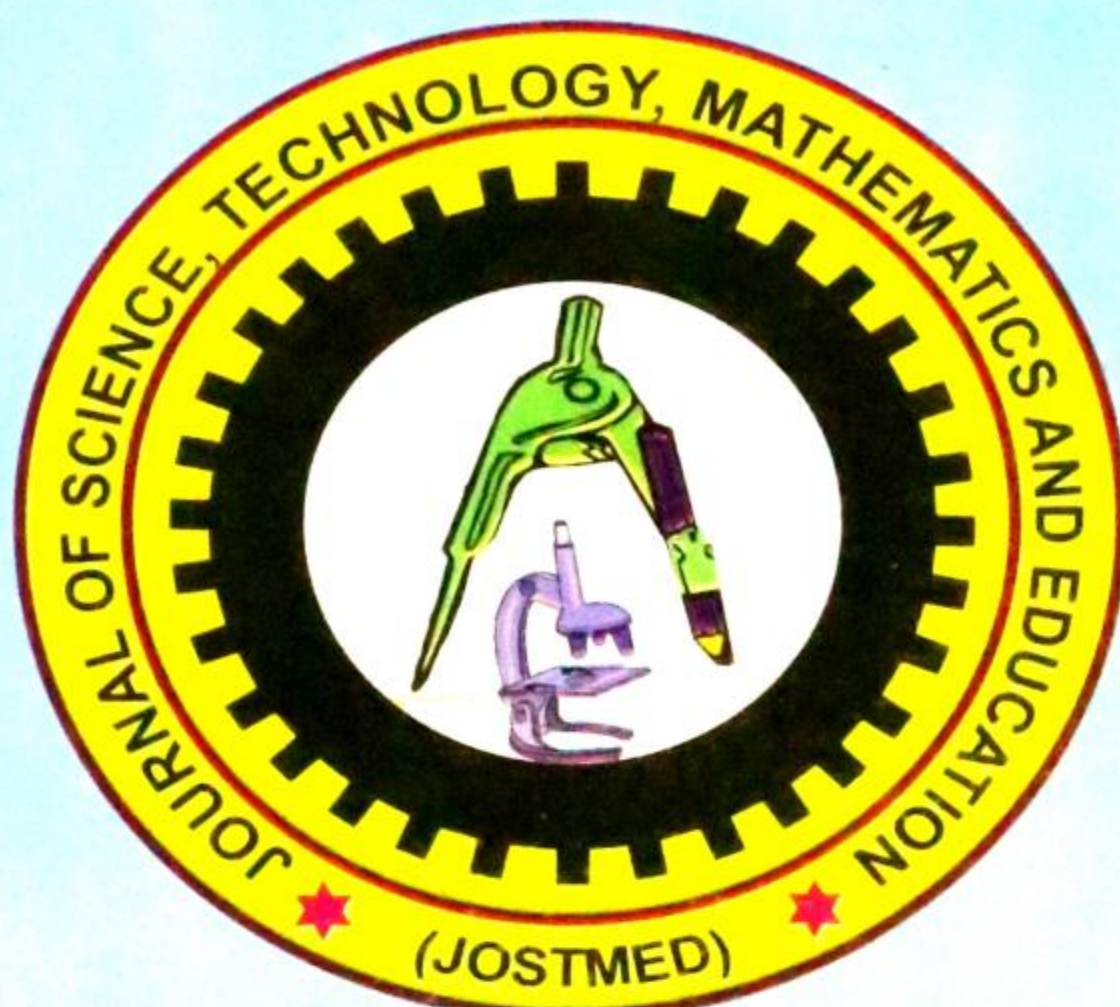


JOSTMED 12(2), AUGUST, 2016

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ISSN: 0748 – 4710



JOURNAL OF SCIENCE, TECHNOLOGY, MATHEMATICS AND EDUCATION (JOSTMED)

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PUBLISHED BY:
DEPARTMENT OF SCIENCE EDUCATION
FEDERAL UNIVERSITY OF TECHNOLOGY, MINNA,
NIGERIA, AFRICA

JOURNAL OF SCIENCE, TECHNOLOGY, MATHEMATICS AND EDUCATION (JOSTMED)



ISSN: 0748 – 4710

VOLUME 12(2), AUGUST, 2016

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AN ANALYSIS OF LIBRARIANS' JOB SATISFACTION IN SELECTED UNIVERSITY LIBRARIES IN NIGERIA

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Abstract

This study examines the level of job satisfaction of librarians in the Federal University Libraries in Nigeria. Survey research method, using both questionnaires and interview as research instruments, was employed as a technique for this study. Stratified sampling method was used and 360 respondents were obtained from the survey. A follow-up interview was subsequently engaged in to validate the results of the survey. Questionnaire data was analyzed with the use of descriptive statistics (percentage, mean and standard deviation) and inferential statistics (ANOVA). The interview was also transcribed and coded where key words of the questions and main ideas were extracted. The interview was then used to confirm findings from the questionnaire. The results obtained from the questionnaire survey, using a One-way Analysis of Variance (ANOVA), revealed that there was no significant difference in the level of job satisfaction of librarians in the Federal University Libraries in Nigeria. This indicated that librarians in these university libraries are on the same level of job satisfaction. Although, results from the interview corroborate that of questionnaire, it revealed that there was no adequate provision for the training, promotion, excess work load, and working tools. The results of the study have important policy and societal implications that they highlight, if the job satisfaction of librarians is to be accomplished consideration must be given the revelations from the results above. This is one of few studies which provide a comprehensive examination of the job satisfaction of librarians in emerging economies. The combination of the quantitative and qualitative research approaches in examining the matter at hand is another novel approach of this study.

Keywords: Job Satisfaction, Libraries, Federal Universities, Nigeria

Introduction

Job satisfaction is one of the most important elements of productivity, which promotes human longevity; while the lack of it is known to cause heart diseases and mental-health problem (Alao, 1992). Various studies indicate that industrialists, psychologists, behaviourists and librarians have conducted researches on job satisfaction in order to determine factors that influenced the increment and decrement in workers' productivities, which in turn affect the level of growth, development and realization of goals and objectives of an organization (Gliem and Gliem, 2001). They further described job satisfaction as the composite of a number of moderately correlated components of attitude such as satisfaction with pay, supervision, co-workers and the work. Job satisfaction is a prominent phenomenon among the developed countries and as a result a lot has been written on this subject with the goal of boosting the workers' morale and productivities to ensure success in achieving organizational goals and objectives.

However, this area of research has not been explored adequately in the field of librarianship in Nigeria. Although, few studies were conducted by librarians at individual University Libraries in Nigeria, not much has been given to issues of job satisfaction. This assertion was revealed in

the works of Alao (1992), Nok (2006) Uwaifor (2007), Tella *et al* (2007) and Gboyega & Popoola (2010). The findings of their studies though indicated low job satisfaction; the consequent effects on librarians in Nigerian Federal University Libraries have not been well addressed.

Satisfaction from the job is the expectation, and ultimate goal of every worker to compensate for the mental and physical energy exerted to bring about enhanced productivities. It is also the most important condition needed for establishing a healthy organizational environment in an organization. Kaya (1995) supports this assertion by saying that job satisfaction eradicates job dissatisfaction, motivates personnel to increase his or her productivity, drives staff towards achieving high qualification in his or her discipline or career, and affects positively the quality of services rendered by individual worker.

From the above, it could be deduced that job satisfaction is an essential impetus for the increment of workers' productivities for high organizational output. However, little is known about how librarians in Nigeria are satisfied with their jobs. Consequently, Atinmo (2000) observed that, very few librarians are dedicated to their work and many of them tend to show a lukewarm attitude towards their profession. She further noted that, the most embarrassing and complex part of the job for many managers is the need to deal with problems of job satisfaction which arise from the failings of employees, deficiencies of character or attitude, lack of self-control and disobedience, all of which can affect the morale of workers and the quality of work output.

Statement of the Problem

The socio-economic imbalance as a result of 1980 economic downturn in Nigeria led to the absence of essential ingredients for satisfaction at work. (Edem and Lawal, 1999). For instance, there were no enough funds to pay the staff's salary and other conditions of service. This has led to librarians complaining about lack of satisfaction with their jobs, as a result of which they developed poor attitude towards their work, thereby resulting into poor output. The effect of this job dissatisfaction is the delayed or non-achievement of the organizational goals of their respective libraries.

Objective of the Study

The study intends to investigate the level of job satisfaction amongst librarians in Federal University Libraries in Nigeria by examining this research question:

Research Question

Is there any significant difference in the level of job satisfaction of librarians in each of the Federal University Library in Nigeria?

Significant of the Study

Information is the back bone of development of any nation in which Nigeria is one. Librarians as information providers have a prominent role to play in moving the country forward through provision of information and services which can be adequately enhanced when they are well satisfied. The findings will assist to determine the level of job satisfaction of librarians, so that the policy makers will be able to identify the areas where their satisfaction could be maximized.

Literature Review

Job satisfaction is a prominent phenomenon among the developed countries and as a result a lot has been written on this subject with the goal of boosting the workers' morale and productivities to ensure success in achieving organizational goals and objectives. However, this phenomenon has received little attention in developing countries; an appraisal of the level of

job satisfaction of librarians has not been well attended to, in the few studies on this issue. The followings are the review of the extant literature on job satisfaction.

Sierpe (2000) examines job satisfaction of librarians working in English Language Universities in Quebec. He employed survey research methodology as a research technique for the study that showed that all the librarians working in these institutions are generally satisfied, but have dissatisfaction with the promotion, opportunity, and salary communication and operating procedures. His result suggests that certain job facets may have a larger effect on the service quality of one librarian than the others may. In another development, Mulindwa (2010) investigated the trend of development in the National Library of Uganda since its establishment in 2003 and factors that influenced this development. He found that the National Library of Uganda was established to collect and manage the country's documented heritage and responsible directly to public library services but an overseer, as against the roles of most of the African National Libraries, as legal deposit centres and public library services. The study contended that the dual mandate needs to be understood properly, managed and balanced if the institution is to have a positive impact on the public that it serves.

Imran, *et al* (2014) investigated relationship between job satisfaction, job Performance, attitude towards work, and organizational commitment. The results of the study indicate strong positive relationship between job satisfaction and performance whereas organizational commitment has strong positive relation with performance and attitude towards work. The study identifies significant impact of organizational commitment on job satisfaction of employees working in educational sector.

This shows that employees are highly satisfied with their job and the nature of work they are doing in their respective organizations. The results of descriptive statistics are showing that female staff is more satisfied as compare to male staff. On the whole outcome shows that employees are satisfied from their own job and attitude towards work is positive. The study also discloses that there is a higher level of job satisfaction is found among employees particularly in private sector organizations.

Aydogdu and Asikgil (2011) investigated the relationship among job satisfaction, organizational commitment and turnover intention to determine statistically significant relations. The results of the study showed that job satisfaction has a significant and positive relationship with three dimensions of organizational commitment and turnover intention has a significant and negative relationship with job satisfaction and organizational commitment.

However, Tella *et al* (2007) examine work motivation, job satisfaction and organisational commitment of library personnel in academic and research libraries. The authors used descriptive survey design to carry out their research and found that a correlation exists between perceived motivation, job satisfaction and commitment; although, the correlation between motivation and commitment was negative. They suggested that it is imperative for the library management to meet the demands of their personnel to strengthen their motivation, satisfaction, and commitment to minimize turnover. Furthermore, Dogan (2009) conducts a conceptual analysis of job satisfaction and empirical research on the relationship between job satisfaction and a set of variables such as: pay, promotion, positive affectivity/encouragement, job involvement, rest-day and off-day, relations with co-workers, health facilities, relations with supervisor, training and education facilities, autonomy, physical facilities, reconciliation role of supervisor, procedural justice, tangible aids, office tools level of role, cleanliness, participation in decision, management style of supervisors. The study which was based on a sample of 220 employees from Aydin municipality and Nazilli municipality

revealed that 50% of the variance in job satisfaction was explained by the variables included in the regression test.

Moreover, Asamoah-Hassan (2010) reports what the KNUST Library, Kumashi, Ghana has done to introduce alternative scholarly communication in the form of an institutional depository to the University. The findings revealed that introduction of the KNUST Space institutional depository has benefited the researchers a lot in the University by offering them an alternative to the traditional ways of communication which invariably exposed their researches to the world and the benefits thereafter, which show-cased the University beyond expected recognition.

Kosteas (2009) conducts a research to estimate the impact of promotion and promotion expectations on job satisfaction using the 1996 – 2006 waves of NLSY 79 data set. Having received a promotion in the past two years leads to increase in job satisfaction, even while controlling worker's current wages relative to his peer group and wage growth. Thus, effect of promotion receipt on job satisfaction is independent of any accompanying wages increase. He found out that employers might be able to use promotion as another mechanism to raise worker satisfaction. Workers who believe a promotion is possible in the next two years also report higher job satisfaction. The objective of the present study is to present the opinions of librarians in the Nigerian Federal Universities in Nigeria, based on their perceptions on job satisfaction'.

In another development, Chiware (2010) examines the position of the library in making information available for easy access by the clientele through the provision of conventional tools, IT development, Knowledge creation and dissemination in this period of changing complexity of information resources in Science and Technology Universities in Africa. He found that these universities remain important strategic partners in the development of human resources and overall economic and social development of the continent.

Adenike (2011). explored organizational climate as a predictor of employee's job satisfaction of academic Staff from a private Nigerian University. The result showed a significant positive relationship between organizational climate and job satisfaction among academics in South-West Nigeria.

Methodology

Survey method using questionnaire and interview was employed in carrying out the study. The suitability of this technique is due to the large population sample which is spread across a given area (Gadanga, 2000).

The population of the study consisted of the entire librarians in the Nigerian Federal University libraries. There are twenty-seven (27) Federal Universities in Nigeria and are of relatively even distribution across the country. The population of librarians in each university library was estimated to be twenty (20), and this gives total population of five hundred and fifty (540) librarians.

The researcher utilized random sampling technique to obtain the required sample size. Consequently, the researcher selected individuals from the population through random sampling procedure. This method enables each member of a population an equal chance of being represented.

Results

Distribution of Respondents across the selected Federal Universities Libraries

The respondents from University of Ilorin (UNILORIN) and University of Abuja (UNIABUJA) are 15 (6%) each, while 12 respondents (5%) are from Federal University of Technology, Minna (FUTMINNA). This shows that the number of respondents from UNILORIN and UNIABUJA are slightly higher than FUTMINNA in the North Central Zone. The total number of the respondents (42) from the zone formed 17% of the total responses. On the other hand, the Federal University of Technology, Yola (FUTY), Abubakar Tafawa Balewa University, Bauchi (ATBU) and University of Maiduguri (UNIMAID) were selected in the North-East zone. The number of respondents from FUTY, ATBU and UNIMAID are 10 (4%), 10 (4%), and 14 (6%), respectively. The distribution of respondents from Ahmadu Bello University, Zaria (ABU), Bayero University, Kano (BUK) and Usman Dan Fodio University, Sokoto (UDUS) selected from the North-West Zone are 18 (7.2%), 14 (5.6%) and 13 (5.2%) respectively while the total number of the respondents from the zone amounted to 45 (18%) of the total responses. Furthermore, a total number of 12 responses (4.8%) were obtained from the Nnamdi Azikwe University Awka, (NAUA), while 16 (6.4%) of respondents were obtained from Federal University of Technology, Owerri (FUTO) and University of Nigeria Nsuka, (UNN), each, from the South-East Zone forming a total of 44 (17.6%). Moreover, the university libraries selected in the South-South Zone of Nigeria are University of Port-Harcourt (UNIPORT), University of Uyo (UNIUYO), and University of Calabar (UNICAL), with 12 (4.8%), 12 (4.8%) and 11 (4.4%) respectively. The total number of the respondents in this zone is 35 (14%). Similarly, the selected universities in the South-West zone are University of Agriculture, Abeokuta (UNAAB), University of Lagos (UNILAG) and University of Ibadan (UNIBADAN). There are 13 respondents (5.2%) from UNAAB, while UNILAG and UNIBADAN have 19 respondents (7.6%) each respectively. Thus, the total number of the respondents from South-West zone is 51 (20.4 %).

Table 1: Percentage Distribution of Librarians in Federal University Libraries

Zones	Selected Universities	Acronym	%	Zonal %
North Central	University of Ilorin, Ilorin	UNILORIN	6	17
	University of Abuja, Abuja	UNIABUJA	6	
	Federal University of Technology, Minna	FUTMINNA	5	
North East	Federal University of Technology, Yola	FUTY	4	14
	Abubakar Tafawa Balewa University of Technology, Bauchi	ATBU	6	
	University of Maiduguri, Maiduguri	UNIMAID	4	
North West	Ahamadu Bello University, Zaria	ABU	7.2	18
	Bayero University, Kano	BUK	5.6	
	Usman Dan Fodio University, Sokoto	UDUS	5.2	
South East	Nnamdi Azikwe University, Awka	NAUA FUTO	4.8	17.6
	Federal University of Technology, Owerri	UNN	6.4	
	University of Nigeria, Nsukka		6.4	
South South	University of Port -Harcourt, Port -Harcourt	UNIPORT	4.8	14
	University of Uyo, Uyo	UNIUYO	4.8	
	University of Calabar, Calabar	UNICAL	4.4	
SouthWest	University of Agriculture, Abeokuta	UNAAB UNILAG	5.2	20.4
	University of Lagos, Akoka	UNIBADAN	7.6	
	University of Ibadan, Ibadan		7.6	

Results from the Analysis of Data through Questionnaire

This result of inferential analysis of data is presented throughout this section. It explained the relationship among the variables used in this study. Analysis of Variance (ANOVA) was used to examine the relationship among the variables. The benchmark for significant level for the entire test conducted is $P<0.05$. Analysis was carried out to determine the significant relationship among the variables used for the data collection. In order to answer research question one:

Is the level of job satisfaction of librarians in Federal University Libraries in Nigeria the same?

A one-way analysis of variance (ANOVA) was conducted to examine if the level of job satisfaction of librarians is the same in the eighteen sampled universities. Test of homogeneity of variances using Levene's statistics conducted to ascertain the assumption of equality of variance, (table 2), shows that it is statistically insignificant at 0.493, which indicates that equal variance was assumed. As a result, the analysis of variance was further conducted to determine the level of job satisfaction of librarians among the sampled Universities.

Table 2: Test of Homogeneity of Variances

Levene's Statistic	df1	df2	Sig.
0.970	17	233	0.493

The results of ANOVA (table 3) was not significant ($F(17, 233) = 0.442, P = 0.974$). This implies that, there is no significant differences in job satisfactions among librarians in Federal University Libraries in Nigeria. In other words, their levels of job satisfaction are the same.

Table 3: ANOVA Statistics

	Sum of Squares	DF	Mean Square	F	Sig.
Between Groups	2.469	17	0.145	0.442	0.974
Within Groups	76.603	233	0.329		
Total	79.072	250			

Table 4 shows the level of Job Satisfaction of Librarians sampled from eighteen University Libraries in Nigeria based on the mean and standard deviation. The results show that all the sampled university libraries are above 2.50 average levels. Similarly, most of them are very close to maximum average mean of 5. This indicates that librarians in the Federal University Libraries in Nigeria are almost at the same level of job satisfaction.

Table 4: Level of Job Satisfaction of Librarians in Nigeria Federal University Libraries

Names of University	N	Mean	Std. Dev.
University of Ilorin	15	4.2333	0.38344
University of Abuja	15	4.2000	0.86706
Federal University of Technology, Minna	12	4.2708	0.71873
Federal University of Technology, Yola	10	4.2000	0.53748
Abubakar Tafawa Balewa University, Bauchi	14	4.1786	0.46439
University of Maiduguri	10	3.9500	0.57494
Ahmadu Bello University, Zaria	18	4.2500	0.46967
Bayero University, Kano	14	4.0893	0.31936
Usman Danfodio, Sokoto	13	4.1346	0.84543
Nnamdi Azikwe University, Awka	12	4.1458	0.62576
Federal University of Technology, Owerri	16	4.1094	0.54748

University of Nigeria, Nsukka	16	4.2344	0.42297
University of Port-Harcourt	12	4.2083	0.54181
University of Uyo	12	4.3125	0.46619
University of Calabar	11	4.1591	0.55083
University of Agriculture, Abeokuta	13	4.2885	0.41890
University of Lagos	19	4.0526	0.62126
University of Ibadan	19	3.9737	0.62857
Total	251	-	-
Total Average	-	4.1624	.56239

Analysis of Data Obtained from Interview

The findings from the respondent's interview on job satisfaction of librarians in the Nigerian University Libraries are presented through the transcription and formation of themes in this study. The main themes that emerged from the transcription were used to present the findings according to the arrangement of the research questions. The research question states that: "How do librarians in Nigeria Federal University libraries perceive their level of job satisfaction?" The research question had three interview questions which are discussed below:

(a) What does the term job satisfaction mean to you as a Librarian in a Nigerian University Library?

From the data obtained, all the respondents unanimously indicated that job satisfaction implies the happiness they derive while performing their job. This highlight was taken from their responses such as: The happiness I have while carrying out my job; the level of happiness with the job performed, whether a person is happy with the job he/she is doing or not; job satisfaction means the level of happiness a person has with the job he/she is performing and job satisfaction to me implies an individual level of happiness with his/her job. Therefore, it can be summarized that all the respondents of the study view job satisfaction as the level of happiness they have while carrying out their jobs as librarians.

(b) Please explain to me, are you really satisfied with your job as a Librarian in this University Library?

This question was asked in order to determine the satisfaction of individual librarians. The respondents gave their individual feelings about job satisfaction. For instance, one of the interviewees stated:

The job I am doing is itself motivating; although some situations make the job I perform here boring, but generally like I said earlier on, it is relatively satisfying; I am moderately satisfied with the job; Putting the situation on ground in this library into consideration, I think I am moderately satisfied with this job; I can tell you that I am moderately happy; So I am satisfied with the job I perform in this university library.

It can be summarized that the respondents agreed that there is moderate level of job satisfaction. This is because there are some issues that are not properly addressed in order to derive high level of satisfaction.

(c) What are the impediments to your job satisfaction?

This question was developed in order to explore the problems faced by the respondents which make them not to be satisfied with their jobs. The responses of the respondents are differed

through the expression of their dissatisfaction. The reactions of the respondents include: No problems while carrying out my duties; Satisfied with the job performed; Happy with the job performed; Lack of motivations and no incentives; Lack of trainings and delay in promotions; Inadequate working facilities and lack of contingent rewards. It can be summarized that while some of the respondents noted that they don't have anything posing as impediment while they discharge their duties, others stated that lack of trainings and delay in promotions among other things are the salient factors which hinder their job satisfaction level.

Discussion of Findings on Descriptive Analysis

The findings revealed that most of the respondents feel that they are not only been challenged and excited by their jobs but also derives satisfaction from it, because it is relevant to their training, and therefore, they become more eager to go to their jobs each day. A high proportion of librarians felt very close to the people at work. The overall majority of the librarians are satisfied with the job they perform. This study coincides with the findings of Sierpe (1999), which show that the librarians are highly satisfied with the job itself. In support of the above findings, Togia et al (2004) also find significant relationship between job itself and job satisfaction. The followings are the selected comments and suggestions by the participants in the questionnaire survey:

"Library management should work out a training policy that could allow library staff benefit from training programmes available in other institutions. So as to keep them a breast with the techniques and skills needed for the changes and challenges in university libraries."

"Appropriate incentives such as training & retraining, study leave, promotion as at when due, conducive and enhancing working environment as well as enhanced wage package will promote job satisfaction and enhance productivity."

Though the findings showed that the librarians are satisfied with the job itself they suggested that there should be opportunities for training and retraining.

Discussion of Findings on Interview

Based on the findings obtained from these analyses, some inferences were made and supported by the responses from the interview of respondents; these are discussed as follows. Relationship between job satisfaction and the respondents' institutions were investigated to determine their levels of job satisfaction. It shows that there was no significant difference in the satisfaction of librarians in the Federal University libraries in Nigerian.

Is the level of job satisfaction of librarians in the Federal University libraries the same?

The findings show that there was no significant difference in the level of job satisfaction of librarians in the Federal University libraries. However, preliminary analysis of job satisfaction among the librarians in the Federal University libraries in Nigeria as shown in the Table 4 above which indicates that on the average, there is a high level of job satisfaction among the University librarians in Nigerian Federal University libraries with a total average of $M = 4.1624$ and $SD = .56239$. The result further reveals that the University of Uyo had the highest mean job satisfaction of $M = 4.3125$ and $SD = .46619$, while the University of Maiduguri has the lowest mean job satisfaction of $M = 3.9500$ and $SD = .57494$.

Overall, the highest level of job satisfaction of librarians in Nigerian Federal University libraries can perhaps be attributed to the fact that they are owned, controlled and financed by the Federal Government, where better condition of service is more pronounced as compared to the State and Private Universities (Ajayi, 2010). This study is therefore, consistent with the findings of (Poopola, 2010) who also report a higher level of job satisfaction among librarians. However, Edem and Lawal (1999) reports a low level of job satisfaction among librarians. On the average,

the levels of job satisfaction of librarians in Nigerian Federal University Libraries are almost the same. The above findings corroborated with the findings obtained from the interview data where several perceptions of librarians on the level of job satisfaction stated that, it is a means of their livelihood for feeding, taking care of their families, which made them to be active. It could be inferred from the respondents' views that generally their level of job satisfaction is moderately satisfying. This can be affirmed by the response of one of the respondents.

Job satisfaction is all about whether a person is happy with the job he/she is doing or not; and as for me, my Job satisfaction is fairly okay.

The individual satisfaction apart from the collective ones was moderately satisfactory among the librarians. This finding could be supported by the responses of some of the respondents.

All I can say is that the nature of the job I perform itself is motivating. So I am satisfied with the job I perform in this university library...it will be much better if the authorities can do more for us so we can be more happy than we are right now as university library staff'.

The above findings are in consonant with the earlier findings on benefit under quantitative questions. This is further supported by AbdulKarim (2008) that revealed that despite all odds, librarians were generally satisfied with their jobs. It can be deduced that though the librarians were generally satisfied with the job, the individual perception of satisfaction was moderate though; there were lot of issues militating against this satisfaction. This corroborates the findings of Sierpe (2000) who reports low satisfaction of librarians as a result of lack of adequate salary, promotion, communication and operation procedure. However, the respondents' responses to the interview question on factors hindering their satisfaction include the followings:

The major problems I encounter in this library which sometimes reduce the level of happiness I have with this job include lack of motivation from the authorities, there are no incentives given to staffs, and we are usually not sponsored to conferences/ seminars/ workshops'.

In this library, there are so many obstacles I face with which in one way or the other hinders the happiness I sometimes have while discharging my duties. These obstacles include no clear opportunities for training and continuing professional duty; and the prolonged delay in the promotion of staff'.

The findings revealed that there was no provision for the training, promotion, excess work load, and working tool. Based on the above result, it can be deduced that though the librarians were generally satisfied with their jobs, the individual perception on job satisfaction is moderate where there are a lot of issues threatening their satisfaction. This corroborates with the findings of Hart, (2010) that revealed that: staff development is rather sparse, which is one of the strongest threats to the personal development and growth.

Conclusion

The objective of this study was to determine the level of job satisfaction of librarians in the Federal University Libraries in Nigeria. The findings obtained from the One-way Analysis of Variance (ANOVA) reveals that there was no significant difference in the level of job satisfaction of librarians in the Federal University libraries. Furthermore, the mean score value indicates that there is a high level of job satisfaction among librarians, although the University of Uyo had the highest job satisfaction while the University of Maiduguri had the lowest. Based on the above result, the findings showed that the librarians were generally satisfied with their jobs and

the individual perception on job satisfaction is moderate though there are a lot of issues threatening their satisfaction. The trend of change in the library profession with current challenges in information industry required the staff of libraries to be up to the task and be readily equipped to face challenges. This could be achieved when the librarians are made to be satisfied with their jobs, because successful management of any organizations depends largely on the high morale and satisfaction of its workers. Though the present study, as anticipated, has contributed to the knowledge based on job satisfaction of librarians from the Nigerian point of view, however, the horizon of the literature may have a wider use beyond the context of the Nigerian perspective.

Recommendations

Though the librarians in the Federal University Libraries in Nigerian seemed to be generally satisfied with their jobs, they still need to accomplish their satisfaction with the followings:

- (i) There should be adequate provision for training.
- (ii) Adequate provision of working facilities.
- (iii) Provision of contingent rewards.
- (iv) There should be regular promotion of staff.
- (v) There should be provision of conducive and enhancing working environment.
- (vi) The authorities concerned should provide adequate motivation to the staff.
- (vii) Staff should be sponsored to conference and seminars.
- (viii) Adequate provision of excess work load.

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