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**WORLD CONGRESS OF MUSLIM
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Information Governance:
Trends, Challenges and Future

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Job Satisfaction of Librarians in the Federal University Libraries in Nigeria

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I. BACKGROUND OF THE STUDY

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 generally been perceived as a recent field of inquiry. 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 causes of high staff turnover in the library. (Herrick, 1950; Hage & Michel, 1967; Locke, 1976; Plate & Stone, 1974; Wahba 1975; Chwe, 1978). Similarly, studies have also been carried out in recent times by other researchers, such as: Abdul Karim (2008); Abalkhail (2004); Topper (2008) and Togia et al (2004)

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 these studies though indicated low job satisfaction; the consequent effects on librarians in Nigerian Federal University Libraries have not been well addressed.

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, very few librarians are dedicated to their work and many of them tend to show a lukewarm attitude towards their profession. Atimo (2000), notes that the most embarrassing and complex part of the job for many managers is the need to deal with problems of job satisfaction which arises from the failures 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.

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 for 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 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.

Many findings on this phenomenon by industrial sectors revealed that a high level of job satisfaction is a necessary component for optimal organizational output (Alao, 1992). An attempt to appraise job satisfaction of librarians in the Federal University Libraries in Nigeria and its effects on the organizational productivities calls for this kind of study in librarianship. Job satisfaction, according to Spector (1985) is a staff member's emotional-effective response to a job or specific aspect of the job. He further stated that it could also be described as representing a cluster of feelings about the job as well as an overall attitude, that is, a combination of individual feelings that make up the cluster. In addendum, job satisfaction is the positive orientation of the individual towards the work role, which he is presently performing.

From the above discussion, it is of paramount importance to examine and deduce whether academic librarians in Nigerian Federal University Libraries are satisfied with their jobs, in order to discharge their

responsibilities efficiently and effectively. This is necessary because, it would help the policy makers to be aware whether libraries are functioning effectively. This study is regarded as valuable in providing insight on how the librarians in Nigeria are motivated with their job. This study which focuses on job satisfaction of librarians, will also examine their Condition of Service, Work Environment, Faculty Status and Unionism, with a view to determining their level of job satisfaction. This research is a mixed mode approach which uses questionnaire and interview to collect relevant data for analysis. The findings obtained, attempt to serve as recommendations to the policy makers on how to create an enabling job satisfaction environment for the librarians and library development, in general.

Generally, job satisfaction is an effective reaction of individuals to their jobs. It explains the degree of contentment of workers as expressed by their happiness and motivation within their job, which in turn shall lead to high productivity in an organization.

On the contrary, the economic recession, which began in the early 1980s in Nigeria, had adverse effects on various job sectors not excluding the library profession, and this has resulted in setbacks, particularly in terms of 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 & 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 socio-economic imbalance led to the absence of essential ingredients for satisfaction at work. For instance, there were insufficient funds to purchase books and other library materials as well as paying the staff's salaries and other remunerations such as excess work load and over time allowances. Consequently, the librarians began to complain the lack of satisfaction with their jobs, and eventually, they developed a poor attitude towards their work, thereby resulting in low work output (Aguolu, 2007). This scenario became a great concern to many professional librarians who were advocating for the efficiency and productivity of library personnel. For these reasons, they have been engaging in much effort to improve matters, so that librarianship as a profession would be able to rise up to the challenges needed for the realization of the organization's goals and objectives.

II. PURPOSE OF THE STUDY

The aim of the research is to investigate the job satisfaction of librarians working in the Federal University Libraries in Nigeria.

The objectives are to:

- 1) Determine the level of job satisfaction of librarians in the Federal University Libraries in Nigeria.
- 2) Determine the relationship between demographic variables and job satisfaction of librarians in the Federal University Libraries in Nigeria.
- 3) To assess the relationship between job satisfaction of librarians in the Federal University Libraries in Nigeria and each of the following dimensions: (a) Condition of service, (b) Work environment, (c) Faculty status, (d) Unionism.

Research Questions

- Is the level of job satisfaction of Librarians in the Federal University Libraries in Nigeria the same?
- Is there any significant relationship between job satisfaction of Librarians in Federal University Libraries in Nigeria and each of the following dimensions? (a) Condition of service, (b) Work environment, (c) Faculty status, (e) Unionism.
- Is there any significant relationship between demographic characteristics and job satisfaction of Librarians in Federal University Libraries in Nigeria?

III. METHODOLOGY

A. Research Technique

Survey method was employed as a technique for the purpose of data collection in this study. The research techniques used to collect data for subsequent analysis are questionnaire and interview.

The suitability of this technique is that it focuses attention on a large population spread across the length and breadth of the given country (Gadanga, 2000). The researcher drew data from two primary sources which are; self-administered questionnaires and oral interviews.

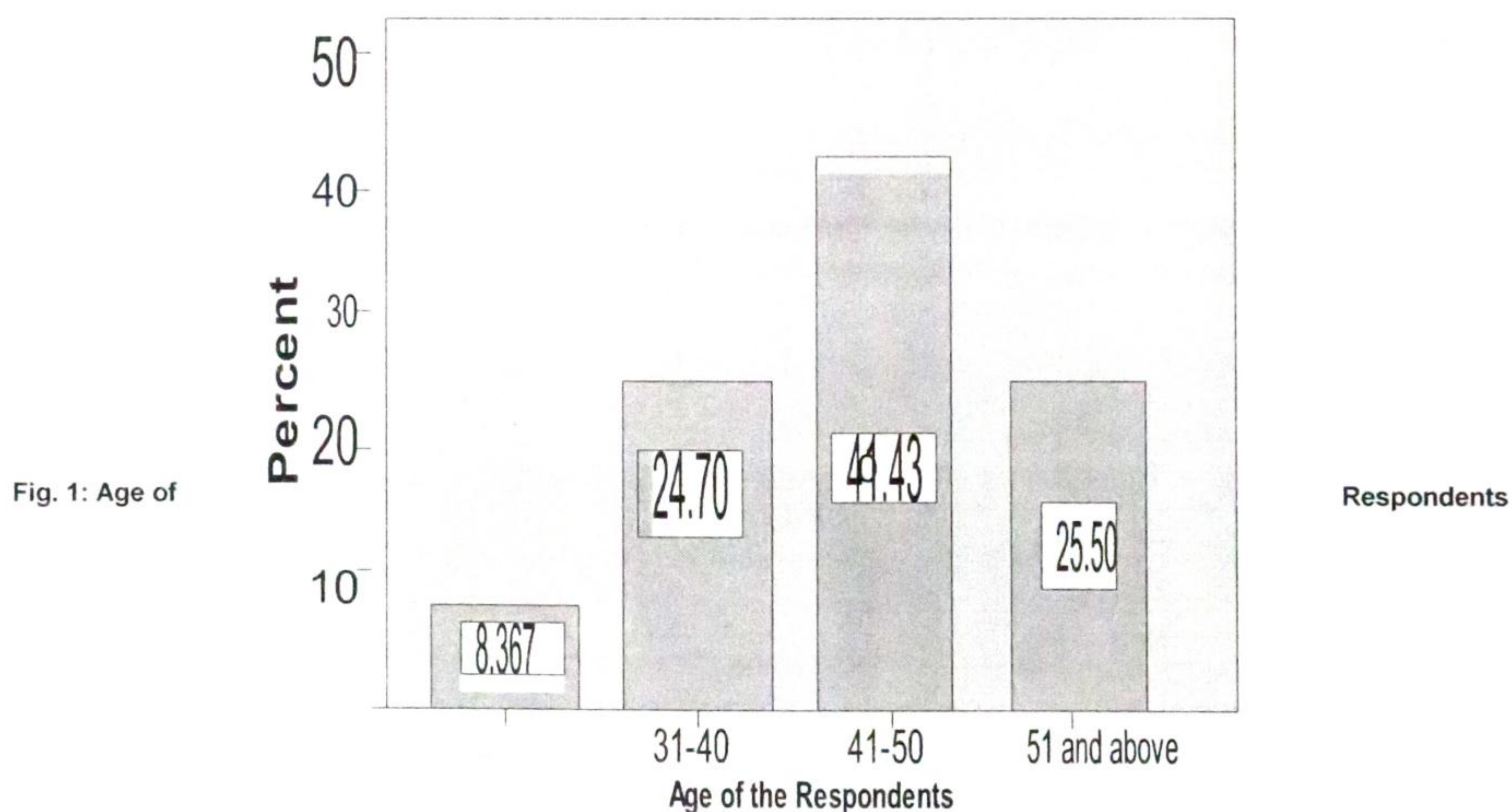
B. Population of the study

The population of the study is the entire librarians in the thirty six (36) Federal University libraries in Nigeria. 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). He performs complex and intellectually rigorous jobs in the library. The researcher utilized random sampling technique; 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. The researcher personally administered the questionnaires to the appropriate institutions and one librarian from each of the six (6) zones was interviewed (Cresswell 2008). Questionnaires were collated and analyzed according to respondents' responses through the application of 5 point-likert scale, using T-test, ANOVA and Pearson Moment-Product correlation were used as tools to carry out the statistical analysis. The interviews were transcribed to form the themes that were used to describe the central phenomenon in this study (Job Satisfaction

IV. FINDINGS

Findings from Demographic Variables

Majority of librarians in the Federal University Libraries in Nigeria falls within the ages of 41–50 years. (Fig 1)



There were more male librarians than female in the Federal University Libraries in Nigeria. (Fig. 2)

Fig. 2: Gender of Respondents

Majority of the librarians in the Federal University Libraries in Nigeria are married. (Fig. 3)

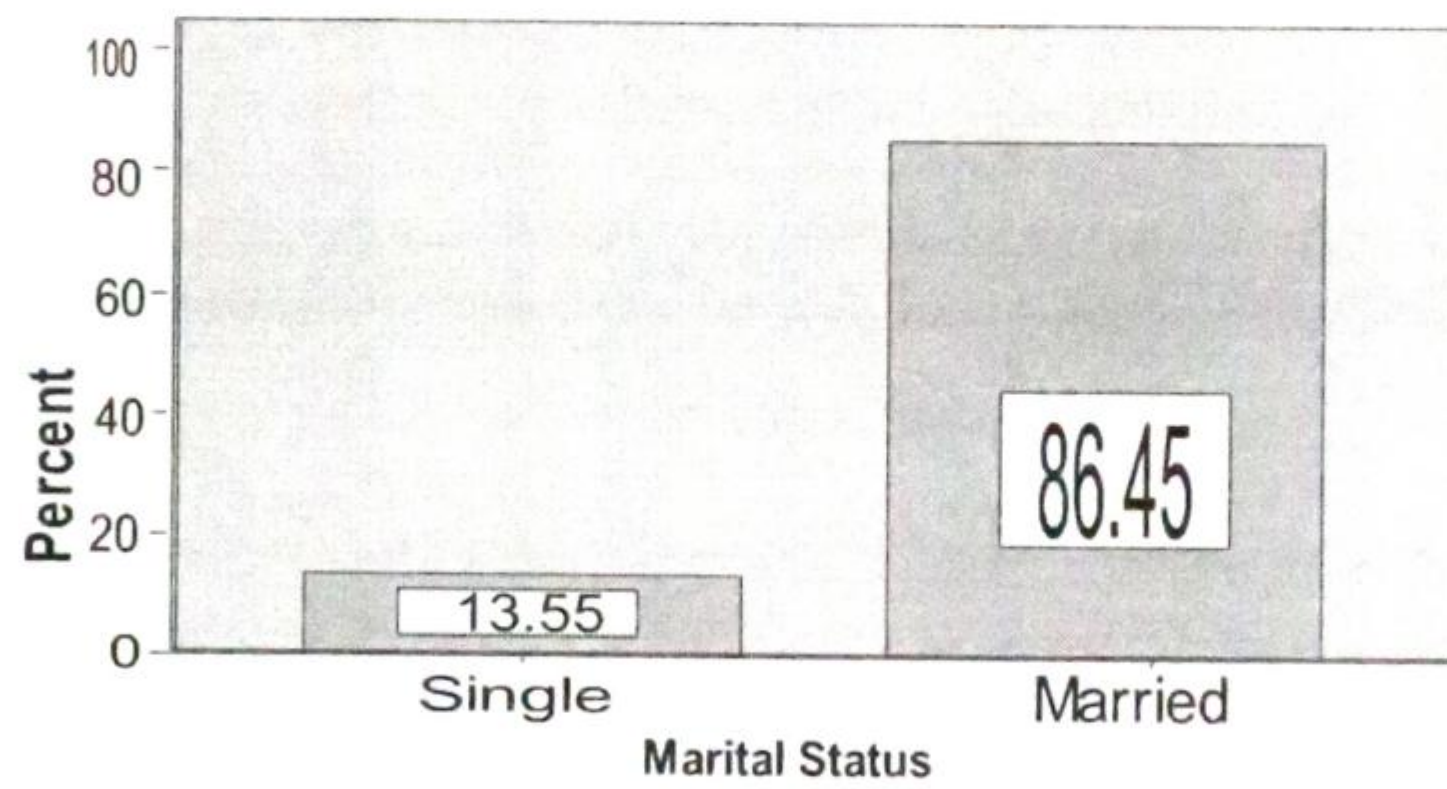


Fig. 3: Marital Status

Majority of the librarians 60.16% in the Federal University Libraries in Nigeria have Master Degrees while about one-fifth has PhDs. (Fig. 4)

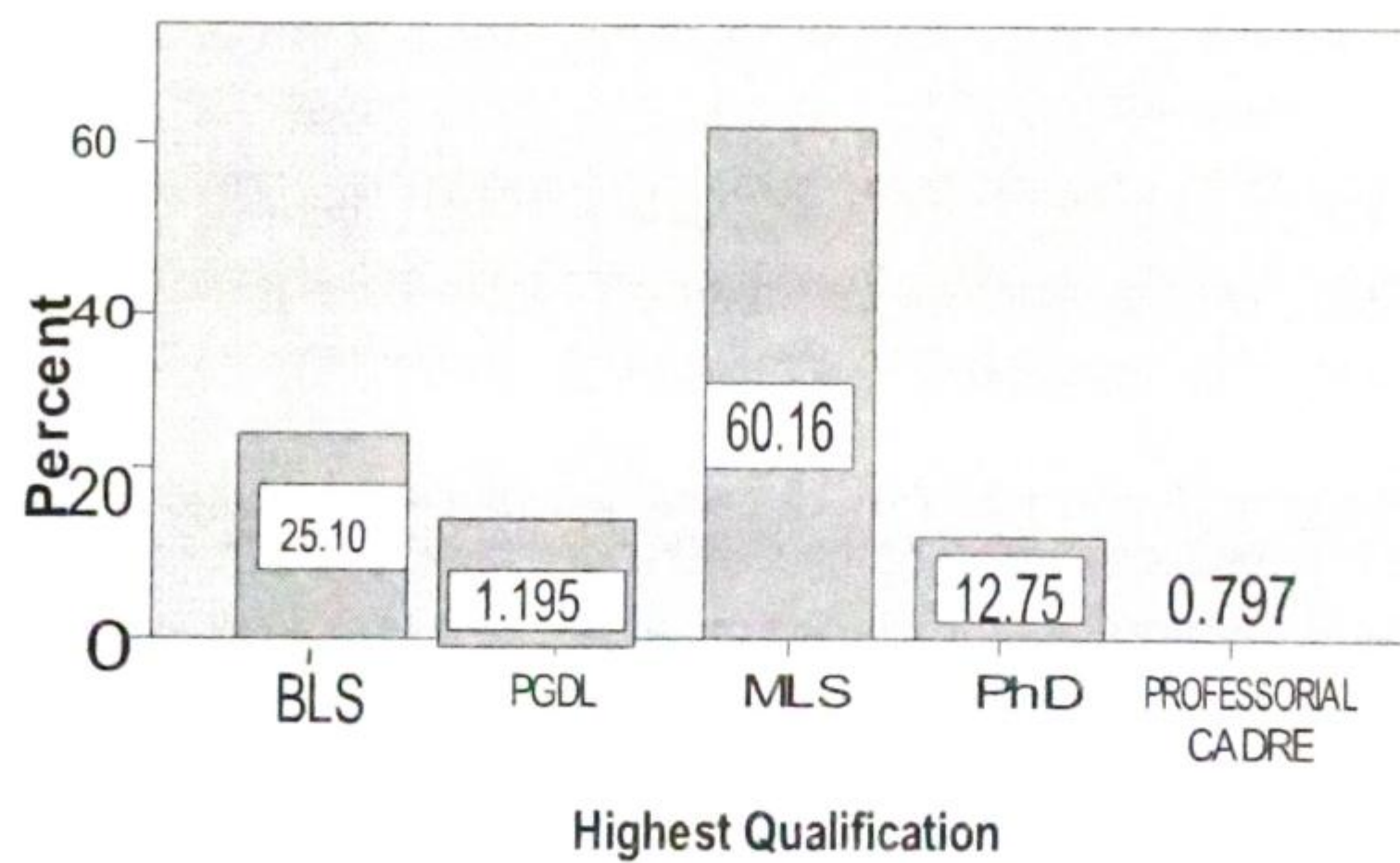


Fig. 4: Highest Qualification

Findings from content Variables are discussed in table 1 below:

TABLE 1: Descriptive Analysis of Variables

	Agreed		Disagreed		Neutral	
	N	%	N	%	N	%
Benefit	162.8	64.77	41.8	16.74	46.3	18.47
Contingent reward	106	42.24	92.57	36.97	52.4	20.87
Promotion	179.63	66.43	40.63	15.79	43.6	17.38
Pay	138.13	54.63	68	25.42	45	17.91
Co-Workers	199.63	80.86	15.25	6.1	33.4	13.3
Operation Procedure	150.75	59.58	30.5	12.18	6.9	27.5
Work Itself	218.5	87.1	7	2.75	25.5	10.15
Supervision	179.57	49.24	30	14.03	41.1	16.27
Communication	171.3	68.12	32.67	14.78	43.8	18.77
Unionism	103	41.04	96.2	39.42	51.4	22.55
Faculty Status	151.86	61.30	57.33	22.8	41.60	16.56
Total	1761.16	675.34	511.93	184.22	493.2	199.71
Total Average	160.1	61.39	46.53	16.74	44.83	18.15

- More than half of the librarians in the Federal University Libraries in Nigeria were satisfied with the benefit accorded to them by their respective employers, (pension age, gratuity, medical bill coverage and annual leave.)
- About three-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 were satisfied with their pay/salary.
- Overwhelming majority of librarians in the Federal University Libraries in Nigeria were satisfied with their relationships with their co-workers in the libraries.
- Majority of the librarians in the Federal University Libraries in Nigeria were satisfied with operation procedure within the libraries.
- Overwhelming majority of librarians in the Federal University Libraries in Nigeria were satisfied with work itself.
- About half of the librarians in the Federal University Libraries in Nigeria were satisfied with supervision.
- More than three-quarter of the librarians in the Federal University Libraries in Nigeria were satisfied with the flow of communication in their respective university libraries.
- More than half of the librarians in the Federal University Libraries in Nigeria were satisfied with their faculty status.
- However, more than half of the librarians in the Federal University Libraries in Nigeria were not satisfied with contingent reward.
- More than half of the librarians in the Federal University Libraries in Nigeria were not satisfied with unionism.

Findings According to the Objectives of the Study:

The first objective of this study was to determine the level of job satisfaction of librarians in the Federal University Libraries in Nigeria. The findings in table 2 below revealed that there was no significant difference in the level of job satisfaction among the librarians in the Federal University libraries. This implies that the librarians in these libraries were on the same level of job satisfaction because they were being controlled and financed by the Federal Government of Nigeria and followed the same standard of service and were accorded the same treatment. The above findings corroborate with the findings obtained from the interview with librarians in the Federal University Libraries. The general perceptions of librarians on their level of job satisfaction in the Federal Nigerian university libraries are moderately satisfactory.

TABLE 2: Test of Homogeneity and ANOVA Statistics of level of Job Satisfaction among Librarians

	Levene's Test of Homogeneity of Variances		ANOVA Statistics	
	Levene's Statistics	Sig.	F	Sig.
Equal Variances Assumed	.970	.493	.442	.974

The second objective of this study was to explore the relationship between job satisfaction and demographic variables.

Results indicated that there was no significant difference in job satisfaction of married and single librarians. ($P = .058$ which is greater than alpha level .05). This means that marital life did not affect the satisfaction of the librarians as shown in table 3 below.

Table 3 Independent Sample t- test between Marital Status and Job Satisfaction

	Levene's Test for Equality of Variances		t-test for Equality of Means	
	F	Sig.	Sig. (2-tailed)	Mean Difference
Equal variances assumed	0.464	0.496	0.058	-0.19629

In addition the findings as indicated in the table 4 below revealed no significant difference in job satisfaction of male and female librarians in the Federal University Libraries in Nigeria (P - value is not significant at 0.313). This means that gender did not affect the satisfaction of the librarians.

Table 4 Independent Sample t-test between Gender and Job Satisfaction

	Levene's Test for Equality of Variances		t-test for Equality of Means	
	F	Sig	Sig. (2-tailed)	Mean Difference
Equal variances assumed	0.305	0.581	0.313	0.072196

Further results from table 5 below revealed that there was no significant difference in the job satisfaction of librarians in the Federal University Libraries in Nigeria in relation to Age (ANOVA was not significant $P=.062$). This means that Age did not affect the satisfaction of librarians

Table 5 Test of Homogeneity and ANOVA Statistics for Age

	Levene's Test of Homogeneity of Variances		ANOVA Statistics	
	Levene's Statistics	Sig	F	Sig
Equal variances assumed	1.662	0.176	2.472	.062

Furthermore, ANOVA results revealed that there was no significant difference in the job satisfaction of librarians in the Federal University Libraries in Nigeria based on the Highest Qualification. (ANOVA result was not

significant at $P=0.109$). This means that Highest Qualification did not affect the satisfaction of librarians as shown in the table 6 below.

Table 6 Test of Homogeneity and ANOVA Statistics for Highest Qualification

	Levene's Test of Homogeneity of Variances		ANOVA Statistics	
	Levene's Statistics	Sig.	F	Sig.
Equal Variances Assumed	0.448	0.774	1.913	0.109

However, there was a significant difference in job satisfaction of librarians in relation to Income (ANOVA was highly significant at $P=0.001$) as shown in the table 7 below. This means that Income affects job satisfaction of librarians in Federal University Libraries in Nigeria.

Table 7 Test of Homogeneity and ANOVA Statistics for Annual Income

	Levene's Test of Homogeneity of Variances		ANOVA Statistics	
	Levene's Statistics	Sig.	F	Sig.
Equal variances assumed	.307	0.933	4.024	0.001

The third objective of this study was to assess the relationship between job satisfaction of librarians in Federal University Libraries in Nigeria and each of the following factors: Work Environment, Condition of Service, Unionism, and Faculty Status.

Work Environment: The findings showed that there was a positive relationship between job satisfaction and Work Environment. This implies that work environment positively affect (increase) the job satisfaction of librarians in Nigeria. Furthermore, the findings obtained from the interview of the librarians in Federal University Libraries in Nigeria are in congruence with the results derived from the survey questionnaire. Therefore, the findings revealed that work environment affects the satisfactions of librarians. Better work environment will results in better work output.

Condition of Service: The findings 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 condition of service had a little effect on job satisfaction of librarians in Federal University libraries in Nigeria. Similarly, the interview results showed that librarians in the Federal University Libraries in Nigeria were not adequately satisfied with the condition of service. Based on the findings, the librarians in Federal University Libraries in Nigeria have low satisfaction with the condition of service.

Unionism: The results showed negative correlation between job satisfaction of librarians in the Federal University Libraries in Nigeria and unionism. This indicates the librarians derived their satisfaction through negative reactions to their employers through Trade Unions, such as boycotting work, industrial action and down tooling of workers. In other words the employers will not listen to the employees' yearnings for the increase in various factors of satisfaction, until they developed poor attitude refused to work.

Faculty status: The findings revealed that there was no correlation between job satisfaction of Librarians in the Federal University Libraries in Nigeria and faculty status. Similarly, the findings from the interview of Librarians in the Federal University Libraries in Nigeria corroborate those of the questionnaire survey. This implies that Faculty Status does not bring about job satisfaction for librarians, though they agitated for it, but they did not benefit from it.

TABLE 8: Correlation Matrix

		Job sat	Unionism	Faculty	Condition	Work environ
Mean		4.1624	2.7361	3.2052	3.138	3.9272
Standard Deviation		.56239	.88533	1.09487	.65950	.45150
Job satisfaction	Pearson Correlation	1	-.208	.095	.153	.653
	Sig. (2-tailed)		.001	.133	.015	.000

Unionism	Pearson Correlation	-.208**	1	.083	.124	-.214**
	Sig. (2-tailed)	.001		.190	.050	.001
Faculty status	Pearson Correlation	.095	.083	1	.215**	.159*
	Sig. (2-tailed)	.133	.190		.001	.011
Condition of service	Pearson Correlation	.153	.124	.215**	1	.307**
	Sig. (2-tailed)	.015	.050	.001		.000
Work environment	Pearson Correlation	.653**	-.214**	.159*	.307**	1
	Sig. (2-tailed)	.000	.001	.011	.000	
* Correlation is significant at the 0.05 level (2-tailed).						
** Correlation is significant at the 0.01 level (2-tailed).						

V. SIGNIFICANT/CONTRIBUTIONS

- The insight gained in this study will assist the policy makers to design policy that will improve the job satisfaction of all librarians in Nigeria and the rest of the world
- It will serve as impetus to promoting job satisfactions of the librarians.
- It will be useful as a reference for further studies and researches on job satisfaction.
- The outcome of this study shall constitute a report which shall add to already existing literatures on the subject

VI. CONCLUSION

The assessment job satisfaction of workers is a prominent practice in 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. This will eventually ensure success in achieving organizational goals and objectives. However, this practice has received little attention in developing countries and appraisal of the job satisfaction of librarians in the Federal University Libraries in Nigeria has not been given adequate attention. This present study was conducted among the Librarians in the selected Federal Universities across the Six Geopolitical Zones of Nigeria in order to determine the level of job satisfaction of librarians in the Federal University Libraries in Nigeria. The study examined the demographic distribution of the respondents and assessed the level of job satisfaction based on some selected factors. The data collected were analyzed with reliable statistical tools, and conclusions were drawn based on the results obtained.

The demographic studies showed that majorities of the respondents are males, married and predominantly fall between the ages 41–50 years, holders of master degree and earning between USD 9677-USD12.903 per annum. On the other hand, there was no difference in job satisfaction of librarians in relation to gender marital status, age and highest qualification, except Annual income.

The descriptive study assessed the level of job satisfaction of the librarians and various factors. The result obtained revealed that the librarians were satisfied with Benefit, Promotion, Pay, Operation Procedure, Co-workers, Supervision, Communication, Faculty Status, except Unionism and Contingent Reward. Furthermore, the results from inferential analysis also revealed that was a positive relationship between job satisfaction and Work Environment, relatively weak correlation with condition of service, negative correlation with unionism and no correlation with faculty status.

Keywords- *Job satisfaction; academic librarians, Federal University Libraries Nigeria.*

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