors that may predict job performance of employees which determine the users' satisfaction (American Psychological Association, 2014). It is a cognitive characteristic and good quality that may improve the personality of an employee to render good services and invariably perform well on the job. It describes 'a person's capacity for adapting psychologically, emotionally and physically reasonably well without lasting detriment to self, relationships or personal development in the face of adversity, threat or challenge' (Williams and Drury, 2009). Brooks (2013) pinpointed that psychological resilience should also be viewed as the ability to make optimal use of workplace resources, foster positive relationships, learn from mistakes, and thrive in changing or challenging work circumstances.

One important way to ensure that customers are satisfied is the ability of the service providers to handle complaints and this is easily done if the service providers, such as library media personnel, have psychological resilience. By ignoring or dismissing users' complaints, one is telling them that their opinion is not valued and this can hinder them from making effective use of the library. Many employees see complaint management as a time-consuming and frustrating process (Wiley, 2012). However, by having psychological resilience, complaints can be resolved quickly and easily by employees and consequently, clients are satisfied. Ability of the SLMP to withstand the pressure of office together with the ups and downs in discharging their duties may have effect on the way they handle users and thereby motivate the users to make use of the library.

Demographic factors such as level of education and experience have also been reported as factors that may help to shape personality and therefore may influence psychological makeup. Demographic factors are factors that affect or direct the lifestyle of an individual. However, there is paucity of information in the literature on how demographic factors can predict the satisfaction that users derived from making use of the SLMCs. Level of education as a demographic factor is the different levels of educational qualification or academic credentials and degrees possessed by an individual. Experience on the other hand is based on the number of years the users had spent in their present schools making use of the SLMC.

Education generally will affect the way a person reasons, behaves or does things. It can be considered the prerequisite for innovation and generation of new ideas and theories. The more skills staff or students have through education, the more innovative they can be. They will also be more capable with new technology. The level of education of any users can make him or her appreciate what is going on at the SLMCs and will make them appreciate the work the personnel are doing. The users will be able to appreciate the work of the personnel and thereby make good use of the services been rendered.

The Federal Government of Nigeria, in a bid to set the standard for other secondary schools and also to develop the Nigerian youths, established unity schools in each state of the federation. All the six-geopolitical zones in Nigeria have at least two unity schools in the states that made up the zones. The federal government is responsible for the running of the schools. They are to provide quality staff, good classrooms, well equipped library and media centres, good amenities and facilities as required. Over the years, they have effectively carried out this in some zones of the country. This study was carried out in the North-Central Zone because it is one of the zones where there was evidence of effective funding of the unity schools by the Nigerian Federal Government. They had made available some of the necessary provision for their SLMCs to function. Such facilities provided include building of a befitting and spacious library equipped with Information Technology facilities thereby making them to be technologically inclined media centres. This zone is in the middle belt of the country and not many studies have been carried out to evaluate the performance of the SLMP in the zone. This region which comprises six states namely: Benue, Plateau, Kwara, Kogi, Nassarawa, Niger and the Federal Capital Territory (FCT), have altogether a total of 24 Federal Unity Schools (FUSs). One of these FUSs (FGA, Suleja), caters for the physically challenge students.

Based on this background, it is important to examine users' satisfaction of the SLMP's job performance and psychological resilience and the library services been rendered. Findings from this study will go a long way to bridge the gap in the paucity of information that currently exist in the literature on the relationships between the demographic and psychological factors discussed and users' satisfaction particularly among pre-tertiary institutions in Nigeria. Therefore, this study investigated demographic and psychological factors as determinants of users' satisfaction in Federal Unity Schools (FUSs) in North-Central Nigeria.

# Objectives of the study

The main objective of the study is to investigate the demographic and psychological factors that determine the job performance of school library media personnel and users' satisfaction with services of SLMCs in Federal Unity Schools in North-Central Nigeria. The specific objectives are: To

- 1. examine the level of users' satisfaction with SLMCs services in Federal Unity Schools in North-Central Nigeria;
- 2. investigate the relationships that exist between the demographic and psychological factors and library users' satisfaction in Federal Unity Schools in North-Central Nigeria;
- 3. examine the joint contribution of demographic and psychological factors to SLMC users' satisfaction in Federal Unity Schools in North-Central Nigeria
- 4. find out the relative contributions of the demographic and psychological factors to SLMC users' satisfaction in Federal Unity Schools in North-Central Nigeria

## **Research Questions**

The following research questions were answered in the study:

- 1. What is the level of users' satisfaction with school library media centres (SLMC) in Federal Unity Schools in North-Central, Nigeria?
- 2. What are the relationships that exist between the demographic and psychological factors and SLMC users' satisfaction in Federal Unity Schools in North-Central Nigeria;
- 3. What is the joint contribution of demographic and psychological factors to SLMC users' satisfaction in Federal Unity Schools in North-Central Nigeria?
- 4. What are the relative contributions of demographic and psychological factors to SLMC users' satisfaction in Federal Unity Schools in North-Central Nigeria?

## Methodology

The study adopted descriptive research design of correlation type. Sample for the study was made up of 345 teachers and 1031 SSII students in FUSs, North-Central Nigeria. Multi-stage sampling procedure was used to select the sample totalled 1376 for the study. Total enumeration technique was used to cover the 21 FUSs available in North-Central Nigeria and simple random sampling was used to select 25% of SSII students and teachers. A structured questionnaire was used for the data collection. The questionnaire was in sections A and B. Section A deals with demographic information (sex, age, marital status, level of education and experience) while section B contains psychological factors such as job satisfaction and resilience with a reliability coefficient of 0.93 using Cronbach coefficient Alpha.

# Methods of Data Analysis

Research questions 1 was analysed using the descriptive statistics such as frequency, percentages, means and standard deviation while research question 2 with Pearson's product moment correlation and 3 and 4 with multiple regressions.

#### **Results**

Demographic information of the respondents was presented in Table 1.

Table 1: Distribution of the SLMC users by demographic factors

Demographic	<b>_</b>		chers	Stu	dents
characteristics			T .		
		Freq	0/0	Freq	0/0
Sex	Male	215	62.3	356	34.5
	Female	130	37.7	675	65.5
	Total	345	100.0	1031	100.0
Status	Teachers	345	25.1		
	Students			1031	74.9
	Total	345	25.1		
Level of Education	JSSCE			1031	74.8
	ND	10	0.7		
	NCE	33	2.4		
	HND	25	2.0		
	BA/B.Sc/B.Ed	236	17.2		
	BLS/BLIS	12	0.9		
	M.Sc/MA/M.Ed/	28	2.0		
	MLS	1	0.1		
	Ph.D	345	25.1	1031	74.9
	Total				
Age	12 – 17yrs 18 – 23yrs 24 – 29yrs 30 – 35yrs 36 – 40yrs 41 – 45yrs 46 – 50yrs 51 – 55yrs 56 – 60yrs	11 65 78 75 52 40 20 4 345	0.8 4.7 5.7 5.5 3.8 2.9 1.5 0.3 25.1	897 134	65.2 9.7
717 1 1 1 1 1 1	Total			1031	74.9
Work experience/length of	0 – 3yrs	118	34.2	205	19.9
stay in school	4 – 6yrs	68	19.7	826	80.1
	7 – 9yrs	35	10.1	0	
	10 – 12yrs	42	12.2	0	
	Above 12yrs Total	82	23.8	0	
	345	100.00	1031	100.0	

There were more female SLMC users (56.5%) than the male users (41.5%). Also 1031 (74.8%) student category of SLMC users were involved in the study than their teachers 346 (25.1%) which invariably accounted for 1031 (74.8%). Majority were within the age of 12 and 30. Furthermore, findings revealed that 887 SLMC users (64.5%) had stayed in their schools and have used the SLMC for more than 4 years.

**Research question 1:** What is the level of users' satisfaction with SLMCs in Federal Unity Schools in North-Central, Nigeria?

# Table 2 presents the findings.

Table 2: Level of users' satisfaction with SLMCs in the FUS in North-Central Nigeria

1	Low		Average		High		Very High		Mean	SD		
	Freq	%	Freq	%	Freq	%	Freq	%				
Library space	115	8.4	265	19.3	472	34.3	524	38.1	3.02	.965		
Expectations derived	48	3.5	320	23.3	732	53.2	276	20.1	2.90	.750		
from the library												
Library environment	58	4.2	315	22.9	705	51.2	298	21.7	2.90	.778		
Library opening hour	112	8.1	249	18.1	687	49.9	328	23.8	2.89	.865		
Satisfaction with the quality of facilities	167	121	381	27.7	546	39.7	282	20.5	2.69	.932		
Staff commitment	97	7.0	481	35.0	626	45.5	172	12.5	2.63	.790		
School Library Media	181	13.2	549	39.9	505	36.7	141	10.2	2.44	.846		
Centre resources												
Reference services	204	14.8	551	40.0	487	35.4	134	9.7	2.40	.856		
Library	357	25.9	483	35.1	341	24.8	195	14.2	2.27	1.019		
orientation/user												
education												
N=1376 We	eighted	Mean	= 2.68	Grit	erion n	N=1376 Weighted Mean = 2.68 Criterion mean = 2.5						

Table 2 reveals that SLMC space  $(3.02 \pm .97)$  was ranked highest followed by SLMC environment  $(2.90 \pm .78)$  and expectations derived from the SLMC  $(2.90 \pm .75)$  while reference services  $(2.40 \pm .86)$  and SLMC orientation/user education  $(2.27 \pm 1.02)$  ranked lowest. A high level of user satisfaction was established because the weighted mean of 2.68 was greater than the criterion mean of 2.50. This implies that, the SLMC users were highly satisfied with the services rendered by the SLMCs in North-Central Nigeria.

**Research question 2:** What are the relationships that exist between the demographic and psychological factors and SLMC users' satisfaction in Federal Unity Schools in North-Central Nigeria?

Table 3 shows the findings

Table 3: Correlation matrix table showing the relationships that exist between the demographic and psychological factors (level of education, experience, job satisfaction and psychological resilience) and users' satisfaction Correlations

	USAT	Level of education	Experience	Job satisfaction	psychological resilience
TICAT	1	.111**	.074**	.807**	.876**
USAT		.000	.006	.000	.000
level of education		1	.433**	.166**	.087**
level of education			.000	.000	.001
Experience			1	.103**	.047
Experience				.000	.083
job satisfaction				1	.667**
Job Sausiacuori					.000
psychological					1
resilience					

Table 3 indicates positive relationships between level of education (r=.11), experience (r=.07), Job satisfaction (r=-.81), psychological resilience (r=.88) and users' satisfaction. The relationships were significant at p<0.05. This implies that as level of education, experience, job satisfaction and psychological resilience increased the SLMC users' satisfaction increased. Therefore, the demographic and psychological factors were established as factors that had positive relationships with users' satisfaction with SLMCs services in FUSs in North-Central, Nigeria.

**Research question 3**: What is the joint contribution of demographic and psychological factors to SLMC users' satisfaction in Federal Unity Schools in North-Central Nigeria?

Table 4 presents the findings.

Table 4: Summary of regression model for relative contributions of demographical and psychological factors to SLMC users' satisfaction

Model Summary									
Model	R	R	Adjusted R	Std. Error of					
		Square	Square	the					
				Estimate					
1	.9 <b>2</b> 6ª	.857	.857	.22500					

	$ANOVA^a$										
Mo	del	Sum of	Df	Mean	F	Sig.	Remark				
		Squares		Square		O					
1	Regression	416.629	4	104.157	2057.390	.000b	Significa nt				
1	Residual	69.408	1371	.051							
	Total	486.037	1375								

a. Dependent Variable: USAT

b. Predictors: (Constant), Resilience, Experience, Level of education, Job satisfaction

Table 4 shows that the demographic and psychological factors jointly determined SLMC users' satisfaction (F(4, 1371) = 2057.39, R2 = .857) and contributed 85.7% to the variation in dependent variable (users' satisfaction) the dependent variable. This connotes that all the 4 independent variables (Level of education, experience, job satisfaction and psychological resilience) when taken together contribute significantly to users' satisfaction with SLMCs in Federal Unity Schools in North-Central Nigeria.

**Research question 4:** What are the relative contributions of demographic and psychological factors to SLMC users' satisfaction in Federal Unity Schools in North-Central Nigeria?

## Table 5 indicates the findings.

Table 5: Summary of regression model for relative contributions of demographic and psychological factors to SLMC users' satisfaction

Model		Unstandardized		Standardize	t	Sig.
		Coefficients		d		
				Coefficients		
		В	Std. Error	Beta		
	(Constant)	.311			10.711	.000
			.029			
	Level of Education	004	.004	013	-1.124	.261
1	Experience	.006	.007	.009	.838	.402
	Job Satisfaction	.360	.012	.403	29.093	.000
	Psychological	.581	.013	.608	44.335	.000
	Resilience					

a. Dependent Variable: USAT

Table 5 shows that Psychological resilience made the highest significant contribution to users' satisfaction ( $\beta$  = .61, t = 44.34), followed by job satisfaction ( $\beta$  = .40, t= 29.09). This means that users' psychological resilience and job satisfaction were good determinants of SLMC users' satisfaction in FUSs in North-Central Nigeria while the users' level of education and experience did not.

## Discussion of findings

Findings revealed that the demographic and psychological factors considered in this study had positive significant relationships with SLMC users' satisfaction. The level of education of the users and their experience had positive relationship with users' satisfaction indicating that as level of education and years of experience of the users increases, so their satisfaction with SLMCs' services also increases. This suggested that that the more educated the users are, the more they will be satisfied with services rendered by the SLMC. Likewise also, the more experienced the SLMC users are, the more they will be satisfied with services rendered by the SLMC. The finding supports that of Bhatt (2013) and Bassey (2016) that level if education experience job satisfaction and resilience are some of the major factors that could determine the library users' satisfactions in their various studies.

For the psychological resilience and the highest contribution to users' satisfaction followed by job satisfaction. Findings from this study however showed that users' Level of education and experience had no significant contribution to users' satisfaction though there was a relationship. The study thus suggests that for users to be satisfied with the services of the SLMCs through the School Library Media Personnel (SLMP), due attention should be given to psychological resilience of SLMP and job satisfaction of the SLMP so that the SLMP can perform their duty better and then promote users satisfaction. These findings are in line with that of Brooks (2013) and Kachel and Lance (2017).

Furthermore, the findings revealed that majority of the SLMC users indicated that the qualities of services rendered by the SLMP was high and encouraging. The relevance of materials provided, the willingness to guide users, the communication with users among others, were rated very high. This indicates that job satisfaction of SLMP was with high satisfaction of SLMC users. The findings are in agreement with that of Moses, Olaleke, Oluwafunmilayo and Gbenga (2016) that library service quality emanating from the personnel's job satisfaction had a significant positive contribution to library usage and also positive significant relationship with users' satisfaction.

Moreover, in the study the psychological resilience of SLMP had a significant positive relationship with users' satisfaction. The study revealed that good services provided by the SLMP personnel to the users through their resiliency usually promote satisfaction derived by the users which invariably encourages the users to make use of the SLMC. Although many authors have investigated several factors that may affect library users' satisfaction, no tangible information exist in the literature on relationship between psychological resilience and users' satisfaction. Isolated reports that exist in the literature only report on the influence of resilience on satisfaction with services offered in other organisation apart from library. For example, Matheus, Aline, Otávio, Juliana and Fernando (2015), in their study of the relationship between resilience and satisfaction with dental services among elderly people reported that satisfaction with dental services was influenced by resilience which corroborate with this present report. Also, findings from the study of Mohammed and Mizra, (2013) and Ikenwe and Adegbilero (2014) support the finding of this study as explained above.

#### Conclusion

Based on the findings of this study, the following are deduced. The SLMC users had high level of satisfaction and positive relationships existed between level of education, experience job satisfaction and resilience with users' satisfaction. Demographic factors (levels of education and experience) and psychological factors (job satisfaction and resilience) jointly contributed to the users' satisfaction. Meanwhile, resilience had the most contribution to users' satisfaction followed by the job satisfaction, while level of education and experience did not. The implication is that, the psychological factors (job satisfaction and resilience) should be given cognisance in promoting users' satisfaction in SLMC in Nigeria and particularly in FUSs in North Central Nigeria.

## Recommendations

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

- 1. Since library users' satisfaction may be determined by the job satisfaction and psychological resilience of personnel working in the SLMC, the providers and managers of pre-tertiary institutions in Nigeria need to improve on these factors so as to sustain and improve the job performance among their workforce. The SLMP are to be provided with the right enabling working condition so as to perform better on their job subsequently make the users to satisfy.
- 2. The Federal government, and the management of school library media centre should continually initiate, implement and evaluate realistic policies or decisions necessary for sustainable effective job performance of School library media personnel in Nigeria.
- 3. SLMP should be exposed to incentives and opportunities that will enhance their job performance.
- 4. SLMP should endeavour to make SLMC hour available on the school time table so that users will have more time to study and also relate with them.
- 5. Management of SLMCs should periodically carried out evaluation of users' perception of the SLMP's job performance so as to enable them to always know their shortcoming and then put measures in place to improve on their job performance. Also the users' survey is an avenue to know the level of the users' satisfaction with the SLMCs services.

## References

- Anckar, B. and Carlsson, C. (2003). Factors affecting consumer adoption decisions and intents in mobile commerce: Empirical insights. Proceedings of the 16th Bled Electronic Commerce Conference.
- Aina, L.O. (2004). Library and information science text for Africa. Ibadan: Third World Information services Limited.
- American Psychological Association (2014). The road to resilience. Retrieved Oct. 1, 2014, from http://www.apa.org/helpcentre/road-resilience.aspx.
- Amusa, O. I., Iyoro, A. O. and Ajani, F. O. (2013). Work environments and job performance of librarians in the public universities in South–West Nigeria. International Journal of Library and Information Science 5.11:457 461.
- Bagudu, A.A and Sadiq, H. 2(013). Students' perception of digital library services: a case study of International Islamic University, Malaysia. Library Philosophy and Practice Retrieved Aug. 16, 2014, from http://digitalcommons.unl.edu/libphilprac/894.
- Bassey, B. A. (2016). User satisfaction with services in three academic libraries in Cross River State: A comparative society. Gateway Library Journal 9.2: 23-24.
- Bhatt, R. (2013). A study of library usage and satisfaction by Social Scientists at Bahauddin Zakariya University, Multan. Library Philosophy and Practice (e-journal). Retrieved April 12, 2015, from http://digitalcommons.unl.edu/libphilprac/963

- Brooks, K. (2013). Resilience has significant impact on organisations. Retrieved April 20, 2017, from http://www.canterbury.ac.nz/news/news-archive/archive-2013/main-news/resilience-has-significant-impact-on-organisations.html
- Buchanan K. (2008). Job performance and satisfaction. Retrieved September 10, 2014, from http://ezinearticles.com/?Job-Performance-and-Satisfactionandid=290072
- Goulding, A. (2015). Public Libraries in the 21st Century: defining services and debating the future. Ashgate Publishing Limited, Hampshire
- Greenberg, J. and Baron, R.A. (2008). Behavior in organizations. New Jersey: Prentice Hall.
- Harter, J. K., Schmidt, F. L., and Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. Journal of Applied Psychology 87.2:268-279. doi: 10.1037/0021-9010.87.2.268.
- Hashed A. N., Salniza B. S. and Hamid M. G. (2012). "Factors affecting customer satisfaction of mobile services in Yemen", American Journal of Economics, 2.7: 171-184. doi:10.5923/j.economics.20120207.03.
- Heiner, E., Christopher G., Vikas, M. and Maren, W. (2011). How employer and employee satisfaction affect customer satisfaction: an application to franchise. Journal of Service Research 14.2:136-141. DOI:10.1177/1094670510390202
- Heinonen, K. 2004. "Reconceptualising customer perceived value: the value of time and place." Managing Service Quality 14.3: 205-215
- Hoseong, J. and Beomjoon, C. (2012). "The relationship between employee satisfaction and customer satisfaction. Journal of Services Marketing Vol. 26.5:332 341.
- Ikenwe, I. J., and Adegbilero-Iwari, I. (2014). Utilization and User Satisfaction of Public Library Services in South-West, Nigeria in the 21st Century: A Survey. International Journal of Library Science 3.1:1-6.
- Iwhiwhu, B.E. and Okorodudu P.O. (2012). Public library information Resources, facilities and services: user satisfaction with the Edo state central library, Benin City, Nigeria. Library philosophy and practice. [Online]. Available: http://unlib.unl.edu/lpp
- James, I. J. (2011). Effective motivation of paraprofessional staff in academic libraries in Nigeria. Library Philosophy and Practice 1: 37.
- Jiang, Y., and Wang, C.L. (2006). The impact of affect on service quality and satisfaction: the moderation of service contexts. Journal of Services Marketing 20.4: 211–218.
- Jones, J. (2003). Helping teens cope. Knowledge quest 32.1:53
- Kassim, N. A. (2009). Evaluating users' satisfaction on academic library performance.
- Malaysian Journal of Library and Information Science 14.2: 101-115.
- Mallaiah, T. Y. and Yadapadithaya, P. S. (2009). Intrinsic Motivation of Librarians in University Libraries in Karnataka. Journal of Library and Information Technology 29.3:36-42
- Matthew, S. (2015). How to handle customers. Retrieved Dec. 2, 2015, from http://www.skillsyouneed.com/rhubarb/dealing-with-complaints.html
- Matheus N., Aline B. M., Otávio P. D., Juliana, B. H., and Fernando N. H. (2015). Can more resilient elderly people be more satisfied with dental services? Rev. Odontol. UNESP. 44.6

- McDougall, G. and Levesque, T. (2000). "Customer satisfaction with services: putting perceived value into the equation." Journal of Services Marketing 14.5: 392-410.
- Moses, C. L., Olaleke, O., Oluwafunmilayo, A. M., and Gbenga, A. M. (2016). Perceived Service Quality and User Satisfaction in Library Environment. Asian Journal of Information Technology, 15.1:18-25
- Nauert, R. (2015). Employee satisfaction key for customer satisfaction. Psych Central. Retrieved on April 12, 2017, from https://psychcentral.com/news/2011/06/02/employee-satisfaction-key-for-customer-satisfaction/26623.html
- Quinn, B. (2007). Enhancing academic library performance through positive psychology. Journal of Library Administration 42.1: 79-101.
- Robbins, S. P. and Coulter, M. (2005). Management. New Delhi: Pearson Education. Inc Saikia, M., and Gohain, A. (2013). Use and user's satisfaction in library resources and services: A study in Tezpur University (India). International Journal of library and information science 5.6: 167-75.
- Williams, R. and Drury, J. (2009). Psychosocial resilience and its influence on managing mass emergencies and disasters. Psychiatry 8.8: 293–296
- Wiley, J. W. (2012). Linking survey results to customer satisfaction and business performance, White paper from Kenexa Research Institute.
- Turel, O. and A. Serenko (2006). Satisfaction with mobile services in Canada: An empirical investigation. Telecommunications Policy 30.6: 314-331