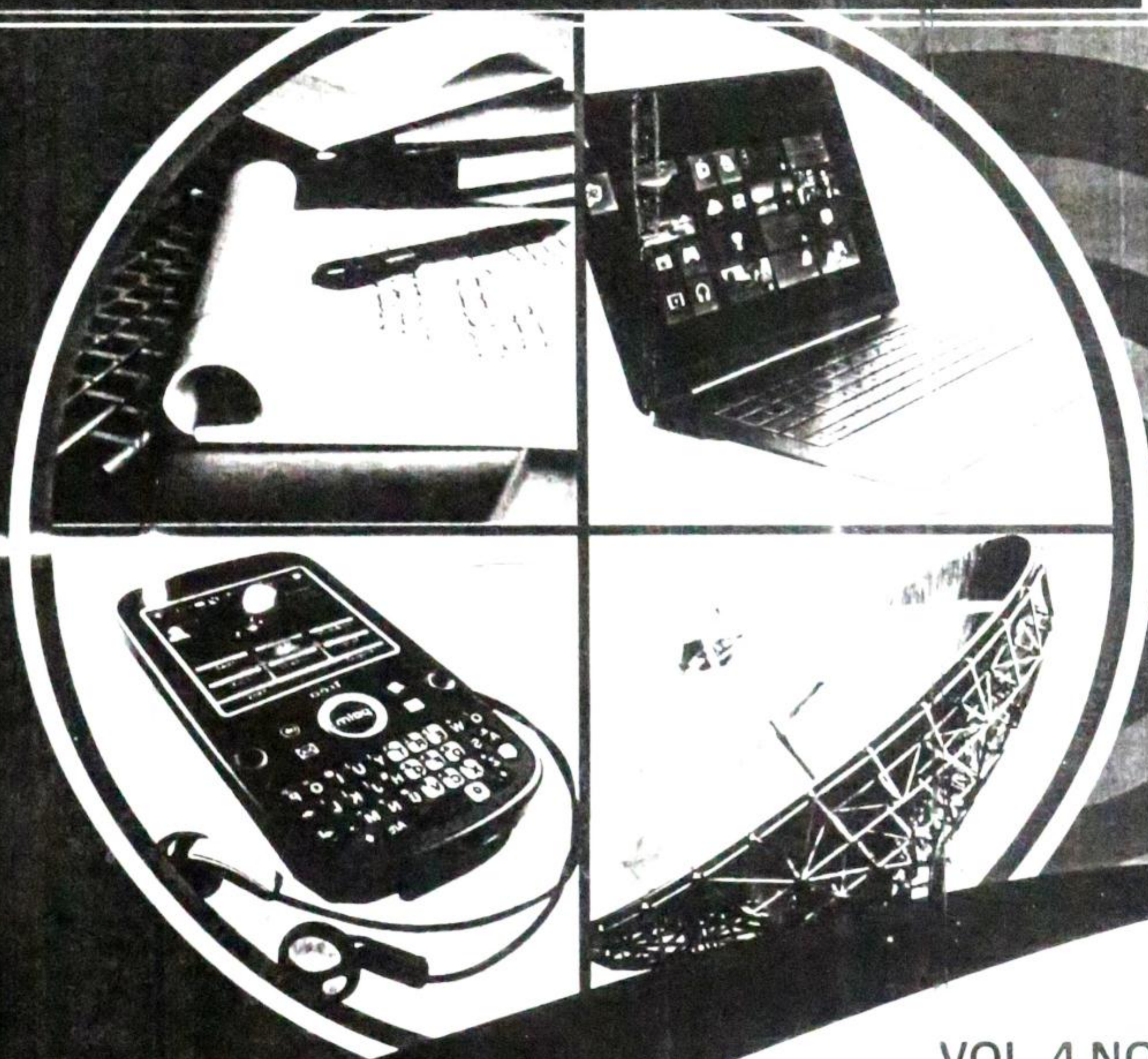




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RELATIONSHIP BETWEEN JOB SATISFACTION AND CONDITION OF SERVICE OF LIBRARIANS IN NIGERIAN FEDERAL UNIVERSITY LIBRARIES: MIXED METHOD APPROACH

Akanbi, Mohammed Lawal

&

Isah, Abudulmumin

Dept. of Library and Information Science,
University of Ilorin

Abstract

Condition of service is a sort of legal agreement between an employer and employee in relation to work performance and job satisfaction. Therefore, promotion, contingent reward, salary and benefit are paramount constructs of condition of service. In the light of this, the study examined the relationship between job satisfaction and condition of service of librarians in the Federal University Libraries in Nigeria. Survey research method, using both quantitative and qualitative approaches, was employed as a technique for this study. The population of study comprised of all the librarians in federal university libraries in Nigeria with at least a Bachelor of Library and Information Science (BLIS) degree. Stratified random sampling technique was adopted for this study. The findings obtained from the questionnaires and the interviews conducted revealed that there was a relatively weak correlation between job satisfaction of librarians in Federal University Libraries in Nigeria and Condition of Service. This implies that librarians were slightly satisfied with condition of service. Since the satisfaction of librarians is generally low with condition of service, the provision of information and services in the libraries might not be adequately rendered. This paper provides evidence that this can have a significant impact on library operation and services. Therefore, it is suggested that improvement on condition of service of librarians will assist in maximizing their job satisfaction.

Keywords: Job Satisfaction, Library, Federal University, Nigeria, Condition of Service

Introduction

Research on job satisfaction has attracted the attention of scholars and researchers in different fields such as management, accounting, economics, humanities, library and information science, to mention but a few. Job satisfaction in librarianship has been perceived as a recent field of inquiry. It is the attitudinal behavior of workers towards the work they perform and kind of comfort and ease they attribute to their job which determine the level of efforts they dispense to the job assigned to them. However, it could be argued that researches about job satisfaction in librarianship dated back to 1937, when Nourse (1937) conducted a research. Her findings indicated low pay, work monotony, lack of promotion and the lack of opportunity to take initiative as the principal cause of high staff turnover in the library. In addition, condition of service is a sort of legal agreement between an employee and employer; this includes benefit, promotion, contingent reward and salary.

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), Tella et al (2007) and Gboyega and Popoola (2010). Although, their findings indicated low job satisfaction, they have not addressed its consequent effects on condition of service of librarians in Nigerian Federal University Libraries. Job satisfaction therefore, eradicates job dissatisfaction to motivate personnel to increase his or her productivity towards achieving organisational goals and objectives (Kaya, 1995).

The economic recession, which began in the early 1980s in Nigeria, affected all job sectors including the library profession, and this has resulted in impeded acquisition of resources, personnel and budgets for libraries. This situation led to low morale among the library workforce in the country. This social-economic environment according to Edem and Lawal (1999) has created suspicion about whether librarians are really satisfied with their job or have been motivated to enhance their performance in their work or not.

The spillover effect of this attitude has led to the majority of librarians quitting their professional jobs, and moving to other non-library related jobs to seek greener pastures. These problems motivated the researcher to conduct this study to examine whether librarians in Nigerian Federal University Libraries are satisfied with their job in relation to condition of service or not. The above is supported by Murray (1992) stating that, professional librarians who performed more complex and intellectually rigorous jobs in the libraries become much concerned about job satisfaction of library personnel in order to promote their efficiency for the realization of the goals and objectives of librarianship. The reminder of the study is structured as follows. The next section discusses the extant literature whilst the ensuing section details the research methodology. Results are presented in section four with section five concluding the study.

Literature Review

Ford (1992) notes that members of staff, who are professionals were least satisfied with rewards, which included salary and benefits. On the other hand, Gliem and Gliem (2001) opine that academic and continuing education classes for staff development will enhance their job satisfaction and self-esteem. Sierpe (2000) examines job satisfaction of librarians working in English Language Universities in Quebec. The study shows that all the librarians working in these institutions are generally satisfied but have dissatisfaction with the promotion opportunity and salary. The study result suggests that certain job facets may have a larger effect on service quality of one librarian than the others may.

Okojie (2010) reviewed the different sources of financing university libraries in Africa and the challenges faced by libraries in sourcing for funds in order to propose innovative ways through which additional funds can be raised. In addition, Moshoeshoe-Chadzingwa (2010) reviewed human resource management (HRM) in the selected academic libraries of Southern Africa with a view to determining the level at, and manner the libraries and parent organizations can harmoniously better the service condition. However, Tella et al. (2007) examine the 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, potential or rest-day and off-day. 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. Adio and Popoola (2010) investigated the dissatisfaction of library users and managers of each Federal University Library in Nigeria. Relative to the complaint of the librarians working in those libraries on inadequate funding, lack of promotion, poor condition of service and lack of recognition, which affected their career commitment. Their study revealed that job satisfaction had significant influence on career commitment of librarians working in University Libraries.

The main objective of this study is to investigate relationship between job satisfaction and condition of service of librarians in the federal university libraries in Nigeria. As aforementioned, condition of service is a sort of legal agreement between an employer and employee in relation to work performance and job satisfaction. Therefore, promotion, contingent reward, salary and benefit are paramount constructs of condition of service, which have not been thoroughly investigated on the satisfaction of librarians in Nigerian Federal University Libraries of which the present study intends to undertake.

Objectives of the study

The main objective of the study was to examine the relationship between job satisfaction and benefit enjoyed by the librarians in the federal university libraries in Nigeria. The specific objectives are to:

1. determine the relationship between job satisfaction and contingent reward of librarians in the federal university libraries in Nigeria
2. find out the relationship between job satisfaction and promotion of librarians in the federal university libraries in Nigeria
3. investigate the relationship between job satisfaction and pay enjoyed of librarians in the federal university libraries in Nigeria

Research Questions

To achieve the objectives of the study, the following research questions were raised:

1. What is the relationship between job satisfaction and benefit enjoyed by librarians in the federal university libraries in Nigeria?
2. Is there any relationship between job satisfaction and contingent reward enjoyed by librarians in the federal university libraries in Nigeria?
3. What is the relationship between job satisfaction and promotion enjoyed by librarians in the federal university libraries in Nigeria?
4. What is the relationship between job satisfaction and pay enjoyed by librarians in the federal university libraries in Nigeria?

Interview questions

How does Condition of Service affect the job satisfaction of librarians in Nigerian Federal University libraries?

- i. Please share with me the how you perceive the benefit you enjoy as a librarian in this library?
- ii. In what other ways does your employer reward the extra/excess work you perform?
- iii. Please explain to me how you view the promotion package offered by your employer to university?
- iv. What are your feelings about your monthly salary package?

Research Methodology

Survey design approach was adopted for the conduct of the study. This was to be able to cover a representative sample of librarians in the federal universities in Nigeria.

Population

The population of the study is the entire librarians in Nigerian Federal University libraries. In this context, a librarian is a staff in the library that is trained in library and information science up to degree level, e.g. (BLS/BALS). There are 40 Federal

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Universities in Nigeria. These institutions were spread across the length and breadth of the country. Therefore, the population of librarians in each university library was estimated to be 20 librarians given the total population of about five hundred and fifty (800) librarians.

Sampling

To obtain the required sample size, the researcher utilized random sampling technique; meaning to say that the researcher selected individuals from the population through random sampling procedure. Stratified random sampling technique was employed for the selection of respondents for this study. The population was stratified into six geo-political zones, i.e. North West, North East, and North Central. Others include South West, South East and South South. Three university libraries from each zone were selected for sampling.

Five hundred and forty (800) librarians were the sampling frame of this study as we consider twenty (20) librarians to be working in each of the Federal University Libraries in the Nigerian. Therefore, the sampling of this study is drawn from eighteen (18) Federal University Libraries in Nigeria, which were gotten from three (3) Federal University Libraries in each of the six (6) geo-political zones. At least twenty (20) professional librarians in each of the eighteen sampled Federal University Libraries constitute a total number of three hundred and sixty (360) librarians. This represents the sample for the study.

Data Collection Method

The copies of the questionnaires were administered to the participants and thereafter six senior librarians were interviewed, one from each geo-political zone. The rationale behind this is that the data obtained from the interview augment the data obtained from the questionnaires (Creswell, 2008). The two instruments were triangulate together to complement one another although each of them is a different entity (Hassan, 2002). All the useable questionnaires were collated and analyzed according to respondents' responses through the application of a 5 point-Likert scale rating using 5-1 rating scale for responses: 5 for the most favourable response and 1 for the least. The research question read thus: *Is there any significant relationship between job satisfaction of librarians in Federal University Libraries in Nigeria and the following factors: Condition of Service?*

Results from the descriptive Analysis of the Content Variables

Benefit

Benefit is the other emoluments enjoyed apart from salary by the Librarians in Nigerian University libraries. Table 1 below presents the responses of the respondents to the

items that seek respondents' opinions on the benefit they enjoy at work. It should however be noted that benefit is one of the constructs that form the condition of service.

Table 1: Descriptive Analysis of Benefit

S/N	Statement	Agreed		Disagreed		Neutral		Mean	S/D
		N	%	N	%	N	%		
1	The pension age is satisfactory	211	84	18	8	22	9	4.19	.913
2	The gratuity is reasonable	128	51	67	26.7	56	22.3	3.27	1.095
3	I recover my medical bill for medical treatment	129	51.4	61	24.3	61	24.3	2.54	1.197
4	Annual leave is satisfactory	178	70.9	42	16.7	31	12.4	3.70	1.029
5	Sabbatical grants are satisfactory	109	43.5	47	18.8	95	37.8	3.27	1.073
6	Time off is provided to participate in training and development	143	56.0	55	21.9	53	21.1	3.39	1.098
7	Funding is provided to attend training and development	128	51.0	62	26.7	56	22.3	3.27	1.084
8	I believe work is good for my physical health	221	88.1	67	2.4	24	9.6	4.18	.696
9	Doing this job well is a reward in itself	225	89.7	6	2.9	19	7.6	4.24	.762
10	The major happiness of my life comes from my job	156	62.1	49	19.5	46	18.3	3.55	1.114
Total		1628	647.7	418	167.4	463	184.7	38.87	10.06
Total Average		162.8	64.77	41.8	16.74	46.3	18.47	3.89	1.006

N = Number of Participants; SD= Standard Deviation

The result reveals that majority of the librarians are satisfied with the pension age. Almost all of the respondents were satisfied with the annual leave and more than fifty percent felt that the gratuity at the pension age is reasonable. More than half (51.4%) of the librarians recovered their medical bill for their medical treatments. In addition, approximately more than half (56%) were provided time off in order to participate in training and development and above fifty percent consented that findings are provided for them. An overwhelming majority of the librarians believed that the work is good for their physical health and doing it is a reward in itself. In addition, majority of the respondents are of the opinion that the major happiness of their work comes from their job. However, they expressed their dissatisfaction on the sabbatical grant.

Contingent Reward

Contingent reward is the recognition, appreciation and reward received for the extra job accomplished by the librarians in the Federal University Libraries in Nigeria. It is also one of the constructs of the condition of service. Table 2 below summarises the

responses of the respondents to the questionnaire items that seek their opinions on reward they receive on extra work done.

Table 2: Descriptive Analysis of Contingent Reward

S/N	Statement	Agreed		Disagreed		Neutral		Mean	S/D
		N	%	N	%	N	%		
1	The work I do is well recognized and appreciated	177	70.5	39	15.6	35	13.9	3.67	.992
2	Any extra work done is well rewarded	65	25.9	120	47.9	66	26.3	2.73	1.058
3	Enough funds are made available for operation	45	17.9	138	55.4	68	27.3	2.59	.953
4	Adequate equipment is provided to do my job	139	55.9	80	31.9	32	12.7	2.73	1.101
5	I feel secured about my work	176	70.2	26	10.4	49	19.5	3.69	.838
6	I received assignment with adequate resources and materials to execute it	85	33.9	105	41.9	61	24.3	2.90	1.059
7	The reward is not delayed but immediate	55	21.9	140	55.7	56	22.3	2.54	1.061
Total		742	295.7	648	258.8	367	146.1	20.85	7.062
Total average mean		106	42.24	92.57	36.97	52.43	20.87	2.98	1.01

N = Number of Participants; SD= Standard Deviation

The result shows that an overwhelming majority of the librarians felt secured on their work and consented that their works are recognized and appreciated. Likewise, high proportion of the respondents shows that adequate equipment is provided and the reward is not delayed but immediate. Contrarily, the respondents expressed their dissatisfactions to the rewards given for extra work done. They also expressed less satisfaction to the funds made available for operations. They were not given adequate resources and materials to execute their assignments.

Promotion

Promotion is the up grading for the attainment of higher position and money that is needed for their job satisfaction which can encourage the librarians to give in their best in their jobs. Table 3 below presents the opinions of librarians on questionnaire items on promotion.

Table 3: Descriptive Analysis of Promotion

S/N	Statement	Agreed		Disagreed		Neutral		Mean	S/ D
		N	%	N	%	N	%		
1	Promotions are based mainly on merits rather than extraneous issues	177	71.3	38	14.4	34	13.5	3.75	1.061
2	Promotion is accompanied with financial benefit	200	79.7	20	8	31	12.4	3.9	8.78
3	There is always an urge to get to work	179	71.3	23	9.2	49	19.5	3.77	8.69
4	Promotion is regular	142	56.5	61	20.3	48	19.1	3.39	1.131
5	Requirements for the promotion is satisfactory	143	57	63	25.1	45	17.9	3.36	1.07
6	When on study leave promotion is not hindered	83	41.1	68	27	80	31.9	3.11	1.159
7	My arrears are paid in case my promotion is late	161	64.1	44	17.5	46	18.3	3.58	1.045
8	Promotion encourages me to increase my effort	227	90.4	8	0.8	16	6.4	4.25	.747
Total		1437	531.4	325	126.3	349	136	29.14	23.67
Total average mean		179.63	66.43	40.63	15.79	43.63	17.38	3.64	2.96

N = Number of Participants; SD= Standard Deviation

The result shows that the respondents were urged to set to work. More than half of the respondents perceived promotion to be regular and are satisfied with its requirements. The result also reveals that majority of the respondents' arrears were paid in case their promotion is delayed and an overwhelming number of librarians were encouraged to increase their effort. On the contrary, the respondents expressed that they were not promoted when they are on study leaves.

Pay/Salary

Pay/Salary of Librarians in Nigerian University Libraries with respect to what the workers earn as rewards for their labour per month is analysed below (Table 5). It is also a construct of the condition of service.

Table 4: Descriptive Analysis of Pay

S/ N	Statement	Agreed		Disagreed		Neutral		Mean	SD
		N	%	N	%	N	%		
1	Remuneration is commensurate with the job performed	125	49.8	75	29.9	51	20.3	3.27	1.176
2	There is a need for an upward review of my salary	212	80	9	2.4	34	13.5	4.13	.776
3	The payment of my salary	203	80.9	17	1.6	31	12.4	4.06	.901

	is regular								
4	I can live comfortably with my pay in this organization	121	48.2	85	33.9	45	17.9	3.20	1.211
5	My pay is barely adequate to take care of my expenses	117	46.7	89	35.5	45	17.9	3.11	1.188
6	My salary is too much levied with taxes	121	48.6	76	23.1	53	21.1	3.24	1.160
7	My salary is not stopped when on study leave	156	62.9	24	9.6	69	27.5	3.72	.993
8	My employer owes me arrears of my salary	50	19.9	169	67.4	32	12.7	2.26	1.230
Total		1105	437	544	203.4	36	143.3	26.99	8.635
Total average mean		138.13	54.63	68	25.42	45	17.91	3.374	1.079

N = Number of Participants SD= Standard Deviation

The result reveals that about half of the respondents (49.8%) agreed that remuneration commensurate with the job performed. Majority of the librarians wished for the upward review of their salaries, though they agreed that their payment is regular. Less than half of the respondents can live comfortably with their pay and barely adequate to take care of their expenses, though they are less levied with taxes. More than half (63%) of the respondents' salaries are not stopped when on study leave, and none of them is owed arrears of salary.

Inferential Statistics

This explained the types and strength of relationship existing among the variables used in this study. The statistical test used to examine the relationship among the variables is the Pearson product-moment correlation. The benchmark for significant level for the entire test conducted is $P < 0.05$

Analysis of Findings Obtained from the Questionnaire

Analysis of findings was carried out to determine the significant relationship among the variables used for the data collection. Sample characteristics comprise of the librarians sampled from eighteen federal university libraries drawn from the six geo-political zones in Nigeria. Table 5 provides the summary of descriptive statistics of the variables used to answer the research questions of the study. This fulfills the condition to satisfy the normality assumption through maximum and minimum of the population sample, mean and standard deviation, skewness and kurtosis. It should, however, be noted that condition of service comprise of four constructs: benefit, contingent reward promotion and pay. Table 5 above shows that the skewness and kurtosis values are within the acceptable range of -1 and +1 for the test of normality assumption. This implies that the normality assumption holds for the data (Fah and Hoon, 2009).

Table 5: Descriptive Summary Statistics

Operational Variables	Min	Max	Mean	Std.Dev.	Skewness	Kurtosis
Name of Institution	1	18	9.78	5.338	-.043	-1.205
Condition of Service	1	5	3.1377	.65950	-.236	-.249

Job Satisfaction and Condition of Service

This section aims at addressing the research question as stated thus:

Is there any significant relationship between job satisfaction of librarians in Federal University Libraries in Nigeria and the following constructs of Condition of Service?

Pearson's correlation analysis was conducted to determine if there is any significant relationship between job satisfaction of librarians in the Federal University Libraries in Nigeria and the condition of service. Table 6 shows the relationship between job satisfaction and condition of service (as measured by JSS was investigated using Pearson Product-moment correlation coefficient. Prior to the correlation analysis, preliminary analyses were performed to ensure that there was no violation of both the normality and linearity assumptions (see table 6). The correlation analysis presented in shows a relatively weak positive relationship between jobs satisfaction and condition of service ($r=.153^*$, $n= 251$), $P=.015$ is less than alpha level .05. Despite the weak positive relationship there seems to be evidence that if condition of service is favourable, job satisfaction might likely increase.

Table 6: Correlation Matrix

		Job Satisfaction	Condition of Service
Mean		4.1624	3.138
Standard Deviation		.56239	.65950
Job satisfaction	Pearson Correlation	1	.153*
	Sig. (2-tailed)		.015
Condition of service	Pearson Correlation	.153*	1
	Sig. (2-tailed)	.015	

* Correlation is significant at the 0.05 level (2-tailed)

Analysis of Data Obtained from Interview

Analysis of data obtained from qualitative questions (interview). This is carried out in order to augment the results from questionnaires. The researcher first listened to the recorded interview to make sure that it was audible and available for transcription. Thereafter, he transcribed the verbal interview and the transcript was carefully read to make sure that nothing is left unrecorded as to make it ready for the extraction of themes. Subsequently, the transcript was re-read to look out for phrases or statements

that form the "key words that is the moment of experience" or "formed statement." From these key words or formed statement, a number of themes were generated. They include:

"The happiness I have while carrying out my job; Motivating Job; Moderately satisfying; No problems while carrying out my duties; satisfied with job performed, Lack of motivation and no incentives; Lack of training and delay in promotions; Inadequate working facilities and lack of contingent reward; No benefits enjoyed; No reward for extra work done; Promotion packages okay; Need to be improved to enhance motivation; Salary needs improvement."

It is noteworthy to mention here that significant statements and themes are derived from the verbatim transcripts of the six interviewed respondents. All six interviews were done on one to one basis and each of the respondents answered the interview questions on different occasions, and they described how they individually view job satisfaction while working in their various Nigerian Federal University Libraries. After the extraction of themes, the researcher matched these themes with the ideas of the elaborators (inter-rather) the themes that were not properly worded were modified to match the meaning of the main ideas.

Findings from the Research Questions

The findings from the respondents' interview on job satisfaction of librarians in the Nigerian University Libraries are presented through the transcription and formation of themes in this chapter. The emerged main themes from transcription were used to present the findings which were presented according to the arrangement of the research questions.

Research Question

The research question states that 'what significant relationship exist between job satisfaction and condition of service of librarians in Federal University Libraries in Nigeria'? This research question intends to explore the extent of relationship between job satisfaction of librarians and condition of service. Four interview questions emanated from this research question. They are enumerated and discussed below:

Q1: Please share with me how you perceive the benefit you enjoy as a Librarian in this library

This interview question intends to explore the perception of the librarians to other emoluments enjoyed apart from their salary. The reactions of the respondents to the above question include:

These are the perceptions of the respondents to above questions. "I do not have any other benefits; I enjoy some benefits; No benefits enjoyed; No benefits enjoyed apart from monthly salary; No benefit apart from monthly salary."

From the data presented above, it can be summarized that apart from their monthly salary, respondents do not enjoy any other benefit while working as librarians in the Nigerian Federal University Library.

Q2: In what other ways does your employer reward the extra/excess work you perform?
This question was asked in order to elicit responses from the respondents. It is aimed at making them express their feelings on the reward given for extra work done. Extra/excess work load is the number of additional works or hours added to the normal routine work to facilitate a smooth working condition.

"No reward in the form of cash is given as motivation for my extra work/time spent in this library; No reward for extra work done."

In summary, from the responses of the respondents, extra works are not rewarded for the librarians working in Federal University Libraries in Nigeria.

Q3: Please explain how you view the promotion package offered by your employer to University

The question explores the perception of the respondents about the reward for staying in a job on meritorious service for a required number of years.

"Promotion package offered to library staff is fairly satisfactory; Promotion package satisfactory; Promotion package okay, but need to be improved to enhance motivation; Promotion package satisfactory; it is moderately satisfying and need to be improved upon; Promotion package is moderately satisfying; should be improved upon."

The summary of the responses of the respondents is that promotion package is moderately satisfactory and should be improved upon.

Q4: What are your feelings about your monthly salary package?

This question seeks the opinions of the respondents, whether the salary given to them for a job well done commensurate with the services rendered. From the reaction of the respondents it is noted that:

"Salary is not too good... I want the salary package to be improved; Salary needs improvement; Salary needs improvement; improved salary can enhance staff motivation to work."

It could be summarily said here that the salary package is not satisfactory and needs to be reviewed for improvement.

Discussions

Major findings from the data were analysed and compared with the findings from the existing related literatures to support or contest the findings from the study. Majority of the respondents expressed their satisfaction to the benefit they receive from their work. The finding is in conformity with those of Leckie and Brett (1997) and Sierpe (2000) that find a high job satisfaction on benefit. Below are some of the comments provided in the questionnaire by the respondents in respect to benefit, although some of these comments are general and positive, while others are negative.

"The organization should find better way of motivating their staff. Benefit for study such as ETF, there is no scholarship for academic like other institutions."

"The national pension scheme should be abolished because it is another way of enslaving workers."

"I feel satisfied about my benefit. Benefit e.g. pension should be paid by the university."

Although, the overall benefit is satisfactory, there are still areas needed to be addressed to make the job satisfactions of librarians in the Federal University Libraries in Nigeria to be accomplished. On the overall librarians in Nigerian University Libraries are not satisfied with contingent rewards. This finding is in contrast with the findings of Sierpe (2000) that reveals librarians to be highly satisfied with contingent reward. Nonetheless, the findings by Malliaiah (2009) show moderate levels of job satisfaction of librarians to contingent reward. These are comments and suggestions provided by the participants as additional information on contingent reward. Some of these comments were general and positive, while others were negative. The followings are the selected comments from the respondents.

"Reward for any extra work is not available for academic in the library."

"There is no encouragement from the authority concerned."

The comments and suggestions corroborate the earlier findings that contingent rewards are not adequately given to the librarians in Federal University Libraries in Nigeria. Generally, majority (66%) of the respondents expressed their positive opinions to promotion as a source of their satisfaction. This is corroborated by Sierpe (2000) who finds librarians satisfaction with promotion to be relatively low. Contrarily, Kostear (2009) finds a negative correlation between job satisfaction and promotion. Concomitant findings by Togia et al., (2004) show a significant relationship between

promotion and job satisfaction, but findings by Malliaiah (2009) reveal a moderate level of job satisfaction to promotion. The following are selected comments and suggestions provided by the participants as additional information on promotion. Some of these comments corroborate the earlier findings and some do not.

"Requirements for promoting academics in the library are not satisfactory."

"They should pay for the year arrears when promotion is delayed."

Although, the comments and suggestions are not in contrast with earlier findings but the respondents suggested other ways to make their promotions adequately satisfactory. More than half of the respondents conveyed encouraging views on their pay. The finding is in conformity with Sierpe (1999) who finds relatively low satisfaction with salary. This was further corroborated by Togia et al (2004) who indicates fewer significant relationships between pays and job satisfaction. But findings by Malliaiah (2009) reveal moderate levels of job satisfaction with respect to pay. The following are selected comments and suggestions provided by the participants in addition to the findings on pay. Some of these comments corroborate the earlier findings and some are in contrast.

"Need for payment of end of the year bonus."

"Study allowances are not sufficient commensurate with related agencies."

"Apart from my regular salary no other remuneration is received even in terms of seminar."

Discussion of Inferential Statistics in Conjunction with Interview

Discussing some of the relationships that were found in this study, the data were analyzed through the use of Pearson Product Correlation. Based on the findings obtained from these analyses, some inferences were made and supported by the responses from the interview of respondents; these were discussed as follow.

RQ: Is there any significant relationship between job satisfaction of librarians in Federal University Libraries in Nigeria and Condition of Service.

The findings from the analysis revealed that there was a relatively weak correlation between job satisfaction and condition of service which includes benefit, salary, contingent reward, and promotion. On the other hand the findings with Togia et al (2004) revealed significant relationship between working condition and job satisfaction. To this effect, Aguolu (2007) stresses that conducive condition to effective professional service has not yet existed in Nigerian University Libraries. Consistence with above, Sierpe (2000) found that librarians working in the English Language Universities in Quebec 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 service quality of one librarian than the others. The result from correlation is buttressed by the respondents' responses to the interview below

"As a librarian in this university library I do not have any other benefits which I enjoy apart from the statutory ones."

"Well, in my opinion, I enjoy some benefits in this library and remuneration is commensurate with the job performed statutorily."

The above interview findings show that the librarians' satisfaction on benefit is very low. They have not been benefiting from their job to their utmost satisfaction. This finding contradicts the findings of Leckie and Brett (1997), who reported overall satisfaction of librarians on benefit and those of Sierpe (2000), who also found high job satisfaction benefit among librarians.

This study also shows that there was no reward for the extra work done by the librarians. This is pathetic and demoralizing because a person putting extra hours or energy to his work wants the job to be sustained to help the organization meet up with its aims and objectives. He needs to be treated in a special way that will reciprocate the extra efforts he exacted. This could be seen from the respondents' expressions to the interview questions on excess work load.

"We are usually not given extra reward in the form of cash as motivation for our extra work/time spent in this library, although sometimes my boss says encouraging words to me and that is all".

"I think extra work performed needs to be recognized and duly rewarded, but the reverse is the case in this library. I am usually not rewarded for any extra work done."

This is an indication that librarians in Nigerian Federal University Libraries are not rewarded for any extra work done. This corroborates with the findings of Ekoja and Adamu (2003) which reveal that excess workload allowances are not paid to the librarian as compared to the university lecturers. The finding shows that the librarians are satisfied with their promotions. Generally the librarians were satisfied with the promotion in the Federal University Libraries in Nigeria. Some of the responses of the librarians to interview questions on promotion are as follow:

"The promotion package offered to us as university library staff is fairly satisfactory and I also want to use this opportunity to say that our employers should start thinking about making it much better than it is right now."

"I think the promotion process and package offered by this university library to the staffs is satisfactory. Although it still needs to be improved upon."

The findings supported that of Togia et al., (2004) which show significant relationship between promotion and job satisfaction, while the findings by Malliaiah (2009) reveals moderate level of job satisfaction to promotion. Contrarily Kosteas (2009) finds a negative correlation between job satisfaction and promotion of librarians.

Conclusions

The study examined the relationship between job satisfaction of librarians in the Federal University Libraries in Nigeria and condition of service. Data analysis was carried out based on the data obtained from the questionnaires and interviews. The findings also reveal that more than half of the librarians in the Federal University Libraries in Nigeria are satisfied with benefit accorded them by their respective libraries, although less than half of the librarians are satisfied with Contingent Reward. About the quarter of librarians in the Federal University Libraries in Nigeria expressed their satisfaction with regard to Promotion. More than half of the librarians in the Federal University Libraries in Nigeria are satisfied with their Pay/Salary. The findings from Pearson product-moment correlation results reveal that there was a relatively weak correlation between job satisfaction of librarians in Federal University Libraries in Nigeria and condition of service.

Similarly, data analysis of the interview of librarians in Federal University Libraries in Nigeria on condition of service, indicates low satisfaction. Based on the findings above, job satisfaction of librarians in Federal University Libraries in Nigeria with condition of service is generally low. 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 organisation 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, the horizon of the literature may have a wider use beyond the context of the Nigerian perspective.

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