

Investigating job satisfaction and demographic variables among library staff in federal and state university libraries in South East Nigeria

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Abstract

Purpose:

The study investigated job satisfaction and demographic variables among library staff in federal and state university libraries in South East Nigeria. The general objective was to determine the level of job satisfaction variables (leadership style, communication, decision making, autonomy, and rewards) and demographic variables (university type, professional status, gender, age and work experience) among the library.

Design/Methodology/Approach

The descriptive survey design was adopted. The population of the study consisted of 273 library staff in five federal and five state university libraries in South East Nigeria. A questionnaire was used to collect data for the study. A total of 273 copies of the questionnaire were distributed to respondents. 228 (84%) copies were returned and found correctly filled. Mean, standard deviation, independent t-test and ANOVA) were employed for data analysis. There was no difference in the mean ratings on job satisfaction in relation to professional status, age and work experience. However, a difference was found on job satisfaction in relation to university type and gender.

Originality value:

The paper provides some insight into the influence of demographic factors on job satisfaction in two university systems in Nigeria.

Implication:

There results of the study have some implications for practice in the area of the relative influence of demographic variables on job satisfaction of library staff.

Keywords: *Job satisfaction, Demographic variables, Library staff, Librarians, Library support staff, University libraries, Academic libraries, Nigeria.*

Introduction

Employees are the most important asset in any organisation far outweighing capital and machines because the success or failure of any organisation depends on their job performance. University libraries are no different because library managements depend on the library staff to provide library services such as selection, acquisition, organisation and dissemination of

information for teaching, learning and research needs of members of the university community. The ability of the staff to deploy their expertise goes a long way in meeting the needs of the academic community. However, while expertise is clearly very important for effective service delivery, the ability of library staff to perform their jobs to a large extent depends on their job satisfaction. Reasonably, only a satisfied

employee will commit to meeting the objectives of his/her employer or

organisation (Nwosu, Akunne and Oguegbe, 2013).

It is the appreciation of the important role employee job satisfaction plays in the work attitudes of employees, job performance and the success or failure of organisations that has resulted to researchers' interests and attempts to determine whether specific variables are related to job satisfaction (Ekere, 2010). In the literature, the factors of job satisfaction are broadly classified into personal or individual factors and environmental or situational factors (Ekere, 2010). According to Rauf (2012) and Ranabaudui (2011), personal or individual factors are concerned with psychological factors such as personality, attitude, behaviour, and/or demographic variables. Demographic variables according to Encyclopedia of Research Design (2010), refers to particular characteristics of a population including age, gender, race, ethnicity, religion and so on. Environmental factors on the other hand are related to the job or situational factors such as nature and size, formal structure, personnel policies and procedures, employee relations, nature of the work, supervision and styles of leadership, management systems and working conditions (Mullens, 1999).

According to the authors, the emotional feelings of an employee to these and other job factors determines whether he/she is satisfied or not satisfied with the job. Given the several variables conceptualized in the literature to influence the level employee job satisfaction, it is important to carry out this study among library staff in Nigeria.

Objectives of the study

The general objective of the study is to ascertain relationship between job satisfaction and demographic variables of library staff in federal and state university libraries in Nigeria. More specifically, the study seeks to do the following:

1. Ascertain the levels of job satisfaction among library staff in federal and state

university libraries in South East Nigeria.

2. Determine the difference in the mean ratings on job satisfaction and demographic variables (university type, professional status gender, age, and work experience) among library staff in federal and state university libraries in South East Nigeria.

Hypotheses

H0₁: There is no positive significant relationship in the mean ratings of library staff in federal university libraries and library staff in state university in South East Nigeria on job satisfaction.

H0₂: The mean ratings on job satisfaction is not positively significantly different among library staff in federal and state university libraries in South East Nigeria in relation to demographic variables (university type, professional status, gender, age, and work experience).

Literature Review

The concept of job satisfaction does not have a universal definition even though its importance in organisational success is recognized in industrial/organisational psychology (Judge and Church, 2000). Connolly and Myers (2003) note that job satisfaction is fundamental to both physical and mental well-being because job dissatisfaction has been associated with symptoms such as anxiety, depression, and poor physical and psychological health with the attendant absenteeism and lack of organisational commitment. This invariably affects the job performance of the individual and by extension, the organisation that ultimately suffers loss. Researchers view the concept from various perspectives and that have largely influenced their definition of the concept. For instance, Janicijevic, Kovacevic and Petrovic (2015) are of the view that job

satisfaction is an emotional construct because it is an attitude based on personal experience. On the other hand, Snipes, Oswald and Armenakis (2004) see job satisfaction as a bi-dimensional construct which consists of both intrinsic and extrinsic satisfaction aspects. Bradley and Brian (2003) define job satisfaction as the pleasure that an employee derives from his/her work. In their view, job satisfaction is a variable that is concerned with the attitude of individuals in relation to their work, which influences each individual's motivation to the work.

In his definition of the concept, Spector (2007) says it is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. Mbua (2003) defines job satisfaction as the fulfilment acquired by experiencing various job activities and rewards. According to Lethal (2004), job satisfaction is the gratification of strong needs in the workplace or the degree of match between an individual's expectation from an organisation and what is actually received. Fletcher and Williams (2006) define job satisfaction as the contentment of employees arising from personal evaluation of job conditions or the outcomes acquired from the job. On the part of Lavanda (2013) job satisfaction is a strong indicator of the degree to which employees identify with their jobs (job involvement), organisations and their goals (organisational commitment). It is also related to members believe that organisations value their contributions and care about their well-being (perceived organisational support), and are satisfied with/and enthusiastic about their work (employee engagement).

Snipes, Oswald and Armenakis (2004) further see job satisfaction as a bi-dimensional construct which consists of both intrinsic and extrinsic satisfaction factors. A factor of job satisfaction can be described as any part of a job that produces feelings of satisfaction or dissatisfaction (Simon and Goes, 2011). Explaining further, Castro (2008) posits that intrinsic aspects of job

satisfaction produce intrinsic rewards. These are rewards that are a direct result of one's performance. Therefore, intrinsic aspects of job satisfaction are self-regulated as they are not dependent on someone else to present them. On the other hand, the extrinsic factors of job satisfaction are situational and depend on the environment.

Literature exists on the relationship between job satisfaction and demographic variables. The need for demographic variables in a research is to determine whether individuals in a particular study are a representative sample of the target population for purposes of generalization. According to the authors, the emotional feelings of an employee towards the job factors determine whether he/she is satisfied or not satisfied with the job. Demographics is concerned with the study of general and particular population factors such as race, gender, status or occupation, and other such attributes. In the view of Sokoya, (2000) because employees are diverse in their demographic attributes, this has implications for the degrees of satisfaction they get from job dimensions such as pay, work, supervision, and environment and so on. Amangla (2017) conceives demographics as the quantification of statistics for a given population with its purpose being to identify quantifiable subsets within a given population. Scott, Swortzel and Taylor (2005) also agree that any consideration of job satisfaction should take into account the demographic variables of the population for a thorough understanding of the possible factors that lead to job satisfaction and dissatisfaction.

However, because demographic variables are diverse, researchers investigate the factors that are related to their research interest. But this diversity according to Pandey (2017) has implications because research results have been very inconsistent with most of the studies differing in the number of demographic variables influencing job satisfaction. The demographic variables that are relevant in

this study include: university type, gender, age, professional status, and work experience (in years).

Some studies have looked at the influence, effect or impact of or relationship between demographic attributes and job satisfaction and have come with varying findings. On university type-job satisfaction, Olusegun (2013) in his study on turnover intentions of library personnel in selected federal and state universities in Nigeria found no significant difference in the turnover intention of library by university type. Somvir and Kaushik (2012) also found in their study of library professionals that job satisfaction is not related to sex or the type of library, but rather on the characteristics of their job environment. On his part, using demographic variables of gender, age, position, educational experience and work experience, Dambawinna (2012) investigated differences in job satisfaction among library personnel and found no correlation between job satisfaction and all the outlined demographic variables.

Regarding the influence of gender on job satisfaction, Castro (2010) observes that the literature on the relationship is inconsistent. This is because while some studies indicate that males are more satisfied than females, others find women are more satisfied than females and still others find no difference in job satisfaction based on gender. This is supported by separate studies conducted in Nigeria by Onuoha, Samuel and Adebowale (2014) and Ekere and Ugwu (2011) that found gender to have no significant influence on job satisfaction of librarians in university libraries. Also, the findings of a study conducted on Danish and British library managers by Pors (2003) revealed no significant difference between males' and females' levels of job satisfaction. However, in contrast, the findings of the study by Sultana (2012) carried out among library professionals in health libraries in Dhaka city indicated that female professionals are less satisfied than their male counterparts.

On the influence of age, work experience and job satisfaction, Ekere and Ugwu found that work experience has an influence on librarians' job satisfaction as job satisfaction of older librarians was found to be higher than that of younger librarians. This is supported by Oshagbemi (2000) who reports that length of service (work experience) may be a pointer to employees' levels of job satisfaction. In the same vein, the findings of a wide ranging survey conducted by Berry (2007) among the library staff of public and academic libraries also showed that compared to the younger age group, the older library workers are happier on their jobs. But, the findings differ from the result of the study by Albanese (2008) as an overwhelming majority of the respondents in academic libraries across all age groups reported satisfaction with their jobs. Also, the findings of the study by Tella, Ayeni, and Popoola (2007) which analysed job satisfaction among Ohio academic librarians showed that respondents with less experience were generally satisfied with their job.

Murray, (1999) investigated job satisfaction among professional and paraprofessional library staff at the University of North Carolina at Chapel Hill, U.S. A. The findings revealed that librarians are significantly more satisfied than paraprofessionals in the areas of enjoyment of the work itself, co-workers' appreciation and recognition, promotion, pay and overall satisfaction. The literature above indicate that researchers are interested in/and have indeed investigate demographic variables and job satisfaction with varying results.

Onuoha, Samuel and Ojo (2014) examined the influence of gender on job satisfaction among library staff in private university libraries in Ogun State, Nigeria. The objectives of the study were to identify the level of job satisfaction between male and female staff in private university libraries in Ogun State. The findings revealed moderate level of job satisfaction across gender with male making up 27.2%, and females 35.1% of the total percentage of 62.3% for job

satisfaction. Gender was found to have no significant influence on job satisfaction.

The correlational research design was adopted in this study. The area of the study was South-East, Nigeria comprising five states: Abia State, Anambra State, Ebonyi State, Enugu State and Imo State. The population of the study comprised of 273 library staff in the libraries of the five federal and five state universities in South-East, Nigeria. This was made up of 98 librarians and 175 support staff. The federal universities in the South-East zone are: University of Nigeria, Nsukka (UNN), Nnamdi Azikiwe University, (NAU) Awka, Federal University of Technology, (FUTO) Owerri, Michael Okpara University, Umudike and Federal University, Ndufu-Alike (FUNAI), Ebonyi State. The state universities are: Abia State University, (ABSU) Uturu, Odumegwu Ojukwu University of Science and Technology, Uli, Ebonyi state University (EBSU), Abakiliki, Enugu state University of Science and Technology (ESUT), Enugu and Imo State University (IMSU), Owerri.

The instrument for data collection was a questionnaire designed by the researcher. Job satisfaction was measured on six dimensions: structure, leadership and management style, communication, decision making, autonomy, and reward. The instruction required respondents to tick their responses placed on a four-point scale of Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD) with value point 4, 3, 2, and 1 respectively. The face and content validity of the instrument was carried out by three experts: two from the Department of Library and Information Science, and one from the Faculty of Vocational Education, University of Nigeria Nsukka. To test for

Data Analysis

Table 1: Demographic profile of respondents

Item	Frequency	Percentage
University Type (Respondents)		
Federal	146	64
State	82	36

Methodology

reliability, the instrument was administered to five librarians and five library support staff from the University Library, University of Port Harcourt, Rivers State, Nigeria, and the data collected were analysed using the Cronbach Alpha reliability test. The Cronbach Alpha reliability coefficient revealed that the overall reliability of the job satisfaction scale was .82. This result showed that the instrument was reliable and was effective and appropriate for data collection.

The researcher administered the questionnaire to the library staff in the sampled university libraries with the help of research assistants who were properly trained on the ways of administering the questionnaire. The respondents were allowed time to fill the questionnaire and the research assistants helped in retrieving the completed questionnaires. Out of 273 copies of the questionnaire administered in 10 university libraries (5 federal and 5 states) in South East Nigeria, 228 were returned indicating 83.5% return rate. As a result, data analysis was done using 228 (83.5%) copies of completed questionnaire.

The Statistical Package Software for Social Sciences (SPSS, version 20) was used to analyse the data. Both descriptive and inferential statistics were used in this study. For the descriptive statistics, to rank the levels of perception of job satisfaction variables, real limits of numbers according to the following classification was used: Very high: 3.50 to 4.00; High: 2.50 to 3.49, Low: 1.50-2.49, and Very Low: 0.50 to 1.49. The inferential statistics that was used in this study was the independent t-test and analysis of variance (ANOVA).

Total	228	100
Gender		
Female	141	61.8
Male	87	38.2
Total	228	100
Age		
20-29	32	14.0
30-39	70	30.7
40-49	76	33.3
50-59	45	19.7
60 and over	5	2.2
Total	228	100
Professional Status		
Librarian	80	35.1
Library Support Staff	148	64.9
Total	228	100
Working Experience		
1-10 years	97	42.5
11-20 years	83	36.4
21-30 years	28	12.3
31 and over	20	8.8
Total	228	100

Objective 1: What is the mean rating among library staff in federal university libraries and library staff in state university libraries in South East Nigerian on levels of job satisfaction?

Table 2: Summary of mean and standard deviation of responses of library staff in federal and state university libraries in South East Nigeria on levels of job satisfaction

	Mean		SD		Total	
	F	S	F	S	Mean F&S	SD
Satisfaction with structure	3.32	3.18	0.494	0.538	3.25	0.516
Satisfaction with management style	3.04	3.08	0.714	0.987	3.06	0.850
Satisfaction with communication	3.04	2.87	0.509	0.477	2.96	0.493
Satisfaction with decision making	2.89	3.13	0.420	1.058	3.01	0.739
Autonomy	2.75	2.61	0.605	0.680	2.68	0.642
Rewards	2.67	2.62	0.620	0.588	2.64	0.604
Job satisfaction (overall)						

Cut-Off Mean = 2.50, N(Federal) = 146, N(State) =82 and N(Total)=228

In Table 2 above the descriptive statistics of the satisfaction level of library staff with six job satisfaction of library staff in the federal and state university libraries is presented. From the result, the grand total job satisfaction mean score for library staff in both federal and state university libraries is 2.95 (SD=.389). However, the results also

show that the grand total mean score of levels of job satisfaction on all six variables for library staff in federal university libraries is slightly higher (M=2.98, SD=.346) than for state university libraries (M=2.94, SD=.309) and also for job satisfaction, with federal university libraries' staff, 3.03 (SD=.332) and state university libraries'

staff 2.94 (SD= .309). This indicates that the respondents in federal university libraries have a higher satisfaction level. All these including total mean scores for each of the items in the constructs for both federal and state university libraries' staff are above the cut-off mean score of 2.50. These results indicate that the library staff from the two university systems are satisfied.

Hypothesis Testing

H0₁: There is no positive significant difference between the mean ratings of library staff in federal and library staff in state university libraries on levels of job satisfaction.

Table 3: Result of T-Test comparison of university type

Independent Variable	Univ. Type	Mean	Std. Dev.	Std. Error	t	p
Job satisfaction	Fed.	3.03	.332	.02748	2.027	.044
	State	2.94	.309	.03414		
Communication	Fed.	3.04	.509	.04220	2.426	.016
	State	2.87	.477	.05271		
Decision making	Fed.	2.89	.420	.03478	2.448	.000
	State	3.13	1.058	.11687		

The table 3 above shows the results of the independent t-test conducted to compare the mean ratings of library staff in federal university libraries and library staff in state university libraries in university libraries in South East Nigeria on levels of job satisfaction. The results show that significant difference exists between the mean ratings of staff from the two university types on job satisfaction $t(226) = 2.027, p = 0.044$ with library staff in federal university libraries ($M=3.03$ $SD=.332$) and library staff in state university libraries ($M=2.94$ $SD=.309$). Given this finding, the null hypothesis that states that there is no significant difference in the mean ratings on levels of job satisfaction is not accepted because $p < 0.05$. Rather, the alternate hypothesis which states that there is a positive significant difference in the mean

ratings on levels of job satisfaction is accepted. The result further shows that a positive significant difference exists on two of communication and decision making with library staff in the federal university libraries having a mean score of 3.04($SD=.509$), and library staff in state university libraries 2.87(.477), $t(226) = 2.426, p = .016$. Furthermore, on decision making library staff in federal university libraries (2.89, $SD=.477$) and library staff in state universities (3.13, $SD = 1.058$), $t(226) = 2.444, p = .000$.

Hypothesis 2: There is no positive significant different between the mean ratings of library staff in federal and library staff in state university libraries in relation to professional status.

Table 4: T-test comparison of professional status

Dependent variable	Professional Status	Mean	Std. Dev.	Std Error	T	p
Job Satisfaction	Librarians	3.02	0.331	.03706	.518	.605
	Library support staff	2.99	0.324	.02665		

Table 4 indicates the result of the independent t-test that was conducted to compare the mean ratings of library staff on job satisfaction in relation to professional status. The results show that there is no significant difference between the mean rating of librarians and library support staff on job satisfaction, $t(226) = .521$, $p = .605$ (2-tailed) with librarians ($M=3.02$, $SD=.331$) and library support staff ($M=2.99$, $SD=.324$). It is instructive to note however, that although the difference is not significant, the mean scores for librarians and library support staff on job satisfaction is slightly higher.

Table 5: Result of T-Test comparison of gender

Dependent Variable	Gender	Mean	Std. Deviation	Std. Error	T	p
Job Satisfaction	Male	2.94	.299	.03213	-2.194	.029
	Female	3.04	.337	.02841		

An independent t-test was conducted to compare the mean ratings of male and female library staff on job satisfaction. The results in table 5 show that a significant difference exists between the mean ratings of male and female library staff on job satisfaction $t(226) = -2.194$, $p=.029$ (2-tailed), with males reporting less satisfaction ($M=2.94$, $SD=.299$) than females ($M=3.04$, $SD=.337$). In view of this result, we reject the null hypothesis which states that there is no positive significant difference in the mean

Table 6: Result of ANOVA comparison of job satisfaction by age

Dependent Variable		Sum of square	Df	Mean Square	F	P
Job satisfaction	Between Groups	.147	4	.037	.329	.850
	Within Groups	24.014	223	.108		
	Total	24.161	227	0.145		

A one-way between groups analysis of variance (ANOVA) was conducted on the mean ratings on job satisfaction in relation to age of library staff in federal and state university libraries in South East Nigeria. The results in table 6 indicate that in relation to age, there is no significant difference between the ratings job satisfaction $F(4,223)$

But since there is no statistical difference ($p>0.05$) in the mean ratings on job satisfaction, we fail to reject the null hypothesis which states that the mean ratings on job satisfaction is not statistically different between librarians and library support staff in university libraries in South East Nigeria.

Hypothesis 3: There is no positive significant difference between the mean ratings of library staff in federal and state university libraries on levels of job satisfaction in relation to gender.

ratings of library staff on job satisfaction in relation to gender and accept the alternate hypothesis which states that there is a significant difference in the mean ratings in relation to gender because $p<0.05$.

Hypothesis 4: There is no positive significant different between the mean ratings of library staff in federal and library staff in state university libraries on levels of job satisfaction in relation to age.

$=.341$, $p = .850$. With this result, we fail to reject the null hypothesis which states that there is no positive significant difference on the mean ratings of library staff in federal and state university libraries in South East Nigeria in relation to age because $p>0.05$.

Hypothesis 5: There is no positive significant difference on the mean ratings of

library staff in federal and state university relation to work experience.
libraries on levels of job satisfaction in

Table 7: Result of ANOVA comparison of levels of job satisfaction among library staff in federal and state university libraries in relation to work experience

Dependent Variable		Sum of square	df	Mean Square	F	p
Job satisfaction	Between Groups	.107	3	.036	.332	.802
	Within Groups	24.054	244	.107		
	Total	24.161	227	0.143		
Rewards	Between Groups	3.409	3	1.136	3.162	.025
	Within Groups	80.497	224	.359		
	Total	83.907	227	1.495		

A one-way between groups analysis of variance (ANOVA) was conducted to determine the difference in ratings on levels of job satisfaction among library staff in federal and state university libraries in South East Nigeria in relation to work experience. The results as presented in table 7 indicate that in relation to work experience, there is no significant difference in the ratings $F(3,244) = .332$, $p = .802$ of respondents of various groups. With this finding, we fail to reject the null hypothesis which states that there is no positive significant difference on the ratings of library staff in federal and state university libraries in relation to work experience because $p > 0.05$. However, a significant difference was observed on the rewards variable ($F=3.162$, $p=.025$).

Discussion of the Findings

The descriptive statistics on levels of job satisfaction of library reveal that the mean score for respondents from federal university libraries on job satisfaction is slightly higher than that of library staff in state university libraries. This is also confirmed by the t-test comparison that was carried out. The slight variation found in the mean ratings between respondents in federal and state universities, may be explained by the differences in work environments. This is supported by Friedlander and Maguiles cited in Castro (2008) who posit that individuals with different work values are more satisfied in

different work climates because an individual's satisfaction with various aspects of their work is dependent on certain combinations of climate components. This is particularly so in Nigeria where federal universities are at an advantage in terms of funding and facilities.

The result also shows that there is no significant difference in the levels of job satisfaction of library state in relation to professional status. This finding is supported by the findings of the study carried out among library staff by Amune (2013) that found no significant difference between the satisfaction derived by professional and non-professional library staff.

On differences on the levels of job satisfaction among library staff in relation to gender, the t-test comparison carried out between male and female library staff in federal and state university libraries revealed that a significant difference exists with females having a higher mean score than the males. However, in contrast, the findings of the study by Sultana (2012) carried out among library professionals in health libraries in Dhaka city indicated that female professionals are less satisfied than their male counterparts. The finding also differs from the findings of the study by Onuoha, Samuel and Ojo (2014) and Ekere and Ugwu (2011) that found gender to have no significant influence on job satisfaction of librarians in university libraries.

The results on the differences on the levels of job satisfaction among library staff in federal and state university libraries in relation to age reveal that no difference exists in relation to age. This is supported by the result of the study by Albanese (2008) that an overwhelming majority of the respondents in academic libraries across all age groups reported satisfaction with their jobs. However, the findings of Tella, Ayeni, and Popoola (2007) which analysed job satisfaction among Ohio Academic librarians showed that respondents with less experience are generally satisfied with their job.

The result on job satisfaction of library staff in federal and state universities in relation to work experience revealed no positive significant difference. This differs with the findings of Ekere and Ugwu (2011) on the influence of age, work experience and job satisfaction that found work experience has an influence on librarians' job satisfaction as job satisfaction of older librarians was found to be higher than that of younger librarians. Also, Oshagbemi (2000) reported that length of service (work experience) may be a pointer to employees' levels of job satisfaction. In a twist however, the findings of a wide ranging survey conducted by Berry (2007) among the library staff of public and academic libraries also showed that compared to the younger age group, the older library workers are happier on their jobs. The differing findings on job satisfaction and demographic variables would not be

unconnected with the fact of the differing settings and population of studies. This point is supported by Sokoya, (2000) who posit that because employees are diverse in their demographic attributes, this has implications for the degrees of satisfaction they get from job satisfaction variables.

Conclusion

This study set out to investigate job satisfaction and demographic variables among library staff in federal and state university libraries in South East Nigeria. The results revealed that a positive significant difference exists between the university type, gender and job satisfaction among the library staff. However, no positive significant difference on job satisfaction in relation to professional status, age and work experience. This study has provided empirical evidence on the relative influence of demographic variables to job satisfaction among library staff in Nigeria. The study has contributed to knowledge because it has provided information that will help university library managements to understand the influence of demographic variables on the job satisfaction of their staff. The knowledge will equip them for addressing job satisfaction challenges that may arise among library staff. Moreover, the findings from the study will be useful in decision making which can subsequently result to increasing the chances of job satisfaction among library staff.

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