

# A Comparative Study of Levels of Job Satisfaction among Librarians in Private and Public Universities in Ondo State

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## Abstract

This study focused on the job satisfaction levels of librarians in private and public universities in Ondo State, Nigeria. Questionnaires were distributed to respondents which elicited responses which were used to compare the job satisfaction levels of librarians in public universities with their counterparts in the private universities. The research procedure used was total enumeration of all academic librarians in public and private universities in Ondo State, Nigeria. A total of twenty nine (29) questionnaires were administered of which six (6) were administered in private universities while twenty three (23) were administered in public universities. Responses were analyzed using the T-Test statistical procedure and results were presented in tables.

The study revealed that there was no significant difference in the level of job satisfaction of librarians in both private and public universities when compared on the basis of factors such as salary, library policies and administration, co-workers relationship, among others.

Conclusions were drawn and recommendations were made that would enhance the level of job satisfaction among librarians in private and public universities in Nigeria.

**Keywords:** Job Satisfaction, Librarians, Libraries, Public Universities, Private Universities, Hygienic Factors, Motivational factors

## INTRODUCTION

The concept of job satisfaction has been variously discussed, studied, analyzed and interpreted in literature. Issues bordering on this concept had started appearing in literature as early as in the 60's largely from the social sciences and the wide umbrella of organization science (Murray, 1999).

These studies became necessary as organizations (industrial and corporate) and institutions of higher learning were beginning to direct management of human resources (MHR) towards achieving high level of productivity and efficiency in the face of intense competition in several sectors of the world economy which characterized the 20<sup>th</sup> and 21<sup>st</sup> centuries.

The issue of job satisfaction is central and significant in the sustainability of an organization. Tella et al (2007) asserted that a well-managed organization usually sees an average worker as the root source of quality and productivity gains. Such organizations do not look to capital investment, but to employees as the fundamental source of improvement.

Job satisfaction cannot be discussed in isolation. It is closely related to human beings or human resources as in the organizational context. Satisfaction or dissatisfaction can be perceived or noticed from the way a given task is performed by a person or group of persons. This accounts for the reason why some scholars or researchers view job satisfaction as attitudinal study. Arguably, a dissatisfied worker will either quit or remain uncommitted hence constituting a nuisance to the organization while on the contrary, a satisfied worker would want to remain and be committed to the organization. The former will encourage inefficiency and low productivity while the latter will bring about efficiency, commitment and high level of productivity. An effective organization will do everything possible within its sphere of influence to ensure that workers have job satisfaction in their job performance.

Libraries, irrespective of whether they are public, academic, special and research libraries are usually classified as service-oriented organizations in consonance with the roles they perform. Inadvertently, human resources (professional and para-professional) play critical roles in service delivery in these libraries. There is this argument that the functions of librarians are being taken over by information technologies in the 21<sup>st</sup> century information age. This argument could be wrong in so many ways. Information technologies have come to improve the service delivery by libraries and librarians in terms of creating or providing fast access to arrays of resources globally by breaking both natural and artificial barriers to information resources world-wide.

So despite the fact that libraries and librarians stand on the threshold of sweeping technological changes taking place in the arena of information science, libraries and librarians have not stopped in their quest to engender a knowledge-based society (Hague et al, 2012)

The services of libraries and librarians remain critical to the actualization of library goals and objectives. Computers are not operated by robots, librarians operate them. Admissibly, librarian job satisfaction

becomes germane and a determinant of their productivity and efficiency since they are the service providers. Supporting this view, Rizi and Kazempour (2010) reaffirm that an appreciation of the requirements of the working librarians and making efforts in meeting their job satisfaction have an effect on the quality of services provided by libraries. Macmanul (2003) in Hague et al (2012) further stressed that library directors are thus saddled in their position with the unenviable task of acquainting themselves with different profiles of the library staff and of grappling with the potential drivers of their job satisfaction.

This study posits to investigate job satisfaction among librarians in public and private universities in Ondo State, Nigeria.

Public universities in Ondo State like any other state in Nigeria are facing some acute problems and the most contentious of these problems as highlighted by researchers are funds, disruptions, efficiency and quality assurance, brain drain and cultism among others. These problems manifested in the nations ivory towers due to the economic downturn which gave birth to the aforementioned problems.

Universities could no longer maintain existing infrastructures and facilities, talk less of acquiring new ones. The three cardinal roles of a university – teaching, learning and research could no longer be carried out as expected. The funding of public universities is grossly inadequate. Human capital movement, commonly referred to as brain drain is rampant. Better brains in various disciplines leave for other countries in search of greener pastures.

Incessant strike actions become a common feature of our public university system. There are regular disruptions of the academic calendar in public universities.

Researchers view cultism as a nightmare that has not only turned Nigerian universities to slaughtering grounds where some children who have been possessed by evil spirits murder and ruin themselves but also destroy their educational progress.

It then becomes compelling to investigate job satisfaction of librarians working in libraries in which their foster parents are bedeviled with arrays of problems and compare their job satisfaction with their counterparts in private universities where those problems are lacking and at a minimal level. This study therefore seeks to find out which category of librarians are more satisfied than the other and what are their sources of satisfaction and dissatisfaction.

## **REVIEW OF RELATED LITERATURE**

Job satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Seta et al (2000) see job satisfaction as an individual's degree of positive attitude towards their current position or work. According to Alas and Vadi (2006) in Tella et al (2007), job satisfaction may predict whether employees will be affectively connected to an institution, will merely comply with directives or will quit.

There are a lot of studies carried out as early as in the 60s that captured job satisfaction and its various dimensions or facts in a very large number of organizations including the library. A good number of these studies over a variety of occupational groups hence the concept is one of the most flogged areas of research.

One of the notable works on this concept in the recent past was that of Tella et al (2007) who studied work motivation, job satisfaction and organizational commitment of library personnel in academic and research libraries. He saw job satisfaction as a phenomenon in which librarians perceive how well their job provides those things they view as important. Locke and Luther (1976) in their contribution defined job satisfaction as pleasurable and positive emotional state resulting from the appraisal of one's job or job experience. However, Landy (2000) concluded in their study that it is imperative for library management to meet the demands of their personnel to strengthen their motivation, satisfaction and commitment to maximize turnover.

Murray (1999) in his study of job satisfaction of professional and paraprofessional library staff at the University of California opined that librarians seem somewhat more reluctant than professionals in other fields to turn their research upon themselves and study what makes them tick. However recent studies have shown that librarians have come to the realization that organizational psychology that affects all other fields applies to them and that factors that affect impact the library employee as an individual can impact his or her performance as a service provider as well. Murray (1999) having considered all indices such as efficiency, absenteeism, turnover opined that they may and may not affect job satisfaction of a worker, hence sometimes a satisfied worker can perform better and sometimes not.

Edem (1997) focused his study on effects of job satisfaction on publication output among librarians in Africa: a case study of Nigerian universities. He asserted that work is an essential aspect of human life and it could be used as an index of measuring success or failure. He stressed further that motivation of workers lead to high job productivity or performance. Motivation is one of the dimensions of job satisfaction, hence a worker that is motivated tends to perform better than one that is not motivated. Landy (2000) corroborated the above view that job satisfaction does not only affect quality of life and the overall level of life satisfaction experienced by the reference staff, it also affects reference work. The concept of job satisfaction is an issue that has to do

with the total well-being of workers. If workers are satisfied, the tendency to work harder and happier is ascertained. However on the contrary, a dissatisfied worker is unhappy, unproductive and inefficient in terms of performance. Shedding more light on the significance of job satisfaction some researchers in Tella et al (2007) e.g. Levison 1997, Moser 1997 consented that job satisfaction is so important that its absence often leads to lethargy and reduced organizational commitment. In the same vein, Alexander, Lichtenstein and Hellman (1997) and Jamal (1997) asserted that lack of job satisfaction is a predictor of quitting a job. Without mincing words, brain drain syndrome that has been plaguing Nigeria for the past two decades is concomitant of lack of job satisfaction.

The focus of this study is job satisfaction among librarians in public and private higher institutions of learning. It is expedient to know the factors that lead to job satisfaction and which ones lead to job dissatisfaction. Plate and Stone (1974) considered the theory of Frederick Herzberg with due consideration of Maslow's Hierarchy of Needs to make some useful propositions. However, there is variance in the school of thought Herzberg and Abraham Maslow had on motivation as a factor that leads to job satisfaction. Herzberg's first set of needs which is synonymous with Maslow's lower-cadre needs called hygiene factor are essential to job satisfaction but they do not necessarily lead to motivation.

According to Herzberg, hygiene factors include salary, fringe benefits, working conditions and job status, supervision, library policy and administration. Absence of the factors bring about job dissatisfaction. Herzberg also postulated that hygiene factors are basically external to the job, hence it has to do with job context.

Herzberg opined that hygiene factors do not give individual a sense of growth. Growth according to Herzberg gives individuals a sense of achievement in the tasks such individuals perform. On the need for achievement, Herzberg postulated motivational factors which include achievement, recognition, advancement, work itself, possibility of growth and responsibility. These factors produce motivation and high job satisfaction.

Job satisfaction of librarians require both factors. Hygiene factors will enhance their job satisfaction while on the other hand Motivational factors will enhance their motivation to put in their best in whatever they do.

## **PROBLEM STATEMENT**

The economic recession is a phenomenon that has affected every nation and every aspect of the world economy. The educational sector in which the library forms a part is undoubtedly affected. The recession has impacted underdeveloped nations, drastically reducing development and growth rate in the educational sector. The concomitant effect of such dragging development include, among others, poor condition of service, late payment of salaries, poor infrastructural development, poor working environment, etc. These problems and more are what universities and libraries attached to them are currently facing in developing countries, Nigeria inclusive.

The need to educate, reduce the widespread illiteracy and the need to provide admission for the teeming Nigerian youths seeking admission informed the rapid growth or development in the establishment of private universities between 1999 and 2012 (NUC). Fifty (50) private universities were established in Nigeria. Twenty eight (28) state public universities were established and in this same period, fifteen (15) public federal universities were established. This research is undertaken to find out job satisfaction of librarians working in public university libraries and those in private university libraries and do a comparison of their job satisfaction in the face of the prevailing economic hardship, intense competition occasioned by the emerging information and communication technology and the rising needs of librarians.

## **OBJECTIVE OF THE STUDY**

- 1) To find out the level of job satisfaction of librarians in public and private university libraries.
- 2) To ascertain if there is any significant difference in the job satisfaction of librarians in public university libraries and their counterparts in private university libraries.
- 3) To ascertain in which dimension or facets of job satisfaction are one group more satisfied than the other.
- 4) To ascertain what areas or facets of job satisfaction are one group more dissatisfied than the other.

To this end, the following hypotheses were made:

Hypothesis 1: There is no significant difference in job satisfaction between librarians in public universities and private universities on the basis of salary

Hypothesis 2: There is no significant difference in job satisfaction between librarians in public universities and private universities on the basis of privileges such as annual leave, sabbatical leave, conference attendance and continuing professional education

Hypothesis 3: There is no significant difference in job satisfaction between librarians in public universities and private universities on the basis of working environment

Hypothesis 4: There is no significant difference in job satisfaction between librarians in public universities and

private universities on the basis of promotion and advancement

Hypothesis 5: There is no significant difference in job satisfaction between librarians in public universities and private universities on the basis of co-worker relationship

Hypothesis 6: There is no significant difference in job satisfaction between librarians in public universities and private universities on the basis of library policies and administration

Hypothesis 7: There is no significant difference in the general job satisfaction of librarians in public universities compared to those in private universities

### SCOPE OF THE STUDY

The study is limited to librarians in public and private institution libraries in public and private institutions academic libraries in Ondo State. The institutions covered are; Federal University of Technology Library , Akure; Adekunle Ajasin University Library; Adeyemi College of Education Library (Public Universities); Wesley University of Science and Technology, Ondo; Achievers University, Owo; and Elizade University, Ilara-Mokin (Private Universities). The content of the study consists of Librarians, Public University, Private University, Library, Job Satisfaction and Job Disatisfaction.

### SIGNIFICANCE OF THE STUDY

The study which adopts comparative study approach when carried out will reveal the reality of the level of job satisfaction of librarians in public and private university libraries in Ondo State. It will also reveal which of the set of librarians are more satisfied than the other in terms of salary, working environment, privileges, promotion and advancement, relationship with co-workers, library policies and administration as well as overall job satisfaction.

The findings will help to provide the basis for improvement in any of the job satisfaction facts in which librarians are least satisfied.

Lastly the findings of the study will help to form the basis for judging which set of librarians are most satisfied or perhaps no significant difference in their job satisfaction levels.

### METHODOLOGY

The population of the study was made up of twenty-nine (29) respondents representing a one hundred percent (100%) return rate of the total questionnaires raised for the study. The questionnaire was administered to librarians in each of the Six (6) universities selected for the study. The Six (6) institutions were made up of three (3) public and three (3) private universities. In the public universities, five (5) questionnaires were administered in Adekunle Ajasin University Akungba-Akoko, ten (10) in Federal University of Technology Akure while eight (8) were administered in Adeyemi College of Education. In the private universities, two (2) questionnaires each were administered in Achievers University, Elizade University and Wesley University of Science and Technology. All indicated a return rate of one hundred percent (100%) and from the table it is obvious that the public universities have more Librarian staff than private universities.

T-Test Statistical method was used in analyzing the data collected. This statistical method was used as the researchers were trying to compare librarians' level of job satisfaction in private and public universities to discover whether there were any differences.

**Table: Institution**

	Frequency	Percent	Valid Percent	Cumulative Percent
AAUA	5	17.2	17.2	17.2
FUTA	10	34.5	34.5	51.7
Adeyemi College of Education	8	27.6	27.6	79.3
Achievers University	2	6.9	6.9	86.2
Elizade University	2	6.9	6.9	93.1
Wesley University of Science and Technology	2	6.9	6.9	100.0
<b>Total</b>	<b>29</b>	<b>100.0</b>	<b>100.0</b>	

### DATA ANALYSIS

Of the twenty-nine (29) respondents thirty-one percent (31%) of the total population had attained a Bachelors Degree in Library Science while nineteen (19) representing sixty-five point five percent (65.5%) had attained a Masters Degree. Only one (1) respondent had attained a PhD in Library science. Interestingly while looking at years of experience, it was discovered that the greater number of respondents, thirty-seven point nine percent (37.9%) had less than five (5) and Nine (9) years experience. Ten point three (10.3%) had between 10 – 14 years experience and above twenty (20) years experience while three point four percent (3.4%) had between 15 – 19 years experience.

**Table 2: Qualification**

	Frequency	Percent	Valid Percent	Cumulative Percent
BLS	9	31.0	31.0	31.0
MLS	19	65.5	65.5	96.6
PhD	1	3.4	3.4	100.0
<b>Total</b>	<b>29</b>	<b>100.0</b>	<b>100.0</b>	

**Table 3: Experience as a Librarian**

	Frequency	Percent	Valid Percent	Cumulative Percent
1 – 5 Years	11	37.9	37.9	37.9
6 – 9 Years	11	37.9	37.9	75.9
10 – 14 Years	3	10.3	10.3	86.2
15 – 19 Years	1	3.4	3.4	89.7
20 Years and above	3	10.3	10.3	100.0
<b>Total</b>	<b>29</b>	<b>100.0</b>	<b>100.0</b>	

Looking at gender of respondents, it was discovered that males were more than females though not by much with males having fifty-five point two percent (55.2%) to the females forty-four point eight percent (44.8%). It is worthy of note that the greater number of respondents were on the job status of Librarian I and II with forty point seven percent (40.7%) and twenty-nine point six percent (29.6%) respectively. This was followed by Senior Librarian with eighteen point five percent (18.5%) and Principal Librarian with eleven point one percent (11.1%).

**Table 4: Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	13	44.8	44.8	44.8
Male	16	55.2	55.2	100.0
<b>Total</b>	<b>29</b>	<b>100.0</b>	<b>100.0</b>	

**Table 5: Present Job Status**

	Frequency	Percent	Valid Percent	Cumulative Percent
Librarian II	8	27.6	29.6	29.6
Librarian I	11	37.9	40.7	70.4
Senior Librarian	5	17.2	18.5	88.9
Principal Librarian	3	10.3	11.1	100.0
<b>Total</b>	<b>27</b>	<b>93.1</b>	<b>100.0</b>	
Missing – System	2	6.9		
<b>Total</b>	<b>29</b>	<b>100.0</b>		

On section of the library where respondents work it was discovered that seven point one percent (7.1%) worked in acquisition while cataloguing and classification accounted for ten point seven percent (10.7%) and seven point one percent (7.1%) respectively. Reference unit and other units in the library both accounted for four point one zero percent (4.10%). From the table, it is safe to say that most respondents worked in the cataloguing and classification unit.

**Table 6: Which Section of the Library are you Working**

	Frequency	Percent	Valid Percent	Cumulative Percent
Acquisition	2	6.9	7.1	7.1
Cataloguing and Classification	15	51.7	53.6	60.7
Serials	3	10.3	10.7	71.4
Circulation	2	6.9	7.1	78.6
Reference	3	10.3	10.7	89.3
Others	3	10.3	10.7	100.0
<b>Total</b>	<b>28</b>	<b>96.6</b>	<b>100.0</b>	
Missing – System	1	3.4		
<b>Total</b>	<b>29</b>	<b>100.0</b>		

**Hypothesis 1: There is no significant difference in job satisfaction between Librarians in public universities and private universities on the basis of salary**

**Table 7: Independent T-Test Showing Institution Differences in Salary Satisfaction of Librarians**

Type of Institution	N	Mean	Std. Deviation	df	t	p
Public Universities	23	3.65	.982	27	-1.626	>.05
Private Universities	6	4.33	.516			

The result shows that type of institution had no significant difference on salary satisfaction [t(27)=-1.626, p>0.05]. This implies that there is no significant difference in job satisfaction between librarians in public universities and private universities on the basis of salary. This confirms Hypothesis 1.

**Hypothesis 2: There is no significant difference in job satisfaction between Librarians in public universities and private universities on the basis of privileges such as annual leave, sabbatical leave, conference attendance and continuing professional education**

**Table 8: Independent T-Test showing Institution Differences in Privileges Satisfaction of Librarians**

Type of Institution	N	Mean	Std. Deviation	df	t	p
Public Universities	23	11.04	2.946	27	-1.313	>.05
Private Universities	6	12.67	1.033			

The result shows that type of institution had no significant difference on privileges satisfaction [t(27)=-1.313, p>0.05]. This implies that there is no significant difference in job satisfaction between librarians in public universities and private universities on the basis of privileges. The result confirms Hypothesis 2, thus it was accepted.

**Hypothesis 3: There is no significant difference in job satisfaction between Librarians in public universities and private universities on the basis of working environment**

**Table 9: Independent T-Test Showing Institution Differences in Working Environment Satisfaction of Librarians**

Type of Institution	N	Mean	Std. Deviation	df	t	p
Public Universities	23	10.78	2.610	27	-.725	>.05
Private Universities	6	11.67	2.875			

Table 9 indicated that type of institution had no significant difference on working environment satisfaction [t(27)=-0.725, p>0.05]. This confirms Hypothesis 3 and it was accepted.

**Hypothesis 4: There is no significant difference in job satisfaction between Librarians in public universities and private universities on the basis of promotion and advancement**

**Table 10: Independent T-Test Showing Librarians Institution Differences in Promotion and Advancement Satisfaction**

Type of Institution	N	Mean	Std. Deviation	df	t	p
Public Universities	23	11.57	3.116	27	.605	>.05
Private Universities	6	10.67	3.724			

Table 10 indicated that type of institution had no significant difference on promotion and advancement satisfaction [t(27)=-0.605, p>0.05]. This confirms Hypothesis 4 and it was accepted.

**Hypothesis 5: There is no significant difference in job satisfaction between Librarians in public universities and private universities on the basis of co-worker relationship**

**Table 11: Independent T-Test Showing Librarians Institution Differences in Co-worker Relationship Satisfaction**

Type of Institution	N	Mean	Std. Deviation	df	t	p
Public Universities	23	3.87	.626	27	-.504	>.05
Private Universities	6	4.00	.000			

The result shows that type of institution had no significant difference on co-workers relationship satisfaction [t(27)=-0.504, p>0.05]. This confirms Hypothesis 5 thus it was accepted.

**Hypothesis 6: There is no significant difference in job satisfaction between Librarians in public universities and private universities on the basis of library policies and administration**

**Table 12: Independent T-Test Showing librarians Institution Differences in Library Policies and Administration Satisfaction**

Type of Institution	N	Mean	Std. Deviation	df	t	p
Public Universities	23	3.70	.926	27	-.794	>.05
Private Universities	6	4.00	.000			

The result shows that type of institution had no significant difference on library policies and administration satisfaction [t(27)= -0.794, p>0.05]. This implies that there is no significant difference between librarians in public and private universities on the basis of library policies and administration. This confirms Hypothesis 6 and it was accepted.

**Hypothesis 7: There is no significant difference in the general job satisfaction of Librarians in public universities compared to those in private universities**

**Table 13: Independent T-Test Showing Librarians Institution Differences in Job Satisfaction**

Type of Institution	N	Mean	Std. Deviation	df	t	p
Public Universities	23	99.43	17.146	27	-1.331	>.05
Private Universities	6	109.00	5.865			

The result in Table 13 shows that the type of institution had no significant difference on job satisfaction of librarians [t(27)=-1.331, p>0.05]. This implies that the observed difference between public university librarians (M=99.43;SD=17.15) and that of private universities (M=109.00;SD=5.87) on their measure of job satisfaction was not significant. This confirms the hypothesis and it was accepted.

## DISCUSSION

This research was an attempt to compare levels of job satisfaction between librarians in public and private universities. A series of hypotheses, seven (7) in total, were developed to determine whether there are any significant differences amongst the two sets of librarians' level of job satisfaction. At this juncture it is worthy of note that the number of librarians in the public universities were much more than those in the private universities. The least number in the public universities was five (5) from Adekunle Ajasin University which was still more than the private universities which had two (2) librarians in all three (3) institutions visited.

The first hypothesis stated that **“there is no significant difference in job satisfaction between librarians in public universities and private universities on the basis of salary”**. The results of the analysis, [t(27)=-1.626, p>0.05] confirmed that indeed there is no significant difference in job satisfaction between librarians in public universities and private universities on the basis of salary and thus the hypothesis was accepted. Tella et al (2007) opined that job satisfaction is a measure of how well a workers job provides for his or her needs. Every worker is paid a salary which is used in providing for their needs thus salary can be seen to be very important to the average worker. As there is no significant difference between librarians in the public and private universities job satisfaction levels on the basis of salary, this essentially implies that there is no significant difference between salaries of librarians in private and public universities.

The second hypothesis was **“there is no significant difference in job satisfaction between librarians in public universities and private universities on the basis of privileges such as annual leave, sabbatical leave, conference attendance and continuing professional education”**. This hypothesis was accepted as the result [t(27)=-1.313, p>0.05] showed that there was no significant difference implying that privileges enjoyed by librarians in both private and public universities seem to be similar.

**“There is no significant difference in job satisfaction between librarians in public universities and private universities on the basis of work environment”** was the third hypothesis and this was once again accepted as the result [t(27)=-0.725, p>0.05] supported the hypothesis. Pors and Johannsen (2002) are of the opinion that factors in the work environment play a pivotal role in recruiting and retaining professionals in the workplace and as the result of the data analyses indicates that the above hypothesis is accepted, this could be inferred to mean that librarians in both public and private universities work under similar conditions.

The fourth hypothesis states that **“there is no significant difference in job satisfaction between librarians in public and private universities on the basis of promotion and advancement”**. The analysis showed a result of [t(27)=-0.605, p>0.05] which indicated that on the basis of promotion and advancement, there is no significant difference between librarians in private and public universities. Sierpe (1999) opined that satisfaction generally increased with academic rank and status and since there was not any significant difference amongst the two sets of librarians it stands to reason that there is no marked difference in the promotion and advancement criteria in both private and public universities thus resulting in the hypothesis holding true.

The fifth hypothesis, **“there is no significant difference in job satisfaction between librarians in public universities and private universities on the basis of co-worker relationships”**. The result of the analysis, [t(27)=-0.504, p>0.05] indicated that the hypothesis could be accepted because there was no significant difference between librarians level of satisfaction in private or public universities when co-worker relationship

was taken into consideration.

The sixth hypothesis raised was that **“there is no significant difference in job satisfaction between librarians in public universities and private universities on the basis of library policies and administration”**. After analyzing the data, the results [ $t(27)=-0.794$ ,  $p>0.05$ ] indicated that there was no significant difference on the effect that library policies and administration in either public or private universities had on the librarians level of job satisfaction. Thus this hypothesis was also accepted. This could imply that both private and public institutions have similar policies and mode of administration that was acceptable to their librarians or possibly these policies and administration techniques were not oppressive to the librarians in either type of institution.

The final hypothesis stated that **“there is no significant difference in the general job satisfaction of librarians in public universities compared to those in private universities”**. The results of the data analysis [ $t(27)=-1.331$ ,  $p>0.05$ ] showed that the type institution had no significant difference on job satisfaction of librarians thus this hypothesis was accepted. This therefore implies that generally the job satisfaction levels of librarians in both private and public universities are on the same levels as they probably operate under similar conditions. What affects one group of librarians seems to have the same effect on the other group of librarians.

## CONCLUSION

A country like Nigeria where unemployment rate is quite high, the few that are lucky to secure employment in either public or private organizations tend to manage whatever they may have even when hygiene factors such as salary, promotion, work environment, relationship with superiors as well as motivational factors such as recognition, advancement, job contentment among others are not satisfying. McDonald (1996) and O’Toole (1980) argued that workers deliberately decide to find satisfaction in their job and perceive them as worthwhile. In some of the private universities studied, none has up to the required number of staff. Facilities available such as office space and ideal work environment are lacking. For librarians in such institutions to declare that they have job satisfaction indicates that they have deliberately decided to find satisfaction in their jobs.

This study like many other studies that had been carried out on job satisfaction of various occupational groups found that there is no significant difference in job satisfaction of librarians in public university libraries and librarians in private university libraries in Nigeria. The study measured job satisfaction of librarians in line with Fredrick Herzberg’s hygiene factors and motivational factors. However, the research outcome of the study is in tandem with the view of Ebru (1997) that job satisfaction of librarians naturally depend on the economic, social and cultural condition in a given country. A librarian who cannot get a sufficient wage will be faced with the problem of maintaining his or her family. This would make such a librarian dissatisfied. The mere fact that there seemed to be no significant difference in the job satisfaction levels of librarians in both public and private universities does not indicate that they are completely satisfied with their jobs as it may be.

## RECOMMENDATIONS

- 1) The National Universities Commission (NUC) as the coordinating body of university education in Nigeria should put in a benchmark for infrastructure and facilities that must be provided before a license of operation is issued to any intending proprietor, either public or private. This policy will enable universities have a conducive and enabling environment for learning and also enhance job satisfaction of librarians in terms of good working environment.
- 2) The National Universities Commission (NUC) should also ensure that there is a unified salary structure for both private and public universities that is duly enforced and also ensure prompt payment of salaries.
- 3) The issue of non-payment of entitlements and fringe benefits like the Earned Allowance for Academic Staff in public universities particularly state public universities can constitute a major source of job dissatisfaction to librarians. The federal government should ensure that state governments operating public universities pay any approved allowance for university staff as soon as the federal government pays those in the federal public universities.
- 4) Proprietors and management of universities should try as much as possible to put a human face on their management and administrative policies. They should be aware that one of the most important resources which they have is the human resources which they possess. A happy worker would ALWAYS give his or her best.
- 5) Lastly the dichotomy that exists among academic staff in Nigerian public universities should be looked into. The disparity in terms of lack of recognition for librarians by their counterparts (lecturers) is a major source of job dissatisfaction. Academic Staff Union of Universities (ASUU) should find a way of removing this disparity.



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