



Exploring Enablers of Job Satisfaction among Librarians in Federal University Libraries in South East Nigeria

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Abstract

The study was designed to explore job satisfaction factors among librarians in Federal University Libraries in South East Nigeria. The study was guided by three specific objectives which include to identify factors that influence job satisfaction, examine the extent librarians are satisfied with their job, and find out the strategies for enhancing job satisfaction of librarians in federal university libraries in South East Nigeria. The instrument for data collection was a questionnaire. The research design was a survey design and the population comprises 110 librarians in federal university libraries in south east Nigeria. Data was analyzed using mean and frequency. The findings show that opportunity of promotion ranks very highest as an enabler of job satisfaction. Others are opportunity to participate in decision making, good future for the job, good interpersonal relationship with boss salary increment, conducive working environment, cordial relationship with co-workers, well set library goals, restructured work pattern, it equally revealed that there is general job satisfaction existing among librarians working in federal university libraries in south east Nigeria. This was as a result of the existence of job satisfaction enablers such as opportunity for promotion, salary, good working environment among others. Therefore, it recommended that the university and library managements should keep on enhancing the existing job satisfaction enablers to avoid having dissatisfied workers, since evidence suggests that such workers are more likely to be less effective than those who are satisfied.

Keywords

Job satisfaction, Librarian, University Library, Job, salary

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State Chapter

Introduction

Job satisfaction is concept that should be given great attention in organizations and institutions. In all organizations, the need for job satisfaction can never be over emphasized; this explains the rationale behind job appraisal, evaluation, job redefinition and restructuring; all these are effort toward addressing the need for staff satisfaction. Job satisfaction according to Ezeji (2000) may be defined as the degree to which person attains both material and psychological satisfaction while performing assigned tasks. This means that in ones work place there are certain job factors which an individual values so such, and it is only when these values are present will he derive satisfaction from the job. Aziri (2008) opined

that job satisfaction represents a feeling that appears as a result of the perception that the job enables the meeting of material and psychological needs. It can be viewed on one side as the person's state of positive and negative feeling towards his job and to some extent the person's feeling of whether he likes or dislikes his work. Job satisfaction is undeniably considered as one of the major criteria in assessing the efficiency and effectiveness of any organization (Jalagat, 2016). It has been observed that job satisfaction is a complex and multifaceted concept, which means different things to different people. Job satisfaction is naturally linked with motivation, but the nature of these relationships is not clear. Therefore, Buchanan (2002) maintained that the relationship between job satisfaction and

performance is an issue of continuing debate and controversy. The following according to Ezema (2003) can constitute sources of job satisfaction for a librarian: good wages, supervisory responsibility, a good working condition, challenging job, cordial relationship in the work place and interesting work. The absence of these conditions might manifest in a decline in the physical and mental health of the worker, absenteeism, and apathetic attitude. Therefore, librarians' attitude in terms of satisfaction towards work may have an effect on their performance. Given the conditions under which attitude and behavior are consistent, it would be expected that job satisfaction would be a way to speculate the level of performance.

Librarianship from all indication is a noble profession that needs men and women folks and demands people who have passion to pursue this career and one with a desperate zeal to impact positively on his environment. It becomes obvious that the quality of library services is dependent to a great extent on the quality and attitude of the staff; his or her background, training, motivation and experience. Librarians act like search engines being the glue that binds successful, efficient and excellent library services to the students, faculty and staff that require library and information services. A librarian must be committed to the organizational goals and objectives; and need to abide with the ethics of the profession. The above creates an enabling environment for both the library staff and users. However, despite these important roles of librarians, some librarians still exhibit poor attitude towards their work and those they serve. This apparent attitude exhibited by some librarians might be linked to lack of job satisfaction and this leads to lack of commitment to work which makes them perform below expectations. This however will affect meeting the information needs of library users thereby hindering the general progress in research, scholarship and the institutional development.

Objectives of the Study

The general objective of this study is to explore the enablers of job satisfaction among librarians in federal university libraries in South East Nigeria. This study will specifically investigate:

1. Factors that constitute job satisfaction of librarians in federal university libraries South East Nigeria
2. The extent librarians are satisfied with their job in federal university libraries in South East Nigeria.
3. Strategies of enhancing job satisfaction among librarians in federal university libraries in South East Nigeria.

Literature Review

Enablers of job satisfaction

Job satisfaction is undeniably considered as one of the major considerations in assessing the efficiency and effectiveness of any organizations (Jalagat, 2016). In her study Eze (2002) viewed job satisfaction as a worker's perception of contentment which depend on the extent to which the individual finds adequate outlets for his abilities, interests, personality and values as well as the establishment in a type of work situation in which he can play the kind of role he considers appropriate and congenial. She also view it as the result of various attitudes possessed by an employee and these attitudes are related to job and are concerned with such specific factors as wages, supervision, condition of work, promotion opportunities, social relations, and fair treatment. It is equally a direct expression by workers that they enjoy their work on the job and that stimulate him for more performance. George (2005) seems to agree to this definition when he defined job satisfaction as an employee's affective response to his job environment. Weiss (2002) stated that it is an attitude towards ones job; a pleasurable emotional state resulting from the appraisal of one's job. Employees are most likely to stay put when

they are both satisfied with their jobs and also committed to the organization. The question then becomes; what constitutes job satisfaction? Ezema (2003) carried out a study on job satisfaction among librarians and it was discovered that; good wages, supervisory responsibility, a good working condition, challenging job, cordial relationship in the work place, and interesting work as factors that constitute job satisfaction. Accordingly, Schermerhorn (2008) introduced the five facets of job satisfaction as also measured by the Job Descriptive Index. These facets include work itself, pay, promotions, supervision, and co-workers. Each facet plays a significant role in shaping employees' perceptions and experiences in the workplace.

Salary is a vital aspect of job satisfaction. Salary according to Rundell (2001) is money that a person receives as payment for the organization the person is working for. Salary not only help people to meet their basic needs, but are also helpful in satisfying the higher level of needs of workers. Therefore financial reward plays significant role on job satisfaction. Such findings according to Ekere (2010) are largely consistent with the idea that most employees are socialized in society where money, benefits and security are sought after and often used to measure the worth of a person, thus the greater the financial reward, the less worry employees have concerning their financial state, thereby enhancing their impression of their self-worth to the organization. In their view Sirohi and Sharma (2013) stated that salary and promotion play a great role in the job satisfaction of librarians.

Hindagolla and Weerasinghe (2021) observed that one of the key factors influencing job satisfaction is work environment. He observed that positive interactions with co-workers and supportive supervision contribute significantly to job satisfaction. The effect of organizational structure and its environment on the behaviour of its members

has been an important issue of discussion and analysis since long back. In industrial context, the problem of making the work environment more pleasant have been approached through the introduction of durable changes in working environment. Therefore the working condition is a serious factor that constitutes job satisfaction (Srivastava, 2008). A study by Mutula (2002) showed that employees who are satisfied with the company where they work with are less likely to commit absences than those that are not satisfied. Moreover, dissatisfied employees tend to resign from their jobs thus, increases the incidence of absenteeism, a condition that causes the company's increased in overhead costs and poor performance. Therefore, job satisfaction positively influences the company's absenteeism rate (Tetty, 2006)

Extent of Librarians Job satisfaction

Job satisfaction among librarians varies significantly based on several factors, including work environment, salary, and opportunities for advancement. Research indicates that while many librarians express general satisfaction with their roles, specific dimensions of job satisfaction reveal areas of concern. Khan and Ahmed (2013) pointed out that librarians in various regions, has overall job satisfaction, often linked to their work responsibilities and relationships with colleagues. Also Balasubramanian and Vasanthakumar, (2011) observed that public librarians show some level of satisfaction with their job roles and co-worker relationships, although they expressed dissatisfaction regarding salary and promotion opportunities. Hindagolla & Weerasinghe (2021) further observed that many librarians report dissatisfaction with their compensation and promotional prospects, which can negatively impact overall job satisfaction. In the view of Esakkimuthu (2014) job role and responsibilities and the nature of work is a critical factor, with librarians who find their tasks engaging shows higher satisfaction level. While many

librarians express satisfaction, the persistent issues related to salary and promotion highlight a need for organizational improvements to enhance job satisfaction further. This suggests that addressing these concerns could lead to even greater fulfilment among library professionals.

Satisfied people will put more effort in their job, but dissatisfied people may also work harder, hence there is no link between job satisfaction and performance. However, other studies reveal that there is a relationship between job satisfaction and performance. Satisfaction is related to both involvement and commitment. Mutula (2002) study showed that employees who are satisfied with the company where they work with are less likely to commit absences than those that are not satisfied. Moreover, dissatisfied employees tend to resign from their jobs thus, increases the incidence of absenteeism, a condition that causes the company's increased in overhead costs and poor performance.

As Dudasova et al. (2023) observed, satisfaction is more likely to cause better performance and vice versa (a productive worker is a happy worker.) this suggests that a happy worker can indeed be a productive worker. Dissatisfied workers are likely to be absent in order to avoid job events or conditions causing the dissatisfaction. The behavioural correlates of job satisfaction should be higher work performance, lower absenteeism and lower staff turnover. Equally, low satisfaction or organizational commitment can result in low turnover, and absenteeism. Job satisfaction and performance seem to be relatively independent of each other. This is explained firstly that in many jobs, variations in satisfaction cannot lead to variations in productivity and secondly, where correlations do occur they may be spurious in that both may be associated with other factors. Mutula (2002) observed that employees who are satisfied with their company are less likely to

be absent from work than those that are not satisfied. Moreover, dissatisfied employees tend to resign from their jobs, a condition that causes the company's increased in overhead costs and poor performance.

Strategies for enhancing job satisfaction

In the view of Obioha (2003) it is the function of management to utilize people in the accomplishment of organizational objectives. To accomplish these objectives, management must not only create a favorable environment in which the employee must work but also motivate employees to greater performance. When management fails to motivate, the employee becomes a liability to the organization. Managers are the hubs on which the entire organization rotates. They influence efficiency by the choice of technology to be used. Thus an organization's ability to be productive or not depend on how labour is utilized. An employee with a poor attitude to work in an organization will likely have poor performance. Attitude is observable and could be infectious. Employees who have a bad attitude to work tend to fit into McGregor's theory X. They work because of the compulsion of their economic circumstances. Poor attitude could be due to lack of motivation, poor work design that robs the employee of his intrinsic reward, or factors unconnected with work environment and beyond the control of management. Mia (2022) observed that factors like compensation, user-friendliness, coworker relations, autonomy, and workload, can enhance employee job satisfaction, emphasizing the preference for tacit knowledge strategies over codified ones. Budiadi et al. (2024) stated that strategies such as on-the-job training, mentorship programs, professional development workshops, and continuing education opportunities as effective for enhancing job satisfaction. Cahyono (2024) identified performance management strategies such as goal-setting, continuous feedback, employee development programs, and recognition

systems as effective methods for enhancing job satisfaction in organizations, emphasizing the need for cultural sensitivity and adaptability in their implementation. Sutrisno et al. (2023) suggests that job rotation policies enhance job satisfaction by providing skill development, refreshing work environments, and preventing boredom, ultimately leading to improved employee positive attitudes towards the company, fostering loyalty and engagement. In the view of Dinda (2024) there are strategies for enhancing job satisfaction which includes effective human resource management, attention to employee relationships, good conflict management, ensuring job security, fulfilling basic human needs, and providing supportive leadership, all contributing to a positive work environment and improved employee satisfaction.

Methodology

The research design for this study is a descriptive survey. The area of the study is South East Nigeria with following universities covered; Nnamdi Azikiwe Library University of Nigeria Nsukka, Enugu State (52), Federal University of Technology Library Owerri, Imo state (26). Nnamdi Azikiwe University Library Awka, Anambra state (15), Michael Okpara University of Agriculture Library Umudike, Abia state (12), Federal University Ndufu-Alike Library, Ebonyi State (5) The population used

for this study comprises one hundred and ten (110) academic librarians in the Federal University libraries in South East Nigeria. There was no need for sampling since the population was not so large. Questionnaire was used as an instrument for collecting data entitled "Librarians Job Satisfaction Questionnaire" (LJSQ). The questionnaire was designed in line with the research questions of the study and was distributed by the researcher. Structured with responses such as: Very Great Extent, Great Extent, Moderate Extent, and Low Extent. Some parts bear the options: Strongly Agree, Agree, Disagree, and Strongly Disagree. A total of 110 copies of the questionnaire were distributed to the respondents and 92 was returned and found usable. Mean was used as the major descriptive statistics for data analysis. A four point likert type scale was used to determine the mean scores of respondents. Based on the four point likert scale 4, 3, 2, 1, a mean of 2.5 was obtained. Therefore any item ranked 2.5 and above was considered as positive or accepted. While anyone from 2.5 and below (criterion mean) was considered as negative or rejected.

Findings

Research Question One: What are the enablers of job satisfaction of librarians in federal university libraries in south east Nigeria

Table 1: Enablers of job satisfaction

S/N	Items	VGE	GE	ME	LE	MEAN	REMARK
1	Opportunity for promotion	44	29	17	2	3.3	Accept
2	Good interpersonal relationship in the work place	37	41	10	4	3.2	Accept
3	Good working environment	41	29	15	3	3.2	Accept
4	Salary status	38	25	25	1	3.1	Accept
5	Challenging nature of the job	30	40	15	4	3.1	Accept
6	Good retirement benefits	30	34	20	7	3.0	Accept

Key: VE-Very Great Extent, GE- Great Extent, ME-Moderate Extent, LE- Low Extent

Table 1 reveals salary status (3.1), opportunity for promotion (3.3), good working environment (3.2), good inter personal relationship in the work place (3.2), and good retirement benefits (3.0) as enablers job

satisfaction. The above findings shows that the majority of librarians accepted that salary status, opportunity for promotion, good working environment, good interpersonal relationship in the work place, challenging nature of the job and good retirement

benefits as what constitutes their job satisfaction.

Research Question Two: To what extent are librarians in federal university libraries in South East Nigeria satisfied with their job?

Table 2: Extent librarians are satisfied with their job

S/N	Items	VGE	GE	ME	LE	MEAN	REMARK
1	I am satisfied with my job as a librarian	63	23	3	1	3.6	Accept
2	I have a good future with my job as a librarian and that gives me satisfaction	51	33	7	1	3.5	Accept
3	My job gives me pleasure and that makes me satisfied	54	28	7	1	3.5	Accept
4	If I am to make a choice, I will choose to remain in this job until I retire	48	26	10	4	3.3	Accept
5	I am satisfied with some aspect of my job, but not with all.	6	35	27	20	2.3	Reject
6	I will be more satisfied doing another job	5	7	18	57	1.5	Reject

Key: VE-Very Great Extent, GE- Great Extent, ME-Moderate Extent, LE- Low Extent

Table 2 shows the mean responses on the extent librarians are satisfied with their job. The table reveals that items 1, 2, 3, 4, are rated positive, which indicates that librarians are satisfied with their job (3.6), they are satisfied because their job has a good future (3.5), satisfied because their job gives pleasure (3.5), choose to remain on the job until retirement (3.3). The table also shows a low response to the question of being

satisfied with some aspect of the job, but not with all (2.3), being satisfied doing another job (1.5). The finding therefore shows that majority of the librarians to a very great extent are satisfied with their job.

Research question three

How can job satisfaction be enhanced among librarians in federal university libraries in south east Nigeria?

Table 3: Strategies of enhancing job satisfaction of librarians in federal university libraries in South East Nigeria.

S/N	Items	VGE	GE	ME	LE	MEAN	REMARK
1	If I am promoted accordingly	60	31	1	-	3.6	Accept
2	A sincere annual appraisal	56	32	2	-	3.6	Accept
3	A conducive working environment	59	28	1	1	3.6	Accept
4	Increment in salary	58	28	2	-	3.6	Accept
5	The existence of opportunity for training	56	30	2	-	3.6	Accept
6	When there is concrete job description	47	41	1	-	3.6	Accept
7	The existence of well-set library goals	54	30	3	-	3.6	Accept
8	When there is future for my job	52	31	5	2	3.5	Accept
9	A good interpersonal relationship with my boss	42	38	6	2	3.4	Accept
10	Cordial relationship with co-workers	39	44	3	-	3.4	Accept
11	If I am given opportunity to participate in decision making	45	33	5	5	3.2	Accept
12	By restructuring my work pattern	29	38	17	4	3.0	Accept

Key: SA- Strongly Agree, A-Agree, D-Disagree, SD-Strongly Disagree

The above table shows the mean responses of the librarians on how job satisfaction can be enhanced in federal university libraries in South East Nigeria. The table reveals that a number of factors can enhance job

satisfaction. These factors are opportunity to participate in decision making (3.2), good future for the job (3.5), good interpersonal relationship with the boss (3.4), being promoted accordingly (3.6), and salary

increment (3.6). The table equally reveals that job satisfaction can be enhanced by the existence of training opportunities (3.6), cordial relationship with co-workers (3.4), well set library goals (3.6), existence of concrete job description (3.6), restructuring of work pattern (3.0), and a sincere annual appraisal (3.6).

From the table, it can be seen that all the items were rated positive; this explains that in order to enhance job satisfaction, there has to be continual sustenance and improvement of these factors.

Discussions

Enablers of job satisfaction of librarians in federal university libraries.

It was found in this study that factors that enable job satisfaction for librarians are opportunity for promotion, salary status, good working environment, good interpersonal relationship in the work place, challenging nature of the job and a good retirement benefits. This is in line with other studies such as that of Ezema (2003), who carried out a comparative study on job satisfaction among librarians of University of Nigeria Nsukka, and Institute of Management and Technology Libraries, and discovered as well that good wages, supervisory responsibility, a good working condition, challenging job, cordial relationship in the work place and interesting work as what constitutes librarians job satisfaction.

Opportunity for promotion ranks very high as what constitutes the librarians job satisfaction. The finding also shows that salary status also constitutes job satisfaction of librarians. This agrees with the finding of Ekere (2010), and Katz in Sinclair (2005), who stated that financial reward plays significant role on job satisfaction. Good working environment also constitute job satisfaction. An examination of these responses shows that these enablers of job satisfaction are very essential for a librarian to be satisfied with his

job. The existence of the above factors determines level of satisfaction.

The extent librarians in federal university libraries in South East Nigeria are satisfied with their job.

The analysis of the data indicates that majority of the librarians stated that they are satisfied in general with their job. Only a mean response of (1.5) of the librarians indicated that they will be more satisfied doing a different job. Therefore, findings that most librarians in federal university libraries in South/East Nigeria are satisfied with their job is in line with a study by Owolabi and Salaam (2010) on job satisfaction and organizational commitment of academic librarians in Nigerian universities. Their findings reveals that majority of the academic librarians are satisfied with their job. Similarly, Ekere (2010), stated that librarians in university libraries exhibit average level of job satisfaction. This finding is based on overall job satisfaction of the librarians and does not mean that there is no aspect of their job they are not satisfied with.

Strategies for enhancing job satisfaction among librarians.

It was found in this study that the means through which job satisfaction of librarians can be enhanced are providing opportunity to participate in decision making, good future for the job, good interpersonal relationship with boss, promotion, salary increment, existence of opportunity for training, conducive working environment, cordial relationship with co-workers, well set library goals, restructured work pattern and a sincere annual appraisal. This is in line with Mia (2022) who observed that factors like compensation, user-friendliness, coworker relations, autonomy, and workload, can enhance employee job satisfaction. Again, Maslow third lower-order of need which states that individual need love and affection and a sense of "belongingness" in their relationship with their fellow workers agrees with the findings that cordial

relationship existing among librarians enhances their job satisfaction, and will help in the achievement of the goals and objectives of the libraries. Similarly, Dinda (2024) agrees that effective human resource management, attention to employee relationships, good conflict management, ensuring job security, fulfilling basic human needs, and providing supportive leadership, all contribute to a positive work environment and improved employee job satisfaction.

Therefore, to enhance the level of job satisfaction of librarians, attention should be directed to those aspect of their job that they are not very satisfied with.

Implications of the study

The findings of this study have some implications for library managements and the librarians. This study found that factors that constitute job satisfaction of the librarians in their order of importance are opportunity for promotion, good working environment, salary status, good interpersonal relationship in the work place, challenging nature of the job and good retirement benefits. Since all these factors are important enablers of librarian job satisfaction, the university administrators and the library management must endeavor to ensure the sustenance and enhancement of these factors. The study found also that majority of the librarians are generally satisfied with their job, stating that they will not be satisfied doing another job because their work gives them pleasure. Therefore, the university and library managements should take advantage of these and continue to provide those factors as earlier observed that constitute librarians job satisfaction to avoid dissatisfaction which will make them leave the job, since evidence suggests that dissatisfied employees are more likely than those who are satisfied to leave.

Recommendations

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

1. The existing constituents of job satisfaction can be sustained and improved through constant evaluation of the librarians on these areas to ascertain whether there is a shift in what previously constituted job satisfaction for them and when there is, quick effort should be made to adjust to it.
2. The great level of job satisfaction showed by the librarians should be sustained and enhanced by ensuring that library policies are reviewed as and when due to fit into changes in education, economic and political system.
3. It is equally recommended that opportunity to participate in decision making, good interpersonal relationship with boss, promotion salary increment, training opportunities, conducive working environment, cordial relationship with co-workers, well set library goals, and restructured work pattern will enhance job satisfaction of librarians

Conclusion

The study was designed to explore job satisfaction factors among librarians in federal university libraries in south east Nigeria. The findings of the study reveals that there is general job satisfaction existing among librarians in federal university libraries in south east Nigeria. This was as a result of the existence of job satisfaction factors. The existence of promotion opportunities will greatly enhance the job satisfaction of the librarians. Some of the recommendations made by the researcher include; appraisal system be restructured to accommodate changes in work pattern. It is equally important that efforts should be made in the recruitment of librarians to employ those who have passion for the profession and will perform better when the conditions surrounding the job are not so favorable and

will perform best when there is a favorable environment.

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