

## **Job Satisfaction among Librarians in Abubakar Tafawa Balewa University Library, Bauchi**

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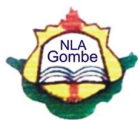
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### **Abstract**

*This study assesses job satisfaction among male and female librarians. The study was based on primary data collected from the library and information science professionals/para-professionals working in Abubakar Tafawa Balewa University Library, Bauchi. A descriptive survey research design was adopted for this study. In all 85 responses were collected, the majority, 63.4% of respondents, were above 30 years of age, and 36.6% below 30 years of age, while 18.3% were males, and 12.2% females respectively, 18.3% have certificate, and 15.9% have diploma, about 12% have B.Tech./BLIS and 6% have MLIS while only 2% have Ph.D in library and information science. While for the female respondents shows that 12.2% have certificate course, and about 13.4% have diploma which is the highest, 11.0% have B.Tech/B.LIS and 4.9% have MLIS while there was no single female with Ph.D. Contrary to the findings, about 56% of the female librarians shows that they are more satisfied with their job and while 44% of the male indicated they are less satisfied with their job in respect to psychological and other motivational factors of job satisfaction. The study concluded that, the university management should increasingly organize their librarians (professional and para-professional) to work around newly emerging technologies and tools so as to derive maximum satisfaction from their job. It also concluded that the university management should provide a good working environment and better welfare package to their librarians so as for them to perform their duties effectively and derive utmost job satisfaction for better service delivery to the university community and finally there should be public awareness by the University management on the important of the library professionals/para-professionals as a custodian of knowledge to university community*

**Keywords:** job satisfaction, library professionals/paraprofessionals, A.T.B.U. Library, Bauchi.



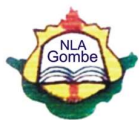
## **Introduction**

Job satisfaction of employees plays a crucial role in determining the general productivity of workers in any organization. job satisfaction can be defined as an emotional response to a job situation which cannot be seen, but only be inferred. It is simply regarded as how people feel about their job and different aspects of it. It means a positive attitude that an individual has from what he does to earn a living. Job satisfaction is generally acknowledged as a necessary ingredient for personal fulfillment carrying out one's duties. (Khan A. & Nadzar M. 2017)

Job satisfaction of librarians is essential and a fundamental determinant of the development and organization of the service because in general all are efficient, when they are satisfied with their jobs. Gamlath and Kaluarachchi (2014) see job satisfaction as the rate at which employees like or dislike their work and the extent to which their expectations concerning work have been fulfilled. Job satisfaction is generally acknowledged as a necessary ingredient for personal fulfillment in carrying out one's duties. Thus in this study, job satisfaction is conceptualized to mean the level of positive attitude that librarians display when performing duties in the academic library and the rate at which his/her basic needs are met by the employers. It is interesting to note that if librarians are well catered for by relevant authorities in the area of giving them due recognition for a job well done; put in place a good leadership style for the administration of the academic library; career development opportunity for para-professionals to enhance development of their managerial skills; conducive working environment their level of satisfaction will improve greatly (Japheth, Rosaline & Uluoma, 2016).

Studying the cognitive capacity of job satisfaction capacities of individuals is one of the most important subjects studied extensively by researchers all across the world, especially while seeking solutions to the problems, which may directly or indirectly emanate from differences in the behavioral patterns of an individual or a group. Job satisfaction and dissatisfaction among a group of employees, working under similar or different conditions apart from being influenced by extrinsic conditions, is equally influenced by intrinsic factors. These factors can be both physical as well as psychological in nature, what we generally owe to the cognitive capacities of an individual.

To live a wholesome and fulfilling life, it is always imperative that an individual should be satisfied on various fronts, and job satisfaction is one of the foremost aspects associated with the wholesome satisfaction of an individual. Salary, work environment, job security, interpersonal relationships, recognition, advancement, and so on are some of the important variables associated with the job satisfaction of employees and the absence of any of these variables may lead to job dissatisfaction. Apart from these and various other variables associated with job satisfaction and dissatisfaction, the psychology of an individual employee is equally important, which plays a very significant role in the overall job satisfaction of an employee. Till the recent past, especially in the absence of the application of information technology (IT), the job of a library professional was more or less monotonous in nature, less interactive and less attractive, with no spur to inspire an individual or motivate a professional to do something new and significant. With the result, the majority of library professionals used to show lower levels of job satisfaction. The application of information and communication technology in libraries has somewhat helped a great deal in making the library profession more attractive and interactive (Pandita & Dominic, 2018); still, it is the



individual psychology of an employee which comes into play for reaping wholesome job satisfaction.

This article has been undertaken with a view to assess individual librarians about their job, which contribute towards their job satisfaction or dissatisfaction in Abubakar Tafawa Balewa University Library, Bauchi.

### **Statement of the Problem:**

The services of librarians remain critical to the actualization of academic library goals and objectives. Supporting this view, empirical studies reaffirmed that an appreciation of the determinant requirements of the working librarians and making efforts in meeting their job satisfaction have an effect on the quality of services. Despite all these, job satisfaction among librarians in academic libraries are facing some acute problems and the most contentious of these problems as highlighted by researchers are hinged on their development, promotional opportunities provided and reward system. Preliminary investigations, revealed that some of the observed causes of job dissatisfaction as highlighted by librarians in academic libraries include administrative barriers for getting promotion, inordinate opportunities provided for further professional education as those provided to professional librarians, low administration of welfare scheme. It is important to note that when one or more of these conditions are not met, it creates a sense of dissatisfaction among librarians which might lead to high rate of employee absenteeism, employee turn-over, and laziness, change of job, constant sick leave and monotony which is harmful for the productivity of a service-oriented organization like library. It is in view of this that the researcher intends to find out the job satisfaction among librarians in Abubakar Tafawa Balewa University Library, Bauchi

### **Objective of the Study:**

1. To determine the psychological aspects associated with job satisfaction among male and female librarians working in Abubakar Tafawa Balewa University Library, Bauchi.
2. To find out how far the individual psychology of an employee influences his/her levels of job satisfaction or dissatisfaction of both male and female librarians in Abubakar Tafawa Balewa University, Bauchi

### **Review of Literature:**

#### **Job satisfaction**

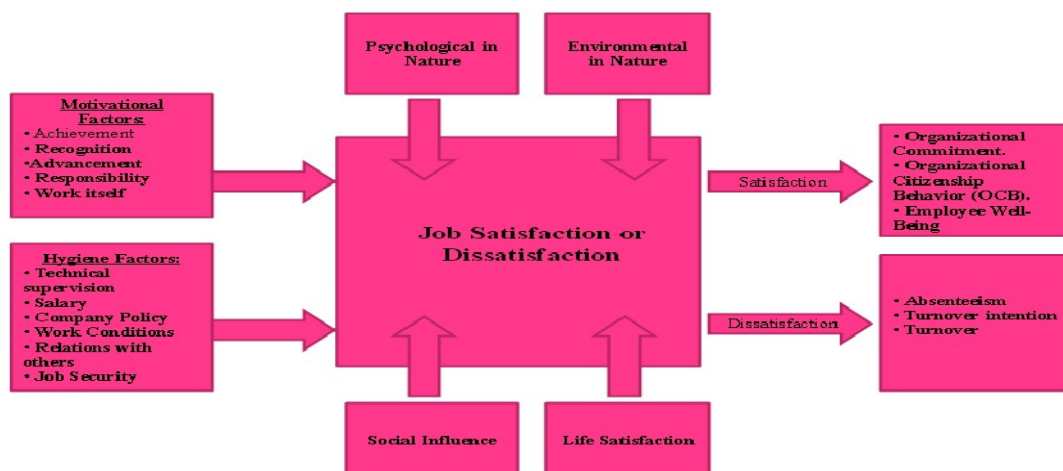
Job satisfaction is a measure of the balance between expectations and outcomes because organization is a social system where every participant benefits including employees and customers. According to Kinnell as cited in Esakkimuthu and Vellaichamy (2015), job satisfaction is defined as a pleasurable emotional state resulting from the appraisal of one's job. The level of job satisfaction of librarians in academic libraries is evaluated in different parameters namely; work, co-workers, compensation, staff development, promotion and supervision (Japheth, Rosaline & Uluoma, 2016). In the context of this study, job satisfaction is conceptualized to mean the level of positive attitude that a librarian displays when performing his/her duties in the academic library and the rate at which his/her basic needs are met by the employers.

## Academic library

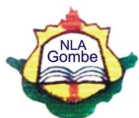
The academic library, which is commonly referred to as the nerve center of the institution of higher learning is primarily set up for the achievement of the institution's set goals and objectives by providing information materials and services which satisfy the information needs of the entire academic community. Kaba (2017) explained that libraries play a significant role in higher education system including dissemination of information to the user with the help of library professionals and para- professionals. Libraries, irrespective of type; public, academic, special and research libraries are usually classified as service-oriented organizations in consonance with the roles they perform. Therefore, academic libraries are libraries attached to tertiary institutions such as universities, polytechnic institutions, colleges of education, colleges of agriculture, colleges of technology and also research institutes (Kaba, 2017). According to Ikonne (2014), academic libraries refer to the heart or nerve centers of institutions of higher learning where all academic activities revolved. They are at the forefront of providing information services to their respective communities which comprise of students, lecturers and more importantly to library personnel to support their teaching, learning and research needs.

## Theoretical Framework

The theoretical framework was anchored on Herzberg Two-Factor Theory Model.



This study was based on the two factor theory of job satisfaction by Herzberg (1959). The proponent of this theory holds that there are two set of factors that influence job satisfaction: hygiene factors and motivators. According to "Two-factor" theory, if hygiene factors are not taken care of or are deficient, there will be dissatisfaction. Importantly, if hygiene factors are taken care of, there may be satisfaction or there may also be no dissatisfaction. Only by providing the motivators will there is satisfaction. By inference, hygiene factors help to prevent dissatisfaction but only motivators lead to satisfaction. Therefore, according to this theory, motivating human resources must include recognition, a chance to achieve and grow, advancement and interesting work. Motivators are achievement, recognition, responsibility, advancement, the work itself. They are heavily psychological and relate to Maslow's lower level. Hygiene factors on the other hand are salary, technical supervision, company policies administration, interpersonal relations, working conditions. These are environmental in nature and relate to Maslow lower level need.



This theory is relevant to this study because the main emphasis is on the relationship between motivational factors (achievement, recognition, advancement etc.) and job satisfaction which Herzberg's two-factor theory explicitly dealt on. This theory therefore formed the basis of the choice of the variables considered as motivational factors in this study.

### **Research Methodology:**

A descriptive survey research design was adopted for the study. The instrument for data collection for this study is structured questionnaire designed in line with the purpose of the study by the researcher titled "Psychological aspects of Job Satisfaction among Male and Female Librarians in Abubakar Tafawa Balewa University Library, Bauchi." (PAJSAMATBUL). The population consist of 85 male and female LIS professionals in the library. Data collected were analyzed using descriptive statistics to determine the internal consistency of the instrument. The co-efficient value of 0.78 was obtained which adjudge that the instrument was reliable (George and Mallery, 2003). The tables were formulated using MS Excel with finding the frequency and percentages of the data.

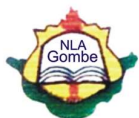
### **Results:**

**Table 1. Biographical information of Respondents**

Response Variable		Gender				Total		
		Male		Female		Freq.	%age	CF%
		Freq.	%age	Freq.	%age			
<b>Total Response</b>		<b>51</b>	<b>62.2</b>	<b>31</b>	<b>37.8</b>	<b>82</b>	<b>100</b>	<b>100</b>
<b>Age Group</b>	30 below	19	23.2	11	13.4	30	36.6	36.6
	30 above	32	39.0	20	24.4	52	63.4	100.0
<b>Work Experience</b>	1-10 years	20	24.4	13	15.9	33	40.2	40.2
	11-20years	21	25.6	12	14.6	33	40.2	80.5
	21-30 years	8	9.8	4	4.9	12	14.6	95.1
	31-40 years	3	3.7	1	1.2	4	4.9	100.0
<b>Professional Qualification</b>	Certificate Course	15	18.3	10	12.2	25	30.5	30.5
	Diploma	13	15.9	11	13.4	24	29.3	59.8
	B.Tech/ B.LIS	12	14.6	9	11.0	21	25.6	85.4
	MLIS	6	7.3	4	4.9	10	12.2	97.6
	Ph.D	2	2.4	0	0.0	2	2.4	100.0

The table1 above shows that over 39.0% of male respondents are in the age group above 30 years and about 23.3% are below 30 years, while the female respondents are the age group of 13.4% below 30 years and about 24.4% above 30 years. This shows there is age comperity between their age group. And in terms of work experience, about 24.4% of male respondent range between 1-10 years of working experience, while 15.9% female range between 1-10 years of working experience. And about 25.6% of male fall within the range of 11-20 years of work experience while 14.6% female fall within the range of 11-20 years. About 3.7% of male comprise of 31-40 years of work experience while the female respondent of 1.2% fall within that range. Base on the Professional qualification for the males; it shows that about 18.3% have certificate, and 15.9% have diploma, about 12% have B.Tech./BLIS and 6% have MLIS while only 2% have Ph.D in library and information science. While for the female respondents shows that 12.2% have certificate course, and about 13.4% have diploma which is the highest, 11.0% have B.Tech/B.LIS and 4.9% have MLIS while there was no single female with Ph.D.

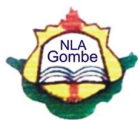




**Table 2. Respondents' level of agreement on some psychological aspects associated with job satisfaction**

Statement	Agree (%age)		Partly agree (%age)		Partly Disagree (%age)		Disagree (%age)		Total (%age)	
You are an incompetent librarian										
Male	3	7%	5	11%	17	37%	21	46%	46	100%
Female	2	6%	2	6%	14	39%	18	50%	36	100%
Total	7	8%	5	6%	31	38%	39	48%	82	100%
The library profession is a thankless job										
Male	19	36%	16	30%	15	28%	3	6%	53	100%
Female	10	34%	7	24%	10	34%	2	7%	29	100%
Total	26	30%	26	32%	25	31%	5	6%	82	100%
You don't like to take new initiatives										
Male	11	21%	10	19%	15	28%	17	32%	53	100%
Female	8	28%	9	31%	4	14%	8	28%	29	100%
Total	19	24%	19	25%	19	21%	25	30%	82	100%
Your work and contribution is not being recognized by your institutional administration										
Male	16	30%	14	26%	11	21%	12	23%	53	100%
Female	11	38%	8	28%	5	17%	5	17%	29	100%
Total	27	34%	22	27%	16	19%	17	20%	82	100%
You love doing your job beyond office hours										
Male	10	19%	14	26%	16	30%	13	25%	53	100%
Female	13	45%	12	41%	2	7%	2	7%	29	100%
Total	23	32%	26	34%	18	19%	15	16%	82	100%
You don't like to accept new challenges										
Male	7	13%	8	15%	17	32%	21	40%	53	100%
Female	3	10%	4	14%	12	41%	10	34%	29	100%
Total	10	12%	12	14%	29	37%	31	37%	82	100%
You are least satisfied with your job										
Male	14	33%	10	24%	10	24%	8	19%	42	100%
Female	15	38%	13	33%	9	23%	3	8%	40	100%
Total	25	31%	27	33%	19	23%	11	13%	82	100%
Your peers are least competent										
Male	13	31%	18	43%	11	26%	0	0%	46	100%
Female	15	38%	13	33%	10	25%	2	7%	36	100%
Total	28	34%	31	38%	21	26%	2	3%	82	100%

Normally a professional would never admit of being incompetent, no matter even if one is, but contrary to it, Table 2 indicates that 7% of male and 6% of female respondents agreed to being incompetent professionals, while 11% of male and 6% of female partly agreed with the statement. results in the underperformance of employees. The majority, 46% of male and 50% of female respondents disagreed with the statement, while 37% of male and 39% of female respondents partially disagree. Contrary to taking new initiative, the majority of both male and female of 32% and 28% respectively disagreed with the statement that they do not like to take new initiatives, while 24% deemed the statement right. Undermining the importance librarians is a very common problem faced by library professional across the library in A.T.B.U. Library and is the most compelling reason which leads to job dissatisfaction. Librarians are quite open to accepting new challenges, as 40% and 34% male & female respondents respectively have refuted the statement that library professionals do not like to accept new challenges. However, 13% and 10% of respondents viewed that library

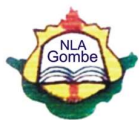


professionals do not like to accept new challenges. At the gender level, both male and the female respondents have shown almost similar levels of agreement with the statement.

**Table 3. Respondents' opinions on some other psychological aspects associated with job satisfaction**

Statement	yes		No		To some extend		Can't say		Total (%age)	
You are emotionally attached to your profession										
Male	5	11%	3	7%	17	37%	21	46%	46	100%
Female	2	6%	2	6%	14	39%	18	50%	36	100%
Total	7	8%	5	6%	31	38%	39	48%	82	100%
would you like to seek voluntary retirement?										
Male	0	0%	18	43%	11	26%	13	31%	42	100%
Female	2	5%	13	33%	10	25%	15	38%	40	100%
Total	28	34%	31	38%	21	26%	2	3%	82	100%
would you like to seek post retirement engagement in library profession?										
Male	5	12%	18	43%	11	26%	8	19%	42	100%
Female	7	18%	14	35%	10	25%	9	23%	40	100%
Total	12	15%	32	39%	21	26%	17	21%	82	100%
Are you able to strike a balance between work, family and personal life?										
Male	18	43%	9	21%	13	31%	2	5%	42	100%
Female	15	38%	8	20%	11	28%	6	15%	40	100%
Total	33	40%	17	21%	24	29%	8	10%	82	100%
would you have opted for library profession?										
Male	7	17%	15	36%	14	33%	6	14%	42	100%
Female	10	25%	18	45%	10	25%	2	5%	40	100%
Total	17	21%	33	40%	24	29%	8	10%	82	100%
Library profession have less work related stress										
Male	6	14%	19	45%	16	38%	1	2%	42	100%
Female	12	30%	16	40%	10	25%	2	5%	40	100%
Total	18	22%	35	43%	26	32%	3	4%	82	100%
would you encourage your child to pursue career in LIS?										
Male	9	21%	17	40%	12	29%	4	10%	42	100%
Female	10	25%	14	35%	14	35%	2	5%	40	100%
Total	19	23%	31	38%	26	32%	6	7%	82	100%
If given a chance, would you like to be library professional again?										
Male	8	19%	18	43%	14	33%	2	5%	42	100%
Female	16	40%	11	28%	11	28%	2	5%	40	100%
Total	24	30%	29	35%	25	30%	4	5%	82	100%

Similarly, in the table 3 above, the respondents were asked about their emotional attachment to their job and a whopping 46% male and 50% of female respondents indicated can't say to being emotionally attached to their profession. Compared to 37% of male to 39% of female respondents admitted to some extent of being emotionally attached to their profession. However, 11% of male & 6% of female respondents did show emotional attachment to their job, while 7% to 6% did not show any emotional attachment to their profession at all. Upon asking respondents as whether they would like to seek voluntary retirement from the library profession, a whopping 43% male and 33% female respondents replied no, while 0% male and 5% female replied yes. With a view to corroborate the above statement, the respondents were asked whether they would like to seek post retirement engagement in the librarian as profession; the majority at 43% male and 38% female replied no, and 12% to 18% male and female respondents replied yes. Compared to 26% of males, 25% of female respondents replied to some extent, that they will take a post retirement job in



the librarian profession while 19% to 23% male and female respectively could not make up their mind.

The majority, 43% to 38% male and female respondents respectively, are able to strike a balance between their work, family, and personal life, while 31% to 28% male and female respectively are able to do this balance to some extent. However, 21% male and 20% female find it difficult to strike a balance between their work, family, and personal life. Accordingly, the respondents were asked whether they would have opted for the librarian profession had they been familiar with it; 17% male and 25% female replied yes, while 38% male and 45% female indicated no. However, 33% and 25% male and female respondents respectively replied to some extent, furthermore 14% male and 5% female couldn't make up their mind. The respondents were asked, if given the chance, would they like to be library professionals again? 19% male reply yes and 40% female also reply yes, similarly 43% and 28% male and female respondent indicate no, which comprise the majority. While also 33% male and 28% female indicate to some extent, but 5% of both gender could not make up their mind.

### **Conclusion:**

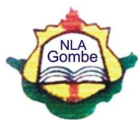
The individual perception of an employee towards his/her job and other intrinsic and extrinsic aspects associated with his/her job play a very significant role in his/her overall job satisfaction. It is not always the external factors, like work environment, salary, interpersonal relationship, recognition, advancement, or other administrative aspects which solely influence job satisfaction, but the psyche of an individual plays a very vital role in the overall job satisfaction of an employee. It can be argued that the library profession is preferred by both male and female equally, however on the gender level, the male and female librarians have different psychological perceptions about the profession and so do vary their degree on job satisfaction on different ground.

There is also need to draw the public awareness that there are academic librarians(professionals) and non-professionals librarians that work in Abubakar Tafawa Balewa University Library, because most public view all the library staff as non-academic or non-teaching staff.

### **Recommendations:**

- 1) The university management should increasingly organize their librarians (professional and para-professional) to work around newly emerging technologies and tools so as to derive maximum satisfaction from their job.
- 2) There should be public awareness by the University management on the important of the library professionals/para-professionals as a custodian of knowledge to university community
- 3) The university management should provide a good working environment and better welfare package to their librarians so as for them to perform their duties effectively and derive utmost job satisfaction for better service delivery to the university community.
- 4) The management should endeavor to provide a level playing ground for equal opportunities between the male and female librarians by ensuring that the basic need for academic excellence are provided for all irrespective of gender for effective service delivery to their esteem users.





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