



## Motivation and Job Satisfaction of Librarians in Nigerian Public Libraries

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### Abstract

**Purpose:** This study was carried out to examine staff motivation and extent of job satisfaction amongst librarians in public libraries in Nigeria. The paper focused on finding out the extent to which they are motivated and satisfied with their jobs as well as the factors that are posing as challenges to these.

**Design/Methodology/Approach:** Descriptive survey research design was adopted in the study. Five (5) objectives and Five (5) research questions were formulated to guide the study. Fifty six (56) public librarians were randomly selected for the study during an interactive session of the Nigerian Library Association (NLA) Public Library session. A structured questionnaire was used as data collection instrument. Analysis was done using frequency counts and percentages.

**Findings:** Findings showed that even though some of the librarians had office furniture and were given opportunities for professional development, most of them were not satisfied with their jobs due to poor remuneration, lack of good infrastructure and ICT facilities/functional internet and poor organizational culture/decision making pattern in most of the libraries. As a result of the low level of job satisfaction, most of the librarians indicated that they were ready to leave their present jobs for jobs at other places if such opportunities come by.

**Implication:** Suggested way forward to enhance the status of the public libraries and improve the working conditions of the librarians include improved funding, facilities, remuneration and training of the librarians to get them motivated and enhance their job satisfaction.

**Originality/Value:** There is obvious need for government and other stakeholders to address the issue of general improvements of the state of public libraries and librarians in Nigeria.

**Keywords:** Public libraries; librarians, motivation; job satisfaction; Nigeria.

Paper Type: Empirical research

### Introduction

Public libraries have unique feature of making library and information resources available to all and sundry in the society. This fact requires that all facilities and resources of the public library have to work together to make sure that their user community is well provided for and well informed. These have to do with human and material resources as well as physical and electronic facilities. Public libraries are always regarded as the people's university providing avenue for independent decision making, continuous and lifelong education, and individual development (Eze, 2011; Akporobore, 2011 citing Oyegade, Nassarawa and Mmokogwu; 2003). Through the provision of a variety of information resources – textbooks, journals, literacy books and other related materials, public libraries

attempt to meet a wide variety of needs of its user community.

The human resources of the public library made up of the library personnel and led by librarians are the key media through which the variety of resources and services of the public library get to the users. Librarians in Nigerian public libraries do perform functions at different cadres such as coordination of the administrative and professional activities of library services, working on the selection, evaluation, acquisition and organization of books and other library materials, as well as supervising activities in ministry's libraries and information centres.

Within libraries specifically, Patterson (1999) noted that people are the resources required in ensuring

excellent performance, thereby achieving organizational objectives. In the words of Rizi and Kazempur, (2010) appreciating the requirements of the working librarians and making efforts in meeting their job satisfaction have an effect on the quality of service provided by librarians and the libraries as a whole. Librarians like other workers in organizations have desire for social status and this is linked with the need for self-fulfillment as asserted by Famiwehin and Popoola, (2013). Social and psychological factors in the work environment always interplay a pivotal role in recruiting and retaining professionals in work places like libraries (Pors and Johannsen, 2002). The need for the librarians to be motivated and have high level of satisfaction with their jobs cannot be overemphasized since such will definitely affect their overall input and productivity towards attaining the objectives and expected roles of the library.

Motivation according to Khanka (2006) is said to be one's willingness to exert efforts towards the accomplishment of his or her goal. Motivation is a process or cycle aimed at accomplishing some goals or performing required functions to actualize certain objectives. In a further analysis of the basic elements included in the process of motivation, Khanka stressed that such elements include motives, goals and behaviour. Motives provide an activating thrust toward reaching a goal. Motives are directed towards goals while behaviour is a series of activities to be undertaken and is directed to achieve a goal.

Factors about the job which will meet this need are those which will challenge their abilities, stretch them in achieving aspirations and place them in a position of responsibility in the eyes of their colleagues and neighbours. Public libraries and librarians in Nigeria have been lagging behind their counterparts in academic institutions (Eze, 2013) not only in facilities and material resources but also in the area of human resources especially in issues concerning staff remuneration.

#### **Background to the study**

Nigerian public libraries are established and funded by the state governments. In these different states, the public libraries are seen, treated and funded as parastatals under ministries of education and their personnel including librarians are being remunerated from the subvention given to the libraries from the state governments. They do not usually enjoy a number of privileges as their counterparts in the academic libraries for instance. One of the authors/researchers of this study having worked with the public library for eight years was moved into

carrying out a study to look into issues on motivation and job satisfaction of these public librarians.

#### **Objectives of the study**

The study intends to delve into job satisfaction among public librarians in Nigeria. Specifically, the study intended to:

1. Find out the motivational factors to these librarians on their jobs
2. The extent to which these librarians are motivated towards their jobs
3. Ascertain the level of these librarians' satisfaction with their jobs
4. Find out the challenges faced by these librarians with regards to their job satisfaction
5. Find out ways of addressing these challenges

#### **Research questions**

The following research questions were raised to guide the study:

1. What are the motivational factors to these librarians on their jobs?
2. To what extent are these librarians motivated towards their jobs?
3. What is the level of the librarians' satisfaction with their jobs?
4. What are the challenges faced by these librarians with regards to their job satisfaction?
5. What are the ways of addressing these challenges?

#### **Literature Review**

Vaughn and Dunn, (1974) back then saw job satisfaction as the feeling an employee has about his pay, work, promotion opportunities, coworkers, and supervisor. In line with that, Nandy (1985) referred to job satisfaction as the feelings and emotional aspects of individuals' experiences toward their jobs, as different from intellectual or rational aspects while Cranny et.al. (1992) saw it as an effective reaction to one's job.

Job satisfaction is an individual's general attitude about his or her job (Rue and Byars, 1995). The two authorities explained that job satisfaction is the individual's mental set about their jobs. This mental set may be positive or negative, depending on the individual's mental set concerning the major components of job satisfaction. Workers' satisfaction as Hellrieger et.al. (1999) put it is the gratification or prosperity that the employees get from their job. In all these, workers' being satisfied with their job or the level of satisfaction one may have on his job has much to do with fulfillment over a variety of issues surrounding one's work or job description in an organization.

### **Factors relating to job satisfaction**

Certain issues relate to job satisfaction such that they can directly or indirectly influence a worker towards being satisfied or not with one's job. Rue and Byers (1995) agreed on five major components which relate to a worker's job satisfaction which are: attitude towards the work group, general working conditions, attitude towards the establishment, monetary benefits and attitudes towards supervision. Other major components that should be added to these five components are the individual attitude towards the work itself and life in general, individual's health, age, level of achievement, social status, recognition and training. All these have influence on job satisfaction. The commonest way of measuring job satisfaction according to Dauda, Maishanu and Mawoli (2013) is the use of rating scales where employees report their reactions to their jobs, and satisfaction questions usually relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities, the work itself and co-workers. People's levels or degrees of jobs satisfaction according to Njiru (2014) can range from extreme satisfaction to extreme dissatisfaction. People have attitudes about various aspects of their jobs such as the kind of work they do; their co-workers supervisors, subordinates or their pay job satisfaction has the potential to affect a wide range of behaviour in organizations.

Researchers have delved into the age factor as an issue in job satisfaction as well as gender issues. While Berry (2007) in his survey concluded that age affected the level of job satisfaction, Marjanja and Kiplang'at (2003) talked on the fact that in some settings, male workers are given bigger jobs than females and as such the males in such cases are usually more satisfied with their jobs than their female counterparts. Nzotta (1985) studied the factors associated with the job satisfaction of male and female librarians in Nigeria, and found that women derived greater job satisfaction from their work than their male counterparts. The study further revealed that women were more satisfied with independence, security, ability utilization, and working conditions while men were more satisfied with variety. Mirfakhrai (1991) in a study on the correlates of job satisfaction among librarians in the United States concluded that amongst other things that there was no significant relationship between sex of academic librarians and their overall satisfaction in both-sized libraries.

### **Organizational issues**

Certain issues and happenings in the organization starting from the mode of leadership have direct influence on workers' job satisfaction. On leadership,

Pors and Johannsen (2002) as well as Mullins and Linehan (2006) wrote that the factors correlating directors' job satisfaction such as job autonomy and authority in delegating decision-making could permeate job satisfaction to all levels of the organization. In a study of correlation between job satisfaction, job attitudes, and work behavior among staff members in academic libraries in Nigeria, Nkeuweren (1992) asserted that management style and quality of work life affect job satisfaction and that overall job satisfaction is a function of many needs.

### **Work environment and situation**

On varieties of job task, Nzotta (1987) in his study of general satisfaction of Nigerian librarians, found that librarians in management were more satisfied than public or technical services librarians with regard to variety, responsibility, and creativity derived from their job; and librarians in management and public services were more satisfied than technical services librarians with the social status aspect.

Mirfakhrai (1991) in his study found out that academic librarians in both smaller and larger libraries had a positive perception of their jobs. The nature of work, supervision, salary, promotion, and coworkers was highly correlated with the overall job satisfaction of academic librarians in both smaller and larger libraries. Age, experience, and length of employment with the present institution were negatively correlated with overall job satisfaction in both-sized libraries; and academic librarians in both smaller and larger libraries were least satisfied with promotional opportunities. The results of Nkeuweren (1992) also indicated that Nigerian library staff responded positively to monetary rewards as incentives to improve job attitude and work performance. Factors outside the work environment also affect the level of Nigerian library staff's job satisfaction. Obviously, direct issues in the environment which have to do with office furniture and facilities also affect job satisfaction as revealed by Kaya (1995) as well as Hyder and Batool (2013).

Another crucial issue that has very close ties with job satisfaction of librarians as well as other workers is remuneration. Every librarian will always prefer working in a place with better remuneration in form of higher pay to a place with poor remuneration. Although Ingeroll (2003) indicated that earlier literature has shown more or less consistent views about the impact of salary or an increase in salary on job satisfaction. Njiru (2014) made it clear that generally, higher salary is associated with job satisfaction and lower employee attrition, but the effect of salary is small and varies within characteristics of sub-populations.

The issue of salary as experienced by the researchers in this present study has a reasonable influence on how Nigerian librarians feel about their jobs and particular libraries where they work. The Nigerian academic libraries over the years have been more capable in maintaining a relatively high pay for their librarians than other libraries especially the public library. The situation has been such that some do not even regard the public libraries as an institution in the information industry like their counterparts in academic institutions. One of the authors of this worked as a librarian at different cadres in the public library before joining the library school of a university. In a study by Odunlade (2012) on the relationship between job satisfaction and compensation and benefits among the academic librarians revealed that there is a positive relationship between the two variables. The findings indicated that about two-thirds 67% of the respondents expressed their satisfaction with the amount of salary received by them. Low salary level was seen by Abifarin (1997), Marjanja and Kiplang'at (2003), Lim (2007), and Albanese (2008) as leading to high dissatisfaction of librarians with their jobs.

**Research Question 1: What are the librarians’ opinions about physical environment and ICT infrastructure in their libraries?**

**Table 1: Workers opinion about physical environment and ICT infrastructure**

S/N	Items	Response		
		Agree	Disagree	Total
1	I work in a noise-free environment.	20 (36%)	36 (64%)	56 (100%)
2	The size of my office provides me enough space to work comfortably.	32 (57%)	24 (43%)	56 (100%)
3	The furniture is comfortable and its design provides natural body posture to avoid discomfort.	35 (63%)	21 (37%)	56 (100%)
4	My office is equipped with modern ICT tools.	12 (21%)	44 (79%)	56(100%)
5	My library utilizes e-resources in serving the users.	13(23%)	43(77%)	56(100%)
6	I am satisfied with the internet connectivity.	13(23%)	43(77%)	56(100%)
7	The telephonic service is reliable in my library.	14(25%)	42(75%)	56(100%)
8	The institution/library provides the opportunities to exercise the emerging ICT skills.	15(27%)	41(73%)	56(100%)

Table 1 above was used to present the results on the workers’ opinion about the physical work environment and ICT infrastructure in their offices. Twenty (20) (36%) of the respondents agreed that they work in a noise-free environment while 36(64%) of the respondents disagreed; meaning that they work in noisy environment. Thirty two (32) (57%) of the

**Methodology**

The study was a survey. The population of the study comprised of the librarians working in special libraries in Nigeria. About 56 librarians were randomly sampled using questionnaire as instrument for data collection. These were administered to the public librarians during an interactive session of the public librarians during the annual national conference/ general meeting of the Nigerian Library Association of the year 2014. The public librarians were made up of professional librarians working in different state public libraries across the country. The questionnaire was in six sections – section A elicited demographic data of the respondents while the other five sections elicited data on the details of the training needs of these respondents. Data was analyzed using simple frequencies and percentages and presented in tables so as to show a clearer picture of the results.

**Analysis and discussion**

As stated above, data collected was analyzed using frequency counts and percentages and presented in tables in line with the objectives and research questions.

librarians agreed to having a sizable office space for work while 24(43%) of them disagreed and indicated that their offices were not sizable enough. Also, 35(63%) of the librarians agreed to having comfortable furniture with necessary body-fitting designs while 21(27%) of them disagreed to this thereby indicating that their office furniture are not comfortable for

working. Results further showed that all other infrastructures were not favourable in the libraries of most of the librarians thus- modern ICT office equipment was agreed to by only 12(21%) of the respondents and disagreed by 44(79%); utilization of e-resources in serving the users was agreed to by 13(23%) of the respondents and disagreed to by 43(77%); satisfactory internet connectivity was agreed to by only 13(23%) of the respondents and disagreed

to by 43(77%); reliable telephonic service was agreed to by 14(25%) of the respondents while 42 (75%) disagreed to this. The managements of the public libraries provide the opportunities to exercise emerging ICT skills to 15 (27%) of the respondents while the other 41(73%) of the respondents indicated that they do not have such opportunities provided for them.

**Research Question 2: What are the librarians’ opinions about their personal growth?**

**Table 2: Librarians’ opinion about personal growth**

S/N	Items	Response		
		Agree	Disagree	Total
1	The library provides me the opportunities and facilitates for further professional education.	45 (80%)	11 (20%)	56 (100%)
2	The library often conducts short training courses.	32 (57%)	24 (43%)	56 (100%)
3	The library often conducts workshops on career advancement for its professionals.	26 (46%)	30 (54%)	56 (100%)
4	The library offers me the opportunity to attend workshops/seminars/training courses.	36 (64%)	20 (36%)	56 (100%)
5	It will be easy for me to leave the organization for some better opportunities.	41 (73%)	15 (27%)	56 (100%)

Table 2 above showed the opinions of the librarians on how satisfied they are with issues concerning their personal growth in their libraries. Forty five (45) (80%) of the respondents agreed to their libraries providing opportunities and facilities for further professional education while 11(20%) disagreed to this and indicated that their libraries did not provide such. A good number of the respondents agreed that it will be easy for them to leave the organization for some better opportunities as indicated by 41(73%) of the respondents while only 15(27%) disagreed to this thereby indicating that it will not be easy for them to leave their organization. On opportunities offered by

the libraries to attend workshops/seminars/training courses, 36(64%) of the librarians agreed to such being provided for them while 20(36%) indicated that such opportunities are not provided for them. Just around half of the respondents agreed to their libraries conducting short training courses often and conducting workshops on career advancement for their professionals as indicated by 32(57%) of the respondents and 26(46%) respectively while 24(43%) and 30(54%) of the respondents respectively disagreed to this thereby indicating that such opportunities are not provided for them as often as required.

**Research Question 3: To what extent are the librarians’ satisfied with the organizational culture in their libraries?**

**Table 3: Librarians’ opinion about organizational culture**

S/N	Items	Response		
		Agree	Disagree	Total
1	I am encouraged to float my ideas to upper management.	37 (66%)	19 (34%)	56 (100%)
2	My work and knowledge is appreciated by the top management.	41 (73%)	15 (27%)	56 (100%)
3	The library views its professionals as asset.	43 (77%)	13 (23%)	56 (100%)
4	Delays are often observed in decision making process from the higher authorities when new ideas are given to them.	25 (45%)	31 (55%)	56 (100%)
5	I feel secure about my job.	34 (61%)	22 (39%)	56 (100%)

6	My participation in the library meetings is considered indispensable.	36 (64%)	20 (36%)	56 (100%)
7	I am given due respect in the organization.	43 (77%)	13 (23%)	56 (100%)

Table 3 above showed the librarians, opinions about the organizational culture in their places of work. Above all the issues of organizational culture, the library viewing their professionals as assets was agreed to by 43(77%) of the respondents and disagreed to by 13(23%) of them. The same number of 43(77%) agreed to having due respect in their organization while 13(23%) disagreed to having due respect in their organizations. Forty one (41) (73%) of the respondents agreed to their work and knowledge being appreciated by the top management while the other 15(27%) disagreed to their work and knowledge being appreciated by top management. Thirty seven (37) (66%) of the respondents agreed to being allowed to

float their ideas to top management while 19(34%) of them disagreed to this. Also 36 (64%) Of the public librarians indicated that their participation in meetings is considered indispensable as against 20 (36%) of them who disagreed to this and showed that their participation in the library meetings is not considered crucial. Feeling secured with their jobs was agreed to by 34(61%) of the respondents while 22(39%) indicated insecurity in their jobs. Delays in decision making from the higher authorities when new ideas are given to them was agreed to by 25(45%) while 31(55%) disagreed to this thereby indicating no delays in such decision making.

**Research Question 4: What is the librarians’ level of satisfaction with their social prestige?**

**Table 4: Librarians’ opinion about social prestige**

S/N	Items	Response		
		Agree	Disagree	Total
1	I am satisfied with the social status of the librarian in general.	41 (73%)	15 (27%)	56 (100%)
2	I am satisfied with the social status of the librarian in my library.	20 (36%)	36 (64%)	56 (100%)
3	I suggest my friends/relatives to choose this profession.	34 (61%)	22 (39%)	56 (100%)
4	I am satisfied while working with the current libraries.	15 (27%)	41 (73%)	56 (100%)
5	Job pride is the most important factor for job satisfaction.	39 (70%)	17 (30%)	56 (100%)

Table 4 above shows the librarians’ level of satisfaction with their social prestige in their organizations. While 41(73%) of the respondents are satisfied with the social status of the librarians in general, 15(27%) of the librarians are not satisfied. On the status of librarians in individual libraries, only 20 (36%) of the librarians were satisfied with the social status of the public librarians as regards the situation in their libraries while 36(64%) of them are not satisfied. Thirty nine (39) (70%) of the respondents agreed that job pride is

the most important factor for job satisfaction while 17(30%) disagreed to this. Thirty four (42) (61%) of the respondents agreed to suggesting for friends and relations to choose librarianship as a profession while 22(39%) disagreed indicating that they will not encourage their friends/relations to choose librarianship as a profession. Furthermore, only 15(27%) of the librarians are satisfied with working in their current institution while 41(73%) are not satisfied.

**Research Question 5: To what extent are these special librarians satisfied with their remuneration and salary?**

**Table 5: Respondents’ opinion about remuneration and salary**

S/N	Items	Response		
		Agree	Disagree	Total
1	I am satisfied with my current salary package.	0 (0%)	56 (100%)	56 (100%)
2	I get the annual increment well on time.	27 (48%)	29 (52%)	56 (100%)

3	I am satisfied with the annual increments of my salary.	0 (0%)	56 (100%)	56 (100%)
4	The library has a clear policy about the library professional's promotion.	14 (25%)	42 (75%)	56 (100%)
5	I am satisfied with the promotion structure of my institution.	15 (27%)	41 (73%)	56 (100%)
6	I got due promotions timely.	17 (30%)	39 (70%)	56 (100%)

Results from table 5 above showed the extent to which the public librarians are satisfied with their remuneration and salary levels. In each of the items most of the librarians showed negative response in each case. Getting annual increment on time ranked highest where 27(48%) of the respondents agreed to getting such on time as against 29(52%) of them who disagreed to receiving annual increment on time. On getting due promotions timely, 17(30%) of the librarians agreed to this while 39(70%) of them disagreed to this. Fifteen (15) (27%) of the respondents were satisfied with the promotion structure in their

libraries while 41 (73%) were not satisfied. Only 14(25%) of the librarians indicated that their libraries had a clear policy about the library professionals' promotion, while the other 42(75%) disagreed to this thereby indicating that their own libraries did not have such clear policy. On the salary package proper, none of the librarians was satisfied with both the current pay package and the annual increment in the salaries. All of them disagreed to that thereby indicating dissatisfaction with both their current salary and the annual increment to their salaries.

**Research Question 6: What are the librarians' opinions about their nature of work generally?**

**Table 6: Librarians' opinion about nature of work**

S/N	Items	Response		
		Agree	Disagree	Total
1	I do variety of professional tasks.	39 (70%)	17 (30%)	56 (100%)
2	I am free to try out my own ideas at work in the library.	32 (57%)	24 (43%)	56 (100%)
3	My job is repetitive and boring.	23 (41%)	33 (59%)	56 (100%)
4	My duties are clearly defined.	34 (61%)	22 (39%)	56 (100%)
5	The nature of work at any point in time affects job satisfaction	50 (89%)	6(11%)	56(100%)

Table 6 above presented results on the public librarians' feelings and opinions about their nature of work generally. The nature of work generally at any point in time can affect job satisfaction as indicated by 50(89%) of the respondents but disagreed by only 6(11%). On doing a variety of professional tasks, and duties being clearly defined, 39(70%) and 34 (61%) of the respondents respectively agreed to them while 17(30%) and 22(39%) of the respondents respectively disagreed to doing a variety of professional tasks and their duties being clearly defined. Forty five (32) (57%) of the respondents agreed that they were free to try out their own ideas at work in the library while 24(43%) indicated that they are not allowed to do so. Few of the librarians – 23(41%) indicated that their jobs were repetitive and boring while 33(59%) disagreed to this thereby indicating that their job specifications are not repetitive and boring.

**Discussion of findings**

From the findings so far, it could be deciphered that even though most of the public librarians had comfortable furniture, offices and work environments, most of their libraries were very poor in the area of functional ICT infrastructure and internet connectivity. Issues in the work environment which have to do with office furniture and facilities affect job satisfaction as revealed by Kaya (1995) as well as Hyder and Batool (2013).

Some of the public librarians were given opportunities that will enhance their personal growth such as further education, attendance to workshops, seminars, and conferences while many others were not given such opportunities. However, most of the librarians indicated that they are ready to leave their libraries for better opportunities; meaning that they are not satisfied with working in their present libraries even though there may be opportunities for growth. Workers' satisfaction as Hellriegel et.al. (1999) put it is

the gratification or prosperity that the employees get from their job. In all these, workers' being satisfied with their job or the level of satisfaction one may have on his job has much to do with fulfillment over a variety of issues surrounding one's work or job description in an organization.

Organizational culture also has obvious impact on how satisfied the librarians in public libraries as well as other libraries can be. Many of the librarians indicated that their professional, knowledge and ideas are valued by their libraries but there used to be delay in decision-making from the top management. In a study of correlation between job satisfaction, job attitudes, and work behavior among staff members in academic libraries in Nigeria, Nkeuweren(1992) asserted that management style and quality of work life affect job satisfaction and that overall job satisfaction is a function of many needs. Also, Pors and Johannsen (2002) as well as Mullins and Linehan (2006) wrote that the factors correlating directors' job satisfaction such as job autonomy and authority in delegating decision-making could permeate job satisfaction to all levels of the organization.

On the issue of social prestige and its effect on job satisfaction of librarians, a high percentage of the special librarians revealed that they are satisfied with the social prestige of librarians generally but not satisfied with that of the public libraries even though they can encourage others to come into the profession. Most of the librarians indicated their readiness to leave their libraries for other places. Social and psychological factors in the work environment according to Pors and Johannsen (2002) always interplay a pivotal role in recruiting and retaining professionals in work places like libraries.

The public librarians further showed a massive disagreement to satisfactory remuneration and pay package in the public libraries. Although a reasonable number of them agreed to getting annual increment on time, none of the librarians indicated satisfaction with what was given as the annual increment as well as his/her current salary package. Odunlade (2012) on the relationship between job satisfaction and compensation and benefits among the academic librarians revealed that there is a positive relationship between the two variables. So, this is even a more serious case in public libraries as revealed in the findings of this study. Low salary level was further seen by Abifarin (1997), Marjanja and Kiplang'at (2003), Lim (2007), and Albanese (2008) as leading to high dissatisfaction of librarians with their jobs. The results of Nkeuweren (1992) much earlier indicated that Nigerian library staff responded positively to monetary

rewards as incentives to improve job attitude and work performance.

Findings on the librarians' opinions about their nature of work generally showed that it has effect on job satisfaction. Subsequently a good number of them agreed to doing a variety of professional tasks, free to try out their ideas at work and have clearly defined duties and disagreed that their jobs were not repetitive and boring. The nature of work amongst other factors was highly correlated with the overall job satisfaction of academic librarians in both smaller and larger libraries in the study of Mirfakhrai (1991) in United States of America.

### **Conclusion and implications**

Public librarians in Nigeria have been given little or no research attention with regards to their job satisfaction generally. More attention has always been given to the academic librarians. From the findings, the public librarians' opinions and levels of satisfaction with issues concerning their work have been investigated and presented. These were issues to do with their working conditions, places of work, organizational culture, remuneration and their nature of generally. It has been clearly revealed that these public librarians are not satisfied with certain conditions regarding to their work due to poor remuneration, poor office equipment and the social status of librarians in Nigerian public libraries. These issues have been seen to affect or have high correlation with job satisfaction and subsequently, workers' performance in their work.

From previous studies, public libraries in Nigeria have been battling with series of problems revolving around inadequate funding which has fueled poor facilities and poor staffing. This situation has told on the public librarians' conditions of work generally. While a number of studies have been carried out on the different aspects of the public library service in Nigeria, little or nothing has been done to look into the plight of these librarians with regards to their satisfaction or dissatisfaction with their job as public librarians. The researchers saw this as very important considering the fact that workers satisfaction with their job can affect their performance and input into the service of the library or any organization involved.

From the foregoing, the findings of this study should be very useful to the government authorities and managerial bodies overseeing the affairs of the public libraries. In consideration of what the public libraries and their librarians mean to the society, these authorities should utilize the results of this study which will sensitize them and help them in making rational decisions towards overall improvement of the working conditions of these librarians. If the results are to be



ignored, it will intensify poor performance in service delivery of these librarians and also brain drain whereby the public libraries will continue to be a waiting ground for the librarians who will not hesitate to leave there at any slightest better opportunity.

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