

Influence of Ownership of Institution on Job Satisfaction among Librarians in University Libraries in Southern Nigeria

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Abstract

Purpose: The study examined the influence of ownership of the institution and job satisfaction among librarians in university libraries in Southern Nigeria. *Design/Methodology/Approach:* The study adopted ex-post-facto research design. Three research questions were answered and one hypothesis tested in the study. The populace comprises 841 librarians in federal, state, and private universities in Southern Nigeria. A purposive sampling technique was espoused for the study because the entire populace was used as the sample. Data was collected through the use of a self-constructed questionnaire entitled 'Ownership of Institution and Job Satisfaction Scales (OIJSS)'. Copies of the questionnaire were administered to 841 librarians in 84 university libraries in Southern Nigeria. The data retrieved was analysed using simple percentages, and descriptive and inferential statistics. *Findings:* The outcomes of the study discovered that ownership of an institution has a relationship with job satisfaction of librarians in the university libraries of Southern Nigeria. Librarians in the university libraries in Southern Nigeria are satisfied with their job irrespective of ownership of the institution. *Research Limitations/Implications:* This study was limited to the influence of ownership of the institution and job satisfaction of librarians in the university libraries in Southern Nigeria. The result of the study will enhance the job satisfaction of librarians in the universities, whereby ownership of institutions should improve welfare packages of staff by creating a good working environment, such as sponsoring short courses, workshops on current trends in librarianship, and career advancement both in Nigeria and abroad, which will improve their job satisfaction. *Practical Implications:* The results of the study have revealed the relevance of ownership of institution to job satisfaction of librarians in university libraries in Southern Nigeria. *Originality/Value:* There are few studies on ownership of the institution and

job satisfaction of librarians in university libraries in Nigeria. Therefore, this paper will increase empirical literature on the topic.

Keywords: Ownership of Institution, Job Satisfaction, University Libraries, Southern Nigeria

Introduction

The term university is derived from the Latin word *universitas magistrorum et scholarium*, which means community of teachers and scholars. The university system is an institution of higher or tertiary education and research, which awards academic degrees in various academic disciplines. Universities typically provide undergraduate and postgraduate education. Nigerian universities have three forms of ownership: federal, state, and private. The federal and state are categorised as the public universities, while the private universities are degree-awarding institutions that are founded and financed by private individuals or corporate bodies such as religious organisations. Ownership of institution has a vital role to play on the job satisfaction of the staff. Kruse, Freeman, Blasi, Buchele, Scharf, Rogers and Mackin (2004) asserted that employee ownership causes an increase in motivation and therefore increases the productivity of the employees and job satisfaction.

Similarly, Yaya (2019) orated that job satisfaction of librarians has a significant place in the information

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society which affects the service delivery he/she renders. The success of a tertiary institution is dependent on the providers of knowledge (Bello, Ogunipe & Eze, 2017). Darbar (2015), in his study, submitted that the utmost asset of any nation or organisation is its human resources. Badawi (2006) posited that organisations, whether in the private or public sector, should be concerned with motivation, job satisfaction, and productivity among its staff. Ademodi and Akintomide (2015) suggested that unhappy workers will either quit their appointment from the organisation or constitute a problem to the organisation, and this will encourage ineptitude and low productivity or commitment. The topic of librarians' job satisfaction has been a crucial researched area in library and information studies (Leysen & Boydston, 2009; Karim, 2008). Hyder and Batool (2013) asserted that in any library, effective services can only be provided through level of job satisfaction, which definitely affects the excellence of the services delivered. It can also be established from statistics that librarians working in the public sector are more satisfied than private sector librarians, in terms of salaries (Hyder & Batool, 2013).

Amune (2014) explained that since librarians are professionals, encumbered with the care of the library and its contents in numerous formats, and whose professional duties comprise selecting the books, documents, and non-book materials that make up its stock, and providing information and loan services to meet the high demand of its patrons, they should be motivated and have the job satisfaction to be able to contribute positively to the growth and sustenance of the library, especially now that the library and its processes are continuously changing. It is, however, dismal to know that literature has revealed that many librarians are not satisfied with their job, as a result of their employers not motivating them. It is on the basis of this that this study seeks to examine the influence of ownership of institutions and job satisfaction among librarians in university libraries in Southern Nigeria.

Statement of the Problem

In any university library, librarians' job satisfaction plays a vital role in the overall functioning of the institution, to ensure effective service delivery to library users. Yaya (2019) asserted that job satisfaction is generally acknowledged as a necessary ingredient for an individual's fulfilment in carrying out one's duties. For libraries in

universities to strive well in this era, there must be a deliberate policy to integrate librarian job satisfaction owned by any establishment, to improve service delivery. It is, however, dismal to know that literature has revealed that many librarians are not satisfied with their job as a result of ownership of institution not meeting the librarians' expectations. The drive of this research is to examine the influence of ownership of institution on job satisfaction of librarians in the university libraries in Southern Nigeria.

Objective of the Study

The general objective is to study the influence of ownership of institutions on job satisfaction of librarians in the university libraries in Southern Nigeria. The specific objectives are to:

- Ascertain the extent to which librarians are satisfied with their jobs in university libraries in Southern Nigeria;
- Find out the relationship between ownership of institutions and job satisfaction of librarians in university libraries in Southern Nigeria.

Research Questions

The following research questions were answered in this study:

- To what extent are librarians satisfied with the ownership of institutions in university libraries in Southern Nigeria?
- What is the influence of ownership of the institution on job satisfaction among librarians in university libraries in Southern Nigeria?

Review of Related Literature

The term job satisfaction has been variously discussed, studied, analysed, and interpreted in the literature. Job satisfaction is defined as a pleasing or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction is closely related to human beings or human resources in the organisational context. Satisfaction or dissatisfaction can be perceived or noticed from the way a given task is performed by a person or group of persons. According to Robins (2005), job

satisfaction is the collection of feelings that an individual grasps in the direction of their jobs. Jex (2002) asserted that job satisfaction of librarians is connected to how their personal expectations of work are in congruence with the actual outcomes, and since job satisfaction is merely a staff attitude towards his or her job, job satisfaction of librarians can be seen as containing three components: affective, cognitive, and behavioural components.

The affective component refers to feelings about the job, the cognitive component represents a belief with regard to a job. Often these two aspects are related. The behavioural component is an indicator of behavioural intentions towards a job, such as getting to work on time, working hard, and so on. However, Ikonne and Onuoha (2015) discoursed that job satisfaction refers to the degree to which personal needs – material and physiological, intrinsic and extrinsic are realised by staff while performing the tasks involved in his/her job. Similarly, Olwolabi and Salaam (2010) asserted that job satisfaction can be seen as a positive attitude of a worker towards his/her job and a delightful emotional state resulting from the perception of one's job as fulfilling. Jafar, Kavousian, Beigy, Emami, and Hadavizadeh (2010) opined that job satisfaction is one of the most important factors that every job atmosphere brings a dynamic and successful ambience into every workplace across the globe. They further identified five major aspects of job satisfaction: satisfaction from job, satisfaction from supervisor, satisfaction from colleagues, the satisfaction from salary, and satisfaction from promotion.

Baro, Fynman and Zoukemefa (2013) examined job satisfaction among cataloguing librarians in university libraries in Nigeria. Their findings discovered that cataloguers in university libraries in Nigeria are disgruntled with dimensions such as roles and responsibilities, workplace culture, rewards (salaries/benefits), and professional growth. Kaya (1995) surveyed job satisfaction of the librarians in the developing countries. Kaya finds revealed that librarians' social status is lower in developing countries and they are not satisfied with it. However, Burd's (2003) study on work values of academic librarians explored the relationships among values, job satisfaction, commitment, and intent to leave, and found that librarians in most organisations are less satisfied, less committed, and more likely to leave the organisation, perhaps even the profession. In summary,

job satisfaction among librarians can be seen as a function of the features of a job, the view of others, the employee's personality, and salary.

Ownership of institutions has a magnificent role to play in a librarian's job satisfaction; such a dimension includes roles and responsibilities, work culture, performance appraisal, rewards/salaries/reimbursement, professional growth, opportunities, and future concerns. Unhappy librarians in any institution may not execute his/her tasks optimally and this may translate into poor productivity, high rate of staff turnover, and threat to the organisation. Hyder and Batool (2013) explored job satisfaction among public and private university/degree awarding institution librarians of Lahore. Their findings revealed that librarians in the public sector are more satisfied than their counterparts in the private sector, with the physical facilities and ICT infrastructure, with mean 3.82 and salary with mean 3.80. On the contrary, Khan and Ahmad (2013) asserted that public sector university librarians are slightly satisfied ($M = 3.86$) with their pay or salaries.

However, Baro, Semiode and Godfrey (2014) examined a comparative study of job satisfaction between cataloguers in federal and private university libraries in Nigeria. Their findings discovered that cataloguers in federal universities were enthused with better pay and benefits than their private university counterparts in Nigeria. They further stated that private university owners are there to make money; they show little concern for staff welfare and that is why many librarians in private university libraries are hunting for jobs in public universities. This implies that librarians only work with private institutions as a last resource. More so, reflecting on rewards/pay/benefits, one cataloguer from a private university library stated, "what we are being paid is not motivating me, it is not enough to meet my needs" (Baro, Semiode & Godfrey, 2014). On the contrary, Akinyemi and Ifijeh (2013) asserted that librarians in private university libraries in South-West Nigeria were satisfied with their jobs. However, Adio and Popoola (2010) examined job satisfaction and career commitment of librarians in federal university libraries in Nigeria. Their findings revealed that librarians are dedicated to their careers and had job satisfaction. Hyder and Batool (2013) investigated job satisfaction among public and private university/degree awarding institute librarians in Lahore. Their findings revealed that public sector librarians are more satisfied with their salary

packages than private sector librarians. It was found that a majority of the respondents (n = 38, 54%) considered that working as a librarian in a government sector has superior social status than the private sector.

The influence of ownership of institution on job satisfaction of librarians cannot be overstated, because for librarians to be able to give excellent services, it is most important that they feel good about themselves and their jobs. Job satisfaction of librarians has to do with the collection of feeling and beliefs that librarians have about their current job irrespective of the institution to which they belong. Librarians' degrees of job satisfaction can be an assortment, from tremendous satisfaction to excessive dissatisfaction. Job satisfaction is exceptionally influenced when librarians have a sense of achievement and success on the job, which is generally perceived to be directly linked to productivity as well as to personal well-being with remuneration for individual effort (Sanusi, 2015).

This implies that job satisfaction is doing a job one enjoys because enthusiasm and happiness are the key ingredients that lead to recognition, promotion, and financial achievement, leading to a sense of fulfilment (Kaliski, 2007). Noticeably, it is believed that satisfaction of librarians in the library influences many aspects, such as efficiency, productivity, absenteeism, users' patronage, and general attitude to work. Institutions are guided by human values with good orientation towards treating librarians fairly and with respect, because the behaviour or conduct of librarians, depending on their level of job satisfaction, will influence the functioning and activities of the institution's daily library routine. Perceptibly, one can deduce that job satisfaction will result in positive behaviour and dissatisfaction with the work will result in negative behaviour of librarians (Hart, 2010).

Job satisfaction of librarians plays a great influence, because it serves as an indicator of institution device of evaluation at different levels of satisfaction. That is why, Togia, Koustelios, and Tsigilis (2004) concluded in their study on job satisfaction among Greek academic librarians that respondents were gratified with their jobs and disgruntled with the pay and promotion policies of librarians. Based on this, Tysick and Babb (2006) suggested that university authorities should provide librarians the same status as the teaching staff, to boost

performance and satisfaction of librarians in their place of work. Oyovwe Tinuoye, Omeluzor and Akpojotor (2016) studied factors influencing job satisfaction of academic librarians in university libraries; their study revealed that five factors capable of influencing job satisfaction of employees are work environment, remuneration, fairness, promotion, and training. They further buttressed that these variables significantly influence librarians' job satisfaction and also serve as a stimulus for employee's productivity and delivery of quality services to clientele.

A study of factors influencing job satisfaction of librarians in university libraries by Ikonne and Onuoha (2015) revealed that factors such as job security, satisfactory relationship with the supervisor, satisfactory interaction with colleagues, satisfactory interaction with information user/customer/clients, satisfactory job duties/job schedules, satisfaction with the challenges of the job, task variety and work autonomy, satisfactory communication climate in the workplace, and satisfactory job status/recognition at work are all significant conditions that elicit the achievement of job satisfaction among librarians in federal and state universities. They also pointed out that managerial styles in the workplace, salary, working conditions, and opportunity to conduct research are influenced by low satisfaction of librarians in university libraries. Moloantoa (2015) opined that there are two factors influencing job satisfaction of librarians (academic employees), which includes extrinsic and intrinsic factors. The extrinsic factors are made up of academic working conditions, job security, remuneration packages, and promotions, while the intrinsic factors influencing job satisfaction of librarians are relationship with colleagues, recognition, and advancement. He further alluded that these factors directly influence librarians/academic employees' job satisfaction and should management not address these factors, they can probably incline students to scantily use the university library, due to poor service delivery by displeased or unsatisfied librarians.

Research Methodology

This study adopted *ex-post-facto* research design. The populace of the study was 841 librarians from 84 university libraries in Southern Nigeria. The entire population of 841 librarians was used as the sample using purposive sampling technique. This is a result of

the manageable size of the population of librarians in the university libraries in Southern Nigeria. A questionnaire was the research instrument used to gather data for the study. The questionnaire was titled 'Ownership of Institutions and Job Satisfaction Scales (OIJS)'. A total of 841 questionnaires were administered; 679 were duly completed and found useable, giving a response rate of 76.2%. The data retrieved was analysed using simple percentages, and descriptive and inferential statistics. In addition, the demographic information of the respondents was analysed using simple percentages, and descriptive and inferential statistics were used to analyse questions 1-3 and the hypothesis.

Population of the Study

The populace of the study comprises 841 respondents from 84 university libraries in federal, state, and private universities in Southern Nigeria. Around 841 copies of the questionnaire were distributed and 679 completed copies were returned for the study. This gave a response rate of 76.2%, which is considered adequate for the study.

Findings and Discussion

Table 1: Gender Distribution of the Respondents

Gender	Frequency	Percentage (%)
Male	314	46.2
Female	365	53.8
Total	679	100.0

Table 1 shows that there are more female (53.8%) than male (46.2%) librarians in the university libraries of Southern Nigeria.

Table 2: Age Distribution of the Respondents

Age Range	Frequency	Percentage (%)
Young – below 30 years	67	9.8
Middle-age – 31-50 years	511	75.3
Older – above 51 years	101	14.9
Total	679	100.0

Table 2 discloses the frequency distribution of age of the librarians. The librarians in the middle-age group, which

ranges from 31-50 years, had the highest frequency, at 511 (75.3%), followed by those above 51 years, at 101 (14.9%), and those below 30 years, at 67 (9.8%), respectively. This means librarians in their middle age (31-50 years) dominate the profession in the university libraries of Southern Nigeria.

Table 3: Work Experience of the Respondents

Work Experience	Frequency	Percentage (%)
0-4 years (less experienced)	144	21.2
Above 5 years (more experienced)	535	78.8
Total	679	100.0

Table 3 shows that the highest number of respondents (535, 78.8%) have been working for more than five years, followed by 144 (21.2%) librarians working for 0-4 years (less experienced). The greater proportion of the librarians in the university libraries of Southern Nigeria are more experienced, as indicated in Table 3.

Table 4: Educational Qualifications of the Respondents

Educational Qualification	Frequency	Percentage (%)
B.Sc/B.L.S	87	12.8
M.Sc/M.L.S	413	60.8
M. Phil	10	1.5
Ph.D.	154	22.7
Others	15	2.2
Total	679	100.0

Presented in Table 4 are the educational qualifications of the librarians. The table shows that there are more librarians with M.Sc/M.L.S (413, 60.8%) than Ph.D. (154, 22.7%). Only 87 (12.8%) of the librarians have obtained B.Sc/B.L.S degrees and ten (1.5%) have obtained M.Phil. The results revealed that there are more respondents with M.Sc/M.L.S degrees in the university libraries of Southern Nigeria.

Research Question 1: To what extent are librarians satisfied with the ownership of institutions in the university libraries in Southern Nigeria?

The data in Table 5 answers this question.

Table 5: Simple Correlation Analysis of Librarians' Job Satisfaction of Ownership of Institutions in the University Libraries in Southern Nigeria

Variables	N	Mean	SD
Job Satisfaction	679	56.5361	6.68297

Table 5 reveals that the mean is 56.5361 and the standard deviation is 6.68297. This shows that librarians are

satisfied with their job irrespective of ownership of the institution. This is in line with Oluchi and Ozioko (2014) that there is a commendable level of job satisfaction among librarians in their various institutions.

Research Question 2: What is the influence of ownership of the institution and job satisfaction among librarians in the university libraries in Southern Nigeria?

The data in Table 6 answers this question.

Table 6: Simple Correlation Analysis of the Influence of Ownership of Institution and Job Satisfaction among Librarians in the University Libraries in Southern Nigeria

Variables	N	Mean	SD	R	r ²	r ² adjusted
Ownership of Institution	679	1.9308	.86197	.070	.005	.003
Job Satisfaction	679	56.5361	6.6829			

Mediating Variable: Ownership of Institution.

Dependent Variable: Job Satisfaction.

Table 6 shows that there exists a positive correlation between ownership of the institution and job satisfaction among librarians in the university libraries in Southern Nigeria. The computed simple correlation using Pearson Product Moment Correlation produced an output of $r = .070$. This provides an answer to research question 2. It reveals that there is a positive relationship between ownership of the institution and job satisfaction of librarians in university libraries in Southern Nigeria.

The r^2 adjusted value of .003 constitutes 0% amount of variance accounted for by ownership of the institution and job satisfaction among librarians involved in this study. This indicates that there is little or no change in the amount of variance accounted for by ownership of institution in job satisfaction among librarians in the university libraries in Southern Nigeria. This is in line with Baro, Seimode and Godfrey (2014) that private university owners are there to make money. They show little concern for staff welfare and that is why many librarians in private university libraries are hunting for jobs in public universities.

Summary

The aim of this study is to critically examine the influence of ownership of institutions on job satisfaction among librarians in university libraries in Southern Nigeria. The

sample size for this study was drawn from 841 librarians from 84 university libraries in Southern Nigeria. The researchers employed the purposive sampling technique and questionnaire method of data collection to collect data from the respondents. The questionnaire was personally administered by the researchers and six research assistants to librarians in university libraries in Southern Nigeria.

Two research questions were formulated for the study. Based on the analysis, the following findings were revealed:

- Ownership of institution has a relationship with job satisfaction among librarians in the universities.
- Librarians are satisfied with their job irrespective of ownership of the institution.

Conclusion

The study concludes that ownership of institutions is a motivating factor for job satisfaction of librarians in university libraries. To enhance the job satisfaction of librarians in the universities, ownership of institutions should improve on welfare packages of librarians by creating a good working environment, such as sponsoring short-term courses, workshops, and conferences on current trends in librarianship, including career advancement programme both in Nigeria and abroad, to improve their job satisfaction.

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